Preliminary Study of Adaptation of the Motivation Model for the Perry Public Service (1996) within the Portuguese Context

Estudo Preliminar de Adaptação do Modelo de Motivação
para o Serviço Público de Perry (1996) para o Contexto Português

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ABSTRACT

Public Service Motivation (PSM) has been shown to be a consistent model in the various studies in which it was used. This study aims to contribute to the validation of PSM, conceptualized by Perry and Wise (1990), within the Portuguese context. Starting from the dimensions that make up PSM in the model proposed by Perry (1996), we intend to identify the dimensions with possible relevance to the Portuguese context. This research inserts itself into the context of a large project of validation of the PSM model representative of the Portuguese Public Administration. Using a questionnaire initially proposed by Perry (1996) which covers forty items to measure the six dimensions, we performed different Exploratory Factor Analyses (EFA) through the elimination of the items that presented a factor loading of below 0,50 and/or saturated with a factor loading greater than 0,50, in more than one extracted factor. Following this, by using the Confirmatory Factor Analysis (CFA), we compared the measurement model achieved (EFA) with the two other models. One was that initially proposed by Perry (1996) and the other was the final model discovered in this study by Perry (1996). The results obtained allowed the identification of three dimensions of the six proposed initially by Perry (1996) and two new dimensions which assume a reverse nature. They are Social Selfishness and Social Cynicism, there not being, however, any literature found to contextualize them within the scope of PSM. The implications of these results were also discussed and future studies suggested.

Keywords: Public Service Motivation, Dimensions, Measurement Model

RESUMO

A Motivação para o Serviço Público (PSM) tem revelado ser um constructo consistente nos diversos estudos em que tem sido utilizado. O presente estudo tem como objetivo contribuir para a validação para o contexto português do Modelo de Motivação para o Serviço Público (*Public Service Motivations* – PSM) conceptualizado por Perry e Wise (1990). Pretende-se, partindo das dimensões constituintes deste modelo identificar dimensões relevantes para o contexto público português. Insere-se, assim, no contexto de um projeto mais vasto de identificação e validação de um modelo da PSM representativo da Administração Pública Portuguesa. Partindo-se do questionário inicialmente proposto por Perry (1996), constituído por quarenta itens que medem as seis dimensões, foram realizadas diversas Análises Fatoriais Exploratórias (AFE) através da eliminação dos itens que apresentaram um *factor loading* inferior a 0,50 e/ou saturaram com *factor loading* superiores a 0,50 em mais do que um fator extraído. Em seguida, através de Análises Fatoriais Confirmatórias (AFC), o modelo resultante da AFE, foi comparado com outros dois modelos. Um foi o modelo inicial proposto por Perry (1996) e o outro foi o modelo final encontrado neste estudo (Perry, 1996). Os resultados obtidos permitiram identificar três dimensões das seis propostas inicialmente por Perry (1996) e duas novas dimensões que assumem uma natureza *reverse*. São elas o Egoísmo Social e o Cinismo Social, não tendo, no entanto, sido encontrada literatura que as contextualizassem no âmbito da PSM. Foram também discutidas as implicações destes resultados e sugeridos estudos futuros.

Palavras-chave: Motivação para o Serviço Público; Dimensões; Modelo de Medida

1. Introduction

The potential of missions of the various bodies within Public Administration has given rise to the question of how public organizations can amplify the attraction of working in public service, and of how motivation can bring about higher performance levels (Desmidt & Prinzie, 2019). Faced with a growing need for stimulating personal values, for guiding behavior (Perry & Wise, 1990) and for motivating people to collaborate within society (Vandenabeele, Ritz & Neumann, 2018), significant ground has been made in the last quarter of a century towards a more complete understanding of the motivational factors for the delivering of public policies (Kim, 2017; Pandey, Pandey, Breslin & Broadus, 2017) and for recruiting highly qualified employees being competed for by the private sector (Asseburg & Homberg, 2020).

The idea that employees in public service might feel the desire to contribute to the general good is outdated (Horton, 2008; Vandenabeele, 2014; Vandenabeele et al., 2018), with the pressing need for scientific research on the construct of Public Service Motivation (PSM), identified as "the propensity of an individual to respond to causes which are fundamentally or exclusively pertaining to public institutions" (Perry & Wise, 1990, p. 368).

Thus, the motivation towards public service consists of an individual predisposition for collective interests, conditioning behavior in an organizational context, according to those values and attitudes which rise above personal and organizational interest (Coursey & Pandey, 2007; Coursey, Perry, Brudney, & Littlepage, 2008; Han, 2018; Kim, 2009a; Perry, 1996; Perry & Wise, 1990; Rainey & Steinbauer, 1999; Vandenabeele, 2007; Vandenabeele, 2008a; Wright & Christiansen, 2010).

For Perry and Hondeghem (2008), PSM as a motivation to "do good to others and shape the well-being of society" (p. 3) comes to assume an important position in the study of Public Administration and Public Management, once it is linked to the range of results considered beneficial for public sector bodies. Thus, motivation for public service presupposes that altruistic motivational components allow organizational behavior to be explained, introducing connections between institutions and the individual (Vandenabeele et al., 2018), which allow for the stimulation of assistance to society, civic duty, concern for the public and social justice (Perry, Brudney, Coursey & Littlepage, 2008).

PSM has also been characterized from a rational perspective, or of personal interest for public service, which promotes specific interests by an ideological ruling, or of individual ethical circumspection, when faced with the specific project or program of public policies (Perry & Wise, 1990).

Considering that public servants are motivated by a concern for the community, by a desire to serve or by a sense of duty not encountered amongst private sector officials (Crewson, 1997, Houston, 2000; Perry & Wise, 1990), Perry (1996) designed and proposed a PSM model linked to a scale of measures and composed of forty items which measured the six dimensions, namely, (i) the attraction to public policy-making, (ii) the commitment to public interest, (iii) civic duty, (iv) social justice, (v) self-sacrifice, and (vi) compassion. Meanwhile, no studies were found to have been done for validation within the Portuguese context of a PSM model, nor of the instrument proposed by Perry (1996).

It is on the basis of this observation that this study intends to explore the content and factorial structure of the Perry (1996) PSM Model within the Portuguese context, in a preliminary approach towards a project of adaptation and validation of this model for the Portuguese Public Administration.

2. Theoretical Framework

PSM was conceptualized as a propensity of individuals to respond to delivering public policies in a public organizational context (Perry, 1996), as well as contributing towards the good of society and its citizens (Houston, 2006). Along these lines, Brewer and Selden (1998) describe PSM as "a motivational force which induces individuals to perform a meaningful public service" (p. 417). Apart from this, Rainey and Steinbauer (1999) define this construct as "an altruistic motivation to serve the interests of the community, a State, a nation or mankind" (p. 23).

Conversely, PSM has been explained by the convictions and behaviors which go beyond personal or organizational interest, and which can induce by way of public interaction, a motivation for a channeled action (Vandenabeele, Scheepers, & Hondeghem, 2006), allowing the individual to act in accordance with public fulfillment, but with a dual set of priorities split between organizational (Vandenabeele, 2007) and individual orientation (Perry & Hondeghem, 2009).

Despite definitions of the construct varying a little from author to author, it is sustained and agreed that PSM is a compromise for public interest, a service and dedication to one's fellow men and self-sacrifice (Houston, 2006).

2.1 Models proposed by Perry

Traditional and empirical evidence showing employees in public office are different, led Perry and Wise (1990) to conceptualize this differentiation in order to define the construct of motivation for public service.

Considering the distinction referred to, the relationship between PSM and organizational behaviors (Han, 2018), has made it possible to characterize estab-

lished rational motives for maximizing individual usefulness, regulatory motives based on rules and heuristics, and rooted in the desire to achieve the common good and promote public interests, and emotive reasons based on human feelings (Perry, 2000; Perry et al., 2008). This being the case: (i) the rational motives are linked to participation in the process of formulating public policies and to involvement in public projects and programs; (ii) the regulatory motives are affiliated to the desire to serve public interests and to loyalty to the governing executive; and (iii) the emotive reasons are connected to personal convictions for affiliation to public service (Perry et al., 2008).

Alongside this can also be positioned the motives linked to PSM, like psychological needs which can be satisfied by working in public organizations, when the intrinsic rewards given can be considered superior to those of the private sector, for recognition to usefulness in helping the community and in serving public interest (Crewson, 1997; Houston, 2000; Perry & Wise, 1990; Rainey, 1982).

Initially, Perry (1996) proposed a motivation for public service model composed of six dimensions. Specifically: Attraction to Policy Making – APM; Commitment to the Public Interest – CPI; Civic Duty – CD; Compassion – COM; Self-Sacrifice – SS. These six dimensions were measured by forty items and with a Lickert-style response scale of 7 points, going from 1 (completely disagree) to 7 (completely agree).

In validating the data, Perry (1996) was able to establish a final model in which social justice was eliminated and civic duty was integrated into the commitment to the public interest. Thus, the final model as presented by Perry (1996), was composed of twenty-four items and four dimensions. The Cronbach Alpha coefficients for the four sub-scales went from 0.69 through 0.74 and the factorial amount of the items from 0.39 through 0.78 Perry (1996).

2.2 Validation Studies

Subsequent studies on the matter by Perry and Wise (1990), researched the link between PSM dimensions and attraction to the public sector (Christensen & Wright, 2011; Lewis & Frank, 2002; Steijn, 2008; Vandenabeele, 2008b), giving rise to disparate implications (Ritz, Brewer & Neumann, 2016). The variations in the results can be explained by the different cultures of the countries of origin which were researched into. Most studies analyze data from Europe (Kjeldsen & Jacobsen, 2013) or from the United States of America (Christensen & Wright, 2011).

Some authors have indicated the inequality arose from the organizational socialization of the population researched into, being made up of employees in public office (Asseburg & Homberg, 2020).

Despite this, this discussion was clarified by using a sample of graduate students, who, without any socialization organization, intended to work in Public Administration (Clerkin & Coggburn, 2012).

Independently of the existence of various PSM studies, the scale could alter its measuring capacity in different contexts and environments, leading Vandenabeele (2008b) to establish other dimensions, namely interest in policy and public policies, public interest, compassion, self-sacrifice, equality and burocratic values. This research resulted in thirty-five items taken from the forty-seven initially proposed, once the dimensions of religion and technical ability were ruled out by Vandenabeele's (2008b) validation.

Conversely, Kim (2009b), on testing the Perry Model (1996) within the Korean context, validated a scale of 14 items with four factors, specifically, attraction to policy-making, commitment to public interest, compassion, self-sacrifice, the Cronbach Alpha coefficient going from 0.62 through 0.74.

Also to be highlighted are other studies which allow various relationships to exist between motivation for public service and various other variable ones such as, amongst others, organizational commitment, job security and satisfaction, and perceived social impact (Horváth & Horvath-Vadasz, 2019). More recently still, Horváth and Horvath-Vadasz (2019) suggest the use of correlations between PSM and variables of job security and organizational commitment, attaining explanatory models of 48% and 63% respectively.

Added to this is that one of the more significant implications of PSM is the idea that motivation links public interest to administrative behavior (Moynihan & Pandey, 2007), envisaging that employees with higher levels of PSM better interpret the meaning of public service mission (Pandey, Wright & Moynihan, 2008; Vandenabeele, 2014).

For this reason, we can conclude that public service motivation, as well as the measurement model, depend on the socio-political and cultural context where it is applied. This evidence implies that, faced with the attraction of employment policies in Public Administration, there is a need for validating and establishing a model for public service motivation, specifically within the Portuguese context, as verified in other countries, for the most recent studies of PSM validation (Table 1).

It is not clear to what measure PSM is linked with attraction to the public sector in the job market, with, in particular, strong practical implications for recruitment and selection (Asseburg & Homberg, 2020). This study rightly seeks to meet this requirement, through development of a global measuring instrument for public service motivation. This instrument would have the potential to ignore the contextual sensitivity of the existing dimensional measures, introducing the

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TABLE 1. Validation Studies adapted by Perry (1996)

ARTICLE	METHODOLOGY	SAMPLE DIMENSION	SAMPLE TYPE	DIMENSIONS	SCALE	PERRY ADAPTATION (1996)
Asseburg, J., & Homberg, F. (2020). Public service motivation or sector rewards? Two studies on the determinants of sector attraction. *Review of Public Personnel Administration, 40*(1), 82-111.	Meta-Analysis	600	Graduate & Masters Students of AP	4 (APS, SS, CPV, COM)	Kim et al. (2013)	X
Neumann, O. (2019). Giving Something Back to Society": A Study Exploring the Role of Reciprocity Norms in Public Service Motivation. *Review of Public Personnel Administration, 39*(2), 159-184.	Regressions	205	AP Policy	4 (APM, SSF, COM, CPI)	Giauque et al. (2011)	X
Quratulain, S., Khan, A. K., & Sabharwal, M. (2019). Procedural fairness, public service motives, and employee work outcomes: Evidence from Pakistani public service organizations. *Review of Public Personnel Administration, 39*(2), 276-299.	Hierarchical Regressions	232	AP Public Officers	3 (APM, CPI, COM)	Perry (1996)	X
Desmidt, S., & Prinzie, A. (2019). Establishing a mission-based culture: Analyzing the relation between intra-organizational socialization agents, mission valence, public service motivation, goal clarity and work impact. *International Public Management Journal, 22*(4), 664-690.	SEM*	585	Health AP	1 (APS)	Wright & Pandey (2011)	
Ripoll, G., & Ballart, X. (2019). Judging unethical behavior: The different effects of external and public service motivation. *International Public Management Journal*, 1-23.	SEM	574	Social Services (AP, Private & 3.º Sector)	4 (APP, CPI, COM, SS)	Kim et al. (2013)	X
Homberg, F., Vogel, R., & Weiherl, J. (2019). Public service motivation and continuous organizational change: Taking charge behaviour at police services. *Public administration, 97*(1), 28-47.	Regressions	1165	Police AP	4 (APM, SS, COM, PI)	Wright, Moynihan & Pandey (2012)	X

* Structured Equation Modeling

TABLE 1. *(cont.)*

ARTICLE	METHODOLOGY	SAMPLE DIMENSION	SAMPLE TYPE	DIMENSIONS	SCALE	PERRY ADAPTATION (1996)
Holt, S. B. (2019). The influence of high schools on developing public service motivation. *International Public Management Journal, 22*(1), 127-175.	SEM	680	Students of AP	1 (APS)	Kim et al. (2013) e Perry (1996)	X
Kim, S., Vandenabeele, W., Wright, B. E., Andersen, L. B., Cerase, F. P., Christensen, R. K., ... & Palidauskaite, J. (2013). Investigating the structure and meaning of public service motivation across populations: Developing an international instrument and addressing issues of measurement invariance. *Journal of Public Administration Research and Theory, 23*(1), 79-102.	SEM	2868	AP Public Officers	4 (APP, CPV, COM, SS)	Giauque et al. (2011), Kim (2009a, 2009b), Perry (1996) and Vandenabeele (2008a, 2008b)	X
Wright, B. E., Moynihan, D. P., & Pandey, S. K. (2012). Pulling the levers: Transformational leadership, public service motivation, and mission valence. *Public Administration Review, 72*(2), 206-215.	SEM	1322	AP (Local)	3 (CPI, COM, SS)	Alonso & Lewis (2001), Brewer, Selden & Facer (2000), Kim (2004), Pandey, Wright & Moynihan (2008), Wright & Pandey (2011)	X
Wright, B. E., & Pandey, S. K. (2011). Public organizations and mission valence: When does mission matter?. *Administration & Society, 43*(1), 22-44.	SEM	168	AP (Agency)	3 (CPI, COM, SS)	Wright (2008)	X
Giauque, D., Ritz, A., Varone, F., Anderfuhren-Biget, S., & Waldner, C. (2011). Putting public service motivation into context: A balance between universalism and particularism. *International Review of Administrative Sciences, 77*(2), 227-253.	SEM	3754	AP Public Officers	4 (APM, SSF, COM, CPI)	Coursey & Pandey (2007), Vandenabeele (2007), Coursey et al. (2008), Kim (2009a, 2009b)	X

Source: In-house.

possibility of directly assessing the result of motivation, or the lack of it, for undertaking public service (Vandenabeele et al., 2018).

Thus, this research intends to give a preliminary contribution to PSM validation within the Portuguese context, given that there are no known studies to measure public service, nor of the adaptation of the model and the instrument proposed by Perry (1996) for Portuguese Public Administration.

3. Methodology

This works consists of a preliminary study of adaptation and validation of the PSM model within the Portuguese context. Its objective is to verify the results which may emerge from the collection of a specific PSM structure for Portuguese Public Administration. It is a quantitative study, supported by a questionnaire survey and, because of this, it being of a research and preliminary nature, a small-scale sample was opted for. The statistical treatment of the data lay, in the first phase, in the Exploratory Factorial Analysis (EFA), followed by a Confirmatory Factorial Analysis (CFA) of the model extracted from the EFA. This model resulting from the EFA was subsequently validated and compared to the two PSM models proposed by Perry (1996). Following this, a validation of this construct was developed within the Portuguese Public Administration context.

3.1 Sample

In order to establish the sample, the original PSM questionnaire (Perry, 1996), was given, during the month of November 2018, to 205 students from evening courses at graduate, masters and PhD levels in Public Administration, at the Higher Institute for Social and Policy Sciences, at the University of Lisbon (ISCSP-ULisboa). Meanwhile, the target would be those students with experience of working in public administration. Thus it was opted to survey only students of evening courses so as to maximize the number of employee-students. This option is in line with various studies as presented in Table 1 (e.g., Asseburg & Homberg, 2020; Holt, 2019).

The questionnaire was answered in a classroom setting and with pencil and paper, taking place at the beginning of lessons. Of these, 28 were eliminated for only having worked in private organizations and 39 for not having any experience at all.

The final sample was selected by way of convenience and made up of 138 subjects. Despite the sample size not being sufficient for a validation study (Hair, Black, Babin & Anderson, 2010), this work stands out as a preliminary study, and is included in a much vaster project of identification and validation of a PSM model for the Portuguese Public Administration. Thus, being viewed as a pretest, a lower sample is acceptable in the measure that its results will go on to be

confirmed by later studies (Hair et al., 2010). Conversely, it is considered that, according to (MacCallum, Widaman, Zhang & Hong, 1999, p. 96), "common practical rules concerning the size of the sample under analysis are neither valid nor useful", these authors (MacCallum, et al., 1999, p. 96) having highlighted the importance of the communalities of the items, suggesting that

> (*for*) communalities in the order of 0.5, it is still not difficult to obtain a good finding of the population factors, but it is necessary to have well determined factors (not a large number of factors with only a few indicators each) and, if possible, a slightly larger sample, between 100 and 200.

The reasons presented above reinforce the decision to continue this preliminary study, especially as the results will be confirmed by future studies.

The sample is predominantly female, with employees from central state administration, having finished higher education and in the category of line managers and, mainly, from central state administration (Table 2).

Table 2. Socio-demographical characteristics of the Sample

		FREQUENCY	PERCENTAGE
GENDER	Masculine	54	39.1%
	Feminine	84	60.9%
EMPLOYMENT SECTOR	Private	3	2.2%
	Central Administration	109	79.0%
	Local Government Administration	4	2.9%
	Organisms w/ Autonomous Management	17	12.3%
	State Business Sector	5	3.6%
LEVEL OF EDUCATION	Secondary	23	16.7%
	University	115	83.3%
PROFESSIONAL CATEGORY	Top Management	7	5.1%
	Middle Management	38	27.5
	Line Manager	60	43.5%
	Technical/Operational Assistant	32	23.2%

Source: in-house.

The sample shows an average age of 47.89 years, a job seniority of 25.60 years and a length of service in public administration of 23.34 years (Table 3).

TABLE 3. Socio-demografical Characteristics

	MINIMUM	MAXIMUM	AVERAGE	PATTERN DEVIATION
Age	21	69	47.89	11.50
Job Seniority	1	45	25.60	11.75
Length of Service in AP	1	42	23.34	11.89
Length of Private service	0	22	4.79	4.94
Length of Service in Current Service	0	38	14.16	11.88
Length of Service in Current Position	0	38	8.22	7.88

Note: Unit of measurement in Years.
Source: in-house.

3.2 Measuring Instrument

The measuring instrument initially established by Perry was opted for, rather than the one used in the final model (Perry, 1996). This decision was due to the fact of not wanting to reduce the initial information of the study gleaned from the questionnaire, since PSM is influenced by the social culture within the context of its application, as pointed out by Perry, Hondeghem and Wise (2010) in accordance with the studies of Vandenabeele (2008a) in Flanders (Belgium) or of Kim (2009a) in South Korea or of Horváth and Hollósy-Vadász (2019) in Hungary, amongst others.

The questionnaire was translated into Portuguese using the translation-retroversion method, the Portuguese version having been verified by twelve qualified sources (from actual staff members of the Portuguese Public Administration), who corrected it, making the content and the meaning of the items much clearer. In general, there was agreement with the items proposed by Perry (1996), there having been a linguistic adaptation towards the current Portuguese situation and towards Portuguese Public Administration. Responses were given on the Lickert-style scale of 7 points, where (1) is "Completely Disagree" and (4) is "Neither Agree nor Disagree" and (7) is "Completely Agree".

Being a Self-Reported Measure, it also finds itself in accordance with the preventative measures proposed by Podsakoff and associates (Podsakoff, MacKenzie, & Podsakoff, 2012; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003): using qualified sources, random ordering of the items, an explanation of the objectives, confidentiality and anonymity of responses. Informed consent was also guaranteed by way of explaining to the participants that they were not obliged to respond to the questionnaire and that they could return it without filling it in.

Table 4 shows the structure of the questionnaire utilized as well as the Cronbach Alpha coefficient.

TABLE 4. Dimensions of the model

DIMENSION	ITEMS (NO.)	ITEMS REVERSE	CRONBACH ALPHA COEFFICIENT	RELIABILITY
1. Attraction to Policy Making (APM)	5	3	0.38	Low
2. Commitment to the Public Interest (CPI)	7	2	0.39	Low
3. Social Justice (SJ)	5	1	0.62	Acceptable*
4. Civic Duty (CD)	7	0	0.71	Acceptable
5. Compassion (C)	8	4	0.61	Acceptable *
6. Self-Sacrifice (SS)	8	1	0.79	Acceptable

* Despite being below the criteria of 0.70 (Maroco, 2014; Hair, et al., 2010).
Source: In-house based on the results obtained by the IBM SPSS v.25.

4. Results

As referred to above, this being a preliminary validation study of the measuring model for Portugal, the measuring model initially proposed was opted for rather than the final measuring model (Perry, 1996), so as to have a greater structure of data, with, specifically, 40 items and 6 dimensions. This way, with a larger data structure, it would be possible to extract a more suitable PSM model more representative of the Portuguese Public Administration.

This data structure was subjected to a process of exploratory factorial analysis (EFA) (using IBM SPSS v.25 software), using Principal Axis Factoring as a method of extraction, with oblique Promax rotation and Kaiser normalization, extracting factors with an *eigenvalue* greater than 1. The re-specification of the factorial solutions extracted was based on the elimination of those items showing factor

loadings of less than 0.5, explaining, in this way, the less than 25% factor variance (Hair et al., 2010).

Being an exploratory and preliminary study, it was decided to compare the Initial Model and the Final Model of Perry (1996) with the model extracted from the EFA, recurring to a modeling methodology for structural equations, specifically the confirmatory factorial analysis (CFA) using the Lisrel 9.3 (Jöreskog, Olsson & Wallentin, 2016).

The exploratory factorial analysis, borne by a KMO of 0.849, allowed for the extraction of a factorial solution composed of five factors with an *eigenvalue* greater than 1, which explain the 60.29% variance (Table 4). The average communality of the items was 0.509.

Twenty-four of the initial forty items were retained:

1. Self-Sacrifice (SS) which accounts on its own for only 31.24% of the variance. It is composed of nine items, five of which pertain to the original Perry (1996) Self-Sacrifice dimension. It presents a Cronbach Alpha coefficient value of 0.86, with acceptable reliability.

2. Civic Duty (CD) accounts for 10.93% of the variance, being composed of five items of which two correspond to the original Perry (1996) model dimension. The Cronbach Alpha coefficient is 0.80, presenting, as such, acceptable reliability.

3. Social Justice (SJ) accounts for 6.67% of the variance, being composed of four items. The Cronbach Alpha coefficient is 0.79, an acceptable reliability. Two of the four items which make up this factor are of the same dimension as the original model.
   The two last factors do not correspond to any of the dimensions originally proposed by Perry (1996).

4. Social Selfishness (SR) accounts for 6.36% of the variance, being composed of four items (two from the original dimension Compassion, one from Commitment to Public Interest and the other from Self-Sacrifice). It is to be highlighted that the four items are reverse[1]. The Cronbach Alpha coefficient is 0.77, an acceptable reliability. It was decided to name this factor Social Selfishness for the fact that on the one hand it represents only reverse items, and on the other, for the analysis of the content of each of these. This PSM dimension, proposed here, in conceptual terms consists of focusing the subject on themselves, on their interests, objectives, motivations to the detri-

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1. Inverted or reverse

ment of others and, in general, of society, of their concerns, tensions and needs. For this reason, it is a factor of individual motivation, but negative for PSM. Thus, this new dimension, which is of interest to us, will be in accordance with the Egoism Syndrome much associated with businesspeople (Mintzberg, Simons, & Basu, 2002).

5. Social Cynicism (SC), the final factor extracted, accounts for 5.08% of the variance. It is composed of two reverse items, one linked to the Commitment to Public Interest dimension and the other to the Attraction to Public Policies. The Cronbach Alpha coefficient is 0.68, an acceptable reliability. The name Social Cynicism was chosen due to the content of both of the items.

In the view of Beer and associates (Beer, Spector, Lawrence, Mills, & Walton, 1984; Beer, Boselie, & Brewster, 2015), one of the outcomes of the model for management of human resources suggested by these authors, would be coherence between the spoken word and management practices. So, the absence of alignment between the spoken word and management practices, the existence of management incoherence, could give rise to a sentiment of disrepute in relation to the organization and management, impacting, whether in a cognitive, emotional or in a behavioral way, giving rise to what is conventionally called Organizational Cynicism (Abraham, 2000; Brandes, Dharwadkar, & Dean 1999; Dean, Brandes, & Dharwadkar, 1998; Naus, Van Iterson, & Roe, 2007). Thus, and by analogy with this theoretical view of organizational cynicism, it was proposed to call this dimension Social Cynicism, if we think it can reflect this disbelief in relation to others, to intentions and interests, being shown as a self-inconsistency in relation to society. Meanwhile, the existence of these two items alone to support this factor, is not enough to be conclusive, requiring further studies to confirm its validity within PSM.

TABLE 5. Factorial Structure corresponding to the PSM Measuring Model in Portugal

CODE	ITEM	FACTORS
		FACTOR 1: SELF-SACRIFICE (SS)
SS16	For me, being able to make a difference in society is more important than personal achievements	0.744
SS29	I am prepared to make sacrifices for the good of society	0.719
SS15	I am one of those people who would risk personal loss to help someone else	0.716

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TABLE 5. *(cont.)*

CODE	ITEM	FACTORS
CD23	I feel an obligation to help those who are living with issues or who are going through a difficult time in their life	0.714
SJ18	I believe there are many public causes which deserve to be defended	0.659
SS22	I believe duty should come before personal interest	0.605
CPI17	I voluntarily contribute to my community	0.555
CD19	I feel I have the responsibility to help resolve problems in relationships between people	0.537
SS30	I believe people should give more to society than they get from it	0.511
		FACTOR 2: CIVIC DUTY (CD)
C34	For me, patriotism implies promoting the well-being of others	0.732
CPI35	I consider public service a civic duty	0.691
CD38	For me "duty, honor and country" are very important because they are to do with profound sentiments	0.683
CD33	I believe that when public officers take on an honorable commitment to perform their role, they accept obligations not expected from other citizens	0.653
APM39	I admire public officers who, from a good idea, succeed in putting forward a proposal in order to become law	0.590
		FACTOR 3: SOCIAL JUSTICE (SJ)
SJ5	5. I am willing to put all my energies into achieving a fairer society	0.897
CD6	6. I am willing to make personal sacrifices in order to do my duty for my country	0.798
SJ9	9. I am not frightened of fighting for the rights of others, even if I am ridiculed	0.610
C4	4. Frequently, daily events remind me how dependent we are on each other	0.573
		FACTOR 4. SOCIAL SELFISHNESS (SR) (R)
C14_I	14. I rarely consider the well-being of people I do not personally know	0.713
C25_I	25. I am rarely moved by the situation of those more disadvantaged	0.689
CPI37_I	37. I find it difficult to take a real interest in what goes on in my community	0.685

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TABLE 5. *(cont.)*

CODE	ITEM	FACTORS
SS13_I	13. Being financially successful is absolutely more important to me than undertaking actions on society's behalf	0.605
		FACTOR 5. SOCIAL CYNICISM (SC) (R)
CPI27_I	27. People can talk about public interest but they are really only interested in their own interests	0.720
APM28_I	28. I have no great affinity with politicians	0.696

Extraction Method: Principal Axis Factoring with Promax rotation and Kaiser normalization. KMO=0.849; (R) Reverse Dimension.
Source: In-house.

Of the five dimensions, the one that presents the greatest intensity is that of Social Justice (Table 6), which stands in the mid-point of the scale. All of the others fall below this mid-point. Social Selfishness also stands out, despite presenting a lower intensity, for being a positive reverse dimension and, because of this, has a characteristic which should not be present in PSM. To be emphasized, albeit in the opposite sense, Organizational Cynicism, rather like Social Selfishness, would normally present a lower intensity, which does not occur.

A high consistency of answers was identified, showing a pattern deviance of less than 1. Also to be noted is that the positive connotation dimensions are inter-linked. Meanwhile, the two negative dimensions, specifically Social Selfishness and Social Cynicism, are not inter-linked with the three previous dimensions.

TABLE 6. Descriptive Statistics of the PSM Measuring Model in Portugal

	M	PD	1	2	3	4	5
1. Self-Sacrifice – SS	3.33	0.61	(0.86)				
2. Civic Duty – CD	3.68	0.73	0.60**	(0.80)			
3. Social Justice – SJ	4.06	0.71	0.65**	0.48**	(0.79)		
4. Social Selfishness - SR (R)	1.77	0.82	-0.34**	-0.09	-0.14	(0.77)	
5. Social Cynicism - SC (R)	3.40	1.05	0.12	0.15	0.11	0.12	(0.68)

The indices of the dimensions were calculated from the average of the items evaluated for the factor loading. M: Average; PD: Pattern Deviation **. Significant inter-linking to the level of 0.01 (2- tailed). In brackets. Cronbach Alpha Coefficient; (R) Reverse dimension
Source: In-house.

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Considering that Self-Reported Measures were used and collated from the same source and within the same time period, and considering also the special context in which they were collated (an academic context), it becomes important to determine the error variance of the normal method. For this, initially, the Harman Test was used, followed by the Common Factor Test (Podsakoff et al., 2012; Podsakoff et al., 2003; Williams, Cote, & Buckley, 1989).

The first factorial solution factor based on the *eigenvalue* of more than 1 had a 31.25 variance. Yet, the unifactorial solution, where the factorial solution is forced in order to extract a single factor, accounted for the same percentage of variance. In the first place, it is reported that this common extracted variance is higher than recommended, with actual figures of 30% (Podsakoff et al., 2003) and of 25% (Williams et al., 1989). In the meantime, they considered the variance extracted through a factor loading framework, so with the common variance extracted (respectively 29.27% for the first factor and 28.63% for the common factor), the result obtained already being below that recommended by Podsakoff and assistants (2003) and slightly above that established by Williams and his team (1989). This finding, then, confirms that the results of the Harman Test suggest that the variance error of the common method is within the limits of acceptability.

For the result of the Common Factor Method, the CFA of the PSM model for Portugal was used, which corresponds to the final solution of the EFA, presenting a χ^2 of 147.75 with 60 df, a RMSEA of 0.103 and a CFI of 0.958. To this model was introduced a factor common to all the items. The extensive application of the common factor extracts the variance resulting from the common method. Thus, it is found in the first instance, that the adjustment of the model with the factor common to all the items presents a goodness of fit higher than the model which does not contain this factor ((χ^2=293.37; df=218; RMSEA=0.094; CFI=0.958). Conversely, the Qui-Quadrado Test suggested that the two models are different ($\Delta\chi^2[23]$=76.48).

Despite these results suggesting that if there is a variance with a significant resulting common method error, the extracted variance for the common factor to all the items is of 22.41% and, because of this, falls below the established criteria (Podsakoff et al., 2003). We can therefore conclude that there are signs of there being a common method error variance, despite having a percentage lower than the established limits.

In order to proceed with the comparison between the PSM model established for Portugal (M1) and the initial model (M2) and with the final PSM model (M3), both by Perry (1996), it was found that the model established for Portugal had the best goodness of fit of the three models, with the initial Perry (1996) model having the worst fit (Table 7).

Table 7. Comparison of the three PSM Models

	χ^2	Df	RMSEA	CFI	IFI	GFI	RMR	χ^2/df	AIC
M1	369.85	242	0.103	0.928	0.930	0.762	0.0768	1.523	1823.908
M2	1876.13	725	0.145	0.679	0.684	0.548	0.143	2.588	2709.121
M3	537.89	246	0.127	0.787	0.792	0.673	0.119	2.187	2238.833

Source: In-house.

Despite the PSM model established for Portugal, with the exploratory factorial analysis and with testing by the confirmatory factorial analysis (Figure 1) not presenting a constant goodness of fit, it has some indicators which suggest an acceptable adjustment, specifically the CFI the IFI and the χ^2/df. The RMSEA is already above the recommended value (RMSEA≤0.08), despite lying between the limits of the reliability interval at 90% (from 0.0927 through 0.114). The GFI value (0.762) is lower than the reference value (GFI≥0.90), suggesting a goodness of fit lower than desirable. Meanwhile, the other indicators present values which suggest precisely the opposite. But, furthermore, Hair and assistants (Hair et al., 2010) indicate that these types of indicators, which are based on error, are penalized when the samples are reduced, as is the case with the sample in this study.
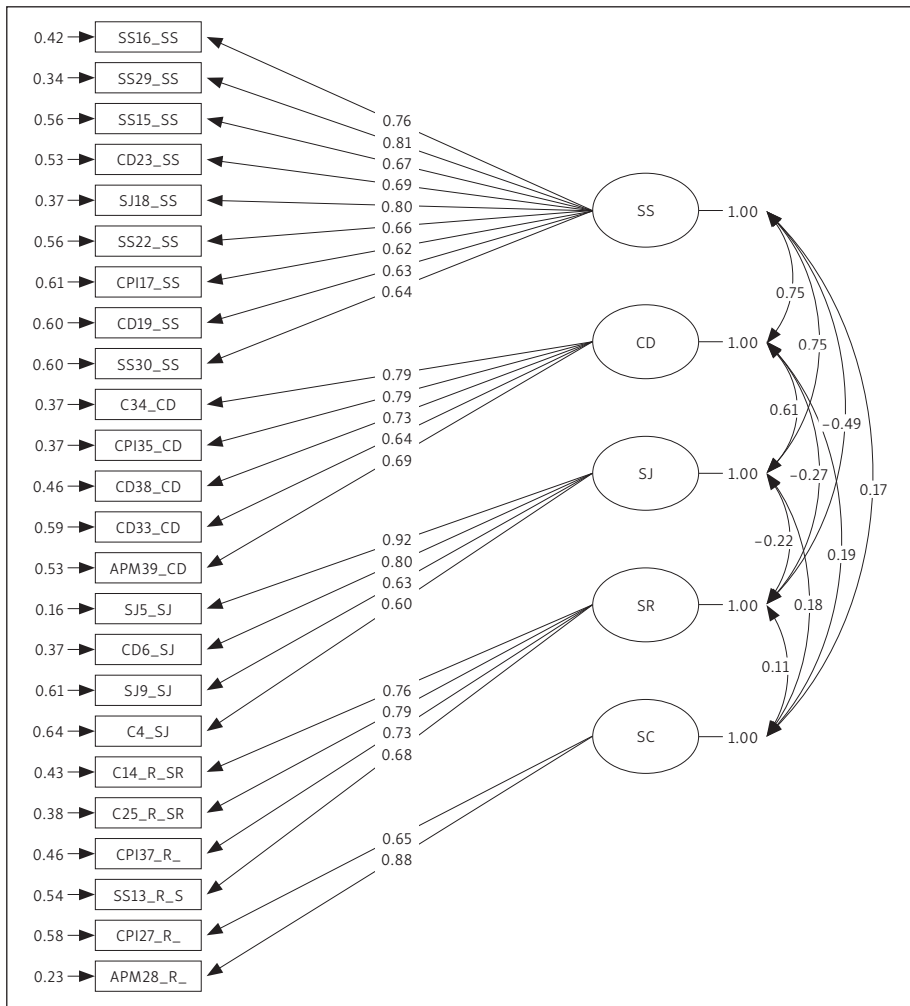
All of the twenty-four items present factor loadings greater than 0.6. Conversely, it must be pointed out that all of the dimensions present an average extracted variance and a construct reliability which are acceptable. The Self-Sacrifice (SS) dimension has an average extracted variance of 0.49 and a construct reliability of 0.99. Civic Duty (CD) has an average extracted variance of 0.53 and a construct reliability of 0.98. Social Justice (SJ) has an average extracted variance of 0.56 and a construct reliability of 0.97. Social Selfishness (SR) has an average extracted variance of 0.55 and a construct reliability of 0.97. Lastly, Social Cynicism (SC) has an average extracted variance of 0.60 and a construct reliability of 0.87.

The five dimensions present correlations lower than 0.70. Meanwhile, it should be noted that Self-Sacrifice (SS) is found to be strongly related to Civic Duty (CD) (0.75) and with Social Justice (SJ) (also with 0.75). These results lead us to question these three variables and, especially, Self-Sacrifice, as possibly being manifestations of the same variable (Hair et al., 2010).

The results described above suggest that the PSM model established for the Portuguese Public Administration has acceptable convergent and discriminant validity.

The fact that correlations exist between some of the five PSM dimensions led us to question if there could be a convergence of these dimensions which might

FIGURE 1. Diagram of the PSM Model established for the Portuguese Public Administration
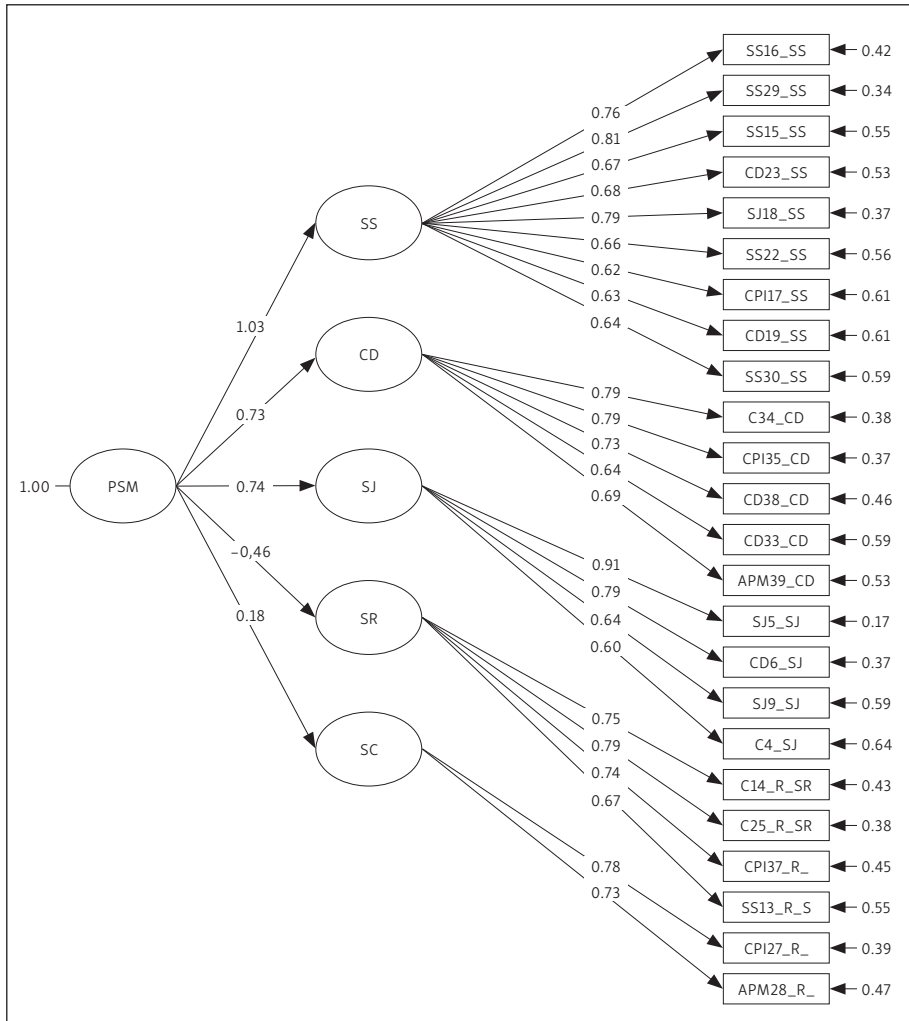

Source: In-house.

lead to, or support, a uni-dimensional PSM solution. Along these lines, a second order factorial analysis was undertaken (Figure 2).

The second order PSM model shows, in a completely standardized solution (Figure 2), a goodness of fit slightly less than that of the first order model ($\chi 2=380.77$; df=247; RMSEA=0.103; CFI=0.925; IFI=0.926; GFI=0.756; RMR=0.0804; $\chi 2$/df=1.54; AIC=1823.908), the twenty-four items having factor loadings greater than 0.6.

It is established that the principal factor/dimension which determines PSM is Self-Sacrifice (SS) (FL=1.03), followed by Social Justice (SJ) (FL=0.74) and Civic

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FIGURE 2. Diagram of the PSM Model established for the Portuguese Public Administration in a Second Order solution of Factorial Analysis

Source: In-house.

Duty (CD) (FL=0.73). Social Selfishness (SR) presents a much-reduced contribution to PSM (FL=-0.46), Social Cynicism (SC) presenting the greatest contribution (FL=0.18), this factor loading not being of significance (T-value=1.29). It is noted that the direction of the second order factor loading for Social Selfishness (SR), which is negative, corresponds to the nature of this dimension, which is reverse. The same does not occur with Social Cynicism (SC) as this value is positive when

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it is expected it would negative, as this is also a reverse dimension. These results further reinforce the discriminant value of this model.

5. Conclusion

Interest in the study of motivation for public service has demonstrated it is a construct which is ever more desirable to be investigated and additionally much debated within the dimension of Public Management (Vandenabeele, et al., 2018). Also to be highlighted, are the important contributions made to validate organizational performance in Public Administration, as Han (2018) points out.

Considering the link between PSM and the attraction in employment strategies of public bodies (Vandenabeele, 2008b), it is possible to highlight the importance of research in the behavioral area of Public Administration, given the need for competitiveness in recruitment between the public and the private sectors (Asseburg & Homberg, 2020; Moynihan & Pandey, 2007).

Within the view that PSM is an individual manifestation of values, it has also been possible to highlight its role relevant to the stability of organizations and its employees' behavior (Vandenabeele, 2014). It is with this in mind that Bakker (2015) attempts to explain individual behavior within organizations, typifying some elements which propel employment performance and which create value in the public context, and others which do not produce positive results, calling for managers in Public Administration to reflect on strategies for motivating employees in public office (Brewer, Seldon & Facer, 2000; Houston, 2006; Vandenabeele, 2008b).

Despite Horton (2008) having summarized the idea that employees in public office can minimize their personal interest so as to maximize/minimize service for society/community, even here PSM was conceptually conceived as a variable on an individual level which could affect the resources and demands of Public Administration (Bakker, 2015).

Conversely, as demonstrated in various validation studies, PSM is subject to the influence of the particular context to which it is applied, notably with regard to cultural characteristics (Horváth & Hollósy-Vadász, 2019; Kim, 2009a; Vandenabeele, 2008b). Therefore, more than being a validation study, it is necessary to conceive a PSM model which reflects the specific cultural aspects of this context and which reflects an identity impregnated into a common reference for all those who serve the state. It was within this perspective that this study was made, its objective being to verify if, from the structure for the PSM model proposed by Perry (1996), a structure could emerge which might be the basis for analysis (and subsequent confirmation) of a PSM model for Portugal, this objective having been achieved. Meanwhile, subsequent studies will have to analyze the invariance of

the model through the use of moderators (for example, age, length of service, the type of public body, etc.) through multi-group analyses.

The PSM model now available is composed of five dimensions. The first three, specifically, Self-Sacrifice, Civic Duty and Social Justice are in line with Perry's proposal. The final two statistically identified and proposed dimensions are, however, innovative. These are, specifically, the dimensions of Social Selfishness and Social Cynicism. This individual manifestation of values at an organizational level characterized by PSM (Quratulain & Khan, 2015), present in businesspeople, tends to create a certain mistrust in society, based on the antagonism between individual desires and society's requirements (Mintzberg et al., 2002), maybe aiding the theoretical justification of these two dimensions of social cynicism and social selfishness. In order to consolidate this statement, dimensions uniquely for reverse items whose scale has been inverted presented themselves, and thence the results regarding PSM were of a negative nature when they were present.

Curiously, furthermore, Perry (1996) identified a factor, specifically, Attraction to Public Policies, composed of the three reverse items of this dimension. This fact led Kim (2009b) to defend that the rational component cannot be correlated to PSM, given that the items may not be appropriate for measuring attraction to policy making (APM). This verification is corroborated also by subsequent research, determining the relevance of the APM items as the positivity of the declarations materialized in the sub-scale. Then, the question remains as to how to deal with this sort of item, there being suggestions of them being transformed into positive formulations, as with the non-reverse items.

This proposal for a PSM Model which we have presented, opted to maintain these items and assume the existence of negative or reverse dimensions. What is of interest to us, is that the results suggest the possibility of PSM possessing this dual dimension, or rather, the result of positive dimensions (the greater the value of these dimensions, the better the PSM) and also negative dimensions, i.e., inverse to PSM (the lower the value of these dimensions, the better the PSM). Thus, we can conclude that PSM is composed of a range of favorable attributes, as well as of other attributes which should not be present.

The study in question presents important leads towards the understanding of the dimensions which could effectively be taken into account for a specific motivation study for Public Administration in Portugal, especially when in terms of Public Policies, if it is wished to prioritize the attraction and retention of Human Resources in public service. The apparent paradox referred to earlier between the positive and negative dimensions encountered in this research, reinforce the robustness of the model when applied to the specific culture of Portuguese Public Administration. Meanwhile, the future use of an increased sample from the wide

spectrum of employees in public office could be pertinent for this exploratory study to be broadened.

This limitation will be rectified in the validation study of the PSM model for Portugal, a process which is already under way. Conversely, the variability of the model still needs to be verified when faced with different public contexts, especially between central administration, local government, self-managing public institutions and, also, the business sector of the State.

It would also be desirable to verify, in future studies, the variability of the model when faced with variable moderators of a socio-demographic nature, such as gender, age and length of service in public administration, or level of education, through multi-group analyses.

Despite the dimensions of Social Selfishness and Social Cynicism having been identified and proposed, they must be much more developed and systematized in the theoretical framework of PSM. Furthermore, the fact of being measured by a reduced number of items (by four and two items respectively), is a limiting factor. Thus, conceptualization studies (whether qualitative or quantitative) will be necessary on these two variables and on the creation and validation of measuring instruments.

Another important contribution which could support the view of Wright and assistants (2013), which considers the need for a measuring instrument for PSM as a global potential, ignoring the contextual sensitivity, puts this validation study as a potential input in contributing to the construction of a model to allow this vision of PSM to be assessed by future studies.

For this reason, more than being a conclusive study, this research aims to identify a range of characteristics and possible hypotheses which could lead to the development of future studies with reference to PSM, thus contributing towards designs for active public policies for Human Resource Management within Portuguese Public Administration.

In addition, for the role of employees in public office to be considered useful in the provision of services to others, and for PSM to be a strong predictor of individual behavior aligned with organizational values (Asseburg & Homberg, 2020; Vandenabeele, et al., 2018), this preliminary study of a PSM model within the Portuguese context is intended to be an initial contribution towards the identification and validation of a PSM Model specifically for Portugal, as well as a measuring instrument, so as to strengthen and incentivize research into this construct in those involved in public fulfillment.