

Public Service Motivation among the Millennials of the Bangkok Metropolitan Administration Pandemic (BMA) Public Officials during Covid-19

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Abstract

This research article to were objective 1)To explore the type of public service motivation factor which motivates Gen Y BMA official to work in public sector during covid-19 pandemic according to Perry & Wise (1990). 2. To explore the additional type of motivation factors which motivates Gen Y BMA official to work in public sector during covid-19 pandemic. Method use quantitative approach, this study employed a survey design by distributing questionnaire for collecting data. The distribution of questionnaires has been done manually and also distributing online using Google form. The period of data collection takes six weeks to be completed. Then, a multi-stage random sampling technique is adopted to obtain 381 respondents from BMA Departments which comprised of 1) Head of BMA 144 people 2) District office 68 people 3) School 132 people 4) Hospital 37 people participated in this study. Goal of this study is to look into what motivates Gen Y millennials working in the public sector during the COVID-19 pandemic. Both quantitative and qualitative methods are used in this study. In quantitative analysis using data from multi-stage samples of millennials working in the Bangkok Metropolitan Administration (BMA), Thailand, the authors discovered that BMA millennials score high in all four public sector motivating factors (PSM) identified by Perry and Wise (1990). "Compassion" is the most important of the four PSM factors. Furthermore, the qualitative analysis reveals that welfare, job security, societal benefit, honorable career, beloved job, dream job, parental socialization, career path, working time, and retirement plan are the additional factors that motivate BMA millennials, in that order. In the final finding, it reveals interestingly that work-life balance is the motivation factor for BMA officials. It allows BMA officials to structure their working days around their out-of-work life. To demonstrate, half of these young professionals felt they are able to maintain a healthy balance between work and their personal lives

Keywords: Public service motivation, Gen Y, Covid 19 pandemic.

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Introduction

Chintaradeja (2021) states that millennials employees determine to be the most of workforce all over the world over the world by 2022. Then, employers have the demand to get a better understanding of what millennials expect from the organizations. (Ng, E.S, Schweitzer, Lyons, & S.T, 2010) highlights that Gen Y is characterized by the “want it all” and “want it now” attitude. Also, millennials feel empowered to do anything they want, and they have great expectations for fulfillment and meaning in their work (Twenge & Campbell, 2008). Thus, Ng & Gossett (2013) state that the millennial generation appears to be self-assured, ambitious, have a strong social conscience, value diversity, and want to make a contribution. Gen Y people needs to pursue the life meaning and a social contribution outside paid employment. Also, Gen Y employees are significantly more focused than earlier generations on finding work that is meaningful and that allows them to make a meaningful contribution. For this generation, the factors that drive engagement go beyond tangibles like rewards and benefits (Fernandes, 2009). Based on the stereotypes that persist among gen Y, we have a reason to believe that a career choice in public service may fit with their personal values, career goals, and work/life choices.

As well as the finding of the study of ‘Millennials and public service: an exploratory analysis of graduate student career motivations and expectations’ reveals that millennials identify a public service career as a “calling” a sense of obligation to contribute to the public interest (Henstra & McGowan, 2016). Also, Anger (2018) reveals that millennial government workers are less likely to look for a new job than their private sector counterparts. In USA, for examples, NASA CIO Renee Wynn and the deputy CIO of Homeland Security, Stephen Rice, said they stayed with their federal careers because they found opportunities to make real differences in the lives of the citizens that they served. According to a Federal Times interview. While some positions may not offer the pay equivalent to private sector jobs, they can offer the security and benefits that will help satisfy the more self-interested motivations of younger workers (StarrWrightUSA, 2019). Besides, in Canada, a Canadian study examined some of the factors that motivate millennials in the workplace, as well as their expectations of working in the public sector. The study found that both perceived intrinsic benefits and extrinsic rewards motivate millennials, while many millennials’ working in the public service see it as a vocation (Henstra & McGowan, 2016).

However, concerning with the easy-going lifestyle of Thai’s millennials, or Generation Y, and their ability to support efforts to drive the country forward over the next two decades. To support, in the Thailand’s National Economic and Social Development Board (NESDB)’s paper, (ThaiPBSworld, 2020) entitled “The Development of Generation Y to Accommodate the Drive to Move Forward the Country”, it identifies Generation Y as forming the largest labor group in the twenty years (2040, A.D.) more educated than the other generations, highly skilled, well versed in technology, independent, spending readily on non-essentials, making little or no attempt at financial planning, marrying late and not taking care of their health. Furthermore, In Thailand, millennials make up more than a quarter of the population and by 2025 they will



account for 50% of the total workforce. As millennials embark on their journey toward the future of investment, it is imperative for managers to recognize and understand the pain points of this generation (BangkokPost, 2020). To ensure generation Y becomes the driving force behind the country's future development, we need to understand the motivation of them in terms of work to protect them from loss of public service motivation.

Indeed, Rainey (1982) is the first scholar who mentioned the public service motivation. Public service motivation originated from the idea that civil servants have a distinct drive to contribute to the general interest (Linga, 2019). Moreover, Bellé (2013) points out that PSM is the attempt to resolve the difficulties of the public administration crisis in the United States in the 1990s. Public service motivation literatures claimed that public sector employees had a unique set of values that differentiated them from their private sector counterparts (Ward & K., 2020). Public service motivation which is introduced by Perry and Wise (1990), has been more comprehensive and also supported by motivation theories. Within the public administration arena, it can be stated that is another theory of motivation that makes attempts to link motivation, altruistic behavior and public interest Moynihan & Sanjay (2007) and Vandenabeele (2007). Also, the concept of public service motivation has traditionally been linked to several beneficial outcomes such as public performance and public servants' satisfaction. (Corduneanu, Dudau, & Kominis, 2020).

Furthermore, Perry and Wise (1990), reveal that public service motivation refers to “an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations”. This form of motivation originates from the beliefs and motives that are found within individuals who serve in the public domain. (Decremer, 2019). For several decades, this theory fueled the notion that public sector employees were uniquely and inherently different than their private sector counterparts (Morales, 2019). Schott, Kleef, D, & Steen (2015) explain that individuals with high degrees of public service motivation were thought to be more emotionally engaged in public service because of “the idea of providing meaningful public service or serving the community. Literally, the idea of public service motivation (PSM) has been developed in the public sector to understand what motivates people to work and continue working in the public sector (Clerkin & Fotheringham, 2017).

Accordingly, by quantitative approach this study will firstly examine public service motivation factor which motivates Gen Y BMA official to work in public sector during covid-19 pandemic according to (Perry & Wise, 1990). In order to elaborate more detailed to understand Gen Y BMA official's public service motivation, in this article also uses qualitative approach to analyze more deeply about the other motivation factors of motivation. To illustrate, millennial employees are “not motivated by money. Rather, they aim to make the world more compassionate, innovative, and sustainable.” This means that more than any other generation, these workers are willing to take pay cuts in order to work for companies which match their values. According to a recent Deloitte survey, 44% of millennials choose to work for an organization that aligns with their values (Deloitte, 2021).



By the same token, they believe in their individual power to make a social or environmental impact on the world and want their employer to share this desire as well. Their eagerness to make a positive impact has increased even more due to the effects of the pandemic (Waters, 2021). To remain successful, organizations and their managers must take steps to understand this generation of workers and to learn what drives them (Murphy, 2018). Besides, Saeed, et al.(2018) describe that the identified factors might be varied from other motivation purposes. Consequently, in the light of this study, the type of public service motivation factor which motivates Gen Y BMA official to work in public sector during covid-19 pandemic apart from Perry & Wise (1990) will be explored.

Apart from this, COVID-19 has made young people suffer most from lack of motivation at work (Lane4, 2020). Also, 44 % of employees under 35 years old say that a lack of motivation has been hindering their performance at work since the start of the coronavirus outbreak (Corduneanu, Dudau, & Kominis ,2020). According to new research by management consultancy as Lane4, it shows the study of over 1000 Gen Y employees, carried out by YouGov, reveals that the performance of younger workers (under 35 years old) is twice as likely to be impacted by a lack of motivation than that of 45-54-year-olds (22%), and significantly more likely to be impacted by a lack of motivation than the average for all age groups (28%). Accordingly, covid-19 period will be the context of this study.

To consolidate them all, within the context of serving public, public service motivation can explain why individuals want to work in the public sector and employees with higher public service motivation (PSM) are likely to perform better in public service jobs (Ryu, 2014). In order to function a better job, the civil servants need motivation. Moreover, Leisink & Steijn (2009) states that many scholars suggest the use of organizational attraction and selection policies when looking to recruit a high public service motivation workforce. Then, this study will shed the light on civil servants in Bangkok Metropolitan Administration (BMA) in relation of their public service motivations. To demonstrate, the Bangkok Metropolitan Administration (BMA) is the local government of Bangkok(*BMA is special local government in Thailand*) (also called Krung Thep Maha Nakhon in Thai), which includes the capital of the Kingdom of Thailand. The government is composed of two branches: the executive (or the Governor of Bangkok) and the legislative (or Bangkok Metropolitan Council). The administration's roles are to formulate and implement policies to manage Bangkok. Its purview includes certain parts of transport services, urban planning, waste management, housing, roads and highways, security services, and the environment (Devex, Access on OCT,2021). However, in the public sector as BMA, motivating Gen Y BMA officials still have been more challenging and interesting to explored regarding to the context of covid 19 pandemic. Then, this study will be investigated the motivation factors which can motivate Gen Y BMA official to work during covid-19 pandemic.

Research questions



1. What are the motivating factors that motivate Gen Y to work in public sector during covid-19 pandemic?

Sub question:

1. According to Perry & Wise (1990) which type of public service motivation factor motivates Gen Y BMA official to work in public sector during covid-19 pandemic?
2. Are there any the additional type of motivation factors which motivate Gen Y BMA official to work in public sector during covid-19 pandemic?

Research objectives

1. To explore the type of public service motivation factor which motivates Gen Y BMA official to work in public sector during covid-19 pandemic according to Perry & Wise (1990).
2. To explore the additional type of motivation factors which motivates Gen Y BMA official to work in public sector during covid-19 pandemic.

Literature review

Public service motivation concept has initiated in the late 1970s and early 1980s. Public service motivation is regarded as a new form of motivation different from the conventional motivation (Perry & Wise, 1990). A common articulation of public service motivation is that civil servants are characterized by an ethic to serve the public (Prysmakova, 2013). Public Service motivation concept is designed to understand the underlying needs of the public sector's employees. Crewson (1997) states that PSM approach that can be taken to test the existence of public service motivation is to operate it as an assessment of intrinsic employee benefits above extrinsic terms. It has been defined as a universal concept referring to motives that are intrinsic to public sector employees, reflecting their willingness to help society and its citizens (Kim & Vandenabeele, 2010 and Perry & Wise, 1990). In addition, Perry (2000) further distinguished PSM from general motivation theories by emphasizing the 'publicness' of motivation. To exemplify by public service theory, Perry & Wise (1990) points out the different theories and identifies a motivation in relation to public service which includes rational, norm-based, and affective motives. Later, Perry (1996) develops a scale to measure PSM construct on four dimensions: 1) attraction to public policy making, 2) commitment to the public interest, 3) self-sacrifice, and 4) compassion which are shown in the picture 1 below:



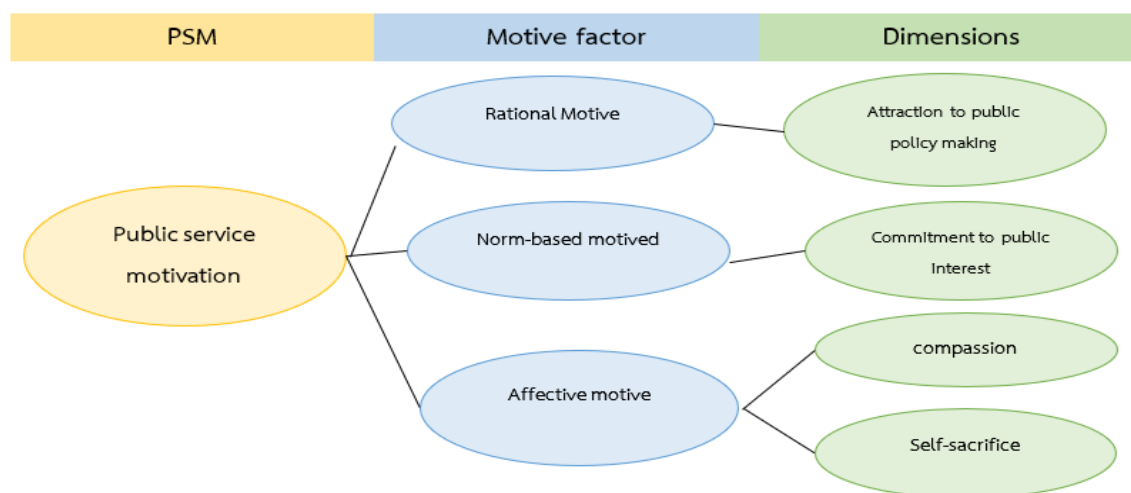


Figure 1 PSM construct on four dimensions

As such, PSM can be described as “autonomous types of motivation” (Houston, 2011) that will play a key role in affecting individual work-related behaviors (Gan, Lin, & Wang, 2020). PSM corresponds to a special individual motive, or set of motives, linked to public service (Kim, 2011). Thus, PSM theory fundamentally assumes that those people with high PSM levels prefer to “seek membership in a public organization” to obtain opportunities to promote public interests (Perry & Wise, 1990 and Vandenabeele, 2008). Furthermore, PSM provides a theory of motivation that links the pursuit of the public interest with administrative behavior (Moynihan & Sanjay, 2007) and it is clear that PSM theory offers an alternative explanation for why people enter government employment.

Research Methodology

In this study, both qualitative and quantitative research design were conducted from 29 October 2021 – 15 December 2021 as the detailed followings:

In quantitative approach, this study employed a survey design by distributing questionnaire for collecting data. The distribution of questionnaires has been done manually and also distributing online using Google form. The period of data collection takes six weeks to be completed. Then, a multi-stage random sampling technique is adopted to obtain 381 respondents from BMA Departments which comprised of 1) Head of BMA (n=144) 2) District office (n=68) 3) School (n=132) 4) Hospital n= (37) participated in this study. However, the study was done the process of back translation of the tool into Thai language. The verification of translation process was done three times to ensure that the scale really measured what it is considered to measure.



In terms of study tool, originally, Perry's 24-item measurement scale has laid the basis for the development of most PSM-related measurement. Later, Perry (1996) has tested through confirmatory factor analysis, and developed these 24-item measurement scale, identifying four factors of public service motivations: attraction to the policy making, commitment to the public interest, compassion, and self- sacrifice. (Kim, Testing the Structure of Public Service Motivation in Korea: A Research Note, 2009) reduced it to a 14-item scale. Besides, scholars have been using Perry's 24-item and 14-item measurement scale with both 7-point (as original survey) and 5-point Likert scale. Although 7-point Likert scale is most accurate of the Likert scales as it captures the best sentiment of the respondent but 5-point Likert scale is simple to understand and use for this study. This study also modified the PSM questionnaire, based on Perry's PSM scale and all questions are responded to on a 5-point Likert-type scale (1=strong disagreement, 5=strong agreement). For each dimension extracted, a Cronbach test is run**** groups. 1.Cronbach alpha by all 14 items / pre covid-19 = .907 and during covid-19 = .912 2.Cronbach alpha by pre-covid-19 subscale = (1) .781 (2) .778 (3) .832 (4) .845 3.Cronbach alpha by during-covid-19 subscale = (1).797 (2) .820 (3) .834 (4) .887, Before collecting data. Results are obtained by ANOVA for testing the difference between

In qualitative approach, participants are selected by using the purposive sampling. Semi-structured questions are employed to interview Gen Y BMA officials. The in-depth interviews keep continuing to ask the participants until data saturation is obtained. Data are analyzed through the thematic and word cloud analysis technique which is a visual representation of a text, in which the words appear bigger the more often they are mentioned (MonkeyLearnInc, 2022). However, it can provide insight data for the large sets of data: they are considered a basic text mining technique, useful for detecting trends and patterns based on word frequency of BMA official's motivation.

Research results

Table 1-6 and word cloud 1 are drawn in order to answer the sub research questions no.1 and 2 which are:

- 1.According to Perry & Wise (1990), which type of public service motivation factor motivates Gen Y BMA official to work in public sector during covid-19 pandemic?
2. Are there any the additional type of motivation factors which motivate Gen Y BMA official to work in public sector during covid-19 pandemic?



The finding tables and results

Table 1: Mean level of PSM

Public service motivation	Pre-covid 19 (Before March 2020)		During covid 19 (March 2020- November 2021)	
	\bar{X}	S.D.	\bar{X}	S.D.
1 Attraction to public policy making	4.07	0.770	4.08	0.819
2 Commitment to public interest	4.22	0.740	4.23	0.747
3 Compassion	4.38	0.671	4.49	0.639
4 Self-sacrifice	4.26	0.710	4.32	0.702
Overall	4.24	0.718	4.30	0.719

Table 2: PSM: F test

Public service motivation		SS	df	MS	F	Sig.
Attraction to public policy making	Between Groups	0.021	1	0.021	0.047	0.828
	Within Groups	337.543	760	0.444		
	Total	337.564	761			
Commitment to public interest	Between Groups	0.018	1	0.018	0.045	0.832
	Within Groups	298.907	760	0.393		
	Total	298.925	761			
Compassion	Between Groups	2.287	1	2.287	7.800	0.005*
	Within Groups	222.885	760	0.293		
	Total	225.173	761			
Self-sacrifice	Between Groups	0.664	1	0.664	1.838	0.176
	Within Groups	274.780	760	0.362		
	Total	275.444	761			
Overall	Between Groups	0.525	1	0.525	2.006	0.157
	Within Groups	198.844	760	0.262		
	Total	199.369	761			

*The mean difference is significant at the 0.05 level.



Table 3: Gender: T test

Public service motivation	Male		Female		t	df	p
	\bar{X}	S.D.	\bar{X}	S.D.			
1 Attraction to public policy making	4.12	0.847	4.06	0.809	0.783	194.410	0.560
2 Commitment to public interest	4.25	0.787	4.22	0.730	0.430	179.405	0.302
3 Compassion	4.44	0.719	4.50	0.604	-0.962	167.747	0.041*
4 Self-sacrifice	4.29	0.765	4.33	0.676	-0.603	171.454	0.572
Overall	4.29	0.774	4.30	0.695	-0.162	175.100	0.335

*The mean difference is significant at the 0.05 level.

Table 4: Age Ranges: F test

Public service motivation	23-26 years		27-30 years		31-34 years		35-38 years		F	df	p
	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.	\bar{X}	S.D.			
1 Attraction to public policy making	4.09	0.798	4.01	0.874	4.12	0.732	4.09	0.833	0.387	380	0.762
2 Commitment to public interest	4.26	0.701	4.10	0.703	4.29	0.763	4.25	0.776	1.434	380	0.233
3 Compassion	4.48	0.630	4.41	0.640	4.47	0.680	4.54	0.617	1.269	380	0.285
4 Self-sacrifice	4.25	0.739	4.19	0.730	4.47	0.573	4.35	0.713	3.233	380	0.022*
Overall	4.28	0.713	4.20	0.729	4.36	0.678	4.33	0.725	1.653	380	0.177

*The mean difference is significant at the 0.05 level.



Table 5: Level of education: T test

Public service motivation	Bachelor's degree		Master's degree		t	df	p
	\bar{X}	S.D.	\bar{X}	S.D.			
1 Attraction to public policy making	4.03	0.851	4.20	0.720	-2.224	235.600	0.044*
2 Commitment to public interest	4.18	0.775	4.34	0.655	-2.422	245.908	0.011*
3 Compassion	4.44	0.655	4.61	0.579	-2.955	230.110	0.035*
4 Self-sacrifice	4.28	0.717	4.41	0.657	-1.897	218.803	0.373
Overall	4.25	0.741	4.40	0.648	-2.824	239.236	0.021*

*The mean difference is significant at the 0.05 level.

Table 6: Affiliations: F test

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.755504	3	0.251835	8.799697	4.8E-05	2.731807
Within Groups	2.060537	72	0.028619			
Total	2.816041	75				

*The mean difference is significant at the 0.05 level.

**Figure 2** Word cloud

Table 1-6 and word cloud are drawn in order to answer the sub research questions no.1 and 2 as the following details:



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For the first research question, table 1 shows that all 4 public service motivation factors do score high in motivating Gen Y BMA official to work in public sector both before and during covid-19 pandemic. Before covid-19, the average mean score is 4.24 and the S.D. is 0.718 and during covid-19 the average mean score is scaled up to 4.30 with the S.D. is 0.719 which is almost the same as the one before covid-19. This average mean score of PSM of pre and during covid-19 is not different at 0.05 level as shown in table 2 (F test = 2.006, sig. at 0.157)

Among the 4 public service motivation factors, compassion factor scores highest ($X = 4.49$, $S.D = 0.639$), followed by self-sacrifice ($X = 4.32$, $D. 0.702$), commitment to public interest ($X = 4.23$ $S.D. = 0.747$) and attraction to public policy making ($X = 4.08$, $S.D. = 0.819$). Interestingly, the mean scores of all public service motivation factors before and during covid-19 are not different, except for the compassion factor (F test = 7.80, sig. 0.005) which shows higher score ($X = 4.49$, $S.D. 0.639$) during covid-19 than pre-covid-19 ($X = 4.38$, $S.D. 0.671$).

The score of the overall public service motivation factor and each 4 of them are not different according to gender (as shown in table 3), age ranges (as shown in table 4), and affiliation (as shown in table 6). The exception is however found for the compassion factor which the female officers show higher score than the male counterpart and the self-sacrifice factor which those at 35-38 years show the highest score (F-test = 3.233, sig. at 0.022). When considered the level of education of Gen Y BMA official, those with master's degree have the higher score of both the overall score and the score of each factor, except the self-sacrifice factor. (See table 5)

From word cloud findings, the findings reveal the theme from the in-depth interview results, it shows the frequencies sorting by ten themes in order of their importance respectively, from most to least which the results are welfare, job-security, beneficial to society, honorable career, beloved job, dream job, parental socialization, career path, working time, retirement plan. Interestingly, the most important public service motivation is 'welfare'. On the contrary, the least important public service motivation is 'working time'.

In order to answer the main key question of this study, regarding PSM motivations, it has been found that the 'compassion' motivates Gen Y BMA official to work in public sector during covid-19 pandemic. To exemplify, no matter what gender, level of education or age ranges, there are no statistically differences between them except female BMA officials in the age range of 35-38 years with master's degree holding. However, not only PSM motivations, Gen Y BMA officials are motivated to work in public sector by the factor of welfare, job-security, beneficial to society, honorable career, beloved job, dream job, parental socialization, career path, working time, retirement plan respectively.

Accordingly, PSM is substantially the top-up onto necessary conditions/motivators and motivate Gen Y BMA official maintain to work in public sector. Moreover, the private sector employees might have different motivational dimensions because there is no public service motivation which concentrate on providing services to their communities while private sector



employee are intended to making maximum profit for their companies which are not involve in attraction to public policy making, commitment to public interest, compassion and self-sacrifice at all.

Conclusion Discussions and suggestion

At the first glance, the findings shows that there are no statistically significant differences of PSM, both overall and the sub dimensions between male and female BMA officials, age ranges. However, the finding also demonstrates that BMA gen Y official with high levels of public service motivation is female with highest age range (35-38 years), and BMA official who is holding master's degree The results are surprising because it is exactly the same with Bright (2005)'s research which is gathered the data from public employees in the state of Oregon, USA. It showed that public employees with high levels of public service motivation is older, female, and minorities and have higher levels of education than the employees with lower levels of public service motivation. With these statistical findings, it leads to be concerned with 'antecedents of public service motivation of Perry (1997) which explained the connection on a few plausible correlates of PSM such as parental socialization, religious socialization, professional identification, political ideology, and individual demographics (Perry,1997).

In the case of this finding, it shows the high level (mean = 4.28) of PSM regarding BMA officials, then the effects of having high levels of PMS is pointed out by (Riba & Ballart, 2016) that it can improve the performance of an organization. In this sense, PSM has been linked to a wide range of attitudes and behaviors. Also, Naff & Crum (1999) found that federal employees with high levels of public service motivation had higher levels of job satisfaction, more positive performance appraisals, and fewer intentions to leave the government than did employees with lower levels of public service motivation. Besides, Taylor (2014) suggested that public employees "with high PSM levels tend to be more satisfied with their job than those with low PSM levels. Moreover, public and civil servants with higher levels of PSM experience less work-related stress, have lower intentions to quit, and are more negatively affected by red tape (Acker, 2020). For this reason, to perpetuate a culture of public sector values, public organizations may consider assessing the PSM levels of the applicants in public sector examinations and recruit more individuals with high levels of PSM, as such individuals are more likely to exhibit the organizational identification that leads to high job performance (Miao, Eva, Newman , & Schwarz, 2019). Then, public employees with high levels of PSM are significantly more likely to report having a stronger bond with their organization and more favorable perceptions of outsider views of their organization (Bright, 2021). Thus, in recruitment and selection procedures, government organizations should use PSM as a prime criterion for entry into public service employment through employment interviews (Paarlberg, Laurie , Perry, & Hondeghem, 2008).

To address concerns over 'compassion' which is significantly shown in the result, it is the highest PSM sub-dimension of BMA officials. To demonstrate, in China, (Kaipeng, Linghua, & Qiu, 2013) found that, civil servants who were working in the basic level government in



Kunming, the mean score (4.08) of compassion is the highest sub-dimension as well. Compassion refers to emotional reasons, referring to the patriotism of benevolence, defined as love towards and a desire to protect fellow citizens (Perry, 1996). (Riba & Ballart, 2016) point out interestingly that compassion has a greater impact on organizational commitment than an interest in politics and policies. Compassion is a public service motive that entails love and concern for others and a desire that others be protected (Kim & Vandenabeele, A Strategy for Building Public Service Motivation Research Internationally, 2009). Thereupon, BMA officials feel sympathy for others as they experience hardships and to give and support others who are suffering during covid-19 period. The study of (Chaiprasit & Rinthaisong, 2021) revealed that organizations with high compassion at the workplace have lower employee stress and greater task satisfaction. it also contributes to loyalty, dedication, and engagement from employees. Hence, public employees who work together with compassion tend to help and collaborate as well as the public service compassion.

According to politics and policies, the finding reveals that the PSM sub-dimension of ‘attraction to public policy making is the lowest one that is consistent with the study of Brewer, Selden, & Facer (2000) which found that politics and policy making are not driving motives involved in performing public service. (Kim, 2009a). Hence, having more trust in government was positively, significantly related to overall PSM level and to the dimensions of attraction to public policy-making (Greentree, 2011). Based on rational, norm-based and affective ground (Perry & Wise, 1990), BMA officials have got high affective motive and low rational motive. Rational motives include participation in the policymaking process, commitment to a public program because of personal identification, and special or private interest advocacy (Kim, 2016). Attraction to policy making is a public service motive based on the desire to satisfy personal needs while serving the public interest (Kim & Vandenabeele, 2009). Also, it is the ability to influence public policy as a source of personal gain or considering public policy as a means to boost one’s self-esteem are rational motives that can serve as an incentive to engage in public services and the typical of attraction to public policy-making motivated people seek status, power, and wealth for their own security and convenience (Ritz, 2011). For this reason, the findings showed that BMA officials are still lack of this particular public service motivation.

Next, the theoretical implications of these PSM findings are discussed. Evidently, Kim, 2009) demonstrates that rational motives might not be related to PSM in the Korean context. His starting point is that Korea and the United States represent substantially different cultures but rather could be explained by deeply rooted in Confucian values and ideals, which has heavily influenced Korean government and Korean attitudes toward government (Prysmakova, 2013). Dr. Kim also states that rational motives might not be part of PSM at all, scale items measuring APM might not be appropriate to represent a rational base of PSM, and negatively worded scale items from Perry might not be appropriate to assess APM. Thus, a different issue is that, since the concept of PMS appeared in the United States, its conceptualization may be affected by the values, practices and ways of understanding the State unique to that country (Riba & Ballart,



2016). Accordingly, research will be required from different geographical regions that possess peculiar cultural, historical, governance and institutional context which are unlike those in the West (Van & Zeger, 2015). Nevertheless, in Indonesia, (Syamsir, 2016) state evidently that public service motivation theory might be cross-culturally viable and PSM in different areas and conditions will naturally show different things such as the existence of the aspects of culture, ideology, economic level of a community and unique characteristics of the employee.

As well as in China, Liu, Tang, & Zhu (2008) also state that considering the traditional, cultural and political differences between the West and China, the need to understand public service motivation in Chinese public sector takes on great urgency. Thus, PSM observed in terms of the West also exist in China, but that the generalizability of the construct is limited because PSM is a universal or etic concept, but that the construct dimensions of PMS are affected by the cultural and institutional context (emic) (Perry & Hondeghem, 2008). Likewise, in Taiwan, Chen, et al. (2018) PSM is the instrument along with many newly discovered motives serves as a powerful tool for cross-cultural comparison in the future. In the case of Malaysia, the biggest impetus is the value of religiosity for PSM and religion is not only a cornerstone of rules but an ethic in work and daily life. Religious activities are carried out on a massive scale and are full of awareness of the consequences of every action taken (Suluh, Dewi, Nurmandi, & Mutiarin, 2020). Focused on Philippines, Bangladesh, Cambodia, Vietnam, and Indonesia, Chang & Ryu (2017) state that public service motivation factors, such as social contribution or serving to public, however, are not the prior reason to choose public service career, they also find several interesting and nascent factors influenced by the governmental situation, society, culture, and history of the country. Also, family-oriented culture, high bureaucratic power and network, and social recognition of the job could be significant drivers for individuals to be a public official in developing countries. Moreover, East Asia is powerfully influenced by a mixture of cultural trends. The major culture not only derives from Confucianism or Neo-Confucianism, but also Taoism, Buddhism, Shintoism and other cultural patterns, and even Christianity (in South Korea). All of these traditions influence the distinctive features of East Asian culture. (Gao, 2015).

On the other hand, in terms of the finding of ‘beneficial to society’, (Kim, 2016) describes that civil servant may have valuable experiences such as helping others, serving the public interest, and performing work that is worthwhile to society. To clarify, millennials are not motivated by money on the job hunt, they are often aiming to make the world a better place by working that are compassionate, innovative, and sustainable (Lou, 2017). In addition, millennials shared global values by believing in themselves and sharing the power to create a better world (Aperian, 2021). This study contributes to the existing literature which stated that millennial employees are “not motivated by only money. Rather, they aim to make the world more compassionate, innovative, and sustainable.”. Also, they believe in their individual power to make a social or environmental impact on the world and want their employer to share this desire as well. Their eagerness to make a positive impact has increased even more due to the effects of



the pandemic by revealing that they care not only for themselves but work for the benefit to society by helping people as much as they do in their duties in the workplace.

By making benefit to society, the public sector provides services that benefit the community which is different from working in the private sector which is a profit-making driven for company. Accordingly, in terms of work motivation, PSM which is found in BMA officials is intrinsic and beyond tangible motivation which is considered to be the sufficient conditions for them. Then, PSM should be studied apart from traditional work motivation that many studies conducted in private sector. However, based on the research findings, it is logical to articulate that the key motivating factors of Thai BMA officials are extrinsic and tangible motivations which are considered to be the necessary condition for the employee. The three most important factors are welfare, job security, and retirement plan. To exemplify, firstly, the results of (Ruttanachon, 2018) showed that the support staff (Gen Y) of Prince of Songkla University have the highest level of security welfare requirements. Secondly, Soliman & Altabtai (2021) revealed that the most important motivation factors are ‘job security’ as well. Thirdly, (Kimotho, 2018) states that retirement benefits are an important factor even for the millennial as they consider the benefits are attractive to stimulate them to perform better at work.

Moreover, the ‘honorable career’, in terms of Thai context, public officials are considered in Thai society as a highly-respected profession or ‘honorable career’. In this study, the data are gathered from teachers and also healthcare staff. In terms of teachers, the findings are consistent with the study of Najam & Ghaza (2022) which points out that ‘teaching is considered a respectable profession in our society. So, this is the reason for the decision to opt teaching profession. Getting an education is not something but spreading knowledge is real work and considered respectable in our society. In terms of healthcare staff, it is found that ‘some consider medical field as a respectable profession in society and doctors get a lot of respect in society. Additionally, Jindal & Nalluri (2019) explains that Gen Y employees like to be respected and treated with dignity.

Followed by ‘beloved job’, ‘dream job’ and parental socialization which are found in the results are the intrinsic rewards. They are simply feelings or getting a feeling through an intangible thing, feeling appreciation, inspiration, satisfaction, pride, accomplishment, fulfillment, and gratification for one’s work (Väättäinen, 2019). In essence, the implication which stimulates and motivates BMA public officials through mainly intrinsic rewards is far more effective for BMA organizations. For the most part, Generation Y gives greater importance to intrinsic motivation factors such as recognition for their work and the sense of achievement received from their community (Machado, et al., 2011).

Therefore, the results reveal that the ‘career path’ is the motivation for BMA officials which is consistent with the finding of (AIF, 2016) which points out that the third most important requirement for Gen Y in the workplace is career advancement. The study of Mayangdarastri & Khusna (2020) states concurrently with this finding that a clear career path and career



development create an environment in which millennials feel appreciated, and it leads to employee satisfaction and a healthy workplace. When employees are satisfied, they will perform better to achieve the organization's goals and their own goals. Kimotho (2018) conclude that career progression opportunity is the main factor that millennial considers before accepting any job offer.

In the final finding, it reveals interestingly that work-life balance is the motivation factor for BMA officials. It allows BMA officials to structure their working days around their out-of-work life. To demonstrate, half of these young professionals felt they are able to maintain a healthy balance between work and their personal lives (AIF, 2016). In another case, Hays (2013) points out to the fact that the next most attractive benefit is the possibility of working flexible hours. Accordingly, for BMA officials work in duty is important but not everything. They need flexibility and work/life balance for themselves. However, in Thailand, Deethong (2020) recommend that for Gen Y employees, the public sector should openly encourage flexible working, work-life balance and reduced working hours for them.

Conclusions and suggestions

In sum, within the context of serving public, all findings are evidently shown that PSM and other motivations can explain why individuals want to work in the public not private sector. Although, it is generally believed that the public employee is motivated by a sense of service that not found among private employees (Staats ;1988, Perry & Wise ; 1990 ,Gabris & Simo ; 1995) and conventional wisdom in the academic public administration literature holds that public employees are different than their private-sector counterparts (Houston, 2000) but the finding of this research confirmed that the PSM concept is limited and shaped with merely four major motivation factors. In terms of Thai context, to dig tangible and beyond tangible motivation deeply for the next research, it is somewhat unable to isolate only the PSM theory on individuals' motivation but it will be concerned for scholars and practitioners to top up and shape the model or framework with conventional and traditional work motivation theory with prevailing both in theories and practices.

New Knowledge form Research

Public Service Motivation among the Millennials of the Bangkok Metropolitan Administration Pandemic (BMA) Public Officials during Covid-19. The findings reveal the theme from the in-depth interview results, it shows the frequencies sorting by ten themes in order of their importance respectively, from most to least which the results are welfare, job-security, beneficial to society, honorable career, beloved job, dream job, parental socialization, career path, working time, retirement plan. Interestingly, the most important public service motivation is 'welfare'. On the contrary, the least important public service motivation is 'working time'.



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