

Human resource management (HRM) and public service motivation (PSM): Where are we, and where do we go from here?

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Human resource management and public service motivation: where are we, and where do we go from here?

Abstract

Purpose – The purpose of the editorial is to provide an introduction to the Special Issue on public service motivation (PSM) and human resource management (HRM). We analyse and review how the literatures on HRM and PSM relate to each other.

Design/methodology/approach – The paper combines two complementary studies: a bibliometric analysis of the interrelationships between the two literatures and a meta-analysis of the impact of HR practices on PSM.

Findings – Although HRM is among the core subject categories to which the literature on PSM refers, the pre-eminence of HR topics self-reported by PSM researchers indicates large room for further transfer. Intrinsic HR practices show positive and significant effects on PSM, while no such association was found for extrinsic HR practices.

Originality/value – The editorial is a complement to a recent bibliometric review of PSM research, focusing more particularly on the interrelationships with HRM and applying hitherto unused techniques. It is also the first meta-analysis of the association between HR practices and PSM.

Keywords: bibliometrics; co-word analysis; intrinsic motivation; network analysis; pro-social motivation; public sector

1. Introduction

Public Service Motivation (PSM) is defined as an “individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry & Wise, 1990, p.368). The literature on PSM has grown considerably in the past two decades (Ritz, Brewer, & Neumann, 2016). However, the exchange with neighbouring disciplines such as human resource management (HRM) and organization studies has remained limited (Kelman, 2007; Vogel, 2014) although concepts such as self-determination theory (Deci & Ryan, 2000) or motivation crowding (Osterloh & Frey, 2000), which originate in disciplines related to public administration, have become more popular in PSM research (Andrews, 2016; Jacobsen, Hvitved, & Andersen, 2014). In addition, the conceptual relationships between PSM and similar dispositions such as altruism, pro-social behaviour as well as intrinsic and extrinsic motivation remain underexplored, and similarities and differences between PSM and these related concepts are still being controversially discussed in the literature (see e.g. Wright, Christensen, & Pandey, 2013)

Early work on PSM studied reward preferences between public and private sector employees (Alonso & Lewis, 2001). The design of reward and incentive systems is a timeless topic for HR managers and the debate about high-powered incentives and their unintended side effects (Frey, Homberg, & Osterloh, 2013; Jacobsen et al., 2014; Weibel, Rost, & Osterloh, 2010) has not come to a ceased yet. As a consequence, Perry and Vandenabeele (2015) identify research on incentive bundles as a promising way to expand PSM research.

Researchers so far emphasized the link between PSM and work-related attitudes and behaviours, which are of central concern to HR managers, such as the link between PSM and job satisfaction (Homberg, McCarthy, & Tabvuma, 2015), performance (Warren & Chen, 2013) and red tape perceptions (Scott & Pandey, 2005). Recent work focused more on extra-role behaviours such as organizational citizenship behaviour (Bottomley, Mostafa, Gould-

Williams, & León-Cázares, 2015), whistleblowing (Caillier, 2015) and abusive leadership (Vogel, Homberg, & Gericke, 2016).

Similarly, works from neighbouring disciplines such as organizational psychology (Carpenter, Doverspike, & Miguel, 2012) and personnel economics (Yannis Georgellis, Iossa, & Tabvuma, 2010; Yannis Georgellis & Tabvuma, 2010) have provided valuable insights into the antecedents and consequences of PSM with regard to HRM. Nonetheless, very few studies have actually investigated traditional HRM issues such as appraisals, (high performance) work practices or the interplay of HRM with organizational systems. This situation is striking because scholars in both fields share an interest in similar and closely related concepts and led Ritz et al. (2016, p.422) to conclude: “Finally, the call for integrating public service motivation into human resource management practice is of foremost importance.”

Hence, the main purpose of this paper is to identify potential bridges that create links between the academic discourses on HRM and PSM in order to facilitate the exchange of ideas. We proceed in two steps. First, we perform a bibliometric analysis to investigate how authors position themselves in these academic discourses. Second, we isolate a core topic of interest in both fields, i.e. HR practices, and we examine meta-analytically the impact of these practices on PSM based on the findings of previous research. The insights gained from this analysis offer HR managers levers to improve their day-to-day practices and to target public service motivated behaviours. Before presenting the results of these two studies (bibliometric and meta-analysis), we provide conceptual clarifications on PSM and its relationship to HRM.

2. Public service motivation

Perry and Wise (1990) primarily referred to public sector contexts but the conceptualization of the PSM construct is much broader. Following Brænder and Andersen (2013), it is best described as an individual-level, altruistic construct that emphasizes the desire to contribute to

society. While the measurement of PSM is debated (Giauque, Ritz, Varone, Anderfuhren-Biget, & Waldner, 2011; Kim et al., 2013; Perry, 1996; Vandenabeele, 2008), there seems to be consensus that, with respective adaptations of items, PSM is best understood along four dimensions: (1) attraction to policy-making, (2) commitment to the public interest/civic duty, (3) compassion and (4) self-sacrifice. Giauque et al. (2011) add a dimension reflecting the Swiss particularities (i.e. 'Swiss democratic governance'). Kim et al. (2013) are critical about the dimension 'attraction to policy-making', which they merge with aspects of public value commitment and adapt it to 'attraction to public service'.

The individual-level nature of PSM has significant consequences. Bozeman and Su (2015) highlighted in their PSM critique that "PSM is not just a public sector phenomenon but pertains to all work sectors" (p.702). Indeed, a recent study argued that the prominence of corporate socially responsible behaviours and organizational citizenship behaviour in private sector organizations can be interpreted as the fulfilment of PSM-related needs (Liu, Zhang, Du, & Hu, 2015). We support this wide interpretation of PSM and view PSM as an attitude tied to the individual rather than to the sector. Such a view enables further integration of PSM with more established motivation theories. For example, progress has been made in conceptualizing the relationship of PSM with self-determination theory (SDT) (Deci and Ryan 2000). SDT distinguishes between controlled and autonomous forms of motivation, whereby autonomous forms of motivation are associated with more internalized individual regulations. This is important because the altruistic nature of PSM implies a relation to intrinsic motivation. Previous studies have shown, however, that it is more suitable to consider PSM as different from intrinsic motivation although it is a more autonomous form of motivation (Jacobsen et al., 2014).

3. Public service motivation and human resource management

Recent studies attempted to integrate PSM into traditional strategic HRM approaches. For example, Vandenabeele, Leisink, and Knies (2013) explain the application of PSM in the motivation component in the abilities-motivation-opportunities model frequently employed in HR research (Boxall & Purcell, 2008). Only few studies have provided a more detailed analysis of the link between PSM and HRM practices (Anderfuhren-Biget, Varone, Giauque, & Ritz, 2010; Giauque, Anderfuhren-Biget, & Varone, 123-150., 2013; Giauque, Anderfuhren-Biget, & Varone, 2015; Gould-Williams et al., 2014; Mostafa, Gould-Williams, & Bottomley, 2015; Schott & Pronk, 2014). In a large Swiss dataset, Giauque et al. (2013; 2015) find that intrinsic HRM practices (e.g. job enrichment, participation, individual appraisal, professional development) positively affect PSM either individually or as bundles (e.g. diversified work tasks, independency at work, flexible working hours, the possibility to influence important decisions, the possibility to conciliate private and professional life). They also identify a negative association with extrinsic HRM practices (e.g. pay-for-performance; or bundled as described above). These studies, however, rely on the judgments of respondents as to what extent they consider these practices to be important. It is debatable to what extent desired HR practices allow for conclusions about the actual effects if these practices were used in reality.

Gould-Williams et al. (2014), in a further step, measure perceived high commitment practices exploiting a possible tension between intended HR practices and actually perceived ones (Purcell & Hutchinson, 2007). Their findings empirically establish the civic duty dimension of PSM as a mediator in the relationship between high commitment work practices (see also Gould-Williams, this issue) and affective commitment, quit intentions and job satisfaction. Using a measure of perceived high performance work practices, Schott and Pronk (2014) similarly identify a holistic job design, consultation, training, and autonomous teamwork as work practices increasing PSM levels in a hospital setting.

The above studies highlight the importance of PSM as a specific form of motivation for HRM across sectors. While these initial findings on the relationship between PSM and HRM practices are significant, there is clearly a need for more research on the link between PSM and HRM. Hence a stronger integration of the two literatures (i.e. PSM and HRM) appears to be a fruitful research agenda. Given that motivation and human resource management are genuinely linked, it is striking that they have not been integrated yet. This raises the question of how and where researchers locate their own studies relative to the field of HRM. The bibliometric analysis of co-citation patterns in the next section addresses this question .

Study 1: HRM in the literature on PSM: a bibliometric network analysis

In order to provide an overview on how the literatures on HRM and PSM relate (or do not relate) to each other, we conducted a bibliometric network analysis. Bibliometrics is the quantitative analysis of communication in scholarly fields, with a major focus on formal publications and their intertextual relations through references (Verbeek, Debackere, Luwel, & Zimmermann, 2002). Bibliometric methods are particularly useful in rapidly growing fields of research where it is increasingly difficult to keep up with recent developments, as is the case with PSM. To the best of our knowledge, Ritz, Brewer and Neumann (2016) have pioneered the application of bibliometric methods to PSM literature. Our analysis is a complement to (rather than a substitute of) their systematic review, since we apply different bibliometric techniques and have a more particular focus on the interrelationships of PSM with HRM.

We gathered our data from the Social Science Citation Index[®], a premium citation database covering more than 3,200 academic journals across various disciplines in the social sciences. Since PSM has become an almost technical term as of the mid-1990s (Ritz et al., 2016), we searched for “public service motivation” in the topic of recorded articles (including

title, abstract and keywords). We excluded book reviews and meeting abstracts and arrived at 311 documents that appeared in academic journals until 2016 and indicate a thematic relation to PSM. After downloading the full records of these articles, we corrected for spelling errors in the references and consolidated different versions of the same sources (such as books published in several editions). Finally, the 311 articles (i.e. *citing* documents) in our dataset included 19,274 references citing 9,241 sources (i.e. *cited* documents).

Among the core techniques of bibliometrics is the analysis of co-occurrences, i.e. the concurrent appearance of two terms in the same text corpus. The basic assumption of co-occurrence analysis is that the aggregated frequencies with which elements co-occur in large bodies of texts indicate some kind of similarity relation between them. In bibliometric studies, various textual elements may serve as units of co-occurrence analysis. We start with a journal co-citation analysis, thus focusing on the reference lists in the citing documents and analysing the co-citations of journals (i.e. co-occurrences of journals within the same bibliographies).

We first categorized all cited journals into subject areas in order to determine the general significance of HRM in the bibliographic network of PSM. For categorization purposes, we used the latest version of the Academic Journal Guide provided by the Association of Business Schools (ABS, 2015). This journal list includes more than 1,400 journals falling into more than 20 subject areas, among them “Human Resource Management and Employment Studies” with 49 journals. Since the ABS list has a focus on management and neighbouring fields, we additionally considered the subject areas provided by the Journal Citation Reports® in the Social Science Citation Index®. We applied this scheme only to journals that were left non-categorized after computer-aided coding with the ABS guide, thus giving priority to the latter because it provides a more fine-grained categorization in the broad field of management journals. Since the ABS and JCR list have some overlaps, (some) alignments of the coding scheme (on the part of the researchers) were required (e.g. merging of or re-assignments to categories).

Figure 1 shows the co-citation network of subject areas in PSM research as indicated by cited journals. The network nodes, representing the subject areas, are tied to each other if journals from the respective subject areas were co-cited in the reference lists of the analysed documents. The strength of the ties is weighted by the number of co-citations, and the size of the nodes is proportional to the total number of references to each subject area. The network shows the interdisciplinary structure of the field, with a broad distribution of cited journals across various subject areas. However, it is also apparent that there is a clear-cut network core of frequently cited and highly interrelated subject areas. A categorical core/periphery partition (Borgatti & Everett, 1999) reveals that seven subject areas constitute the network core: *Public Sector*, *Organizational Psychology*, *General Psychology*, *Human Resource Management*, *General Management*, *Organization Studies* and *Social Sciences*. As expected, *Public Sector* is by far the largest and most central cluster among the core subject areas. Besides the considerable influences of psychology as well as general management and organization studies, HRM also leaves strong imprints in the citation structures. Remarkably, *Political Science* is not among the core subject areas in PSM research although the “attraction to policy-making”-dimension of PSM would suggest otherwise. It is indeed the *Social Sciences* that complete the network core. After the re-assignment of political science journals to the according category, the *Social Sciences* cluster predominantly contained journals from sociology and related fields.

*** Please insert Figure 1 about here. ***

The network in Figure 1 shows the link between PSM research and HRM (and other fields) on the aggregated level of subject areas. In a second step, we disaggregated these clusters and switched the level of analysis from subject areas to the journals themselves. Figure 2 depicts the co-citation network of core journals in PSM research. The presentation format is the same

as in Figure 1, with the exception that the nodes no longer represent subject areas but journals. We reduced the co-citation analysis to journals in the seven core subject areas as identified above. Since the full network would still be populated with a very large number of journals, we again applied a core/periphery partition (Borgatti & Everett, 1999) and only present the journals in the core of the network. Consistent with our previous findings, public sector journals predominate, with *Journal of Public Administration Research and Theory* and *Public Administration Review* as the two by far most frequently cited journals. The key journal among the HRM journals is the *Review of Public Personnel Administration*. The ABS guide lists this journal in the HRM subject area, but due to its focus on public administration, it could also be assigned to the *Public Sector* category. Six general journals in the field of HRM are part of the network: *Human Resource Management*, *Human Resource Management Journal*, *International Journal of Human Resource Management*, *International Journal of Manpower*, *Personnel Review* and *Work and Occupations*.

*** Please insert Figure 2 about here. ***

Our analysis shows that PSM researchers refer to HRM literature to a considerable extent. However, sourcing within the domestic field of public sector management still predominates in PSM research, and HRM does not stand out from other neighbouring fields, such as psychology, management and organization studies, and sociology. To put these preliminary findings into perspective, we conclude our bibliometric study with a co-word analysis. The methods applied so far are suitable for indicating the extent of transfer from HRM literature to PSM research, but they do not reveal any contents of research. In contrast, a co-word analysis provides a map of research topics by visualizing co-occurrences of keywords. For almost any academic journal, authors are requested to provide keywords that index the content of the

submitted work. These author-supplied keywords, like other elements of texts, can also be included in a co-occurrence analysis.

Figure 3 shows such a co-word map for PSM research. Accordingly, the nodes in the network are keywords extracted from the bibliographic information of the analysed journal articles, and the network ties represent the frequency of their joint appearance in these documents. Since authors use slightly different words or spellings to refer to the same content, we consolidated and recoded the keyword list in advance. We excluded PSM from the list because it was already our search criterion in the data query. The network only shows keywords that were used at least twice, and only those that appeared together with one or more other keywords at least twice.

**** Please insert Figure 3 about here. ****

The co-word network shows the preeminent role of HRM-related topics in current PSM research. HRM itself is the second-most frequently used keyword for authors' self-classification of their works, and many other keywords indicate topics that are relevant to HRM. This applies to some of the most-widely researched dependent variables in HRM, such as job satisfaction and performance, and their attitudinal antecedents and consequences, such as perceived organizational support, leadership, person-organization and person-job fit, job involvement and commitment, as well as turnover. A branch at the left margin of the network concentrates on compensation systems, drawing particular attention to pay-for-performance in public sector settings and the crowding-out of intrinsic by extrinsic motivation. In general, PSM is put into the context of motivation theory and conceptualized as a particular type of (work) motivation. At the lower left margin, career decisions (including job and occupational choices) connect to the co-word network, with special emphasis on recruitment of young people with shifting values.

Given these findings, the link between PSM and HRM is clear, and the question arises why scholars do not engage even more in transfer activities between both fields of research. One opportunity for transfer is the study of HR practices in relation to PSM. This issue is addressed in Study 2, which is presented in the following section.

Study 2: PSM and HR practices: a meta-analytic snapshot

A meta-analysis was conducted with the aim of improving our understanding of the relationship between PSM and HR practices. Meta-analysis is a quantitative technique to summarize literatures that complements narrative review techniques. According to Stanley (2001, p.131), it is defined as “a body of statistical methods that have been found to be useful for reviewing and evaluating empirical research results.” More specifically, it allows an overall assessment of findings that arise from different underlying datasets, methods, and contextual settings. To achieve this, meta-analytic techniques combine the empirical findings of individual primary studies. A well-known study that applied meta-analysis to high performance HR practices and organizational performance in private sector settings provided convincing evidence that the bundling of practices is a more successful strategy than the isolated use of individual HR practices (Combs, Liu, Hall, & Ketchen, 2006). The study also showed that some practices (i.e. performance appraisal, information sharing, teamwork) commonly subsumed as high performance work practices are not linked to their performance measures. Findings of this nature underscore the usefulness of generating insights through meta-analysis.

While meta-analyses are common in the fields of organizational behaviour (Chang, Connelly, & Geeza, 2012) and HRM (Combs et al., 2006), the public administration field has recently called for more frequent use of meta-analysis (Perry, 2014; Ritz et al., 2016). With regard to PSM, some progress has been made. For example, a meta-analysis of PSM’s impact on performance, controlling for both subjective and objective performance measures, found a

positive but small link between the two (Warren & Chen, 2013). Furthermore, Homberg et al. (2015) studied the relationship between PSM and job satisfaction, finding a positive link that is strongly enhanced when the job role provides explicit opportunities to serve the public. With regard to HR practices, a recent meta-analysis by Jiang, Lepak, Hu, and Baer (2012) found positive relationships between motivation-, skill- and opportunity-enhancing HR practices and human capital and motivation measures. Hence these authors concluded that “when organizations aim to improve employee motivation, they should consider how to appraise employees’ performance, how to compensate for their work, how to make jobs meaningful and interesting, and how to involve employees in work teams and decision making” (Jiang et al., 2012, p.1278). In particular, the element of job meaningfulness should translate directly into higher levels of PSM. However, the impact of HR practices has mainly been studied in private sector settings and has not explicitly been linked to PSM.

Every meta-analysis starts with a literature search. In order to qualify for the meta-analysis, the studies must (a) be quantitative, (b) contain a correlation between PSM and some measure of work practices, and (c) need to be available in English language. We are aware that any set of inclusion criteria introduces some bias. However, we consider the above-mentioned criteria suitable for analysing the relationship between PSM and work practices. Hence, we searched the Web of Science and Google Scholar using combinations of the keywords “public service motivation”, “PSM”, “work practices”, “HPWP” and “human resource (management) practices”. In addition, we screened the reference lists of the three most recent reviews of PSM literature (Perry, 2014; Perry & Vandenabeele, 2015; Ritz et al., 2016). This search procedure generated six studies. This appears to be consistent with the study by Ritz et al. (2016, p.420), which lists four studies that link HR practices to PSM. However, since Ritz et al. (2016) conducted their search earlier than we did, more studies could have been published in the meantime. We did not exclude unpublished works by definition, but the search procedure did not yield any unpublished work that met the inclusion

criteria. Of the six studies, the two conducted by Giauque and colleagues use the same dataset and are thus not independent, which is accounted for in the subsequent analysis by excluding Giauque (2013). Table I provides a brief summary of the studies included in the meta-analysis.

*** *Please insert Table I about here.* ***

Some studies provide aggregate measures of the presence of certain practices (Mostafa et al. 2015) whereas other studies analyse individual practices (e.g. Schott & Pronk, 2014). In order to account for these different types of HR practices, we coded two subgroups from each study: intrinsic and extrinsic HR practices. Following Giauque et al. (2013), intrinsic HR practices are, for example, job enrichment, participation in important decision-making, individual appraisal, and professional development. In contrast, the category of extrinsic practices subsumes job security, performance-related pay, career development, and fairness or equality of treatment. Next, we averaged the correlations for each of these two subgroups. Ultimately, it has to be noted that we focus on the aggregate PSM construct and not on its dimensions (which represents a limitation of this study).

In our analyses, we applied the basic procedures described by Hunter and Schmidt (2004) and apply their correction for measurement error. Where information was missing in the primary study, the mean was imputed. For the evaluation of aggregated empirical effects, which meta-analysis is designed for, a standardized, non-dimensional effect size is required. In line with previous meta-analyses (e.g. Weibel et al., 2010), we decided that correlations are our effect sizes and coded the simple bivariate correlations of PSM and work practice measures presented in the included primary studies. We used the software Comprehensive Meta Analysis for the computations (Borenstein, Hedges, Higgins, & Rothstein, 2007). As the true effect is likely to vary across studies, we computed random-effects models.

A problematic issue in our research setting is data dependency. If a clear distinction between extrinsic and intrinsic HR practices was to be made, it would need to be assumed that the correlations are obtained from independent samples. However, as most studies are cross-sectional, this assumption does not hold true as responses to both types of practices relate to the same respondents in such surveys. In addition, meta-analysis focuses on the study level, which would ideally suggest a one-study-one-estimate dataset. The latter can be achieved by combining the effects for both groups of practices for each study that reports correlations for extrinsic and intrinsic HR practices. While technically correct, the downside is that averaging over extrinsic and intrinsic HR practices may cloud meaningful differences between both types of HR practices. Thus, for reasons of robustness and sensitivity, we decided to present results for both variants.

Table II presents the results for the ‘independence’ assumption. Panel A shows the results for the observed correlations and panel B displays the results for the measurement error corrected correlations.

*** *Please insert Table II about here.* ***

The results reveal significant differences in the association between PSM and extrinsic and intrinsic HR practices. More specifically, we find that extrinsic HR practices have no bearing on PSM. The mean correlation across studies turns out to be not significant for both observed and corrected correlations. In contrast, we find a positive association between intrinsic HR practices and PSM. The mean correlation is positive and strongly significant but it is still classified as a rather small effect size (Cohen, 1992).

Table III shows the results without the independence assumption. Again, panel A shows the results for the observed correlations and panel B displays the results for the corrected correlations.

*** Please insert Table III about here. ***

The results for studies reporting exclusively intrinsic HR practices stay the same as they are positive and strongly significant. We also find a positive significant overall correlation for studies that analyse systems of extrinsic and intrinsic HR practices. This result may support the bundle approach for HR practices.

Nonetheless, the implications for HRM are very clear: Popular tools such as pay-for-performance schemes or career development schemes are unlikely to strengthen PSM. In contrast, HR managers targeting increases in PSM are well advised to focus on the implementation of intrinsic HR practices, for example by providing professional development opportunities, meaningful appraisals or higher levels of involvement in decision-making.

Acknowledging the rather small effect size, it is useful to consider other HR interventions that potentially moderate or mediate this relationship. For example, it may be possible that certain types of training interventions strengthen the relationship between intrinsic HR practices and PSM. While this study does not provide evidence for this, Park and Kim (this issue) show that the relationship between HR practices and PSM is mediated by person-organization fit.

Considering the results of study 1 and study 2 together, important implications arise: First, researchers in the PSM field seem to give high priority to HRM but there is still large room for integrating traditional topics of HR research. In this regard, Bakker (2015) outlined the relevance of the job demands-resources model for PSM but empirical testing is in its infancy as only one work linked PSM and job stressors (Giauque, Anderfuhren-Biget, & Varone, 2013). Clearly, with ongoing public sector reform initiatives, the job demands-resources model has the potential to generate important insights for HR managers in public and non-profit organizations. Second, there appears to be a positive link between certain

intrinsically orientated HR practices and PSM. This finding provides opportunities for HR managers to carefully consider what practices need to be implemented if the goal is to increase PSM among the workforce. Even more so, future research should try to identify conflicting practices. Another research approach could be to identify various low cost HR practices that have strong effects on motivation and thereby drive work performance. Such enquiries will help to identify best performing bundles of HR practices. Third, and related to the previous points, it also needs to be discussed at which point it is *not* advisable for HR managers to increase PSM because it may have undesirable outcomes and unintended side-effects, such as overidentification with the job and, in turn, burnout or other health problems (see also Ritz et al., 2016). In this case, practices need to be combined into HR systems so as to find a balance between the organizational benefits and the risks of PSM. This makes the task for HR managers even more challenging.

The studies presented in this Special Issue further contribute to an enlarged agenda of PSM research from the perspective of HRM. The next section gives a brief outline of these studies.

The contributions to this Special Issue

Julian Gould-Williams' article "Managers' motives for investing in HR practices and their implications for public service motivation: a theoretical perspective" provides a clear conceptualization of high performance, high commitment and high involvement HRM strategies and links those strategies convincingly to PSM. In particular, the issue of how PSM can be nurtured inside organizations is addressed. These thoughts are relevant for managers who wish to focus on designing HRM interventions with the aim to strengthen PSM levels. From an academic point of view, the article directs our attention to important differences between popular HRM strategies suggesting a series of propositions that merit empirical investigation.

Sung Min Park and *Min Young Kim* study “Antecedents and outcomes of nonprofit public service motivation in Korean NPOs”. Their work is significant because it attempts to cover the complete chain from the drivers to the outcomes of PSM. The authors give particular attention to HR development practices such as training and performance management systems. Amongst others, the results show that the effect of these HR practices on PSM is mediated by person-organization fit.

Three articles included in this special issue address sector attraction and public service motivated behaviours. The paper on “Public service motivation, prosocial behaviours, and career ambitions” by *Jaclyn Piatak* investigates the behavioural implications of PSM both inside and outside the workplace. The results from a survey among graduate students from master programmes in public administration and public affairs show that different dimensions of PSM are relevant to prosocial behaviours (i.e. volunteering and giving) and career ambitions in the public and non-profit sector. The findings also vary by gender and degree programme, with implications for the recruitment of new members of the public service among graduates.

In “Does misfit loom larger than fit? Experimental evidence on motivational person-job fit, public service motivation, and prospect theory”, *Oliver Neumann* investigates the links between person-job fit and PSM. The results of his vignette experiment show that the deterring effect of misfit appears to be stronger than the attraction effect of good fit. This study is instructive for many reasons but especially for these two: First, the carefully implemented experimental design combining different facets of motivation has potential to guide other researchers. Second, the findings underscore that psychological biases, such as loss aversion, also play a role when evaluating and selecting jobs, which has implications for employer branding.

Justin Stritch and *Robert Christensen* study important socialization effects that shape PSM-related behaviours in their work entitled “Raising the next generation of public

servants? Parental influence on volunteering behaviour and public service career aspirations”. Given that socialization continues at work, this study has implications for HRM activities designed to instil other-oriented behaviours at work (e.g. through the introduction of volunteer schemes).

The article “Exploring the interplay between leadership styles and Public service motivation in two organisational settings” by *Gabriella Fazzi* and *Nereo Zamaro* expands on previous studies on the associations of transformational and transactional leadership with PSM. These relationships deserve attention because the role of leadership behaviours of middle and line managers in the enactment and implementation of HR policies and practices can hardly be overestimated. The authors sampled their data both in a public and in a nonprofit setting, which makes the study worth reading from a comparative perspective. For academic readers, the results also give reason for self-reflection because the authors find researchers at public institutions to respond to transformational leadership with decreasing levels of PSM.

Palina Prysmakova, with her study “From compliance to commitment: centralization and public service motivation in different administrative regimes”, brings the broader institutional context back in. She examines how the level of centralization, both on the organizational and governmental level, affects the PSM of employees. The sample of her study is drawn from two Eastern European countries with similar public services but opposite administrative regimes. Among other findings, the results show that democracy is not a necessary condition for employees to develop PSM. Overall, this study gives strong reason to be mindful of the contextual factors at the meso- and macro-level when exploring the micro-level interrelationships of PSM with HRM.

The special issue closes with *Seungjin Choi*’s conceptual work on “Bridging the gap: social networks as a theoretical mechanism linking public service motivation and performance”. The author integrates PSM theory and social network perspectives. The

implications for HRM are twofold: First, our attention is directed to PSM's relevance in building social capital and in conducting group work activities. Second, the paper draws our attention to the fact that even highly motivated individuals may not perform well due to limiting circumstances, such as group behaviour – a situation that requires HRM interventions.

The articles contained in this special issue are another important step to create stronger links between PSM and HRM research. this special issue follows a small track of PSM-related articles that previously appeared in the International Journal of Manpower (Kim, 2006; Liu, Tang, & Zhu, 2008). Hence, in the spirit of cross-fertilization, we hope the compilation of papers in this special issue is thought-provoking for its readership, no matter whether readers consider themselves more rooted in the HRM domain or in the field of public administration. Ultimately, we would like to acknowledge the time and effort of our authors and especially of our reviewers. Without them, this special issue would not have been possible.

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Tables and figures

Table I. Papers included in the meta-analysis

Author	Publication year	HRM Practices	Type of HRM Practice Measure	PSM Measure
Anderfuhren-Biget et al.	2010	Material Incentives: wage, bonus, exceptional performance, career prospects; Team relations: recognition by colleagues, superiors	single	dimensional
Gould-Williams et al.	2014	Training, selection, security, promotion opportunities, reward fairness, involvement, consultation	global	Civic Duty dimension ¹
Schott & Pronk	2014	Job characteristics, pay for performance, selection process, autonomous teamwork, organizational communication, consultation, training	single	dimensional
Giauque et al.	2015	Job enrichment, participation, appraisal, professional development, security, pay for performance, career development, fairness	global	dimensional
Mostafa et al.	2015	Training, job design, communication, promotion, security	global	dimensional

¹Note: Gould-Williams et al. (2014) use a one item measure.

Table II. Random effects models assuming independent studies

Panel A

Random effects analysis	N	k	r	95% CI		P-value	
				LL	UL		
extrinsic HRP	7136	3	-0.0104	-0.0840	0.0632	0.7815	n.s.
intrinsic HRP	9520	5	0.1866	0.1310	0.2410	0.0000	***
Overall	16656	8	0.0904	-0.1042	0.2783	0.3630	n.s.

Panel B

Random effects analysis	N	k	r _c	95% CI		P-value	
				LL	UL		
extrinsic HRP	7136	3	0.0698	-0.1575	0.2901	0.5490	n.s.
intrinsic HRP	9520	5	0.2044	0.0306	0.3663	0.0215	**
Overall	16656	8	0.1547	0.0161	0.2875	0.0289	**

Note: N = combined sample size, k = number of samples considered to be independent, r = observed correlation, r_c = corrected correlation, LL = lower limit CI; UL = upper limit CI, n.s. = not significant

Table III. Random effects models for combined practices

Panel A

Random effects analysis	N	k	r	95% CI		P-value	
				LL	UL		
Combined	7136	3	0.0837	0.0089	0.1576	0.0283	**
intrinsic HRP	2384	2	0.2024	0.1133	0.2883	0.0000	***
Overall	9520	5	0.1407	0.0229	0.2547	0.0194	**

Panel B

Random effects analysis	N	k	r _c	95% CI		P-value	
				LL	UL		
Combined	7136	3	0.1124	0.0135	0.2091	0.0260	**
intrinsic HRP	2384	2	0.2568	0.1415	0.3652	0.0000	***
Overall	9520	5	0.1818	0.0372	0.3189	0.0140	**

Note: N = combined sample size, k = number of samples considered to be independent, r= observed correlation, r_c= corrected correlation, LL= lower limit CI; UL = upper limit CI, n.s. = not significant

Figure 1. Co-citation network of subject areas in PSM research

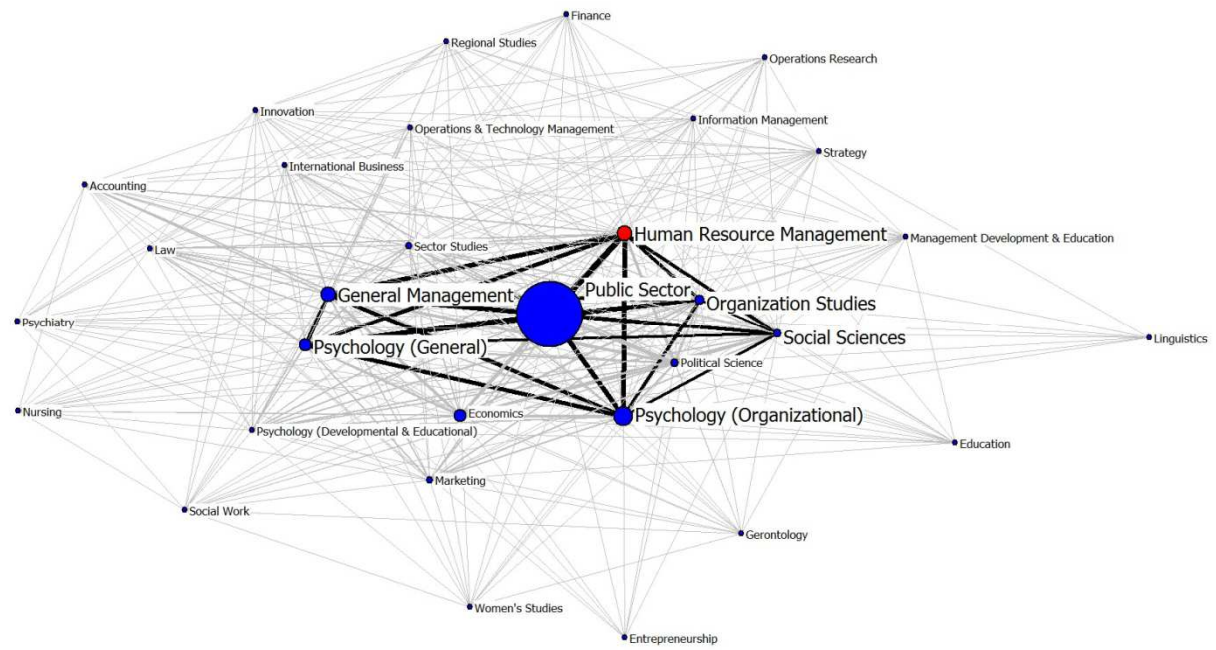


Figure 2. Co-citation network of core journals in PSM research

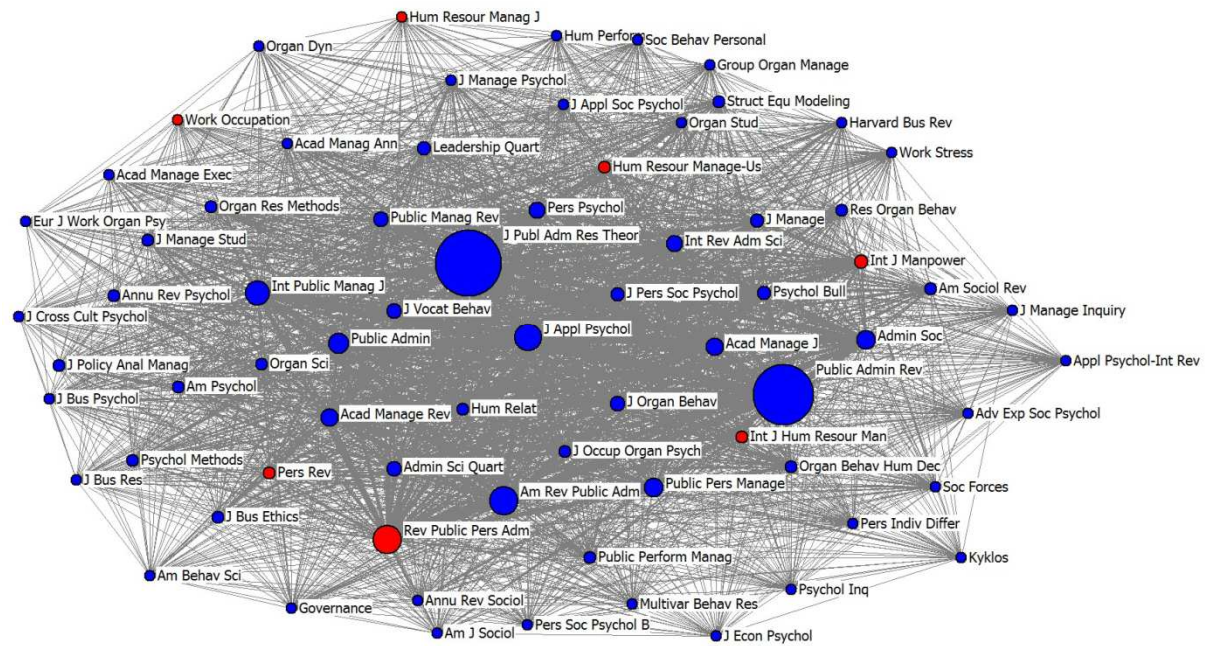


Figure 3. Co-word network of PSM research

