MILLENNIAL'S PUBLIC SERVICE MOTIVATION IN URBAN BANGKOK

Panapa Chintaradeja[1]

ABSTRACT

The article aims to understand Millennial's Public Service Motivation in Urban Bangkok. The samples are 385 millennials in Bangkok. Data were collected by using closed-ended questionnaires and analyzed by employing mean and standard deviation. The finding indicates that the level of Millennial's Public Service Motivation in Urban Bangkok interestingly, in terms of mean range of public service motivation, every dimension is at a high level. Future research should explore the impact of public service motivation in terms of increasing job performance.

Keywords: Millennial, Public Service Motivation, Bangkok

Introduction

Millennial is the name given to those born between 1983 and 1998 which makes most millennials today, in 2021 aged between 23 and 38. (Debczak, 2019).They are often called Generation Y, or Gen Y shortly. By 2025, millennial will represent 75 percent of the global workforce (Fernance, 2018). Old-fashioned generations are motivated by the future. Job security and promotions have been the standard carrot-on-a-stick for baby-boomers and Gen X. However, millennials employees determine to be the most of workforce all over the world. Then, employers have the demand to get a better understanding of what millennials expect from the organizations. Employers try to debunk the millennials' motivations, needs and expectations in order to attract, engage and keep them in the organizations. With millennials predicted to become nearly half of the workforce is a few short years, it's critical for many organizations to debunking millennial myths in terms of motivation to work. However, with labor markets becoming increasingly competitive, government agencies can often face challenges in attracting and retaining Millennials (HENSTRA and McGOWAN 2016). To exemplify, (ScreenCloud, 2021) interestingly point out that millennials have deep-rooted motivation, fresh perspective, tech savvy and social conscience. Moreover, millennials serve a valuable purpose

[1]Research Director of Brand Matrix Research Company Limited

*E-mail pppanapa@gmail.com

because of the motivation to be involved in something that is greater than oneself. It is so called 'public service motivation'(PSM).

(Wang, Witteloostuijn, & Heine, 2020) point out that public service motivation (PSM) is a prominent concept within the domain of Public Administration. Public service motivation (PSM) refers to an individual's motivation to contribute to society. It relates to ideas about society, and about what public servants are and how they should behave, that have persisted for more than 2,500 years (Vandenabeele & Schott, Public Service Motivation in Public Administrations, 2020). Also, PSM theory was developed in an attempt by public administration scholars to challenge the rational-choice perspectives on bureaucratic behavior, which assume a rational and self-interested agent who pursues personal gains such as reputation, power, and monetary rewards. In addition, (Perry and Wise 1990) define PSM as a pluralistic construct to understand the human motivation to serve the interests of society, and to explain individual behavior in public organizations, such as job performance and satisfaction. Also, (Perry & Wise, 1990) divided motives into three aspects: rational, norm-based and affective. (BRITO, 2016) states that the development of the public service motivation concept is an attempt to identify specific motives that drive people to enter and stay in public service. To demonstrate, the public service motivation construct is a counterweight to the rational choice theories and dominating the field which stressed that human behaviors may clearly illustrate by individual psychological mechanisms regarding self-interest (Anderfuhren-Biget, Varone, Giauque, & Ritz, 2010). To improve the quality of public services, the public service motivation is needed to explore.

Besides, (SRIVANIT, Hokao, & Phonekeo, 2012) states that Bangkok is the capital of Thailand and is among the larger cities in Asia, with an estimated unofficial population well in excess of 10 million people. As an economic magnet, Bangkok's population is continually increasing through in-migration from the Thai countryside. This rapid rise in population, capital investment, factories and employees in Bangkok city have caused the community numbers to increase leading to the development of road networks, real estate developments, land value and advanced technologies which has resulted in expansion of the city to the surrounding areas. Consequently, the urban Bangkok is the primary area of Thailand.

In order to debunk millennial myths in urban Bangkok regarding to public service motivation, we need the public service motivation measurement to help explain these motivations. (Perry J. , 1996) identifies a multidimensional scale to measure public service motivation (PSM), which comprises four components which are 1) attraction to public policy

making, 2) commitment to the public interest,3) self-sacrifice, and 4) compassion. For developing countries, this means that attracting the right people, with higher levels of PSM, could have an immediate positive impact on government effectiveness and public service delivery, and help these countries meet development objectives (ACKER, 2020). To demonstrate, Perry (1996)'s scale is used to study in Indonesian context by investigating PSM of civil servants in five big cities of Indonesia, namely, Jakarta, Surabaya, Semarang, Makassar, and Medan (Budiyanti, Yamin, & Patiro, 2019). Consequently, in terms of big city, Bangkok is a capital city of Thailand which this study will investigate millennial's public service motivation in urban Bangkok.

Objective

1. To describe millennial's public service motivation in urban Bangkok.

2. To analyze the type of public service motivation factor of millennial in urban Bangkok.

Scope of Millennials: they were born between 1980 and 1994. They are currently between 23-38 years old.

Research Methodology

Scope of study

1. Research approach: quantitative approach.

2. Content: collect the level of public service motivation of millennials in Bangkok.

3. Population (N): millennials in Bangkok

4. Samples: millennials which is to be the samples are calculated by N4studies application (Ngamjarus, Chongsuvivatwong, & McNeil, 2016) for using on iPhone and Android devices which is employed to be a sampling to calculate a sample size for finding infinite population (Millennials). The total of samples is 385 millennials people in urban Bangkok (Wayne, 1995).

5. Period: 6 months

6. Place: Bangkok area

Research tools

The closed and opened ended questionnaire which includes:

Part 1: A set of closed ended questionnaire with demographic details of respondents.

Part 2: A set of closed ended questionnaire in relation to public service

motivation with 5 points of Likert scale and range from strongly agree to strongly disagree.

Data Collection

This study uses n4studies (Ngamjarus, Chongsuvivatwong, & McNeil, 2016) sampling technique to draw the sample. The questionnaire is distributed to millennials (age range is 23-38 in 2021 A.D). A self-administered questionnaire is developed and distributed to 385 respondents. The questionnaire identifies the 14 items with four dimensions: 1) politics and policymaking 2) public interest 3) compassion and 4) self-sacrifice.

Data Analysis

The data collected in this study is quantitative. The quantitative data of the closed ended questionnaires is analyzed in terms of means and S.D., using the Statistical Package for Social Sciences (SPSS) and percentages. A five-point Likert scale is used to measure the level of agree and disagree on 14 scale of item of public service motivation. The scale which is used for interpretation the questionnaire to point out the level of the agreement or disagreement will depend on the following criteria: (Wei & Maat, 2020).

Mean Range	Interpretation of findings
3.68 – 5.00	High degree of motivation
2.34 – 3.67	Moderate degree of motivation
1.00 – 2.33	Low degree of motivation

Limitations of Study

A total number of 385 millennial samples are selected as the sample of this study regarding the issue of public service motivations. This sample size is only a small fraction of the entire population. It is not enough to be taken as completely accurate or representative of the entire population.

Findings

The first part is illustrated in order to answer no. 1 objective of this study.

Table 1: Background of respondents n = 385

Factor	Characteristics	No. of respondents
Gender	Female	230
	Male	135
	LGBTQ	20
Age range	23- 27 years	38
	28- 32 years	198
	33 -38 years	149
Education	Secondary and high school	12
	Vocational school	22
	College and university	351
Total (n)		385

Table 1: reveals that there are 385 practical samples. The samples are in order as: female (230 samples), (female 135 samples), (LGBTQ 20 samples).

Next, the table shows the range of age which the results indicate that the most frequency of age range is 28-32 years. Last, most of most the samples are in college and university, and vocational school, and secondary and high school, respectively.

Table 2: Four dimensions

Four dimensions: Perry (1996)	Mean	SD	Interpretation of findings
1 Attraction to policy making	4.10	0.05	High
2 Commitment to the public interest	4.22	0.47	High
3 Compassion	4.14	0.33	High
4 Self-sacrifice	3.88	0.24	High
Average (Mean)	4.08	0.18	High

In order to find the answers which are set in the objective no.1 and 2

Firstly, table 2 presents overall findings of the study by using descriptive statistics of mean scores. As in table 2 illustrates that the second dimension (Commitment to the public interest) is in the highest mean (4.22). Also, the fourth dimension (Self-sacrifice) is in the lowest mean (3.88). Moreover, in terms of mean range, every dimension is in the high level.

Table 3: First dimension: Attraction to policy making

	Dimension: Attraction to policy making	Mean	Interpretation of findings
1	I am interested in making public programs that are beneficial for my country or the community I belong to.	4.25	High
2	Sharing my views on public policies with others is attractive to me.	3.75	High
3	Seeing people get benefits from the public program I have been deeply involved in brings me a great deal of satisfaction	4.30	High
	Average	4.10	High

As in table 3 illustrates that the third sub-dimension (Seeing people get benefits from the public program I have been deeply involved in brings me a great deal of satisfaction) is in the highest mean (4.30). Also, the second sub- dimension (Sharing my views on public policies with others is attractive to me) is in the lowest mean (3.75). Moreover, in terms of mean range, every sub-dimension is in the high level.

Table 4: Second dimension: Commitment to the public interest

	Dimension: Commitment to the public interest	Mean	Interpretation of findings
4	I consider public service my civic duty	3.85	High
5	Meaningful public service is very important to me	4.15	High
6	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests	4.65	High
Average		4.22	High

As in table 4 illustrates that the third sub-dimension (I would prefer seeing public officials do what is best for the whole community even if it harmed my interests) is in the highest mean (4.65). Also, the second sub- dimension (I consider public service my civic duty) is in the lowest mean (3.85). Moreover, in terms of mean range, every sub-dimension is in the high level.

Table 5: Third dimension: Compassion

	Dimension: Compassion	Mean	Interpretation of findings
10	It is difficult for me to contain my feelings when I see people in distress.	3.90	High
11	I am often reminded by daily events how dependent we are on one another	3.65	High
12	I feel sympathetic to the plight of the underprivileged.	4.60	High
13	To me, patriotism includes seeing to the welfare of others	4.40	High
	Average	4.14	High

As in table 5 illustrates that the third sub-dimension (I feel sympathetic to the plight of the underprivileged) is in the highest mean (4.60). Also, second sub- dimension (I am often reminded by daily events how dependent we are on one another) is in the lowest mean (3.65). Moreover, in terms of mean range, every sub-dimension is in the high level.

Table 6: Fourth dimension: Self-sacrifice

	Dimension: Self-sacrifice	Mean	Interpretation of findings
1	Serving other citizens would give me a good feeling even if no one paid me for it.	3.85	High
2	Making a difference in society means more to me than personal achievements.	3.60	High
3	I am prepared to make enormous sacrifices for the good of society	3.95	High
4	I believe in putting duty before self.	4.10	High
Average		3.88	High

As in table 6 illustrates that the fourth sub-dimension (I believe in putting duty before self.) is in the highest mean (4.10). Also, second sub- dimension (Making a difference in society means more to me than personal achievements) is in the lowest mean (3.60). Moreover, in terms of mean range, every sub-dimension is in the high level.

Discussions and conclusions

This study finds the millennial's public service motivation in urban Bangkok in terms of four dimensions as followings:

1) The highest mean of public service motivation of millennial is commitment to the public interest. Millennials are expected to act regarding the interests of society and promote the public interest. To support, (Schoch, 2012) states that millennials value people more than money. According to this dimension, millennials consider public service is their civic duty, meaningful and important to them.

2) The lowest mean of public service motivation of millennial is self-sacrifice. To exemplify, (Tuttle, 2012) points out that millennials as a group are entirely self-centered and unwilling to sacrifice is just plain wrong because they have been living with their parents and they're responsible about homeownership. Furthermore, millennials value interesting work and a good work–life balance. They do not believe that excessive work demands are worth sacrifices in their personal lives. (BritishCouncil, 2021).

3) In terms of mean range of public service motivation, every dimension is in high level. To support the finding, (Deloitte, 2021) reveals the results from the survey in 2021 that millennials believe in their individual power to drive change. Respondents are channeling their energies toward meaningful action by increasing political involvement, aligning spending and career choices with their values, and driving change on societal issues that matter most to them. In turn, they expect institutions like businesses and governments to do more to help bring about their vision of a better future.

Suggestions for future research

1) Future research should compare the findings and understand the perspective of millennials with the cohort in a different location and context.

2) Future research should conduct the study on the perceptions of millennials towards public sector or private sector.

3) Future research should explore the impact of public service motivation in terms of increasing job performance.

References

ACKER, W. V. (2020). *What do we know about Public Service Motivation in the developing world?.* Governance for Development : World Bank Blog.

Anderfuhren-Biget, S., Varone, F., Giauque, D., & Ritz, A. (2010). Motivating Employees of the Public Sector: Does Public Service Motivation Matter. *International Public Management Journal.* September, 1-38.

BritishCouncil. (2021). *Millennials in the workplace*. British Council.

BRITO, D. T. (2016). *TOWARDS A PUBLIC SERVICE MOTIVATION THEORY FOR BRAZIL*. Dissertation, Rio de Janeiro.

Budiyanti, H., Yamin, A., & Patiro, S. P. (2019). Public Service Motivation Measurement: A Test of Perry's Scale in Indonesia. *JKAP (Jurnal Kebijakan dan Administrasi Publik),* Vol.23 (1), May, 16-32.

Chamchan, C., & Kittisuksathit, S. (2019). Generation Y Employees in Thai Workplaces: What Make Them Stay or Leave. *Asia-Pacific Social Science Review* 19(1) , 49–65.

Debczak, M. (2019). *Revised Guidelines Redefine Birth Years and Classifications for Gen X, Millennials, and Generation Z.* Mental Floss.

Deloitte. (2021). *The Deloitte Global 2021 Millennial and Gen Z Survey.* Deloitte.

Espinoza, C., Ukleja, M., & Rusch, C. (2010). *Managing the Millennials: Discover the core competencies for managing today's workforce.* Hoboken New Jersey: John Wiley & Sons.

Fernance, K. (2018). *A Qualitative study into the Intrinsic and Extrinsic Factors Impacting the Motivation and Retention of the Millennial Generation.* Murdoch University.

FreeLibrary. (2021). *MILLENNIALS' PUBLIC SERVICE MOTIVATION AND SECTOR CHOICE--A PANEL STUDY OF JOB ENTRANTS IN GERMANY.* Retrieved from https://www.thefreelibrary.com/MILLENNIALS%27+PUBLIC+SERVICE+MOTIVATION+AND+S ECTOR +CHOICE--A+PANEL...-a0522760165

GAIAInsights. (2021). *@genertaiony.com – Empowered by GAIA Insights*. Retrieved from Motivating Millennial Workers.

Gurchiek, K. (2016). *SHRM.ORG. Retrieved from What Motivates Your Workers?* It Depends on Their Generation.

HENSTRA, D., & McGOWAN, R. A. (2016). MILLENNIALS AND PUBLIC SERVICE: AN EXPLORATORY
ANALYSIS OF GRADUATE STUDENT CAREER MOTIVATIONS AND EXPECTATIONS. *Public
Administration Quarterly*, 490-516.

Kim, S. (2009). *The American Review of Public Administration.* Revising Perry's Measurement
Scale of Public Service Motivation, 149-163.

Kumar, I. R. (2021). *Public Service Motivation : A Meta-Analysis of its Antecedents and
Consequences.* Auckland: Auckland University of Technology.

Ngamjarus, C., Chongsuvivatwong, V., & McNeil, E. (2016). *n4Studies: Sample Size Calculation for
an Epidemiological Study on a Smart Device.*

Perry, J. (1996). Measuring public service motivation: An assessment of construct reliability and
validity. *Journal Public Administration Research and Theory*, 6(1), 5-22.

Perry, J. L. (2000). Bringing society in: Toward a theory of public-service motivation. *Journal of
Public Administration Research and Theory*, 471-488.

Perry, J., & Wise, L. (1990). The motivational bases of public service. *Public Administration
Review 50*, 367-373.

Schoch, T. (2012). *Turning the ship around with a four-generation crew*. Information
Management 46(4), 25-29.

ScreenCloud. (2021). *How to Engage Millennials in the Workplace.*
https://screencloud.com/blog/how-to-engage-millennials-in-the-workplace.

SRIVANIT, M., Hokao, K., & Phonekeo, V. (2012). Assessing the Impact of Urbanization on Urban
Thermal Environment: A Case Study of Bangkok Metropolitan. *International Journal of
Applied Science and Technology* Vol. 2 No. 7; August, 243-256.

Tuttle, B. (2012). Millennials: *Turns Out the 'Entitled Generation' Is Willing to Sacrifice.*
https://business.time.com/2012/11/08/millennials-turns-out-the-entitled-generation-is-
willing-to-sacrifice/: TIME.

Vandenabeele, W. (2008). Development of a Public Service Motivation Measurement Scale:
Corroborating and Extending Perry's Measurement Instrument. *International Public
Management Journal* 11(1), 143-167.

Vandenabeele, W., & Schott, C. (2020). Public Service Motivation in Public Administrations.
Oxford research encyclopedias.

Wang, T.-M., Witteloostuijn, A. v., & Heine, F. (2020). A Moral Theory of Public Service Motivation.
Front. *Psychol,18 September.*

Wayne, W. (1995). *Biostatistics: A foundation of Analysis in the Health Sciences (6th ed.).* P.177-178: John Wiley & Sons, INC.

Wei, W. K., & Maat, S. M. (2020). The Attitude of Primary School Teachers towards STEM Education. *TEM Journal.* Volume 9, Issue 3, 1243-1251.