Psychological Mechanism On Public Organization

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Abstract	Public sector motivation (PSM) becomes a strategic issue along with the decadence of the classic bureaucracy era. This concept focuses on components that can psychologically encourage positive attitudes and behavior of public employees. In order to find the main values and motivations, public employees need to consider organizational characteristics related to leadership and employees perceptions of the organization. This study aims to analyze the influence of transformational leadership and employees positive perceptions on the organization to PSM. The study was conducted on Government employees in Central Java using survey methods. Using regression analysis, the results of this study contribute to give empirical findings regarding the relationship of organizational characteristics to PSM
Keywords	**Transformational Leadership, Employees Perception On Organization, Public Sector Motivation**

INTRODUCTION

In the context of human resource management, organizations must realize the component that can increase the employee motivation so they can dedicate their best effort to achieve organization's ultimate purpose (Anggraeni, 2014). A study by Castaing (2006) started the urgency of behavioral aspects in the public sector regarding the demands of service users on the quality of service from public employees. There is a literature review, Grimmelikhuijsen (2017) concluded that psychological and behavioral aspects need to be integrated in the study of public administration. It has been relevant especially in an era of scarcity of resources and demands for higher public sector performance. In public administration studies, the concept of public sector motivation (PSM) is a concept that needs a development considering the ability of public organizations to encourage the employees work motivation. It is a strategic step in increasing the employees job satisfaction and achieving the organizational goals. PSM is defined as the individual orientation to provide the public services according to the purpose of goodness and well-being (Perry & Hondeghem 2008). This orientation is based on various factors. In the behavioral framework of the public sector, Huse (2007) and Camilleri (2005) explained that one of the important components in the management of

public organizations is related to organizational characteristics. They are leadership and employees perceptions on the organization.

The study of leadership in promoting the motivation of pro-social employees has provided various empirical findings. In order to improve the quality of public sector services, organizations need to focus in encouraging employees to be creative, initiative and build personal interactions (Paarlberg & Lavigna, 2010). The kind of leadership that can realize this agenda is explained in the type of transformative leadership. Karp and Helgo (2008) argued that in the context of transformation, the public managers are able to influence as the effective leaders when their presence is able to influence the patterns of individual interaction. However, this opinion is not in line with the research of Jensen & Bro (2017) which has proved that transformational leadership does not affect PSM.

Regarding to the individual perceptions of the organization, Cook & Wall's research (1980) on measuring the employees work attitudes provides some findings that the employees perceptions of the organization negatively influence the employees motivation. This study also proves that the dimensions of employees perceptions of the organization. It's called trust. It has a positive

effect on the intrinsic motivation. However, this opinion has been completely confirmed in the study of Jensen & Bro (2017) who found that the employees perceptions on organization only has a strong influence on the dimension of attraction to policy making, moderate to the commitment to public interest and it does not affect to the compassion. This study aims to examine the effect of employees positive perceptions on the organization and the transformational leadership to PSM.

Transformational Leadership

Transformational leadership motivates employees to be responsible and independent (Bass & Riggio, 2006). This leadership style provides the basis for long-term organizational change and achieving higher goals. The components of transformational leadership include idealized influence, intellectual stimulation, inspirational motivation and individual consideration (Bass & Avolio, 1997). Leaders can influence PSM through several mechanisms including efforts to encourage employees engagement, show values, provide meaningfulness in work and give appreciation and emphasis to the value of public services. The main challenges in transformational leadership are related to the efforts that emphasize the importance of identity and collective value in the self-concept of public employees, link the organizational mission to the employees and public identity, and link the employees behaviour to their values and the identities (Perry & Hondeghem, 2008).

Positive employees perceptions on the organization

Employees perceptions on the organization are multidimensional approaches that can be used in the public sector. The measurement dimension of employees perceptions on the organization was developed by Sharma et al (1990) to operationalize the attribute of excellence built by Peters & Waterman (1982). These dimensions include bias for action, autonomy and entrepreneurship, productivity through people, and loose-tight properties. Moynihan & Pandey (2007) explained that in a sociohistorical context, organizations have an important role in forming PSM. Perry (2000) argued that institutions form the logic of propriety in the minds of individuals. Based on these thoughts, work norms and rules are formed by institutions, both the administrative behavior and the value of public services.

Public Sector Motivation

Public sector motivation (PSM) is a concept based on altruistic values and prosocial motivation (Dur & Zoutenbier, 2014). This concept has a different logic with traditional motivational concepts, especially in the public principle as the main focus, the basic principle of incentives and an emphasis on individual independence (Perry, Hondeghem & Wise, 2010). Christensen, Paarlberg and Perry (2017) argued that referring to the management paradigm and public leadership, the researchers in the field of public administration emphasize some crucial insights in the practice of the public sector. First, PSM needs to be effectively used as a selective component. Second, the supportive work environment needs to guide and manage the values of public services in order to improve the employees performance. Third, the work environment and public parties can facilitate to present the significance at work. Fourth, new employees need opportunities to learn the value of public services. Fifth, leaders need to communicate and model the value of public services.
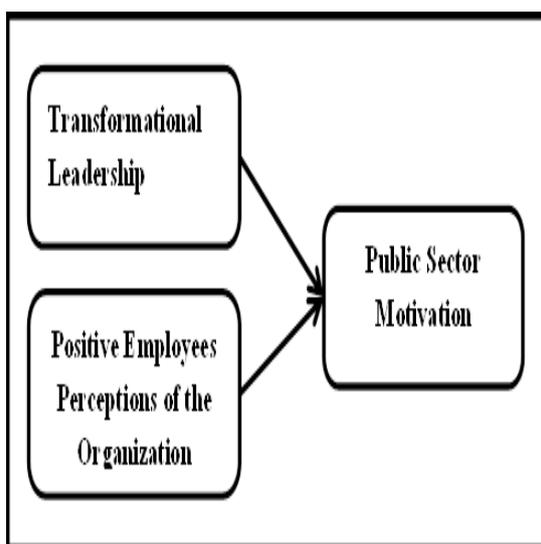
The Effect of Transformational Leadership and Employees Positive Perception on the Organization to the Public Sector

A research on the concept of transformational leadership in the public sector was conducted by Park & Rainet (2008) proves the influence of transformational leadership on employees performance. The results of this study are supported by the findings of Oberfield (2012) which explains the relationship between the transformational leadership within improving the quality of work, collaboration and employees satisfaction. Transformational leadership also has a major influence in motivating employees through the articulation of organizational goals. Furthermore, transformational leadership influences public sector motivation (Wright, Pandey & Moynihan, 2012). This argument agrees with Shamir's (1991) research, which emphasizes that in order to show identity and value, public sector employees involve the goals and ideological meanings, then emphasize the collectivist norms in carrying out work.

The influence of employees perceptions of the organization on PSM is proven by a research Moynihan & Pandey ((2007). This

study examines the education, membership, organizational cultures, employees experiences (about hierarchical culture, strict norms of compliance, flexible organizational reformations), level numbers in organizational hierarchy, and the distance of organizational membership to PSM. The results of this study explain that the organizational aspects are related to PSM. The important element of this study is an argument that discusses to reduce the strict norms compliance and apply the reformations with clear purposes and some efforts to empower the employees.

H1. Transformational leadership has a positive effect on public sector motivation

H2. Positive employees perceptions of the organization have a positive effect on public sector motivation

Based on the review of empirical findings and the formulation of hypotheses, the research framework is presented as follows:

Image 1. Research Framework

RESEARCH METHODS

This study examined two formulations of hypotheses regarding the effect of transformational leadership and employees positive perceptions of the organization on public sector motivation, using a quantitative approach with survey methods and purposive sampling determination. The data was obtained through the distribution of questionnaires to 548 Government employees in Purwokerto City, Central Java. The question items included the dimensions of the construct of transformational leadership, employees perceptions on the organization and PSM through closed and open questions. The measurement of

transformational leadership constructs used an instrument developed by Bass and Avolio (1997), positive perceptions of employees of the organization used the Sharma instrument formula (1990) and measurement of PSM adopting the Perry (1990) instrument. The instruments in the questionnaire used a 1 to 7 Likert scale and the data analysis design used regression techniques.

RESULTS AND DISCUSSION

There were 548 respondents in this study, dominated by men (61.50%), the majority were between 21-30 years old (%), most of them had Bachelor's level of education (61.68%) with length of work between 1-10 years (48.54%). The characteristics of the respondents are presented as follows

Table 1. Respondents Characteristics

Charact.	Category	Numbers of Resp.	Percent
Gender	Man	337	61,50%
	Woman	213	38,50%
Age	<20	29	5,30%
	21 – 30	207	37,78%
	31 – 40	149	27,19%
	41 – 50	111	20,26%
	>50	52	9,49%
Education Levels	Senior High School	163	29,74%
	Under-graduate	338	61,68%
	Post-graduate	47	8.58%
Length of Work	1 – 10	266	48,54%
	11 – 20	232	42,34%
	21 – 30	50	9,12%

The next stage was related to the analysis of data validity and reliability. Based on alpha coefficient and r value (with r table0.0383) it could be concluded that the instrument in the study was valid and reliable. The validity and reliability test results were presented in the following table.

Table 2. Validity Test Result and Instrument Reliability

Constructs	Cronbach Alpha	Indicator	r value
PSM	0.749	Attraction To Public Participation	0.231
		Commitment to Public Values	0.218
		Compassion	0.242
		Self-Sacrifice	0.236
Transform. Leadership	0.788	Idealized influence	0.269
		Intellectual stimulation	0.214
		Inspirational motivation	0.232
		Individual consideration	0.173
Positive Perceptions of Employees on Organization	0.792	Close to Public	0.165
		Autonomy	0.279
		Productivity through people	0.245

After testing the validity and reliability of the instrument, the next stage was testing the hypotheses. The results of the regression analysis concluded that hypothesis 1 and 2 were accepted. The description of the test results was presented as follows:

Table 3. Hypotheses Testing Results

Hypotheses	β	Sig	Results
Transformational Leadership on PSM	0.497	0.003	Accepted
Positive Perceptions of Employees of the Organization on PSM	0.436	0.000	Accepted

The results of hypothesis testing explained that transformational leadership had a positive and significant effect on PSM. The components of ideal influence, intellectual stimulation and inspirational motivation in the form of vision communication built strong emotions for employees, followed by the efforts of leaders as role models in serving with the high public service values. Transformational leadership created a link between the ideology of public organizations and the personal value of employees which were committed to the value of public services. Through the informal activities, the transformational leaders shared some stories about organizations that inspire the employees. The results of hypotheses testing also concluded the positive influence of employees positive perceptions on the organization to PSM. Employees perceptions of the organization's efforts to build quality public services proactively encouraged the employees to participate in the process. It agrees with the concept of a person-organization fit. When employees perceived organizational management practices met the value of personal work, the employees tended to join, stay and perform within the organization.

CONCLUSION

This study reviews the value-based management practices in the public sector by testing the effect of transformational leadership and employees positive perceptions on the organization to PSM. Transformative leaders increase the employees awareness of ideal goals and encourage employees to bring the value of personal work to the highest degree in order to achieve greater goals. This study uses the dimensions developed by Bass & Avolio (1997) at the conceptual level. The future research needs to adopt the core components of public organizations which can be interpreted to be tactics and strategies more deterministically in the concept of transformational leadership in the public sector.

This study provides empirical evidence about positive perceptions on the organization to PSM. The instruments of this study refer to Sharma (1990). The research conducted by Moynihan & Pandey (2007) has examined the organization components completely on PSM. The future research needs to examine the correlation of both concepts to explain the employees perceptions on the organization more holistically.

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