

An Empirical Study on Public Service Motivation and the Performance of Government Employee in China

UNE ÉTUDE EMPIRIQUE SUR LA MOTIVATION DU SERVICE PUBLIQUE ET LA PERFORMANCE DES EMPLOYÉS DU GOUVERNEMENT EN CHINE

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Abstract: Perry and Wise (1990) summarized the potential behavioral implications of PSM. Then more researches tried to explore and test the propositions suggested by them. Inspired by these researches, a research was conducted to elaborate the relationship between PSM and government employee's performance by empirical data collected in Chinese government agencies. The study offered the evidence that the levels of PSM of government employees and their job satisfaction were the efficient predictors of their performance. PSM can explain more variance of performance than job satisfaction. But organizational commitment is not. There is no relationship between continuance commitment and PSM as well as performance. The indirect effects of organizational commitment on performance are achieved by job satisfaction.

Key words: public service motivation, job satisfaction, organizational commitment, performance

Résumé: Perry et Wise (1990) ont récapitulé les implications comportementales potentielles du PSM. Alors on a entrepris beaucoup de recherches pour explorer et examiner les propositions suggérées par elles. Inspiré par ces recherches, une étude a été conduite pour établir le rapport entre le PSM et la performance des employés du gouvernement par des données empiriques rassemblées dans les organismes gouvernementaux chinois. L'étude démontre que les niveaux de PSM des employés du gouvernement et leur satisfaction professionnelle étaient les facteurs prédictifs efficaces de leur performance. Le PSM peut expliquer plus le désaccord de performance que la satisfaction professionnelle. Mais c'est n'est pas le cas de l'engagement organisationnel. Il n'y a aucun rapport entre l'engagement de continuation et le PSM ainsi que la performance. Les effets indirects de l'engagement d'organisation sur la performance sont réalisés par la satisfaction professionnelle.

Mots-Clés: motivation du service public, satisfaction professionnelle, engagement organisationnel, performance

Performance of government employee is very important which concerns the government image and the efficiency of government management. Better performance will lead to greater citizen trust in government (Kaifeng&Marc 2006). Efforts to improve the performance of employees' hinge on the ability to successfully motivate them. As the core of government human resources development and management, it is eager for practitioners to know how to improve the initiative and creativity of government employees and

how to recruit, select and retain high-performance employees.

The widely accepted definition of public service motivation(PSM) is put forward by Perry&Wise as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations" (Perry&Wise 1990). The main characteristics it reveals are altruism, service ethics and humanity (Li 2007, p.36) including a deeper desire to make a difference, an ability to have an impact on public

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affairs, a sense of responsibility for helping others and integrity in doing something worthwhile for society, and a reliance on intrinsic rewards as opposed to salary or job security (Mann 2006, Brewer 2002, Crewson 1997). The characters it displayed are up to the mustard the aims of government serving for people. Research in the field of public administration in American, Korea and other countries have shown that the PSM has important influence on government employee's performance (Perry&Wise 1990, Naff&Crum 1999, Brewer&Selden 1998, Choi 2001, Snyder, Osland&Hunter 1996).

As a civilized country advocating moral and emphasizing personal integrity for thousands of years, the motto of dedication and the virtues of selflessness have rich ground in China. The concept of PSM has similar meanings to these Chinese traditional virtues, especially to the call for serving the people wholeheartedly by Chinese government all the times. It should be an ideal incentive for government employee. Since more emphasis is put on altruistic goals in China, PSM should get more culture support in Chinese background and motivate government employees to pursue important goals advocated by government with intelligence and energy. Unfortunately, few researches on PSM have been conducted in the field of Chinese public administration.

Further more, by reviewing the current researches on PSM, I found that despite the positive relationship between PSM and job satisfaction (Brewer & Selden 1998, Naff & Crum 1999, Choi 2001), PSM and organizational commitment (Brewer & Selden 1998, 2000, Crewson 1997, Choi 2001), PSM and personal performance (Naff & Crum 1999, Brewer & Selden 1998) in public organization, as well as the influence of job satisfaction and organizational commitment on performance (Jaffaldano & Muchinsky 1995, Judge et. Al. 2001, Yousef 1998) have been demonstrated, few researches had concerned with the relationship among these factors and their relative importance on affecting the performance of government employees. From these points of view, I will investigate PSM in the Chinese setting and try to elaborate the routes of these individual factors work on government employee's performance.

Accordingly, this article aims to reveal the relationship among individual-level factors (PSM, job satisfaction and organizational commitment) and performance of government employees and tries to clear the ways of these individual-level factors affecting the performance. Firstly, existing researches on the relationship between individual-level factors and performance are reviewed. Then, a model predicting the relationship between individual factors and government employee's performance is constructed. Lastly, the model is tested with first-handed survey data of Chinese government employees and the implications of the research are discussed from policy suggestion.

1. LITERATURE AND MODEL DEVELOPMENT

As suggested by motivation theories, motivation would induce influence on individual's attitude and behavior. Almost two decades ago, Perry and Wise brought forward the behavior implication of PSM to public organization (Perry&Wise 1990). They described several variables as outcomes of PSM. These variables involve individual performance, job satisfaction and commitment. From their point of view, those employees with higher levels of PSM could be more attracted by public organizations, seek membership in it and less dependent on utilitarian incentives (Perry&Wise 1990). Inspired by the role of motivational factors on individual performance suggested by other research, they inferred a proposition that PSM was positively related to individual performance in public organizations (p.370). Later, Naff&Crum(1999) examined this relationship empirically with survey data of nearly 10,000 federal employees and founded that PSM had significant positive relationship with federal employees' job satisfaction, performance, remain intention and government support. Brewer&Selden (1998) tested the relationship between PSM and related attitudes and behaviors using archival data collected by the US Merit Systems Protection Board and founded that PSM had positive association with job related variables such as job commitment, individual performance, achievement, job satisfaction and organizational performance, which also demonstrated this positive relationship by the finding whistle blowers were higher performers and achievers. But more recently, Alonso & Lewis(2001) tested that relationship by multiple regression and logit analyses on the data of 1991 Survey of Federal Employees and the 1996 Merit Principles Survey but got the mixed results. They founded that only those who expected to receive a material reward for exceptional performance attained higher grades and performance ratings, and no evidence that link between the material rewards and performance mattered any less to those employees with high PSM, means no clear relationship between PSM and evaluated performance.

As for the implications of PSM on public employees' work related attitudes and behaviors, job satisfaction and organizational commitment are another two variables that have received much attention besides individual performance. For the relationship between PSM and job satisfaction, Perry and Wise (1990) have proposed that public employees with a higher level of PSM would be more satisfied members in their organizations. Some researches have tested the proposition empirically. Rainey (1982) found that if public managers look meaningful public service as a reward, they would be more satisfied with their job, supervisors, colleagues and promotion. Brewer & Selden (1998) compared the job satisfaction difference between whistler blowers and inactive observers and

found that whistler blowers reported higher levels of job satisfaction. The difference is significant at level of 0.01. Naff & Crum (1999) also suggested the positive relationship between PSM and job satisfaction by controlling the effects of other demographic variables. Choi(2001) found PSM can explained the most variance of job satisfaction.

According to the inference that PSM would be positively related to organizational commitment suggested by Perry and Wise (1990), those employees with a higher level of PSM would be more committed to the organization they belonging to. The positive effects of PSM on organizational commitment also have been demonstrated (Crewson 1997, Brewer and Selden 1998, Choi 2001). For example, Crewson (1997) concluded that public employees with a service preference were likely to be more committed to agency operations than employees with a preference for economic rewards in his OLS regression analysis. Brewer and Selden (1998) reported the significant difference in job commitment between whistle blowers and inactive observers. The higher levels of job commitment in whistle blowers showed the close relationship between PSM and commitment.

Now that PSM is a predictor of individual performance in public organization suggested by most literatures, how about other individual-level factors? Kim (2004) demonstrated the positive relationship between individual-level factors such as PSM, job satisfaction, organizational commitment, organizational citizenship behavior and organizational performance in government organizations. Higher individual performance is the basis of higher organizational performance in common sense. As suggested by

researches, individual performance contributes to organizational performance (Brewer&Selden 1998, 2000; Perry&Wise 1990; Brewer, Selden&Facer 2000) and those agencies with higher-performing employees are expected to be higher-performing agencies. Given the evidence of individual bases of organizational performance, we can infer that individual-level factors also influence their individual performance in government organization, and then by which influence government organizational performance.

A review of the literature on the relationship between job satisfaction and individual performance reveals that systematic empirical evidence focus on public organization is a few. Most researches about it come from business organization. Petty,McGee&Cavender analyzed the correlational literature concerning the relationships between job satisfaction and performance more than two decades ago. By using the meta-analysis techniques, they founded out the positive correlation between individual job satisfaction and job performance (Petty, McGee&Cavender 1984). Katzell, Thompson&Guzzo tested a path model of the satisfaction-performance relationship and suggested that raising job satisfaction will concomitantly increase performance levels (Judge 1994, p.188). The similar results also can be found in other researches (Judge, Thoresen, Bono&Patton 2001). A research by Schleicher et.al .(2004) confirmed that affective-cognitive consistency was a significant moderator of the job satisfaction-job performance relationship, which also shed light on the relationship between job satisfaction and performance and support the viewpoint that job satisfaction would be a explaining variable for job performance.

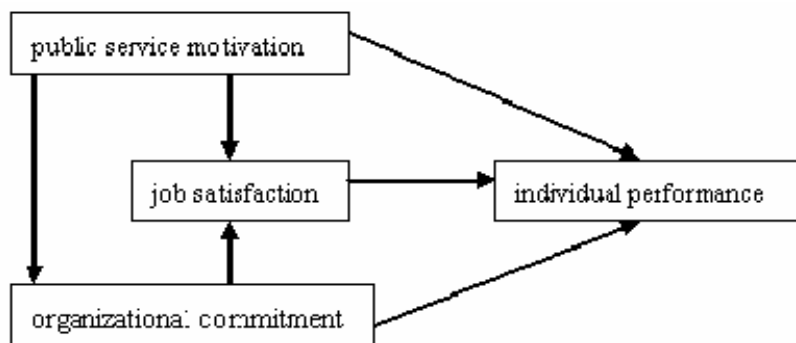


Exhibit 1 A conceptual model for PSM affecting individual performance

By a meta-analysis for 111samples from 93 published studies, Ricketta (2002) found out the positive significant relationship between commitment and individual performance. Commitment is a predictor of individual performance (Hunter&Thatcher 2007,Keller 1997, Chen&Francesco 2000, Mowsay, Steers&Porter 1982). For example, Hunter&Thatcher (2007) suggested that commitment was more strongly related

to performance when employees had more job experience. In their opinion, Employees with higher level of commitment have more work orientation than those of lower level. They are satisfied and can get more pleasure from work. And then they are more willing to make efforts to achieve organizational goals and values and show higher performance. But Balfour&Wechsler's (1991) research in public organization suggested that

employee commitment might probably not effective mechanisms for increasing employees' performance in public organization. This finding was supported by the empirical study conducted by Liou & Nyhan (1994). The mixed results suggested there might be some moderator variables between them.

About the relationship between job satisfaction and organizational commitment, a research has demonstrated that job satisfaction took a moderator role in the relationship between work commitment and job performance (Carmeli&Freund 2004).

Now that except the relationship between organizational commitment and performance is mixed, it is clear that PSM has positive influence on job satisfaction, organizational commitment and individual performance. And also job satisfaction is an efficient predictor of individual performance, meanwhile job satisfaction moderate the relationship of commitment-performance as suggested by current researches. Then what is the relation among these four variables? Who is the best predictor of government employees' performance? According to the current research review, I construct a conceptual model in exhibit 1, and try to test the model with empirical data.

2. DATA AND METHODS

Sample and data collection

The model will be tested utilizing survey data collected by author in 2005. The survey participants are all MPA students from Wuhan University, Zhongshan University and Beihang University in China. The majority of these participants are permanent government employees working in government agencies at all levels in 12 provinces of China. Survey was conducted during their classtime as MPA students. 370 surveys were sent out and 319 completed surveys were returned, yielding an effective response rate of 86.2%(Li 2007, p.96). 251 Of the 319 completed surveys are finished by government employees from central government agencies (5.6%), provincial government agencies (20.6%), city government agencies (35.5%) and lower-level local government agencies (38.3%), with average age of 30.08, std deviation 4.043. Among them 62.1% are male

and 37.9% female, 37.7% common employees, 57.1% middle level cadres and 5.4% higher-level cadres.

Measures

PSM The final PSM measure included a total of 20 items, which were presented in table 1. Of the twenty questions used to measure PSM, some of them came from Perry's (1996) questionnaire, the others were created based on the depth interview to Chinese government employees (Li 2007, p98-109). The responses range from 1, strongly disagree, to 7, strongly agree. This twenty-item questionnaire had been confirmed to have a desired ability to measure PSM structure ($\chi^2/df=2.394$, GFI=0.886, AGFI=0.851, RMSEA=0.068, CFI=0.873) (Li 2007, p.106). Relative factor analysis results displayed in table 1 showed the five-factor structure of PSM. The results of confirmatory factor analysis in this research as well as Perry&Wise's (1996) were displayed in table 2. The indices on measure validity are almost the same.

Comparing this measuring with Perry&Wise's (1996), all items from Perry&Wise's questionnaire retained in this research are all loaded on three factors—compassionate, policy-making and public interest. The items loading on first two dimensions are all from the counterpart dimensions in Perry's questionnaire. And the items loading on public interests incorporate part items in Perry's dimensions of self-sacrifice and public interest, the highest dimensions correlation in Perry's questionnaire (Perry 1996, p.17, the correlation value on dimensions of self-sacrifice and public interest is 0.89 and the others are just between 0.28—0.64. Perry chosen to retain self-sacrifice as an independent dimension just because it "had a historical connection to how we think about public service" p.20). Another two dimensionalities—self-fulfillment and attraction to service are new ones. All items loading on them are from depth interview with Chinese public employees.

According to Knoke and Wright-Isak(1982)'s rational, norm-based and affective structure of motives(Perry 1996, p.6), the dimensions of self-fulfillment and policy-making in this research are rational motives, the dimensions of public interests and attraction to service norm-based motives, and compassionate affective motives.

Table 1 Results of factor analysis of PSM items

Scale items	Component				
	1	2	3	4	5
I am prepared to make enormous sacrifices for the good of society	.813				
I consider public service my civic duty	.743				
I unselfishly contribute to my community	.718				
I feel people should give back to society more than they get from it	.633				
I am one of those rare people who would risk personal loss to help someone else	.541				
I would prefer seeing public officials do what is best for the whole community even if it harmed my interests	.483				
Ethical behavior of public officials is as important as competence		.756			
I respect public officials who can turn a good idea into law		.709			
Corruption makes me sad		.678			
Serving for public is meaningful		.575			
Straightening out these undesirable custom makes me feel good		.545	.515		
There are few public programs that I wholeheartedly support			-.784		
I am always moved by the plight of the underprivileged			.680		
It is difficult for me to contain my feeling when I see people in distress			.662		
Politics is a dirty word				.861	
I don't care much for politicians				.803	
The give and take of public policy making doesn't appeal to me				.678	
Working in the government department makes me have a feeling of self-fulfillment					.822
The work I engaged in is meaningful					.588
Civil service can fulfill my ability					.508
Eigenvalue(unrotated solution)	27.745	11.152	9.965	7.308	5.278
Percent variance explained(%)	15.669	13.530	11.965	11.138	9.147
Cumulative percent variance explained(%)	15.669	29.195	41.163	52.302	61.448

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Table 2 Results of confirmatory factor analysis—comparing with Perry&Wise's (1996)

		χ^2/df	GFI	AGF
This one	Five-factor	2.443	.886	.851
Perry&Wise(1996)	Three-factor	2.394	.88	.86
	Four-factor	2.345	.88	.86

Table 3 Cronbach’s alpha——comparing with the other research

Cronbach’s α	All questionnaire	Public interests/self-sacrifice	Attraction to service	Compassion ^o	Self-fulfillment	Policy-making
This one	.7463	0.7369	0.7823	0.7311	0.6864	0.7409
Perry&Wise (1996)	.90	0.69/0.74	/	0.72	/	0.77
Choi(2001)		0.6815/0.8633	/	0.7530	/	0.6495

And another index for measuring suggested the reliability of measurement was also acceptable. The results comparing with Perry&wise’s(1996) and Choi’s(2001) measures are displayed in table 3.

Job satisfaction

Job satisfaction refers to “a pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experiences”(Kim 2004, p.246, Locke 1976,p.1304). It was operationalized in this research with ten-item index provided by Mason (1995). The measurement was a kind of an overall measuring for whether government employees satisfied with their job challenge, feedback needed, payment, coworkers, fairness, supervisions, performance evaluation, respect, and an overall feeling about job and organization(Cronbach’s α=0.8382). The responses range from 1, strongly disagree, to 7, strongly agree.

Organizational commitment

Organizational commitment is a kind of attitude reflecting an individual’s identification with, involvement in, a particular organization (Kim 2004). Empirical study has supported the affective, continuance, and normative commitment as three components of organizational commitment (Meyer&Allen 1991). In this research, organizational commitment was measured by nine items from Meyer&Allen’s(1991) organizational commitment questionnaire. We choose three items with the highest factor loading from each component to evaluate the level of government employees’ commitment. The results of factor analysis demonstrated that all items loaded on the expected dimensions (Li 2007, p.127). The scale reliability coefficients for affective, continuance, normative and overall commitment are respectively 0.8209,0.6318,0.6176 and 0.6468. The responses range from 1, strongly disagree, to 7, strongly agree.

Performance

Individual performance concerns those behaviors

contribute to achieve the organizational goals. Borman&Motowidlo (1997) put forward a two-dimension model to explain the structure of individual work performance. One component is task performance affecting work efficiency directly and the other is contextual performance benefited to the achievement of organizational goals indirectly. And Scotter & Motowidlo (1996) also suggest the two contextual performance, personal facilitation and job dedication empirically. The individual performance in this research was evaluated by 16 items including 5 items from Becker & Kernan’s in-role behavior questionnaire (2003)(Cronbach’s α=0.8441) as the measuring of task performance and 11 items from Scotter & Motowidlo’s (1996) questionnaire, of which 6 items for personal facilitation (Cronbach’s α=0.8499) and 5 items for job dedication(Cronbach’s α=0.8546). The results of factor analysis demonstrated that all items loaded on the expected dimensions (Li 2007, p.129). Overall scale reliability coefficient is 0.9195. The responses range from 1, strongly disagree, to 7, strongly agree.

3. FINDINGS AND DISCUSSION

The individual performance of government organization was measured with 16 items of three dimensions. The mean scores for each dimension are 5.9065 in task performance, 5.8543 in personal facilitation, and 5.8008 in job dedication. The average value of these three dimensions in each participant was taken as their value of performance. And the same data processing was conducted with variables PSM and organizational commitment. The average value of ten items of job satisfaction was regarded as their value of job satisfaction.The organizational commitment was measured with 9 items of three dimensions. The mean scores for each dimension are 4.6982 in continuance commitment, 3.8145 in normative commitment, and 4.3644 in affective commitment. The mean score of average value in ten items on job satisfaction is 4.5726. And PSM’s mean score for average value on each dimension was 5.1569.

Table 4 The average value and std. deviation in each variable and each category

Variables	Mean	Std. Deviation
PSM	5.1569	0.68483
Self-fulfillment	4.6175	1.38268
Policy-making	4.7680	1.27708
Public interests	4.6268	0.97432
Attraction to service	6.2080	0.68414
Compassion	5.5684	0.93433
JOB SATISFACTION	4.5726	1.05614
ORGANIZATIONAL COMMITMENT	4.2836	0.82127
Continuance commitment	4.6982	1.11648
Normative commitment	3.8145	1.14834
Affective commitment	4.3644	1.30638
PERFORMANCE	5.8534	0.70434
Task performance	5.9065	0.77153
Personal facilitation	5.8543	0.75178
Job dedication	5.8008	0.90352

Using correlational analyses, I examined the relationship between PSM and other factors firstly. As predicted, the significant correlations between them were confirmed except continuance commitment. A positive correlation between PSM and job satisfaction was founded out ($r=0.473, p<.01$), as well as correlation between PSM and normative commitment ($r=0.440, p<.01$) and correlation between PSM and affective commitment ($r=0.447, p<.01$). But there is no correlation between PSM and continuance commitment ($r=0.030, p>.1$). PSM and three categories performance were all significantly correlated. PSM is positively correlated with task performance ($r=0.453, p<.01$) and similarly with personal facilitation ($r=0.441, p<.01$) as well as with job dedication ($r=0.512, p<.01$).

Then I examined the relationship between job satisfaction and other two variables—organizational commitment and performance. As predicted, job satisfaction is positively correlated with continuance commitment, normative commitment and affective commitment. The correlation coefficients are respectively 0.143, 0.514 and 0.460, all significant at 0.01 levels. And job satisfaction is also positively correlated with task performance, personal facilitation and job dedication. The correlation coefficients are respectively 0.288, 0.286 and 0.316, all significant at 0.01 levels.

Late, the relationship between three dimensions commitment and three categories performance were examined. The results demonstrated that affective commitment was significantly corrected with task performance ($r=0.193, p<.01$), personal facilitation ($r=0.256, p<.01$) and job

dedication ($r=0.311, p<.01$). Normative commitment was significantly corrected with task performance ($r=0.194, p<.01$) and job dedication ($r=0.238, p<.01$), but not significantly corrected with personal facilitation ($r=0.113, p>.05$). Meanwhile, continuance commitment was not significantly corrected with any dimensions of performance ($p>.1$).

Now that continuance commitment was not significantly corrected with PSM and performance. In another words, PSM was not an efficient predictor of continuance commitment and continuance commitment can't efficiently predict the variance of any dimensions of performance. I will exclude continuance commitment from organizational commitment in further analysis. That continuance commitment has no relationship with PSM and performance might cause by the inconsistent between them. The nature of PSM and performance in public organization are altruistic impulsion based on public interest, rather than continuance commitment self-interest based.

In order to explore the roles of individual-level factors on performance, a multiple regression analysis including three regression equations are carried out. The statistical method employed is linear regression.

Regression model 1. independent variables: PSM, job satisfaction and organizational commitment, dependent variable: individual performance

Regression model 2. independent variables: PSM and organizational commitment, dependent variable: job satisfaction

Regression model 3. independent variables: PSM, dependent variable: organizational commitment

Table 5 Results of multiple regression analysis

Variables	Model 1(β)	Model 2(β)	Model 3(β)
Job satisfaction	0.135*		
PSM	0.498***	0.197**	0.539***
Organizational commitment	-0.42	0.483***	
F value	33.898***	71.911***	99.615***
R	0.548	0.612	0.539
R ²	0.300	0.375	0.291
Adjusted R ²	0.291	0.369	0.288
*p<.05, **p<.01, ***p<.001			

The results of three regressions analysis were showed in table 5. All regression equation were significant (p<.001). In model 1, three independent variables resulted in a highly significant (p<.001) change in dependent variable. Two of three variables could explain 30 percent change in R² for individual performance. PSM and job satisfaction are all nice predictors for individual performance in government organization. As for their relative ability in explaining, the standardized coefficients gave the answer. The most influential variable is PSM (β=0.498,p<.001) and the next job satisfaction (β=0.135,p<.05). Thus PSM is a powerful predictor of individual performance in government organization. In model 2, PSM and organizational commitment resulted in a highly significant (p<.01) change of 37.5% in R² for job satisfaction, also indicated their good ability in explaining the variance of job satisfaction. The standardized coefficients to estimate their relative importance for job satisfaction are 0.483(p<.001) organizational commitment and 0.197(p<.01) PSM. Of the two, organizational commitment is a better predictor for job satisfaction. In model 3, PSM contributed to organizational commitment significantly (β=0.539,p<.001). It could explain the 29.1% variance of organizational commitment.

According to the results of multiple regression analysis, only the standardized coefficients of PSM and job satisfaction to performance were significant, and that of organizational commitment was not in model 1. In another two models, all standardized coefficients of

variables were significant. Compared with correlation analysis results, we can find that the correlation value between organizational commitment and performance is 0.308(p<.001) then the standardized coefficient in model 1 fall to -0.42(p=.562) from 0.308. The result indicated that all the influence of organizational commitment to performance were due to job satisfaction, which might be a moderator variable between them. In order to clear the relationship among the variables, a role path of individual-level factors on performance was draw in exhibit 2 according to relative regression analysis results.

From exhibit 2, we can find six routes act on individual performance. Five among them are statistically significant. PSM has a direct significant effect on individual performance and also has an indirect significant effect on performance by job satisfaction. Job satisfaction directly affects the individual performance. Organizational commitment has no direct influence on individual performance but it influences on performance indirectly through job satisfaction. PSM has direct effect on organizational commitment and then cause indirect influence on performance by job satisfaction. This research clarifies the effect of PSM, job satisfaction and organizational commitment on individual performance. PSM and job satisfaction influence performance directly and organizational commitment influences performance indirectly. The present results can be compared with previous research findings.

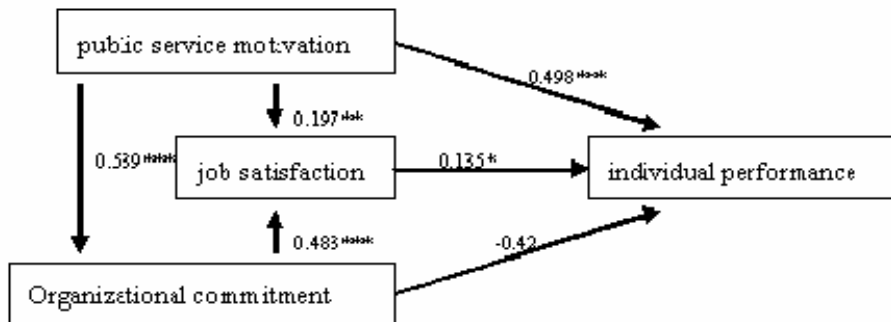


Exhibit 2 A conceptual model for PSM affecting individual performance

This research confirmed Perry and Wise's (1990) inference empirically about the implication of PSM to public organization. The findings that individual performance will be improved by increasing public employees' public service motivation supports the findings of Naff&Crum(1999), Brewer & Selden(1998). And finding PSM has influence on public employees' job satisfaction also support the research findings of Rainey (1982), Brewer & Selden(1998),Naff & Crum(1999)and Choi(2001). This research demonstrated that PSM is positively related to organizational commitment, which confirmed the research findings of Crewson (1997), Brewer and Selden (1998) and Choi (2001). The present results indicated that individual performance could be improved by increasing public employees' job satisfaction verified the results of Petty, McGee&Cavender (1984), Judge, Thoresen,Bono&Patton (2001) and Schleicher,Greguras,&Watt (2004).

The present result indicates that organizational commitment has no direct influence on individual performance, which verified the results of Balfour&Wechsler(1991)'s that employee commitment may probably not effective mechanisms for increasing employee performance in public organization. And also supported the findings of Liou & Nyhan (1994). The result was conflicted with the findings in other organization (Riketta 2002, Hunter&Thatcher 2007,Keller 1997, Chen&Francesco 2000, Mowsay, Steers&Porter 1982). The path analysis may shed slender light on, because organizational commitment works on individual performance just in an indirect way by job satisfaction. Thus Carmeli&Freund's (2004) finding was confirmed. Job satisfaction takes a mediating role between commitment and performance.

The results of this research mean that the most efficient way to enhance government employees' performance is to improve their levels of PSM and then job satisfaction. Public service motivation is an important predictor of individual performance. The employees with higher PSM will have higher performance and then contribute more to government organizations. So the core of prompting public employees may be improve their PSM. The leaders in public organization should be urged to have a better understanding of the behavior implication of PSM and recruit, select and retain high-PSM employees in public organization.

Improving public employees' job satisfaction is also an efficient way to promoting public employees' performance. Leaders in public organization should pay more attention to their underlings, give them a chance to take more challenging, feedback in time about their job,

respect them and treat them fairly.

4. CONCLUSION

Perry and Wise (1990) summarized the potential behavioral implications of PSM. Then more researches tried to explore and test the propositions suggested by Perry and Wise (for example, Naff&Crum(1999), Brewer & Selden(1998), Crewson (1997), Choi(2001)). Inspired by these researches, this study elaborates the relationship between PSM and government employee's performance by empirical data in Chinese government agencies.

The present study verified that PSM was significantly positive correlated with job satisfaction. Government employees with higher PSM would be more satisfied with their job. PSM had a good predicting ability for public employees' job satisfaction.

PSM has a positive correlation with organizational commitment. Those government employees reporting higher levels of PSM, report higher levels of organizational commitment. And further, PSM can just explain the variance of affective and normative dimensions of organizational commitment.

PSM has significant positive relationship with government employee's performance. Those employees reporting higher levels of PSM report higher levels of performance. PSM has direct influence on government employee's performance and also has indirect influence by their job satisfaction and organizational commitment. This research elaborated the influencing route of PSM on performance.

As the relationship between organizational commitment and performance, present researches have got mixed results. The path analysis in this research indicated that the relationship between commitment and performance is indirect, and job satisfaction is one of the mediators.

This study has several limitations. The first one is about variables measuring. Although self-reporting is widely used in measuring the variables that can't be observed directly, it might not exclude the effect of social expectation. That means individuals may choose those answers can be more accepted by society according to social criterion. The second is variables exploring in this research as the predictors of performance is just three. Further research should take more variables into account.

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