



High Performance Work Systems in the Public Sector:

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Abstract

Based on the increased focus on performance in the public sector, this research investigated the relationship between HPWS and the employee attitudes job satisfaction and affective commitment as an important link in the enhancement of performance via a HPWS. Furthermore, based on the importance of Public Service Motivation (PSM) regarding the attitudes and performance of public sector employees, there was investigated to what extent this intrinsic form of motivation influences the relationship between HPWS and the employee attitudes. Based on the underlying AMO-theory of HPWS there was expected that all three types of HPWS practices positively influence employees' job satisfaction and affective commitment. PSM was expected to strengthen the relationship between HPWS practices that enhance opportunities to perform and both the employees attitudes as well as the relationship between HPWS that enhance motivation and the employee attitudes. The analysis of a total of 173 surveys returned from employees of four public sector organizations, showed that HPWS practices that enhance opportunities to perform positively influenced employees' job satisfaction and affective commitment. Furthermore there was found that PSM had a direct and positive influence on the affective commitment of the public sector employees. These findings are further discussed and the limitations of this research are displayed. Finally, suggestions for future research will be given and there will be indicated what the results of this research can add to the practice. Finally, an overall conclusion will be given.

Keywords: HPWS; job satisfaction; affective commitment; PSM

1. Introduction

In the recent years the competition for public sector organizations has become more fierce. Private sector organizations and public sector organizations which privatized parts of the organization became competitors of the public sector organizations and there was an increased focus on performance (Harel & Tzafirir, 2001). One of the ways via which an enhanced performance within public sector organizations can be established is Human Resource Management (HRM). And more specifically, the use of a High Performance Work System (HPWS) should be investigated within the public sector context (Steijn, 2004). This more constructive approach of HRM, which includes a bundle of specific HR-practices, is namely argued to lead to a higher performance regardless of industry and context (Pfeffer, 1998; Huselid, 1995; Delery & Doty, 1996). It is assumed this bundle of HR-practices enhances performance via employee responses (Macky & Boxall, 2007) however this is mainly investigated in the private sector (Steijn, 2004).

In order to see if HPWS can also be used in the public sector as a way to enhance performance this research will test to what extent HPWS influences the attitudes of public sector employees. However, when investigating this relationship it is also important to take Public Service Motivation (PSM) into account. A high PSM is namely argued to be a distinct characteristic of public sector employees and this concept can also play an important role in enhancing the performance of public sector organizations (Perry, Hondeghem and Wise, 2010). This specific form of motivation is argued and found to be related to employee responses (see e.g. Leisink & Steijn, 2009; Vandenabeele, 2009) and this research will test to what extent PSM influences the relationship between HPWS and the attitudes of employees working in the public sector. The research question in this research therefore will be:

To what extent does PSM influence the relationship between HPWS and employee attitudes of public sector employees?

2. Theoretical framework

2.1 High Performance Work Systems

HRM can be defined as 'a set of activities aimed at building individual and organizational performance' (Boxall & Purcell, 2008, p.5) and previous research referred to the importance of HRM in the public sector. Steijn (2004) for example found that HR-practices have a significant positive effect on the job satisfaction of public sector employees. However, as mentioned before it is suggested that the use of HPWS in the public sector context should be investigated. The HPWS-approach started to emerge in the early nineties and the new focus of this approach was the

suggestion that specific HR-practices need to be combined in a system instead of using them in an ad hoc fashion (Harley, 2002). When specific HR-practices are bundled or combined in such a way that the practices have an interactive and mutually reinforcing impact this will result in synergistic benefits (Ramsay, Scholarios & Harley, 2000). Finally the use of a HPWS is meant to result in an enhancement of organizational performance (Harley, 2002).

Generally it is assumed this enhancement of performance is achieved via the impact the HR-practices will have on employees. Argued is when employee demonstrate effective discretionary effort this will enhance performance (Appelbaum, Bailey, Berg & Kalleberg, 2000). Discretionary effort refers to the fact that workers contribute effort at their discretion and it is argued this discretionary effort can be influenced via AMO which means: giving employees the opportunity to participate and perform, give them incentives and guaranteeing that the employees have adequate skills (Appelbaum et al., 2000). Below this will be discussed in further detail.

2.2 AMO

Boselie, Dietz and Boon (2005) stated that HPWS and its different forms such as High Involvement Work Systems are based on the AMO-theory. And the models which are expected to have an influence on outcomes via the AMO - variables are based on the underlying principle of alignment: management and employee interests need to be aligned (Boxall et al., 2008). In turn it is expected that all firms will benefit from policies and practices that help them to align their interest with those of employees.

When looking further into detail at AMO, this theory refers to the ability (A), motivation (M) and opportunity to perform (O) of employees which need to be influenced (Boxall et al., 2008). The ability factor of the equation refers to the fact that an employee needs to be able to do the job. The extent to which an employee is able to do the job depends largely on an individuals' intelligence, education and life (including work) experiences (Boxall et al., 2008). The job of the HR department of the organization is to recruit and select the individuals with the right abilities for the job. According to Boxall et al. (2008) play the quality and quantity of inducements offered an important role in attracting the right employees as well as the extent to which the recruitment activities are creative and proactive. It is argued that good recruitment is particularly of importance in organizations where high levels of discretion or specialized skills are required at work since the greater the complexity of the job the greater the variance in performance of individuals (Boxall et al., 2008). When the right employees are recruited and selected their abilities can be further increased by offering several training and development opportunities (Appelbaum et al., 2000).

The capable employees in the organization then need to be motivated, via incentives, to participate in the organization and use their abilities for the benefits of the organization (Appelbaum et al., 2000). The incentives will motivate employees to attend work and to do an adequate job. Three types of incentives are argued to achieve this, namely extrinsic rewards, intrinsic rewards and trust (Appelbaum et al., 2000). Based on the agency theory it is suggested that extrinsic rewards matter to employees and when making such rewards contingent on some form of measured performance it will help the firm to perform better (Boxall et al., 2008). Intrinsic rewards such as autonomy and interesting and challenging work can also influence the motivation of the employees (Kinnie, Hutchinson, Purcell, Swart & Rayton, 2005). Finally, the importance of a climate of trust experienced by employees can influence employees' motivation, since it is argued that workers will be more likely to invest in increasing their skills and participate in the organization when they feel they are seen as a stakeholder in the organization and when they experience a certain extent of employment security (Appelbaum et al., 2000).

The last aspect of the AMO-theory refers to the fact that the capable and motivated employees should be enabled to participate and to perform. In order to be effective in improving performance workers must have responsibility, authority and the opportunity to solve problems and to make decisions. Employees need to be able to gather and process information themselves and this information in turn will be used for solving problems and to make decisions (Appelbaum et al., 2000). Having the opportunity to participate and perform includes employees having a greater extent of autonomy and have more control over the decisions which affect their job. Furthermore, it includes employees being able to use resources outside their own work groups and coordinating their decision with other parts of the organization (Appelbaum et al., 2000).

Based on the underlying AMO-theory of HPWS, specific HR practices, referred to as HPWS practices, are aimed at developing the skills and abilities of an employee, increasing the motivation for discretionary effort of the employee and providing the employees with the opportunity to make full use of their knowledge, skills and other attributes in their jobs. And although there is no consensus among researchers about which exact HR practices should be included in a HPWS (Boxall et al., 2008) it is expected that HPWS practices via their influence on the ability, motivation of employees and their opportunity to perform, will contribute to improvements in employee performance and eventually organizational performance (Macky et al., 2007).

2.3 HPWS and employee attitudes

HPWS is argued, via its effect on employees, to result in an enhancement of performance. However, the linkages from HPWS to employee attitudes and behaviors and finally organizational performance

have hardly been tested so far (Takeuchi, Chen & Lepak, 2009). The studies which did investigate what effect HPWS has on employees, expected an influence on several employee outcomes such as commitment, job satisfaction and organizational citizenship behavior (OCB) (e.g. Boselie, 2010; Takeuchi et al., 2009; Macky et al., 2007). In this research the focus will be on the effect of HPWS on job satisfaction and affective commitment. Job satisfaction can be defined as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences' (Locke, 1976 in Vandenabeele, 2009). Being satisfied with the job will be important for individuals and the importance for the organization of having a satisfied workforce can, for example, be based on the finding that satisfied employees play a role in generating satisfied customers, who will be likely to come back and generate more repeat business for the firm (Heskett, Sasser & Schlesinger, 1997). Affective commitment can be defined as 'the employee's emotional attachment to, identification with, and involvement in the organization' (Meyer & Allen, 1991, p.67). Boselie (2010) stated that affective commitment, which is sometimes also labeled organizational commitment, is a desirable HR outcome for organizations. Appelbaum et al., (2000) for example argued that committed workers will be more likely to put extra effort into achieving organizational goals. According to Boselie (2010) the two other components of commitment, normative and continuance commitment, might reflect negative employee attitudes and based on the assumption that HPWS leads to a higher performance via positive employee attitudes, in this research there is chosen to focus on the affective form of commitment.

Concerning more specifically how HPWS is expected to lead to employee attitudes it is argued by for example Ramsay et al. (2000) and Takeuchi et al. (2009) that the perception of the organization and its intentions are of importance. Takeuchi et al. (2009) argued that HR-practices will send out signals to employees about what is valued by the organization and the use of HPWS could give employees the indication that the organization cares for them. HPWS practices may be perceived as employee centered and empowering. In turn, employees find that those practices provide opportunities and benefits that meet their needs and this results in employees taking initiatives by themselves and show loyalty and enthusiasm for their employer. Ramsay et al. (2000) argued that when employees perceive their organization cares for them they might want to do something back for the organization.

Several researchers found evidence in their research for the importance of employee perception and their positive experience with HPWS. For example Takeuchi et al. (2009) found that the extent to which employees perceive their organizations as valuing and caring about its employees' well being, their concern for employees' climate, mediated the positive relationship between HPWS, job satisfaction and affective commitment. HPWS was found to positively influence the perception of

employees that their establishment cares about its employees. In turn this resulted in employees being more satisfied with their job and feeling more committed to their organization.

Employees' trust in management also was found to be important in relation to HPWS and employee attitudes. According to Whitener (2001) refers trust in management to the confidence of the employee in the realization of organizational goals and the confidence employees have in organizational leaders and the belief the employees have that organizational actions will be beneficial for them. Macky et al. (2007) found besides a direct positive effect of HPWS on job satisfaction, affective commitment and trust in management that trust in management partially mediated the relationship between HPWS and affective commitment. Whitener (2001) found that the positive and significant correlation between employees' perceptions of organizational support and commitment to the organization was partially via employees' trust in management. Furthermore Whitener (2001) found that high commitment HR-practices strengthened the relationship between perceived organizational support and organizational commitment and between perceived organizational support and trust, which emphasized the importance of HR-practices in influencing employee attitudes.

Finally, Appelbaum et al. (2000) investigated the effect of the underlying AMO-construct of HPWS on organizational commitment, job satisfaction and work-related stress. They found, besides the mediating effect of trust in management, that the degree to which workers perceive their jobs to be intrinsically rewarding (i.e. challenging and requiring them to use their skills) mediated the positive effects of HPWS on organizational commitment and job satisfaction.

Based on the research mentioned above it can be argued that a HPWS is expected to lead to more satisfied and committed employees as a result of the perception employees have about the intentions of their organization. Findings indicate when employees perceive their organization, via the HRM system they use, as caring and having the best interest for them this can lead to satisfied and committed employees. Furthermore the findings of Appelbaum et al., (2000) argued the importance of intrinsic rewards influencing employee attitudes. When implementing a HPWS this can lead to for example more challenging and interesting work and these intrinsic rewards in return lead to more satisfied and committed employees.

The relationships described above indicate how a HPWS could lead to the employee attitudes. Below there will be discussed in more detail to what extent HPWS and its practices are related to employee attitudes in the public sector.

2.4 HPWS in the public sector

When looking at HPWS in the public sector research seems to be limited. One of the exceptions is the research of Boselie done in 2010. Boselie (2010) investigated the effect of High Performance Work Practices on affective commitment and organizational citizenship behavior (OCB). Within a Dutch hospital he tested the hypotheses that high scores on perceived HPWP's that enhance abilities, motivation and opportunities to participate are positively related to high levels of affective commitment and organizational citizenship behaviour. Boselie (2010) found that HPWP's that enhance ability have a positive relationship with affective commitment and that HPWP's that enhance opportunity to participate show a strong positive relationship with OCB. Boselie (2010) didn't find a significant relationship between HPWP's that enhance motivation and affective commitment and/or OCB. Boselie (2010) investigated HPWP's that enhance motivation based on the topics of the scale of the wage, the fairness of pay and pay for performance. According to Boselie (2010) the lack of a significant relationship could be explained by the institutionalization of pay systems through collective bargaining agreements and legislation in The Netherlands. The Dutch legislation, which includes for example the right to get a minimum wage and the collective bargain agreement at sector level, lead namely to institutional mechanisms which affect HRM and in particular HR-practices relating to payment. This leads to limited flexibility regarding pay issues in the Dutch health care sector and this could be an explanation for the lack of finding a significant effect of HPWP's that enhance motivation and the employee attitudes (Boselie, 2010).

Gould-Williams (2003) investigated how in public sector organizations superior performance can be achieved and recognizes the importance of a bundle of 'high commitment' HR practices and trust in this relationship. Gould-Williams (2003) argued that bundles of HR practices send signs to the workforce of the extent to which organization cares about them and therefore these bundles of HR practices might be related to employees' commitment. Gould-Williams (2003) furthermore argues that trust is an important intervening variable which mediates the relationship between an organization's HR practices and individual outcomes such as organizational commitment. Gould-Williams (2003) found that the bundle of high commitment HR practices positively and significantly influenced both systems trust, which refers to trust between employees and the organization as a whole and interpersonal trust, which refers to relationships among employees. Furthermore the bundle of HR practices positively and significantly influenced job satisfaction, organizational commitment, effort and organizational performance. Systems trust was found to have a positive and significant predictive effect on organizational commitment, job satisfaction and organizational performance. Besides the bundle of HR practices and systems trust, commitment and interpersonal trust were also found to have a significant and positive influence on organizational performance.

These results therefore can be considered as supportive for the assumption that bundles of HR practices lead to enhanced performance. Furthermore, the results indicated that the extent of trust which employees have in the organization might be an important variable to explain how bundles of HR practices influence commitment and job satisfaction.

When looking at more specific variables which are related to employee attitudes in the public sector for example Steijn (2004) found that satisfaction with the task appears to have the biggest influence on job satisfaction. Satisfaction with organizational climate and satisfaction with career support were also found to be of importance in relation to job satisfaction. Based on these results Steijn (2004) suggests that intrinsic work aspects are a major determinant of the job satisfaction among Dutch public sector workers. The extent of HR-practices used and satisfaction with career support were found to have the biggest (positive) effect on satisfaction with management (Steijn, 2004). This result indicates that employees perceiving the organization as investing or caring for them led to a positive attitude towards the management of the organization.

Taylor and Westover (2011) found that PSM, extrinsic workplace attributes (in the form of higher pay, more promotion prospects and better job security), intrinsic workplace attributes (notably an interesting and autonomous job), work relations with managers and work relations with co-workers were all positively and significantly related to job satisfaction. Furthermore, it was found that intrinsic workplace attributes had the biggest influence on job satisfaction and the work relations with managers had the second biggest influence which, in line with the findings of Steijn (2004), indicates the importance of intrinsic rewards and the relation to management for public sector employees.

Also Steijn and Leisink (2006) found the importance of intrinsic rewards and caring for employees in their research. They investigated which are the antecedents of organizational commitment among Dutch public sector employees and found that autonomy, interesting work and support of colleagues are important antecedents of affective commitment, there is a positive relationship found between these job characteristics and affective commitment. Furthermore, being satisfied with the HRM policy and perceiving a coaching style of leadership (which implies higher levels of feedback and involvement) did appear to have a significantly positive effect on affective commitment.

Gould-Williams (2004) found that team working had a significantly positive effect on organizational commitment and motivation and a significantly negative effect on intention to quit. Training provision significantly and positively affected organizational commitment and job satisfaction. Furthermore Gould-Williams (2004) found that employees' relationship with their superior was a powerful and significant (positive) predictor of job satisfaction and organizational commitment.

Gould-Williams (2004) concludes that the results suggest that the positive effects of 'high commitment' HRM practices are similar across public and private sector organizations and that specifically team working and training programs had the most notable impact on workers attitude.

Finally, Giauque and Anderfuhren-Biget (2010) and Taylor (2008), all investigated the effect of intrinsic and extrinsic rewards on job satisfaction and organizational commitment and found that intrinsic as well as extrinsic rewards are positively and significantly related to job satisfaction and organizational commitment. Giauque et al., (2010) found that the effect of intrinsic HRM practices is in both cases is stronger than the effect of extrinsic HRM practices. Taylor (2008) found that work relations with management also had a significant and direct impact on job satisfaction and organizational commitment.

2.5 Hypotheses

Previous research referred to High Performance Work Systems (HPWS) as a way in order to enhance organizational performance. HPWS is expected to influence performance via the effect it has on employees. It has been argued that HPWS practices need to establish that employees have an opportunity to participate and to perform, have adequate skills and are motivated to use these skills. In return this results in certain employee attitudes which eventually are expected to enhance organizational performance. Based on previous findings it can be argued that several intrinsic rewards (e.g. interesting work), extrinsic rewards (e.g. higher pay, promotion and security); forms of trust (e.g. career support); forms of opportunity to participate and to perform (e.g. autonomy and teamwork) and forms of ability (e.g. training) were found to be positively related to the job satisfaction and affective commitment of public sector employees. Therefore there can be expected that:

H1. The higher the extent of HPWS practices that enhance abilities experienced the higher the affective commitment of public sector employees will be.

H2. The higher the extent of HPWS practices that enhance motivation experienced the higher the affective commitment of public sector employees will be.

H3. The higher the extent of HPWS practices that enhance opportunities to perform experienced the higher the affective commitment of public sector employees will be.

H4. The higher the extent of HPWS practices that enhance abilities experienced the higher the job satisfaction of public sector employees will be.

H5. The higher the extent of HPWS practices that enhance motivation experienced the higher the job satisfaction of public sector employees will be.

H6. The higher the extent of HPWS practices that enhance opportunities to perform experienced the higher the job satisfaction of public sector employees will be.

2.6 Public Service Motivation

As mentioned above the effect of HPWS via employee outcomes on performance is argued to be established via the underlying assumption that the interest of the organization and the employee are aligned and that both parties will benefit from this. Focused on the importance of alignment between interests, when investigating HPWS in the public sector context it might be of particular importance to take the concept of Public Service Motivation (PSM) into account. Public Service Motivation (PSM) can be defined as ‘an individuals’ predisposition to respond to motives grounded primarily or uniquely in public institutions’ (Perry & Wise, 1990 p. 368) and employees with a high level of PSM are particularly expected to be found in public sector organizations (Scott & Pandey, 2005). Public sector employees with high PSM might see their employment as a calling (Perry, 1996) and those public sector employees are characterized by an ethic to serve the public and more specific they are seen as motivated by a concern for the community and a desire to serve the public interest (Houston, 2000).

Previous research (e.g. Leisink et al., 2009; Vandenabeele, 2009) found PSM to be positively related to employee outcomes such as affective commitment, willingness to exert effort, job satisfaction and performance and therefore this concept might play an important role in the relationship between the components of HPWS and employee attitudes. For example Taylor et al. (2011) argued that PSM might be an important variable to take into account when investigating job satisfaction of public sector employees. Taylor et al. (2011) argued that PSM may provide the lens through which workers view their work and interpret their work experience. To the extent work experiences are in line with employees’ public service motives related to work, workers are expected to feel more satisfied as well as enjoy other positive attitudes about employment. So if government work provides opportunities to exercise and fulfill their specific form of motivation, employees who have PSM are likely to be more satisfied with their jobs (Taylor et al., 2011).

The extent to which employees can exert their PSM seems to be of importance in the relationship with employee attitudes. Several researchers (e.g. Leisink et al., 2009; Steijn, 2008; Taylor, 2008) for example referred to the concept of PSM-fit and this concept indicates that the work environment of employees can act as a facilitator or constrain the realization of their altruistic needs (Taylor, 2008).

Leisink et al. (2009) for example, found that a lack of opportunity to exercise commitment to the public interest offered by the job (a PSM-misfit) had a direct negative effect on affective commitment, job performance and willingness to exert effort.

Steijn (2008) looked into the statement that PSM especially will have a positive effect on variables such as job satisfaction and commitment when employees can exert their PSM in the organization they work for. Steijn (2008) stated that PSM can be seen as a special value of public sector employees which might be a 'need' that has to be met by the organization or by the job and expected that public sector employees whose needs for PSM are met by their organization will have greater job satisfaction and less intention to change jobs than those whose PSM needs are not met. Steijn (2008) asked respondents if they find the work they were doing as useful for society and the interaction with the PSM score was used as a measure of PSM-fit. Steijn (2008) found that the existence of a PSM-fit contributes significantly and positively to job satisfaction and employees' intention to stay in their job. Furthermore he found that not so much PSM as well as its actual use is relevant for job satisfaction: compared to other civil servants, those with a higher level of PSM *and* a higher level of perceived usefulness of the job for society, are more satisfied with their job (Steijn, 2008).

Bright (2008) found strong support for the hypothesis that PSM would be significantly related to P-O fit (a congruence between the characteristics of individuals and the characteristics of organizations). The respondents with high levels of PSM reported being significantly more congruent with their organizations compared to their counterparts with lower levels of PSM. Furthermore, Bright (2008) found support for the mediating effect of P-O fit in the relationship between PSM and job satisfaction and turnover intentions. Finally, Bright (2008) found when the congruence between the individual and the organization was removed from the equation (the P-O fit), even though the level of PSM increased, job satisfaction decreased and that employees were more likely to leave the organizations. This last result indicates according to the researcher that PSM does not offer infinite benefits in every public sector environment. The positive effects of PSM can thus change over time when they take place in unfavorable public sector environments. This furthermore emphasizes the importance of a work environment that is conducive to the driving need of public sector employees to meaningfully contribute to the public good. These work environments will be highly motivating and satisfying to public employees with high levels of PSM (Bright, 2008).

Based on the findings above it can be argued that PSM is most likely to influence job satisfaction and affective commitment in combination with and depending on the extent employees actually can exert their PSM. The concepts of PSM fit and P-O fit stress the importance of existence of conditions

which enable employees to fulfill their desire to serve the public interest which can result in more satisfied and committed employees. HPWS practices that establish an opportunity to perform could provide such an environment in which employees can exert their PSM and perceive a fit. Namely it is argued that an implementation of such HPWS practices lead to greater autonomy and control over decisions for individuals which might result in conditions and the feeling among employees that they have more opportunities to exert their PSM since they have more control over their own job. Eventually the combination between the organizations HPWS practices that enhance opportunities to perform and employees, via these specific HPWS practices, having the feeling and the opportunity to exert their PSM within the organization might lead to more satisfied and committed employees. Therefore it is expected that:

H7. The positive effect of HPWS practices that enhance opportunities to perform on job satisfaction and affective commitment will be strengthened as levels of PSM increase.

Furthermore, it is argued that employees with a high level of PSM have a preference for intrinsic rewards over extrinsic rewards (Crewson, 1997). Crewson (1997) for example found that although there is not a significant difference between sectors in the importance placed on high pay, public employees rate other extrinsic rewards lower in importance than private sector employees do. In turn, public sector employees placed more importance on intrinsic rewards, such as for example helping others and being useful to society than private sector employees do. Crewson (1997) concludes that public sector employees are less likely to be interested in economic rewards than their private sector counterparts and have a greater tendency than private service employees to perceive intrinsic rewards as important.

The findings of Houston (2000) and Frank and Lewis (2004) were in line with the findings of Crewson (1997). Houston (2000) found that public sector employees, compared to private sector employees, value intrinsic rewards such as that their work is important and provides a feeling of accomplishment higher and extrinsic rewards such as high income and short work hours less. Frank et al. (2004) found that public sector employees, compared to their private sector counterparts, value useful, helpful, and interesting jobs more, and high-paying jobs with good advancement opportunities less than those in the private sector. The reviews of Perry, Mesch and Paarlberg (2006) and Perry, Engbers and Jun (2009) indicated the importance of intrinsic rewards over extrinsic rewards among public sector employees in relation to HR-practices when reflecting on pay-for-performance systems. Perry et al. (2009) for example concluded that pay-for-performance systems persistently failed in the public sector and that one of the suggested reasons for this failure is 'its incompatibility with more powerful motivations that lead many people to pursue public service in the first place' (p. 45).

However extrinsic rewards still, to a certain extent, do seem to matter to public sector employees. Camilleri (2007) found support for the hypothesis that the higher the salary the higher the extent of PSM. This hypothesis was based upon the premise that the PSM level of employees will increase with higher salaries since a higher salary may be viewed as an incentive by recognizing the employees' contribution to the organization and rewarding them for it.

When looking at the aspect of trust in relation to PSM it can be argued that perceptions employees have of the organization are related to PSM. Moynihan and Pandey (2007) for example found that the perception that the organization is actively implementing reforms (which includes empowerment of employees) is positively and significantly related to dimensions of PSM.

Besides the perception of the organization also the leader could affect someone's PSM in his/her relationship with the employee. Camilleri (2007) namely found support for the hypothesis that employees experiencing positive employee-leader relations have a higher PSM. This hypothesis was based on the premise that higher levels of employee-leader relations will send a positive message to the employees about their individual worth to the organization, resulting in a higher PSM level. Based on these findings it can be argued that an employee's PSM is related to the extent they perceive the organization and their managers as caring for them.

Based on findings above it can be argued that employees with a high PSM are mainly motivated via intrinsic rewards such as an interesting job which allows them to help others, however extrinsic rewards also do seem to matter based on the argument that they are sign of appreciation. Finally, the extent to which the employees perceive the organization and their managers as caring for them is related to PSM. As mentioned before this perception of the employees that the organization cares for them is related to their trust in management. HPWS practices that motivate employees could satisfy employees with a high PSM in their need for intrinsic rewards, extrinsic rewards and a sense of caring resulting in trust. Therefore there can be expected that:

H8. The positive effect of HPWS practices that enhance motivation on job satisfaction and affective commitment will be strengthened as levels of PSM increase.

Finally, characteristics related to the individual are assumed to be related to PSM. Researchers for example looked into the relationship of tenure with PSM. Naff and Crum (1999) found no significant differences in PSM scores based on tenure in a government organization. Moynihan et al. (2007) also tested the effect of the length of organizational membership on PSM and found that the length of organizational membership was significantly and negatively associated with the overall measure of PSM. Also Steijn (2006) found a negative effect of the duration of employment, the longer employees

work in the organization, the lower their level of PSM. Camilleri (2007) found that all dimensions of PSM positively correlated with organization tenure and that job tenure in general has no effect on PSM.

When investigating the relationship between education and PSM Camilleri (2007) found that education had a significant low negative correlation with the dimensions of PSM. However other researchers (e.g. Perry, 1997; Naff et al., 1999; Steijn, 2006; Leisink et al., 2009; Moynihan et al., 2007) found a positive relation between the level of education and the level of PSM.

Based on these mixed findings it is unclear to what extent PSM is related to these dimension which make up someone's ability. PSM might not be of significant importance in relation to someone's abilities. Therefore no hypothesis will be formulated regarding PSM in relation to HPWS practices that enhance abilities and their effect on the employee attitudes.

To sum up this research focuses on the relationship between HPWS and employee attitudes in the public sector and investigates hereby a part of the relationship that HPWS via employee outcomes is related to performance. HPWS is based on the AMO-theory which argues that employees must have the opportunity to perform, must have adequate skills and must be incentivized. HPWS practices will enhance employees' opportunity to participate and to perform, their motivation and their abilities and this is argued to result in an alignment of the interests of both the organization and the employees. The perception that the HPWS practices are for the best interest of employees results in employee attitudes such as job satisfaction and affective commitment. When investigating the relationship between HPWS and the employee attitudes, job satisfaction and affective commitment in the public sector, PSM is an important variable to take into consideration. This form of motivation is of specific interest among public sector employees and it is expected that PSM strengthens the relationship between HPWS practices that enhance opportunity to perform and motivation and employee attitudes, job satisfaction and affective commitment. Figure 1 shows a graphical overview of the formulated hypotheses.

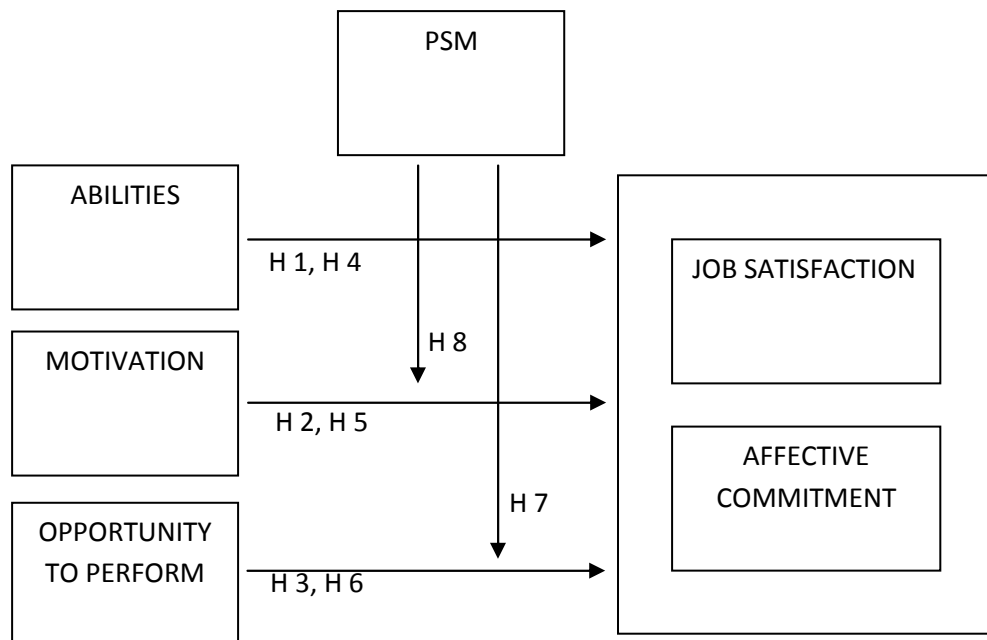


Figure 1: Conceptual model

3. Method

3.1 Overview of data collection

Data were collected of employees in different functions, departments and hierarchical levels within four organizations in the Dutch public sector. The organizations in this research included three municipalities and one high school. The HR-managers of the organizations were contacted by phone and were asked if they were interested in participating in this research. After approval of the organizations, surveys, in Dutch, were handed out and were available to fill in online. The employees could participate voluntarily and anonymity was guaranteed. The employees had two weeks to fill out the questionnaire and after one week a reminder was sent.

In total, 632 employees were asked by e-mail and/or via a letter to fill out the survey. A total of 173 questionnaires was completed which means a response rate of 27.4 per cent. In total, 75 men and 98 women participated in this study. The average age was 42 years and the average company tenure was 11 years. The majority of the respondents had a higher technical/vocational educational background (54.3 per cent). A total of 31.2 per cent had an academic degree, 11.6 per cent had an intermediate technical/vocational education, and the remainder of the respondents had a high school diploma (2.9 per cent). The majority of the respondents worked full time (64.2 per cent) and had a contract for an indefinite period (89 per cent). A total of 35.8 per cent worked part time and had a contract for a fixed period of time (8.1 per cent). These numbers and percentages were representative for the population of the organizations included in this research.

3.2 Measures

Before analyzing the factors and the reliability of the measurement scales a check was done to determine if the data of the four organizations could be merged into one database. Based on similar mean scores in the different datasets on the variables included in this research it was decided to merge the four data files into one database. This database was checked on missing values and less than 1% of the data was missing. In the remainder of this research the missing values were excluded pairwise. Furthermore the variables are normally distributed and the outliers did not have a distorting effect.

High Performance Work System (HPWS) can be defined as ‘a set of distinct but interrelated HRM practices that together select, develop, retain, and motivate a workforce: (1) that possesses superior abilities; (2) that applies their abilities in their work-related activities; (3) whose work-related activities result in these firms achieving superior intermediate indicators of firm performance and sustainable competitive advantage’ (Way, 2002 p. 765). HPWS is in this study measured based on the underlying three factors A, M and O. The questions in this research are mainly taken from the research of Boon (2008) and questions developed by Van Veldhoven and Meijman (1994) and Kroon, Van de Voorde and Van Veldhoven (2009) were used to complete the scale. The ability component included 11 items and was related to the topics selectivity in hiring, training and development, job content, function circulation and coaching. The motivation component included 24 items and was related to the topics internal promotion opportunities, employment security, rewards and pay for performance, performance appraisal and information sharing and communication. The opportunity to perform component included in total 14 items and was related to the topics participation, autonomy and autonomous work teams. Participants of the questionnaire were asked for each item to indicate the extent to which they perceive that the organization offers them the HPWS-practice (‘Organization X offers me...’) on a 5-point Likert-type scale with answer categories ranging from not at all (1) to a very great extent (5). A sample item is ‘Organization X offers me... the opportunity to do the work in my own way’. The items used from the questionnaire of Van Veldhoven et al. (1994) could be answered via the four answer categories ‘never’, ‘sometimes’, ‘often’ and ‘always’.

A total 49 items was subjected to a principal axis factoring – analysis (PAF-analysis) together with a direct Oblimin rotation using SPSS version 19. Based on the scree plot and the pattern matrix it was decided to continue this research based on the three factor solution. Due to low communalities scores, items which failed to score on one of the three factors formed and an item which scored almost equally on two factors a total of 20 items had to be deleted from the scale. The items which had to be left out related to the topics selectivity in hiring, employment security, performance appraisal, pay for performance, rewards, autonomy, information sharing and communication and

training and development. Factor 1 represents the high performance work practices that enhance opportunities to perform, factor 2 represents the high performance work practices that enhance abilities and motivation and the third factor consists of seven items and includes the high performance work practices that focus on the organization's communication and providing of information. As can be noticed the content is not completely in line with the theory which assumes the distinct components of HPWS practices that make up A, M and O. This result will be discussed later in this study. The reliability of the scales is measured based on the height of the Cronbach's alpha and was sufficient (exceeding .7, see table 1) for all three factors (Pallant, 2007).

Public Service Motivation (PSM) can be defined as 'an individuals' predisposition to respond to motives grounded primarily or uniquely in public institutions' (Perry et al., 1990 p. 368) and was measured via a scale based on the scales in the research of Vandenabeele (2009). Vandenabeele's original scale consists of five dimensions and has in total 18 items. In this research PSM was measured via the 13 items which originally made up the three dimensions 'public interest', 'compassion' and 'self-sacrifice'. It was chosen to use the items from these dimensions since these dimensions are the most related to the content of PSM in this research of being motivated by a concern for the community and a desire to serve the public interest. Responses were obtained on a 5-point Likert-type scale, ranging from totally disagree (1) to totally agree (5). A sample item is 'I am prepared to make enormous sacrifices for the good of society'.

The 13 items of the PSM scale were analyzed with the principal components analysis (PCA) in combination with an Oblimin rotation. Based on the scree plot and the pattern matrix it was chosen to continue this research based on a one component solution. Due to low communality values four items needed to be removed from the scale. The scale with the remaining nine items had a Cronbach's alpha of 0.81 which indicated a good internal consistency reliability for the scale with this sample.

Table 1: Factor analysis results and reliability of HPWS

	1	2	3	Cronbach's alpha
<u>Opportunities</u>				.91
The opportunity to make my own decisions	.82			
Work that gives me the opportunity to express myself	.69			
The opportunity to do my work in my own way	.69			
The possibility to make decisions as a team	.67			
The opportunity to take the responsibility for my own tasks	.67			
The possibility to work in a team	.66			
The opportunity to participate in decision making processes	.65			
Challenging work	.64			
Comprehensive and diverse work	.62			
The possibility to work closely together with my colleagues	.57			
Participation in developing (strategic) plans	.56			
The possibility for my team to take the responsibility for our results	.55			
Possibilities to present my opinion on matters	.50			
<u>Abilities and Motivation</u>				.90
The opportunity to work for another department		-.80		
Good career prospects		-.80		
The possibility to occupy a higher position within the organization		-.79		
The opportunity to do another job within this organization		-.76		
An increase in job responsibilities if I perform well at my current tasks		-.66		
Support in planning my future development		-.66		
Coaching which supports my development		-.59		
The opportunity to develop new skills and knowledge for my current job or for possible jobs in the future		-.56		
Fair appraisal of my performance		-.33		

Table 1 (continued): Factor analysis results and reliability of HPWS

	1	2	3	Cronbach's alpha
Information				.79
Do you receive sufficient information on the results of your work?			.77	
Does your work provide you with direct feedback on how well you are doing your work?			.71	
Does your work give you the opportunity to check on how well you are doing your work?			.69	
Do you receive sufficient information on the purpose of your work?			.56	
Do you hear enough about how the company/business is running?			.37	
Is the company's decision-making process clear to you?			.37	
Is it clear to you whom you should address within the company for specific problems?			.31	

Table 2: Factor analysis results and reliability of PSM

	1	Cronbach's alpha
Public Service Motivation		.81
I am prepared to make enormous sacrifices for the good of society	.71	
Serving the public interest is an important drive in my daily life (at work or outside work)	.67	
Making a difference in society means more to me than personal achievements.	.65	
I voluntarily and unselfishly contribute to my community.	.63	
To me, patriotism includes seeing to the welfare of the others	.62	
I seldom think about the welfare of other people whom I don't know personally (R)	.62	
I feel people should give back to society more than they get from it.	.61	
Without solidarity, our society is doomed to fall apart.	.57	
To me, helping people who are in trouble is very important	.56	

Affective commitment can be defined as 'the employee's emotional attachment to, identification with, and involvement in the organization' (Meyer & Allen, 1991, p.67) and was measured using a Dutch translation by De Gilder, Van den Heuvel and Ellemers (1997) of Allen and Meyer's (1996) original construct. The scale of De Gilder et al. (1997) to measure affective commitment consisted of

eight items and responses were obtained on a 5-point Likert-type scale, ranging from totally disagree (1) to totally agree (5). An example of a statement is 'I feel like 'part of the family' at my organization'.

The eight items of the affective commitment scale were analyzed with the principal components analysis (PCA) in combination with an Oblimin rotation. Based on the scree plot and based on the pattern matrix it was chosen to continue this research based on a one component solution. Due to a low communality value one item needed to be removed from the scale. After the factor analysis the reliability of the scale was checked based on the height of the Cronbach's alpha. The reliability test showed that two items needed to be removed from the scale in order to improve the reliability of the scale. This resulted in a scale which measures affective commitment consisting of five items and which had a good Cronbach's alpha.

Table 3: Factor analysis results and reliability of Affective commitment

	1	Cronbach's alpha
<u>Affective commitment</u>		.86
This organization has a great deal of personal meaning for me	.87	
I feel 'emotionally attached' to this organization	.82	
I feel like 'part of the family' at my organization	.78	
I feel a strong sense of belonging to my organization	.73	
I enjoy discussing my organization with people outside it	.73	

Job satisfaction can be defined as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences' (Locke, 1976 in Vandenabeele, 2009) and was measured via one question namely 'All things being considered, how satisfied are you with your job?' Responses were obtained on a 5-point Likert-type scale, ranging from very dissatisfied (1) to very satisfied (5), with higher scores indicating higher satisfaction.

Control variables in this research included the age, gender, level of education and company tenure of the employees. Furthermore, the respondent's employment status in terms of whether they were employed fulltime or part-time, or permanent or temporary, was included as a control variable based on the possibility that part-time and/or temporary employees might not receive a similar exposure to HR practices associated with HPWS compared to fulltime and/or permanent employees (Lepak & Snell, 1999).

4. Results

Since in the factor analysis it is shown that in this research there is no clear distinction between A, M and O, as was expected based on the literature, several hypotheses as stated before cannot be tested. However the results in relation to the different subscales of HPWS as they appear in this research will be displayed and will be discussed later.

4.1 Correlations

Table 4 shows the means and coefficients of the variables used in this study. HPWS practices that enhance opportunities to perform and HPWS practices that enhance abilities and motivation showed the highest correlation (.600) between the three different sets of HPWS practices. A correlation of .426 was found between HPWS practices that enhance information and HPWS practices that enhance abilities and motivation. The HPWS practices that enhance opportunities to perform and HPWS that enhance information had a correlation of .463. Furthermore, the correlations show a significant positive relationship for all three of the distinct sets of HPWS practices with affective commitment (varying from .197 to .326) and job satisfaction (varying from .371 to .586). Furthermore, a significant relationship was found between PSM and affective commitment (.258). And also job satisfaction was significantly related with affective commitment (.446). This latter result indicates a strength of the relationship between the dependent variables which can be considered as medium. Finally, the control variables showed significant correlations with the variables included in this research and therefore they will be included in the analyses.

Table 4 Mean scores and Pearson correlation coefficients

N = 173	Mean	1	2	3	4	5	6	7	8	9	10	11	12
1 Opportunity	45.81	1											
2 Ability and Motivation	24.14	.600**	1										
3 Information	17.99	.463**	.426**	1									
4 PSM	31.43	-.074	.017	-.053	1								
5 Affective commitment	17.68	.326**	.262**	.197*	.258**	1							
6 Job satisfaction	3.96	.586**	.435**	.371**	.030	.446**	1						
7 Sex	X	-.019	.021	-.017	.024	-.025	-.037	1					
8 Age	42.32	-.104	-.121	-.003	.002	.082	.109	-.284**	1				
9 Company tenure	11.20	-.079	-.080	-.019	-.004	.142	.076	-.197**	.678**	1			
10 Level of education	5.11	.205**	-.018	.078	-.167*	.004	.008	.060	-.162*	-.119	1		
11 Type of contract	X	-.110	-.019	-.073	.097	.131	.080	-.174*	.295**	.144	-.120	1	
12 Fulltime/Parttime	X	.090	.040	.018	-.005	.130	.065	.386**	-.031	-.179*	.061	.000	1

**p < .01, two-sided, * p < .05, two-sided

4.2 Hierarchical multiple regression analysis

Hierarchical multiple regression was used to test the effect of the different sets of HPWS practices on the affective commitment and job satisfaction of public sector employees and to test a possible strengthening effect of PSM on the relationships between the HPWS practices and the employee attitudes. For the independent variables preliminary analyses were conducted to ensure there was no multicollinearity which could lead to an overestimation of the degree of association between the independent variables and the employee attitudes.

Table 5 presents the regression analysis results for the effect of the independent variables on affective commitment. First the control variables were entered and this model was not significant. When the three sets of HPWS practices were entered in the hierarchical regression analysis a significant difference was made. The HPWS practices together added 12% and the control variables together with the sets of HPWS practices explained a total of 18.5% of the variance in affective commitment. Including PSM in the model (model 3) added another 7.2% and led to a total of 25.7% of the variance of affective commitment explained by the control variables, HPWS practices and PSM together. As can be noticed a significant effect was found for the relationship between HPWS that enhance opportunities to perform and affective commitment (.285, $p < 0.01$). This means that the original hypothesis 3 is confirmed, which means that the more HPWS practices that enhance opportunities to perform are experienced in the public sector organizations the more the employees will feel positively attached to their organization. No significant effect of HPWS that enhance ability and motivation on affective commitment was found and HPWS that enhance information did not lead to a higher affective commitment of employees. Besides the effect of HPWS that enhance opportunities to perform company tenure also had a positive significant effect on affective commitment (0.228, $p < 0.05$). This means that the longer an employee is working in the organization the more affective commitment he/she will have towards the organizations. Last but not least the results showed a significant positive effect of PSM on affective commitment (.274, $p < 0.01$). Thus the higher the level of PSM the more the public sector employee will be committed affectively. The HPWS practices that enhance the opportunity to perform had the strongest relationship with affective commitment, followed by PSM and finally company tenure.

Table 6 shows the results for the effects of the independent variables on job satisfaction. The model which included only the control variables was not significant. When including the HPWS practices an additional 38.7% of the variance in job satisfaction was explained and the HPWS practices together with the control variables explained a total of 40.8% of the variance in job satisfaction. Including PSM added 0.3% but this was not a significant change. Based on the results it can be concluded that the HPWS practices that enhance opportunities to perform had a significant effect on job satisfaction

(0.525, $p < 0.01$). This result indicates a strong effect and supports the original hypothesis 6 and means that the more employees experience HPWS practices that provide them with opportunities to perform, the more satisfied they will be with their job. No significant results were found for the relationship between HPWS practices that enhance abilities and motivation and job satisfaction nor for the relationship between HPWS that enhance information and job satisfaction. Also PSM did not have a significant relationship with job satisfaction.

Finally, the interaction effect was tested to see if PSM possibly would strengthen the effect of the sets of HPWS practices on employee attitudes. The results are shown in table 7 and table 8. As can be noticed no significant results were found for a strengthening effect of PSM on the relationships between the sets of HPWS practices and affective commitment and job satisfaction. This means that PSM does not appear as a moderator in this research.

Table 5 Hierarchical multiple regression analysis affective commitment

	Model 1			Model 2			Model 3		
	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta
(Constant)	14.043	3.127		7.042	3.418		-.258	3.837	
sex	-.456	.624	-.068	-.216	.593	-.032	-.287	.568	-.043
age	-.036	.036	-.121	-.026	.034	-.087	-.023	.032	-.078
company tenure	.072	.036	.229*	.071	.034	.225*	.071	.032	.228*
level of education	.075	.334	.019	-.125	.327	-.031	.040	.317	.010
type of contract	1.499	1.035	.124	1.811	.985	.150	1.519	.947	.126
Fulltime/part-time	1.335	.631	.192*	1.066	.600	.154	1.084	.575	.156
Opportunities				.110	.043	.270*	.116	.041	.285**
Ability and Motivation				.040	.048	.083	.032	.046	.067
Information				.056	.097	.051	.066	.093	.060
PSM							.214	.058	.274**
R Square			.066			.185			.257
R Square change			.066			.120			.072
Sig. F change			.133			.000**			.000**

** $p < .01$ two-sided; * $p < .05$ two-sided

Table 6 Hierarchical multiple regression analysis job satisfaction

	Model 1			Model 2			Model 3		
	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta
(Constant)	3.349	.623		.873	.567		.604	.665	
sex	-.048	.124	-.037	.039	.098	.030	.037	.099	.028
age	.004	.007	.066	.007	.006	.121	.007	.006	.123
company tenure	.002	.007	.036	.002	.006	.030	.002	.006	.030
level of education	.021	.067	.026	-.057	.054	-.072	-.051	.055	-.064
type of contract	.123	.206	.053	.244	.163	.104	.233	.164	.099
Fulltime/part-time	.117	.126	.086	.020	.100	.015	.021	.100	.015
Opportunities				.041	.007	.522**	.042	.007	.525**
Ability and Motivation				.009	.008	.095	.009	.008	.092
Information				.022	.016	.104	.022	.016	.105
PSM							.008	.010	.052
R Square			.021			.408			.411
R Square change			.021			.387			.003
Sig. F change			.798			.000**			.439

**p < .01 two-sided; *p < .05 two-sided

Table 7 Hierarchical multiple regression analysis interaction effect affective commitment

	Model 1			Model 2			Model 3		
	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta
(Constant)	9.714	1.996		3.421	2.821		5.884	14.937	
Opportunities	.078	.043	.181	.091	.042	.211*	.126	.336	.291
Ability and Motivation	.093	.050	.186	.077	.048	.154	.303	.390	.606
Information	.108	.107	.090	.112	.103	.094	-.410	.763	-.342
PSM				.191	.062	.239**	.112	.472	.139
Opportunity x PSM							-.001	.010	-.075
Abilities and Motivation x PSM							-.007	.012	-.512
Information x PSM							.016	.023	.551
R Square			.140			.196			.201
R Square change			.140			.056			.004
Sig. F change			.000**			.003**			.868

**p < .01 two-sided; *p < .05 two-sided

Table 8 Hierarchical multiple regression analysis interaction effect job satisfaction

	Model 1			Model 2			Model 3		
	B	Std. Error	Beta	B	Std. Error	Beta	B	Std. Error	Beta
(Constant)	1.598	.330		1.148	.477		3.372	2.530	
Opportunities	.035	.007	.427**	.036	.007	.438**	-.023	.057	-.278
Ability and Motivation	.013	.008	.143	.012	.008	.131	.054	.066	.569
Information	.024	.018	.105	.024	.018	.106	-.005	.130	-.021
PSM				.014	.011	.091	-.057	.080	-.376
Opportunities x PSM							.002	.002	.890
Ability and Motivation x PSM							-.001	.002	-.502
Information x PSM							.001	.004	.185
R Square			.332			.340			.346
R Square change			.332			.008			.006
Sig. F change			.000**			.195			.754

**p < .01 two-sided; *p < .05 two-sided

5. Discussion

This research found support for a positive effect of HPWS that enhance opportunities to perform on both affective commitment and job satisfaction, a direct positive effect of PSM on affective commitment was found and finally it appeared that the control variable company tenure had a positive influence on affective commitment as well. Below the most remarkable findings in this research will be discussed and will be interpreted.

First of all, it appeared in this research no clear-cut AMO distinction could be made in the HPWS practices. Thus, although it is generally assumed that HPWS has its influence on employee attitudes and performance via the enhancement of abilities, motivation and opportunities to perform these underlying factors were not reproduced in this research. This finding is in line with previous research which showed an inconsistency in the content and the number of the different underlying constructs of a HPWS. For example according to Appelbaum et al. (2000) belong items referring to information to the enhancement of motivation and are three underlying factors distinguishable. While in the research of Huselid (1995) these items were related to the enhancement of skills and the opportunity to perform and were two underlying factors found. The lack of finding the underlying AMO-construct could be explained by the fact that HPWS practices can be experienced different from how they actually were intended as argued by Wright and Nishi (2004). For example, a HR practice which is assumed to be motivating such as for example promotion opportunities could be experienced among employees as a way to develop their skills at a higher level in the organization instead of an

opportunity to earn more money, and therefore are more related to practices that enhance abilities than practices that are argued to enhance motivation. This result emphasizes the importance of taking the perceptions of the employees into account when investigating HPWS practices and its effects on employees, since HPWS practices that are supposed to have an effect via A, M and O initiated by the organization might not always be perceived accordingly among employees.

When looking at the effects of the HPWS practices on the employee attitudes, the finding that HPWS practices that enhance opportunities to perform positively influences employees' affective commitment and job satisfaction is in line with the aforementioned assumption and findings that HPWS has an influence on the attitudes of their employees (e.g. Boselie, 2010; Macky et al., 2007). Regarding the statement that HPWS via its influence on employees leads to enhancement in performance, especially the positive influence of HPWS practices that enhance opportunities to perform on affective commitment is of importance for organizations since it was argued that committed employees will display greater discretionary effort towards achieving the goals of the organization (Appelbaum et al., 2000). The positive effect of these HPWS practices on job satisfaction indicates that implementing HPWS practices also for the employees can be beneficial. The positive effect of HPWS that enhance opportunities to perform on both affective commitment and job satisfaction of employees found in this research provides support for the assumption that the implementation of HPWS is in the interest of the organization as well as in the interest of the employee.

The finding that the HPWS practices that enhance opportunities to perform have a significant influence on employees' affective commitment and job satisfaction and the other types of HPWS practices in this research did not, indicates, in line with the findings of Appelbaum et al. (2000), that the HPWS practices that enhance opportunities to perform are the most important factors influencing public sector employees' commitment and job satisfaction.

When looking more into depth at these results regarding the HPWS practices found, a possible explanation is the extent of fit which is achieved between the person and the organization (P-O fit). This type of fit is namely argued to be an important but often missing aspect in the HRM - performance research and refers to the accordance between the person and organization and focus on the similarities between the goals and values of both parties (Paauwe & Boselie, 2005). The HPWS practices that enhance opportunity to perform focus more on the intrinsic work aspects while the other sets of HPWS practices include more extrinsic work aspects and previous research found that especially intrinsic aspects of the job have a significant influence on the affective commitment and job satisfaction of public sector employees (e.g. Steijn et al., 2006; Taylor et al., 2011). Since, as was

stated before, the different sets of HPWS practices the employees experience influence the perception of employees about what is valued by the organization, especially the HPWS practices that enhance opportunities to perform focused on the intrinsic work aspects and seem to be in line with the work aspects of importance among public sector employees. The congruence experienced in turn results in more satisfied and committed employees. Recent research (Boon, Den Hartog, Boselie & Paauwe, 2011) tested the P-O fit as a mediating variable between HPWS practices and employee attitudes found that P-O fit partially mediated the relationship between perceived HPWS practices and organizational commitment and job satisfaction.

The aforementioned importance of trust also could play an important role in the positive relationship found between HPWS practices that enhance opportunities and job satisfaction and affective commitment as previous researchers found (e.g. Appelbaum et al., 2000). Since intrinsic work aspects included in the HPWS practices that enhance opportunities to perform such as interesting and challenging work and autonomy are of particular importance for the public sector employees, when the organization, via the HPWS practices that enhance opportunities to perform, provides these aspects it can be perceived by the employees as that the organization and management initiate actions which are beneficial for the employees and in line with their needs. Furthermore for example, having autonomy and opportunities to participate can be perceived as employee centered and empowering and will give the employees the feeling that the organization trusts them and sees them as a stakeholder. This could enhance employees' trust in their management and positively influence employees' perceptions of the intentions of their management. In turn, this could lead to employees who feel more committed to the organization and are more satisfied with their job since was found that relations with their management are important for the job satisfaction and affective commitment of public sector employees (e.g. Taylor et al., 2011; Gould-Williams, 2004).

Based on the importance of establishing a fit between the person and the organization and the importance of employees having trust in their management and its intentions it can be argued that not all HPWS practices will be automatically experienced positively and/or of significant importance by employees and result in higher satisfaction and commitment. If this is true, and the results in this research indicate that this could be the case, it is of particular importance for organizations to make sure there is a congruence between the HPWS practices implemented and the values they represent and what is valued by the employee. Furthermore, more in general this pleads for a contingency view on the relationship between HRM and performance instead of the universalistic view often related to HPWS. This contingency view namely stresses the importance of taking into account important factors of the context in which the research takes place and which potentially influence HRM and its

effects, instead of assuming there is a bundle of specific HR-practices distinguishable which will lead to an enhancement of performance regardless of industry and context (Paauwe, 2004).

When looking at the findings regarding PSM, instead of the expected interaction effect of PSM with HPWS practices on the employee attitudes, a direct positive effect of PSM was found on affective commitment. This result is in line with previous research of, for example Leisink et al. (2009) and Vandenaabeele (2009) and could also be explained by the achievement of a P-O fit. Namely, the individuals who contain a high level of PSM are motivated by a concern for the community and a desire to serve the public interest. Since the public sector organization exist in order to serve the society and citizens, the individuals experience, when working in such a public sector organization, that there is a congruence between the goals and values of the employee and the goals and values of the organization. As Bright (2008) already found in his research this congruence is in turn an important factor in influencing the attitudes and behaviors of public sector employees.

Based on this finding that PSM has positive influence on employees' affective commitment it can be argued that organizations in the public sector, besides HPWS practices that enhance opportunities to perform, should focus on and trying to enhance this intrinsic form of motivation in their organization. Its positive influence on employees' affective commitment in turn namely can be beneficial for the performance of the organization, as was argued before.

The failure to find a relationship of PSM and HPWS practices that enhance opportunities to perform on employee attitudes indicates that employees do not have the feeling that via, for example, participation and autonomy they can exert their PSM in their job to a significant extent which will eventually positively influence their job satisfaction and affective commitment. The aforementioned importance of achieving a PSM-fit suggested by several researchers (e.g. Leisink et al., 2009; Steijn, 2008) is thus not created via the HPWS practices that enhance opportunities to perform. Since Steijn (2008) suggested that this PSM-fit is a special case of a person – job fit, the explanation for finding this result could be that this fit is not achieved by the HR-practices influencing the job but more via the content of the job itself. In this case the fact that for example the job of a teacher includes teaching adolescents new things on a everyday basis could be experienced by the teacher more as an opportunity to contribute to society and make use of his PSM than when the teacher in his job experiences that he has a say in the way he educates the adolescents.

The lack of finding an interaction effect on the employee attitudes of HPWS that enhance abilities and motivation in combination with PSM could be explained by the fact that aspects referring to the enhancement of ability were also included in the factor. Abilities of employees in previous research showed not to have a clear relationship with PSM. Furthermore, extrinsic rewards which referred to

salary were due to statistical reasons not included in this scale. These type of extrinsic rewards were expected to have a relation with PSM since receiving more salary would be experienced by employees with PSM a sign of appreciation. The fact that this type of extrinsic rewards was excluded could also be an explanation why no interaction effect on the employee attitudes was found.

In spite of not finding an interaction effect between PSM and HPWS practices on the employee attitudes it would be premature to conclude that those aspects are not related to each other. Previous research (e.g. Giaouque et al., 2010; Camilleri, 2007) namely showed that PSM, HR-practices and employee attitudes are linked with each other in different ways. Based on the assumption that PSM is an important characteristic of public sector employees and the finding in this research that PSM influences affective commitment, it is important to further investigate how HRM and PSM could influence each other and have an effect on employee attitudes.

6. Limitations

This research has several limitations. The first is the cross-sectional design of this study. This means that no causal direction between HPWS practices and the employee attitudes can be established definitely. As mentioned before in HRM research a reverse causal relationship is also plausible. For example it is also possible that a higher satisfaction with the job leads to a more positive perception of the HPWS practices related to the job. The same holds for the relationship between PSM and affective commitment. PSM might influence the level of affective commitment but feeling committed to the public sector organization could also lead to a development of a concern for the community and a willingness to serve the public.

A second limitation is the scale used to measure the perception of HPWS practices. As already mentioned before, there is no congruence in the literature about which HR-practices should be included in a High Performance Work System and therefore there is no concrete validated scale yet to measure employees' perceptions of HPWS practices. The practices included in the scale used in this research were based on a checklist of the most used HPWS practices in the HRM – performance literature (Boon, 2008). And the fact that due to statistical reasons 20 items of the original scale had to be left out indicates that more research is needed regarding the measurement of HPWS. Also the scale used to measure PSM is a possible limitation in this research. This scale, as Vandenabeele (2008) already suggested, should be validated within different settings. Furthermore, in this research three of the five dimensions which make up the original PSM-scale were measured which means that PSM in this research is not measured completely in line with the original construct.

The last limitation is the limited amount and type of public sector organizations. Included in this research were one high school and three municipalities. However the public sector includes a lot and different types of organizations such as for example healthcare organizations and police stations. According to Lyons, Duxbury and Higgins (2006) the employees in different types of public sector organizations could, for example, show a difference in preferences related to work aspects and levels of PSM and therefore the sample in this research might not be representative for the whole public sector. This means the findings in this research should be interpreted with caution.

7. Future research

First of all, future research should focus on further developing a scale to measure the experience of HPWS practices and on applying the AMO-theory at the employee level. Therefore more research is needed to be done regarding which HR practices make up a HPWS and regarding which HR practices are perceived by employees as influencing their abilities, motivation and opportunity to perform. Furthermore, the context in which the research takes place should be taken into account in order to find out which factors potentially influence the relationship between HPWS and the employee attitudes in order to determine the applicability of the HPWS practices in that specific context. Future research should also invest time in discovering to what extent a P – O fit can be used to explain the relationship between HPWS practices experienced and employee attitudes. Furthermore, preferably longitudinal research should be initiated to further investigate the relationship between HPWS, employee outcomes and indicators of performance such as efficiency in public sector organizations. Regarding PSM it is important to validate the applicability of the PSM-scale in the Dutch public sector in general and in different types of public sector organizations. Also of importance is to further develop knowledge about the relationship between PSM and employee attitudes with a special focus on the P-O fit as a possible explaining variable. Finally, future research should focus on the antecedents of PSM to get more insight in how public sector organizations can influence PSM and more research is needed to get more insight in the relationship between HPWS practices, PSM and employee attitudes.

8. Practical implications

The results found in this research indicate that for public sector organizations it would be in their interest to focus their HRM policy on providing the employees with opportunities to perform. This means that employees for example should experience a certain extent of autonomy on how to execute their work, be able to participate in decision making processes and be provided with interesting and challenging work. This could be achieved via a low cost solution as for example allowing employees to attend meetings to express their opinion or assigning a larger and more varied

number of tasks to every employee. Since public sector organizations tend to be more bureaucratic it is also important to decrease the amount of rules and regulations which potentially influence employees' feeling of autonomy. The increased satisfaction with the job to which the opportunities to perform will lead in the first place will be directly beneficial for employees themselves while the higher commitment might be directly beneficial for the organization since it is argued that committed employees will tend to work harder to achieve the organizational goals.

Based on the positive relationship between PSM and affective commitment found, the HRM policy of the public sector organizations should also focus on the recruitment and selection of individuals with high levels of PSM. To some extent individuals with a high concern for society and a willingness to serve the public select themselves for a job in the public sector as was argued, but this also should be stimulated further by the public sector organizations themselves in order to increase the pool of potential employees they can pick from. Initiated campaigns by the Dutch government with slogans as for example 'Work for The Netherlands' ('Werken voor Nederland') are examples of ways how individuals with a high PSM can be triggered to apply for a job in a public sector organization. The selection procedures of the public sector organizations then in turn should include for example a questionnaire or an assessment in which the level of PSM of the individual is tested and which contributes to the decision of which individual to offer the job.

Finally, the positive relationship between company tenure and affective commitment indicates that public sector organizations should try to retain their employees. Namely, the longer the employees are working in the organization the more value they might have for the organization via their higher level of affective commitment. Retaining the employees might be achieved via keeping them satisfied and the results found in this research point out a way how this can be accomplished.

9. Conclusion

Based on the increased focus on performance in the public sector this research was interested in to what extent the underlying concepts of a High Performance Work System would have an influence on the employee attitudes job satisfaction and affective commitment of Dutch public sector employees. Furthermore, there was a specific interest for PSM and into what extent this characteristic of employees had an influence on the relationship between HPWS and the employee attitudes. The findings in this research showed that the HPWS practices that enhance employees opportunities to perform positively influenced employees' job satisfaction and affective commitment and thus is in line with the assumption that HPWS influences employee attitudes and is beneficial for both the employee and the organization. No significant results were found for the other types of HPWS practices which indicated that especially the intrinsic aspects of the work were valued by the

public sector employees. An enhanced trust in management possibly explains the relationship found between the HPWS practices that enhance opportunities to perform and the employee attitudes. Furthermore, based on the importance of achieving a fit between values of the employee and the organization, future research should further investigate the importance of an alignment between the values expressed by the organization and the values of the employees as a mediating and explaining factor between HPWS and employee attitudes.

The findings regarding PSM showed that PSM did not influence the relationship between HPWS and the employee attitudes. Instead PSM was found to be positively and directly related to the affective commitment of public sector employees. This finding indicated that PSM can be an important form of motivation to focus on when public sector organizations want to enhance their performance. Based on the alignment between the values and needs of the employee and the values and goals of the organization the finding between PSM and affective commitment potentially could be explained. Future research on this explanation however is needed as well as on the relationship between PSM, HPWS and employee attitudes.

This research contributed to the current literature by testing the assumed link between HPWS and employee attitudes which is eventually argued to lead to enhancement of performance in the public sector. Furthermore investigating the extent to which PSM is an important factor in this relationship was barely researched in previous research. The practical relevance of this research lays in the fact that the findings in this research indicate on which aspects of the HRM-policy public sector organizations should focus in order to increase employees' satisfaction with their job and their affective commitment.

This research can be considered as explorative regarding HPWS in the public sector and the importance of PSM. More research in the future will be needed to further investigate this topic and to gain more insight in how public sector organizations can enhance their performance.

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Attachements

Questionnaire (in Dutch)

Beste medewerker van organisatie X,

Mijn naam is Rob van der Kruijs en ik ben momenteel bezig met het afronden van mijn studie Personeelwetenschappen aan de Universiteit van Tilburg. In het kader van mijn afstuderen houd ik een onderzoek over personeelsbeleid in de publieke sector.

Via deze weg zou ik u willen vragen of u bereid bent om aan mijn onderzoek mee te werken door middel van het invullen van een korte vragenlijst (10 a 15 minuten). De stellingen in de vragenlijst hebben betrekking op uw ervaringen met het personeelsbeleid van organisatie X, uw betrokkenheid bij de organisatie, uw tevredenheid met uw baan en uw motivatie om in de publieke sector te werken. Er zijn geen 'goede' of 'foute' antwoorden: het is uw mening die telt. Wilt u zo vriendelijk zijn om geen vragen over te slaan en telkens maar 1 antwoord te kiezen.

Uw gegevens zullen uiteraard **anoniem** verwerkt worden en **vertrouwelijk** behandeld worden en zullen niet gebruikt worden voor andere doeleinden dan mijn onderzoek. De vragenlijst is online in te vullen via onderstaande link of door middel van de papieren versie bijgevoegd aan deze brief.

Ik zou u willen vragen de vragenlijst uiterlijk **voor 22-9-2011** in te vullen. Hoe meer medewerkers de vragenlijst invullen, hoe betrouwbaarder de resultaten van het onderzoek.

Met het invullen van de vragenlijst helpt u mij enorm!

Link: www.thesistools.com/web/?id=214119

Bij voorbaat dank,

Rob

Vragenlijst

Persoonsgegevens

1. Wat is uw geslacht?

Man

Vrouw

2. Wat is uw leeftijd?

... jaar

3. Hoe lang werkt u al voor organisatie X?

... jaar

4. Wat is uw hoogst afgeronde opleiding?

Basisonderwijs

Middelbaar onderwijs

LBO

MBO

HBO

WO

5. Wat is de aard van uw dienstverband?

Bepaalde tijd

Onbepaalde tijd

6. Bent u fulltime of parttime in dienst?

Fulltime

Parttime

7. Heeft u een ondersteunende of een uitvoerende functie?

Ondersteunend

Uitvoerend

Beleving van personeelsbeleid

In het eerste gedeelte van deze vragenlijst staan een aantal beweringen over wat de organisatie u biedt. Er wordt gevraagd om aan te geven in hoeverre organisatie X deze zaken aan u biedt.

Omcirkel dan het antwoord dat u het beste vindt passen. Let wel dat het om uw eigen mening gaat en om uw specifieke situatie!

Er zijn 5 antwoordmogelijkheden, omcirkel het antwoord dat het meeste van toepassing is. Bij deze stellingen kunt u kiezen uit de antwoordmogelijkheden 'totaal niet', 'enigszins', 'in redelijk mate', 'voor een groot deel' en 'volkomen'.

	Totaal niet	Enig- zins	In redelijke mate	Voor een groot deel	Vol- komen
Organisatie X biedt (mij)...					
1 ...Divers en afwisselend werk	1	2	3	4	5
2 ...Uitdagend werk	1	2	3	4	5
3 ...Werk dat me de mogelijkheid geeft om mezelf te onderscheiden	1	2	3	4	5
4 ...De mogelijkheid om betrokken te zijn bij besluitvorming	1	2	3	4	5
5 ...Inspraak in het opstellen van beleidsplannen voor Organisatie X	1	2	3	4	5
6 ...De mogelijkheid om zelf te bepalen hoe ik mijn taken uitvoer	1	2	3	4	5
7 ...De mogelijkheid om zelf beslissingen te nemen over mijn werk	1	2	3	4	5
8 ...De mogelijkheid om zelf de verantwoordelijkheid te dragen over mijn taken	1	2	3	4	5
9 ...De mogelijkheid om mijn mening te geven over werkgerelateerde zaken	1	2	3	4	5
10 ...Streng selectie van nieuwe werknemers	1	2	3	4	5
11 ...Selectiviteit in het aannemen van nieuwe collega's	1	2	3	4	5
12 ...De mogelijkheid om trainingen, cursussen en workshops te volgen	1	2	3	4	5
13 ...De mogelijkheid om nieuwe kennis en vaardigheden te ontwikkelen voor mijn huidige of toekomstige baan	1	2	3	4	5
14 ...Coaching, gericht op mijn ontwikkeling	1	2	3	4	5

Totaal niet	Enig- zins	In redelijke mate	Voor een groot deel	Vol- komen
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Organisatie X biedt (mij)...

15 ...Ondersteuning bij het plannen van mijn toekomstige ontwikkeling	1	2	3	4	5
16 ...De mogelijkheid om voor een andere afdeling te werken als ik dat wil	1	2	3	4	5
17 ...De mogelijkheid om een andere functie te vervullen binnen organisatie X	1	2	3	4	5
18 ...Goede carrière mogelijkheden binnen Organisatie X	1	2	3	4	5
19 ...Uitbreiding van mijn verantwoordelijkheden als ik goed presteer	1	2	3	4	5
20...De mogelijkheid om door te groeien naar een hogere functie binnen organisatie X	1	2	3	4	5
21 ...De zekerheid dat ik mijn baan kan behouden	1	2	3	4	5
22 ...Een contract dat mij werkzekerheid biedt	1	2	3	4	5
23 ...De mogelijkheid om in een team te werken	1	2	3	4	5
24 ...De mogelijkheid om nauw samen te werken met mijn collega's	1	2	3	4	5
25 ...De mogelijkheid om als team zelf beslissingen te nemen	1	2	3	4	5
26 ...De mogelijkheid om met mijn team verantwoordelijk te zijn voor onze resultaten	1	2	3	4	5
27 ...Periodieke evaluatie van mijn prestaties	1	2	3	4	5
28 ...Faire beoordeling van mijn prestaties	1	2	3	4	5
29 ...Beoordeling van prestatie meerdere keren gedurende het jaar in een gesprek	1	2	3	4	5
30 ...Een beloning/bonus die afhankelijk is van mijn prestaties	1	2	3	4	5
31 ...Een goed salaris ten opzichte van soortgelijke organisaties	1	2	3	4	5
32 ...Een bovengemiddeld salaris voor deze functie	1	2	3	4	5
33 ...Een eerlijk beloningssysteem	1	2	3	4	5
34 ...Aantrekkelijke secundaire arbeidsvoorwaarden	1	2	3	4	5

Totaal Niet	Enig-zins	In redelijke Mate	Voor een groot deel	Vol-komen
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Organisatie X biedt (mij)...

35 ...Flexibele werktijden	1	2	3	4	5
36 ...Ondersteuning van werkende ouders	1	2	3	4	5
37 ...De mogelijkheid om parttime te werken als dat nodig zou zijn	1	2	3	4	5
38 ...De mogelijkheid om mijn werkschema aan te passen aan mijn thuissituatie	1	2	3	4	5

Informatievoorziening en bedrijfscommunicatie

Hieronder vindt u een aantal vragen die betrekking hebben op in hoeverre u voorzien wordt in informatie en de communicatie van uw organisatie. Omcirkel het antwoord dat het beste bij u past. Bij deze vragen kunt u kiezen uit de antwoordmogelijkheden 'nooit', 'soms', 'vaak', 'altijd'.

Informatie

Nooit	Soms	Vaak	Altijd
-------	------	------	--------

1. Krijgt u voldoende informatie over het doel van uw werk?	1	2	3	4
2. Krijgt u voldoende informatie over het resultaat van uw werk?	1	2	3	4
3. Biedt uw werk mogelijkheden om erachter te komen hoe goed u uw werk doet?	1	2	3	4
4. Biedt uw werk rechtstreeks informatie over hoe goed u uw werk doet?	1	2	3	4
5. Geeft uw directe leiding u informatie over hoe goed u uw werk doet?	1	2	3	4
6. Geven uw collega's u informatie over hoe goed u uw werk doet?	1	2	3	4
7. Kunt u in uw werk beschikken over voldoende gegevens en informatie?	1	2	3	4

Gaat u alstublieft verder op de volgende pagina.

Communicatie

	Nooit	Soms	Vaak	Altijd
8. Hoort u voldoende over de gang van zaken in de organisatie?	1	2	3	4
9. Wordt u van de belangrijke dingen in de organisatie goed op de hoogte gehouden?	1	2	3	4
10. Is de manier waarop de besluitvorming loopt in uw organisatie duidelijk?	1	2	3	4
11. Is duidelijk bij wie u binnen de organisatie moet zijn voor welke problemen?	1	2	3	4

Publieke Service Motivatie

In dit gedeelte vindt u een aantal stellingen die betrekking hebben op uw motivatie om de publieke zaak te dienen (Publieke Service Motivatie). Omcirkel het antwoord dat het beste bij u past. Bij deze vragen kunt u kiezen uit de antwoordmogelijkheden 'volstrekt mee oneens', 'mee oneens', 'niet mee oneens en niet mee eens', 'mee eens', 'volkomen mee eens'.

	Volstrekt mee oneens	Mee oneens	Niet mee oneens en niet mee eens	Mee eens	Volkomen mee eens
1. Ik vind dat goede burgers in de eerste plaats moeten denken aan de gemeenschap.	1	2	3	4	5
2. Veel van wat ik in mijn werk of daarbuiten doe, is niet alleen goed voor mezelf maar ook voor anderen.	1	2	3	4	5
3. Ik vind het belangrijk dat ik mensen die in de problemen zitten, kan helpen.	1	2	3	4	5
4. Het algemeen belang dienen is een belangrijke drijfveer in mijn dagelijkse leven (werk of daarbuiten).	1	2	3	4	5
5. Ik ben persoonlijk bereid om veel op te offeren voor de samenleving.	1	2	3	4	5

Volstrekt mee oneens	Mee oneens	Niet mee oneens en niet mee eens	mee eens	Vol- komen mee eens
----------------------------	---------------	---	-------------	------------------------------

6. Ik bekommer mij niet om het welzijn van mensen die ik 1 2 3 4 5

niet persoonlijk ken.

7. Ik draag vrijwillig en onbaatzuchtig bij tot de samen- 1 2 3 4 5

leving.

8. Ik vind dat mensen meer aan de samenleving moeten 1 2 3 4 5

geven dan dat ze er van terugnemen.

9. Als we niet meer solidariteit vertonen, is onze 1 2 3 4 5

maatschappij gedoemd uiteen te vallen.

10. Het algemeen belang dienen vind ik belangrijker dan 1 2 3 4 5

individuele personen helpen.

11. Bijdragen aan een betere samenleving is voor mij 1 2 3 4 5

belangrijker dan persoonlijke resultaten boeken.

12. Het is een belangrijke taak van de overheid om ar- 1 2 3 4 5

moede te bestrijden.

13. Ik vind het welzijn van mijn medeburgers heel belang- 1 2 3 4 5

rijk.

Betrokkenheid

In het volgende gedeelte vindt u een aantal stellingen die betrekkingen hebben op uw betrokkenheid bij de organisatie. Omcirkel het antwoord dat het beste bij u past. Bij deze vragen kunt u kiezen uit de antwoordmogelijkheden 'volstrekt mee oneens', 'mee oneens', 'niet mee oneens en niet mee eens', 'mee eens', 'volkomen mee eens'.

Volstrekt mee oneens	Mee oneens	Niet mee oneens en niet mee eens	mee eens	Vol- komen mee eens
----------------------------	---------------	---	-------------	------------------------------

1. Ik ervaar problemen van Organisatie X

1 2 3 4 5

als mijn eigen problemen

	Volstrekt mee oneens	Mee oneens	Niet mee oneens en niet mee eens	mee eens	Vol- komen mee eens
2. Ik voel me emotioneel gehecht aan Organisatie X	1	2	3	4	5
3. Organisatie X betekent veel voor mij	1	2	3	4	5
4. Ik voel me thuis in Organisatie X	1	2	3	4	5
5. Ik voel me als 'een deel van de familie' in Organisatie X	1	2	3	4	5
6. Ik vind het leuk om over Organisatie X te praten met mensen van buiten Organisatie X	1	2	3	4	5
7. Ik zou graag de rest van mijn loopbaan bij Organisatie X blijven werken	1	2	3	4	5
8. Ik denk dat ik me aan een andere organisatie net zo makkelijk zou kunnen hechten als aan Organisatie X	1	2	3	4	5

Baantevredenheid

Hieronder volgt een vraag over uw werktevredenheid. Kies ook hier het antwoord dat het beste bij u past. Er zijn 5 antwoordmogelijkheden, variërend van zeer ontevreden tot zeer tevreden.

	1	2	3	4	5
1. Hoe tevreden bent u – alles bijeengenomen – met uw werk?					

Heeft u nog eventuele op- en/of aanmerkingen?

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EINDE VRAGENLIJST

NOGMAALS BEDANKT VOOR UW DEELNAME!