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Towards a holistic model of Public Service Motivation: A Systematic Literature Review

Abstract

For around two and a half decades since Perry and Wise coined the term in 1990, research on Public Service Motivation (PSM) has achieved significant attention from scholars around the globe. Many notable journals in the field of Public Administration and Personnel Management have frequently published articles on the topic under discussion. This area of study has now become a multidisciplinary and multi-sectoral concept. There have been a few systematic literature reviews (both conceptual/narrative and meta-analysis) on the topic but all of them have had a varied but limited scope such as exploring the research trend, identifying gaps, and the relationship of Public Service Motivation and Job Satisfaction. This review contributes to the existing literature on PSM by reviewing 106 publications from 2007 till 2016, selected on the basis of predefined search protocols of the researchers. Public Service Motivation deals with motives that influence an individual to join some aspect of public service where an individual's goals and public service goals are aligned. This Systematic Literature Review (SLR) focuses on several items: research strategies, research designs, publishing journals and sectors in which these studies have been conducted. It also identifies the ways in which PSM has been measured its dimensions. Factors affecting an individual's PSM and the outcomes of PSM have also been identified and collated. Lastly, an attempt has been made to consolidate identified factors that affect PSM into a three-level framework i.e. Individual, Organizational and Societal. This narrative systematic literature review primarily aims to summarize the findings of the reviewed literature into a model that can be empirically tested. It also seeks to

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give researchers a comprehensive and multidimensional view of Public Service Motivation by collating and analyzing existing research on the topic.

Keywords: Public Service Motivation, Outcomes, Antecedents, Job Satisfaction, Organization Citizenship Behavior, Public Sector, Public Personnel Management

Introduction

Public Service Motivation (PSM) as a concept was used by Perry and Wise in 1990 in their seminal article titled “The Motivational Bases of Public Service”. The article is considered the most influential and widely cited article on PSM. Increased attention to the concept can also be attributed to the popularity of the idea of ‘welfare state’ (Bright, 2008). Perry and Wise (1990) defined public service motivation (PSM) as “an individual's pre-disposition to respond to motives grounded primarily or uniquely in public institutions”. The concept explores why people join public sector or public services despite lucrative opportunities in the private sector. Ritz et al. (2016) have acknowledged the importance of scholarly development of Public Service Motivation and argue that PSM is of fundamental importance not only in the field of Public Administration but also holds significant importance in conducting multidisciplinary or multicultural studies. Research on PSM also has significant implications on human resource practices in the public sector.

There are four basic dimensions of PSM that are widely cited in literature. Approximately, 90% of the articles covered in this SLR have used these four dimensions together or individually. The dimensions include:

- i.** Attraction to Public Policy Making.
 - ii.** Commitment to Public Interest.
 - iii.** Compassion.
 - iv.** Self-Sacrifice.
- (Perry, 1997; 1996; Perry & Wise, 1990)

Perry (1996) categorizes these four fundamental dimensions into three “motives” of an individual which consist of:

- i.** *Rational motives:* Intentions and Willingness to acquire power and be a part of power corridors in public policy development.
- ii.** *Norm based motives:* These refer to “drives of being altruistic and working for the well-being of the society at large”.
- iii.** *Affective motives:* These are the motives of being “emotionally and sympathetically responsive” to the public and stakeholders.

Table 1 shares a brief explanation of the aforementioned four dimensions of PSM as noted by Rahat-ul-Ain et al. (2015).

Table 1: Four dimensions of Public Service Motivation (Source: Rahat-ul-Ain et al., 2015)

Dimensions of PSM	Attraction to Public Policy Making (APM)	Commitment to Public interest (CPI)	Compassion (COM)	Self-Sacrifice (SS)
	Based on instrumentalism and self-interest	Interests of masses to be priority rather than few people	Help others live a comfortable life	Ignores individualistic needs

It is important to understand how public servants can be motivated, and also to bring in individuals with high PSM in order to restore the trust of the public in institutions. In order to add to the existing research on PSM, this article seeks to collate and synthesize existing research on Public Service Motivation by raising the following research questions which will be answered by the systematic literature review (SLR) conducted for this study.

This systematic literature review aims to address the following research objectives:

- Defines public service motivation (PSM) as given by various authors;
- Dimensions measuring PSM;
- Individual, organizational and societal factors affecting PSM; and
- Outcomes of PSM

Four narrative reviews on Public Service Motivation were found including Bellé and Cantarelli (2012), Perry and Vandenaabeele (2015), Wright and Grant (2010) and Ritz et al. (2016). Two meta-analyses have also been conducted: (i) Public Service Motivation and Job Satisfaction (Homberg, McCarthy, and Tabvuma 2015) and (ii) Public Service Motivation and Job Performance (Warren and Chen 2013). No systematic literature review was found that consolidates and identifies factors affecting PSM and its potential outcomes.

This SLR will give readers a comprehensive and multidimensional view of the concept of Public Service Motivation and synthesize research on the topic. Scholars can use the findings of this study to identify gaps in the literature and proceed with further exploration and analysis of this concept in order to further clarify and contribute to validation of the PSM theory. Public service motivation literature since 2007 published in journals indexed in ISI Web of Science have been analysed in this review article.

The article is divided in four sections. This **Section I** introduced the concept of public service motivation, outlined the research questions this study seeks to answer and establishes the significance of conducting a systematic literature review for this purpose. **Section II** elaborates the research methodology employed to answer the research questions raised in Section I by discussing the protocols for literature search and inclusion/exclusion criteria. **Section III** discusses the demographic description i.e. “central characteristics of the research effort” of

publications covered in this SLR. Lastly, **Section IV** proposes a process model that has been developed by synthesizing the research findings from Section III and relates factors with outcomes of PSM.

Methodology (Protocols and Inclusion/Exclusion Criteria)

Traditional Literature Reviews may be referred to as primary studies, whereas SLR is a specialized form of review that aims to capture trends and extract themes from existing published research. Methodology used in any SLR calls for clearly defined research objectives, the search criteria, timeframe, and articles’ inclusion and exclusion decisions must be logically justified. In their practical guide on Systematic Literature Reviews in Social Sciences, Pettigrew and Roberts (2006), say that “Systematic literature reviews are a method of making sense of large bodies of information, and a means of contributing to the answers to questions about what works and what does not”. Table 2 below shows the review protocols set and followed by the authors:

Table 2: Review Protocols

Sector Focus	Time Frame	Indexing Service (Search)	Target Paper Strategy	Target Research Strategy	Keywords Used
Public, Profit & Non-Profit	2007-2016	ISI Web of Science/ Knowledge	Conceptual & Empirical	Qualitative, Quantitative & Mixed Methods	“Public Service Motivation” OR “PSM”

The concept of PSM is not just limited to the public sector. Research (though scarce) is being done in non-profit and third sector service delivery organisations. This article covers all three sectors: public, non-profit and third sector. In order to get a comprehensive picture that answers all the research questions, both conceptual and empirical papers with either of three research strategies were included. ISI Web of Knowledge was used as the main search engine. ISI Web of Knowledge is a comprehensive abstract indexing service that includes many reputable databases. Keywords used to extract articles were “Public Service Motivation” and “PSM” using “OR” as a boolean operator. Use of “PSM” as a keyword gave some results from other disciplines as well. For the purpose of relevance, “Social Sciences” and “English Language” filters were applied. The relevant time frame for search was limited to articles published from 2007 till 2016 (inclusive up to June 2016).

For the purpose of this review, research papers that were not peer-reviewed were not made part of this systematic literature review. Moreover, all “grey literature” were excluded: books, reports, research thesis, symposium papers, conference proceedings and other academic and non-academic writings are beyond the scope of this literature review. Studies that were directly related to PSM have been included in this SLR i.e. articles not meeting the predefined criteria were excluded

“because there was no explicit connection to public service motivation”. Both keywords were searched in the title, keywords and abstracts of research articles on ISI Web of Knowledge. Due to resource constraints, there were few articles that were not accessible therefore such papers could not be made part of this review. Based on the review protocols and inclusion/exclusion criteria, codes were assigned to all articles downloaded and an Excel spreadsheet was developed with columns reflecting the research questions and other items of interest. Relevant data extracted from articles was entered in the spreadsheet, which was later used for synthesis, analysis and then write-up. In order to answer the research questions, following the research protocols set out earlier, themes were generated and discussed, followed by a written review.

Findings and Analysis

This section highlights the important findings and uses the narrative write-up technique to present and discuss the main findings and subsequent analysis. As this review is narrative in nature and not a meta-analysis, therefore it is important to mention that the quantitative aspect or empirical standings of these factors has not been discussed i.e. no inferential statistical techniques have been applied. Firstly, some ‘descriptives’ about contents and scope of this systematic literature review have been given. Followed by some of the statistical outlook of PSM research w.r.t this SLR, main research questions of this study have been answered.

Journals covering PSM Research

Research contributions from a total of 30 peer-reviewed research journals, indexed with the ISI Web of Knowledge have been included in this study. This section also reflects the journals publishing the most research on PSM. Highest numbers of publications are from Public Administration Review (23) followed by International Public Management Journal (14), Public Administration (14) and Public Management Review (9). Public Money & Management (5), Review of Public Personnel Administration (5), American Review of Public Administration (4) and Journal of Public Administration Research and Theory (4) and others have also published on the topic.

Study of PSM in terms of Sectors

Similar to the idea of national contexts, dynamics are also likely to vary with the nature of sector under study, the type of organization and type of service being provided by the organization. Institutional history and path dependency (Christensen et.al, 2007) plays an important role in shaping not just the systems but also the behavior of individuals associated with them. 83% of the studies in this SLR are found to be conducted purely in the public sector, whereas 16% include multiple sectors. Only 1% of the studies have focused on the third sector purely and none of the studies examined private sector only, despite the acknowledgement in literature that PSM is not strictly a public sector concept (Carpenter et al. 2012; Taylor & Taylor, 2015). This sector related gap is an interesting finding of this SLR.

Research Methodologies Used

Despite acknowledgment and claimed increase of post-positivist school of thought in management and public sector research, this paper concludes that still a vast majority of studies have followed the traditional positivist mode of research. This section indicates research methodological choices being adopted by scholars for conducting PSM research. Methodological gaps can be observed from these statistics and limitations associated with each strategy and design can add to understanding of potential gaps:

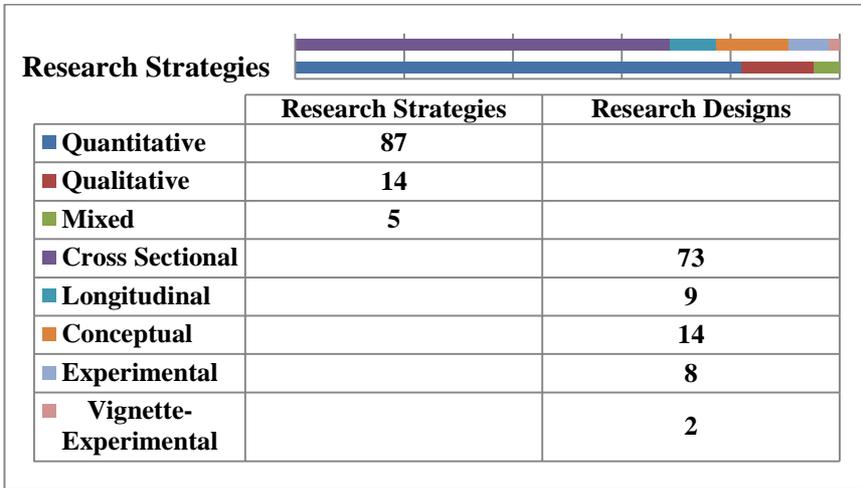


Figure - 1 Research Methodological Trends in PSM Research

Defining Public Service Motivation

Perry’s seminal article in 1990 as per the findings of this SLR, can be called the bible of PSM, however few other scholars have also defined this concept as explained in Table No 3. Most cited and discussed definition is the one given by Perry in 1990. Some other definitions identified through this SLR have been presented below. Some relatively mostly cited definitions have been discussed, at least one citation has been given:

Table -3: Defining Public Service Motivation

Citation	Definitions
Grand (2010)	PSM is of two types, 'knaves,' motivated primarily by self-interest, or 'knights,' motivated by altruism and the desire to provide a public service.
Cun (2012)	PSM can be characterized by:(1) Rational, normative and affective processes motivate humans. (2) People are motivated by their self-concepts. (3) Preferences or values should be endogenous to any theory of motivation. (4) Preferences are learned in social processes (Shamir, 1991).
Bozeman & Su (2015)	An individuals' motivation to contribute to society and help other people through the delivery of public services (i.e., services ordered and fully/partly paid for by the public) regardless of whether this takes place in the public or private sectors (Kjeldsen 2012).
Park & Kim (2015)	Public sector motivation is based on stable tenure systems, government employee pension systems and promotion guarantee systems that are provided by public sector, public organizations and the quasi-public sector.
Jensen & Andersen (2015)	The purpose is to contribute to society through public service provision (Perry and Hondeghem 2008).
Stazyk & Davis (2015)	PSM is a service embedded with values of equal treatment and equity, responsiveness and representation, and the protection of individual rights (Bozeman 2007).

Dimensions of Public Service Motivation

Some of the studies that have used dimensions other than basic four given by Perry (1996) as a set are given. These studies have either included a new dimension or excluded an established dimension based on their research questions. Table No.4 identifies these eight studies:

Table -4 Dimensions of PSM

Source	Country	Dimensions
Perry et al. (2008)	USA	COM, SS, CD*
Hsieh et al. (2011)	USA	APM, COM, CPI
Liu & Tang (2011)	China	APM, COM, SS
Ritz (2011)	USA	APM
Moynihn (2013)	USA	COM, SS, CD*
Leea & Kim (2014)	Korea	CPI, COM, SS
Kroll & Vogel (2014)	Germany	CPI, COM, SS

*Civic Duty: Being a good citizen and obeying all rules and regulations

Factors Affecting Public Service Motivation

In this section of the paper and the ones that follow it, factors and outcomes have not been defined as it is beyond the scope of this review. The focus of this study is on the factor itself and its frequency of occurrence. The SLR of approximately 106

articles has led to identification of 52 factors that have been that affect PSM directly. With reference to Table 5, these factors have been categorized in terms of their level of analysis in order to address the study’s research objectives. The list has been organized in the order of type of level of the factor followed by frequency of occurrence of that factor.

Table No. 5 Factors Affecting Public Service Motivation

Sr No.	Citation	Factor	Frequen- cy	Factor Level
1	Vandenabeele (2008), Wright & Christensen (2010), Houston (2011), Ritz (2011), Andersen et al. (2011), Kjeldsen & Jacobsen (2012), Brænder & Andersen (2013), Kjeldsen (2013), Pedersen (2013), Andersen & Kjeldsen (2013), French & Emerson (2014), Leea & Kim (2014), Ward (2014), Waterhouse et al. (2014), Taylor & Taylor (2015), Cheng (2015), Jensen & Andersen (2015), Drevs & Müller (2015)	Individuals Choice of Job	18	Individual
2	Moynihan & Pandey (2007), Wright & Christensen (2010), Taylor & Westover (2011), Moynihan (2013), Leea & Kim (2014), Ward (2014)	Tenure	6	Individual
3	Delfgaauw & Dur (2008), Moynihan (2010), Taylor & Taylor (2011), Chen & Hsieh (2015)	Pay & Rewards	4	Individual
4	Georgellis & Tabvuma (2010), Chen & Hsieh (2015), Taylor & Taylor (2015), Lee & Choi (2016)	Job Security	4	Individual
5	Georgellis & Tabvuma (2010), Ritz (2011), Taylor & Westover (2011)	Work itself	3	Individual
6	Moynihan (2010), Caillier (2016)	Goal Clarity	2	Individual
7	French & Emerson (2014), Desmarais & Gamassou (2014)	Employee Position	2	Individual
8	Anderfuhren-Biget et al. (2010), Hsieh & Chen (2014)	Trust in Colleagues	2	Individual
9	Liu & Tang (2011), Carpenter et al. (2012)	Personal Values	2	Individual
10	Camilleri (2007), Leea & Kim (2014)	Role Identification	2	Individual
11	Milne (2007), Anderfuhren-Biget et al. (2010)	Team Relations	2	Individual
12	Wright & Christensen (2010), Ward (2014)	Exposure to the Public Sector	2	Individual
13	Stritch & Christensen (2014), Waterhouse et al. (2014)	Perceived Social Impact	2	Individual
14	Wright & Grant (2010), Wright	Acknowledgme	2	Individual

	et al. (2013)	nt		
15	Carpenter et al. (2012)	Willingness	1	Individual
16	Carpenter et al. (2012)	Person-Organization Fit	1	Individual
17	Carpenter et al. (2012)	Intrinsic Motivation	1	Individual
18	Bellé (2012)	Self Persuasion	1	Individual
19	Hsieh & Chen (2014)	Trust in Leaders	1	Individual
20	Houston (2011)	Work Motives	1	Individual
21	Acobsen et al. (2014)	External Motivation	1	Individual
22	Kroll & Vogel (2014)	Leader-Person Fit	1	Individual
23	Neumann & Ritz (2015)	Enjoyment Based Motivation	1	Individual
24	Stazyk & Davis (2015)	Individual Integrity	1	Individual
25	Liu at al. (2015)	Conscientiousness	1	Individual
26	Andersen et al. (2014)	Beneficiary Contact	1	Individual
27	Bright (2011)	Gender	1	Individual
28	Perry et al. (2008), Davis (2011), Leea & Kim (2014)	Socialization	1	Individual
29	Liu et al. (2008)	Devotion	1	Individual
30	Camilleri (2007)	Job Characteristics	1	Individual
31	Langbein (2010)	Pay for Performance	1	Individual
32	Anderfuhren-Biget et al. (2010)	Material Incentives	1	Individual
33	Vandenabeele (2008), Pedersen (2013), Ertas (2014), Bottomley et al. (2016), Roh et al. (2016), Riba et al. (2016), Hsieh (2016)	Sub-Sector (Employee Type)	7	Organizational
34	Camilleri (2007), Paarlberg & Lavigna (2010), Wright et al. (2012), Caillier (2015)	Transformational Leadership	4	Organizational
35	Camilleri (2007), Stritch & Christensen (2014), Drevs & Müller (2015)	Organization Image	3	Organizational
36	Moynihan (2010), Caillier (2016)	Organization Mission	2	Organizational
37	Andersen & Kjeldsen (2013), Jensen & Andersen (2015)	User Orientation	2	Organizational
38	Gailmard (2010), Meyer et al. (2014)	Organization Structure	2	Organizational
39	Carpenter et al. (2012)	Recruitment Mode	1	Organizational
40	Park & Kim (2015)	Accountability Mechanism	1	Organizational
41	Bakker (2015)	Daily Job	1	Organization

		Demands		al
42	Giauque et al. (2012)	Red Tape	1	Organization al
43	Liu & Tang (2011)	Organization Ethics	1	Organization al
44	Andersen et al. (2011)	Ownership	1	Organization al
45	Paarlberg & Lavigna (2010), Taylor & Westover (2011), Br�ander & Andersen (2013), Anderfuhren-Biget et al. (2014), Houston (2014)	Policy Environment	5	Societal
46	Milne (2007), Taylor & Taylor (2011), Kim et al. (2012), Ritz & Brewer (2013), Kim & Kim (2016)	Culture	5	Societal
47	Langbein (2010), Davis & Stazyk (2014), Belle & Ongaro (2014)	Marketization Reforms	3	Societal
48	Perry et al. (2008), Grand (2010), Taylor (2010)	Trust In Institutions	3	Societal
49	Vandenabeele (2007), Andersen et al. (2013), Stazyk & Davis (2015)	Public Values	3	Societal
50	Anderfuhren-Biget et al. (2014), Houston (2014)	State Ideology	2	Societal
51	Coursey et al. (2012)	Citizen Participation	1	Societal
52	Liu & Tang (2011)	Corruption	1	Societal

As Public Service Motivation is an individualistic concept, therefore it is evident and natural that more than 52% of the factors that affect PSM are individual-level factors. Individuals choice of job is the highest cited individual factor that affects PSM whereas sub-sector (employee type) and policy environment are highly cited organizational and societal factors respectively.

Outcomes of PSM

A total of 31 outcomes of PSM have been identified. Table 6 shows these outcomes along with their frequency of occurrence. It is further clarified that these outcomes have been listed in general, these outcomes have not been categorized as positive or negative for instance ‘job satisfaction’ is a positive outcome and ‘turnover’ is a negative outcome. Secondly, scenarios where PSM may increase or decrease job satisfaction or whistle blowing does not fall under the scope of this study. Most frequently cited and tested outcome of PSM is ‘job satisfaction’ and has appeared 22 times, followed by ‘Job Performance’ and ‘Organization Citizenship Behavior’ occurring 10 and 7 times respectively in the publications included. The following table will enable scholars and practitioners to comprehend and analyze probable pros and cons of public service motivation:

Table No.6 Outcomes of Public Service Motivation

No.	Citation	Outcome	Occurrence
1	Langbein (2010), Grand (2010), Houston (2011), Liu & Tang (2011), Taylor & Westover (2011), Carpenter et al. (2012), Cun (2012), Kim (2012), Andersen & Kjeldsen (2013), Bright (2013), French & Emerson (2014), Stritch & Christensen (2014), Taylor (2014), Chen & Hsieh (2015), Loon et al. (2015), Liu & Tang (2011), Cun (2012), Grand (2010), Liu et al. (2015), Caillier (2015), Hsieh (2016), Liu and Perry (2016)	Job Satisfaction	22
2	Camilleri (2007), Anderfuehren-Biget et al. (2010), Bellé (2012), Ritz & Brewer (2013), Kroll & Vogel (2014), Waterhouse et al. (2014), Andersen et al. (2014), Bakker (2015), Cheng (2015), Hsieh (2016)	Job Performance	10
3	Cun (2012), Christensen et al. (2013), French & Emerson (2014), Chen & Hsieh (2015), Mostafa et al. (2015), Cun (2012), Gould-Williams et al (2016)	Organization Citizenship Behavior	7
4	Kjeldsen & Jacobsen (2012), Kim (2012), Wright et al. (2013), Mostafa et al. (2015), Caillier (2016)	Organization Commitment	5
5	Paarlberg & Lavigna (2010), Taylor & Taylor (2011), Bellé (2012), Hsieh & Chen (2014)	Productivity	4
6	Park & Kim (2015), Pedersen (2015), Neumann & Ritz (2015)	Pro-Social Behavior	3
7	Vandenabeele (2007), Kim et al. (2012), Desmarais & Gamassou (2014)	Commitment to Public Values	3
8	Bakker (2015), Teo et al. (2016)	Employee Engagement	2
9	Andersen et al. (2014), Rainey & Bakker (2015)	Job Demands Met	2
10	Coursey et al. (2012), Stazyk & Davis (2015)	Responsiveness	2
11	Perry et al. (2008), Leea & Kim (2014)	Voluntary Behavior	2
12	Taylor (2010), Ward (2014)	Awareness of Citizen Rights	2
13	Liu at al. (2015), Liu & Perry (2016)	Community Citizenship Behavior	2

14	Caillier (2015), Caillier (2016)	Extra Role Behavior	2
15	Milne (2007), Chen and Hsieh (2015)	Knowledge Sharing	2
16	Gould-Williams et al (2016), Caillier (2015)	Turnover Intentions*	2
17	Bellé (2012)	Vigilance	1
18	Moynihan (2013)	Budget Maximization	1
19	Georgellis & Tabvuma (2010)	Job Switch	1
20	Giauque et al. (2012)	Work Satisfaction	1
21	Hsieh et al. (2011)	Emotional Labor	1
22	Kjeldsen & Jacobsen (2012)	Sector Affiliation	1
23	Loon et al. (2015)	Employee Wellbeing	1
24	Wright & Christensen (2010)	Social Service	1
25	Pedersen (2013)	Career Development	1
26	Stazyk & Davis (2015)	Ethical Obligations	1
27	Dreves & Müller (2015)	Entry To Public Sector	1
28	Stritch & Christensen (2014)	Work Ownership	1
29	Esteve et al. (2015)	Collaborative Behavior	1
30	Caillier (2015)	Whistle Blowing	1
31	Moustakis (2007)	Innovation & Entrepreneurial Behavior	1

*Turnover Intention has also been identified as an extraneous variable affecting PSM

All of the 31 outcomes of PSM are individual level implications of changes in behavior of individual's employees. Therefore, these cannot be classified the way factors have been classified earlier.

A Synthesized Process Model

One key objective of this SLR on PSM is to synthesis literature and develop a systems/process model that consolidates earlier research on factors affecting PSM, dimensions and outcomes of PSM that are related to some aspect of PSM research. It was found that turnover intention can be identified as an outcome as well as extraneous variable, but due to the fact that another SLR by Ritz et al. (2016) has labeled it as a potential outcome, so this SLR endorses this categorization with two citations. Below is the list of items that were found to be common in antecedents

and extraneous variables categories. **Figure No. 2** shows the model developed on the basis of this Systematic Literature Review.

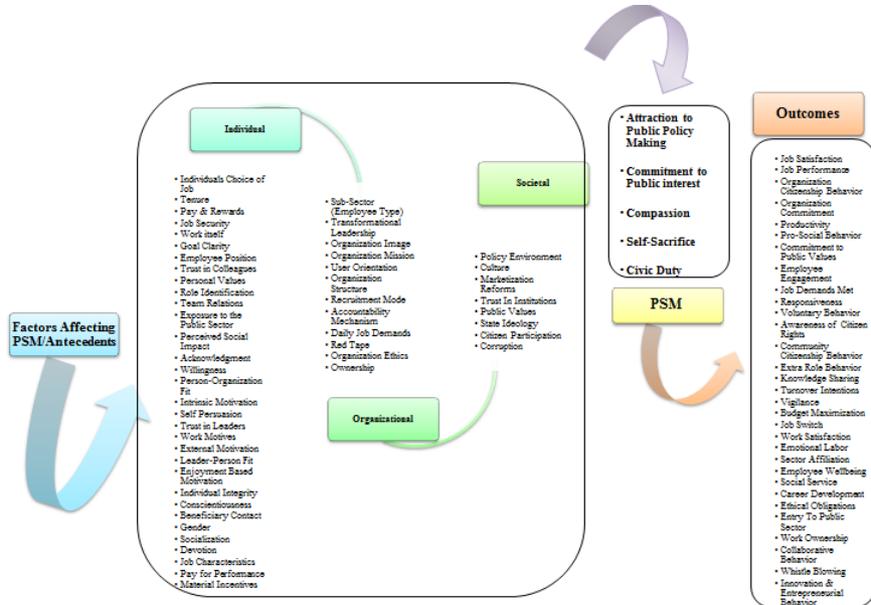


Figure 2. A Synthesized Model for Public Service Motivation

Conclusions

Public Service Motivation is a critical concept having a direct impact on the performance of public sector employees and the public sector itself that remains under allegations and criticism of inefficiency and non-responsiveness. Other than just identifying publication patterns, factors affecting PSM and outcomes of PSM have been identified by the authors which have been integrated into a model. The resulting model is a simple process model. Due to high number of factors and outcomes identified, it might not be practically possible for scholars to test it as a whole, rather different combinations or levels of factors can be subjected to empirical investigation by future researchers. Without any doubt, this review reiterates that interest of scholars and academicians has increased over the years on studying and testing the concept of PSM. Public Service Motivation is a concept that is not just of scholarly interest to academicians but it equally interests and applies to practitioners particularly public administrators and managers that need to deal with multiple complexities and challenges, varying from efficient use of financial and human resources in order to make sure that the public offices and organizations are responsive to the public, and meeting its objectives. Individuals vary in their preferences and motivations regarding any act, similarly, as the idea of PSM suggests individuals have their own reasons for joining the public sector. PSM theory helps in understanding the importance of recruiting individuals that are high in PSM so that they can actually relate to the idea of public service and

help in making the public sector more responsive to the public. Unfortunately, a major finding of this SLR is that *not much weightage has been given to recruitment methods and strategies and selection procedures that enable human resource managers to bring in people with high levels of PSM in to the public service, therefore future research needs to look at PSM from this perspective.*