

The factors influencing public service motivation among public servants in Tanzania Ministry of Health

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International Journal of Science and Research Archive, 2025, 14(01), 052-062

Publication history: Received on 20 November 2024; revised on 01 January 2025; accepted on 03 January 2025

Article DOI: <https://doi.org/10.30574/ijrsra.2025.14.1.2593>

Abstract

This study explored the factors influencing public service motivation among public servants in Tanzania's Ministry of Health. A case-study approach was used, with data collected through semi-structured questionnaires, key informant interviews, document examination, and observation. The findings indicated that most respondents are committed to addressing colleagues' issues, participating in policy discussions, and prioritizing public well-being over personal interests. They emphasize ethical behavior, equal opportunities, and are willing to make personal sacrifices for societal development. Public employees are driven by empathy for the underprivileged and a sense of responsibility to serve the community. The study concludes that public employees are dedicated to serving society, motivated by duty, empathy, and ethical values. They prioritize public interests over personal gain and are committed to improving the public sector. The study recommended increasing employee involvement in decision-making, providing mental health and work-life balance programs, promoting ethical behavior, and addressing social injustices to enhance motivation and strengthen commitment to public service.

Keywords: Public Service; Motivation; Public Servants; Ministry of Health

1. Introduction

Public Service Motivation (PSM) refers to the intrinsic and extrinsic factors that drive individuals in the public sector to serve the public's interests and contribute to the common good. It is a crucial determinant of job performance and service quality, influencing the efficiency of public sector organizations. A motivated public servant is likely to be more committed to organizational goals, which is essential for delivering high-quality services, particularly in sectors like healthcare. Global policy frameworks, such as the Alma-Ata Declaration, highlight that achieving better public service outcomes requires motivated individuals. In Tanzania, as in other countries, public sector reforms have been implemented to improve service delivery, but the success of these reforms depends largely on the motivation of public servants.

Perry's multidimensional PSM framework identifies four key dimensions: Attraction to Policy Making, Commitment to Public Values, Self-Sacrifice, and Compassion. These dimensions capture different motivations, such as the desire to influence public policy, a commitment to societal values, a willingness to make personal sacrifices, and empathy for others. While these dimensions have been widely studied in various contexts, their applicability in Tanzania's unique cultural and socio-economic environment requires further exploration. Understanding how these factors play out in Tanzania could help tailor approaches to enhance PSM among public servants, particularly in the health sector, where the government is working to improve healthcare delivery and address critical public health challenges.

Despite increases in funding and resources for Tanzania's public sector, challenges such as insufficient qualified personnel and low employee motivation continue to affect service delivery. The country's Ministry of Health, which

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plays an important role in healthcare provision, faces significant obstacles in achieving its goals. Identifying and understanding the factors that influence PSM among employees in this sector is crucial for improving motivation, job satisfaction, and performance. This study focused on examining these factors within the Ministry of Health to gain insights that inform public sector reforms. Addressing the factors that influence motivation, Tanzania enhance the effectiveness of its public servants and improve health outcomes across the nation.

1.1. Statement of the Problem

The factors influencing Public Service Motivation (PSM) among public servants in Tanzania's Ministry of Health are critical to understanding the effectiveness of public sector reforms. Over the past two decades, many African countries, including Tanzania, have implemented reforms based on New Public Management (NPM), which promotes market-based management techniques to enhance public sector efficiency. However, research has shown mixed results, with some scholars pointing to negative outcomes, including uncertainty about the role of social welfare in many African countries (Sarpong, 2016; Bolino, 2018). These reforms often overlook a crucial aspect: the motivation of individual public servants, which plays a key role in the success of public service delivery. Motivated employees are essential for making public organizations more efficient and effective, and they contribute to the achievement of organizational goals (Vandenabeele & Schott, 2020).

The rise of NPM led to an increased focus on performance indicators and output-related rewards, driven by market dynamics. However, critics have pointed out issues with these reward systems, which may not fully account for the unique nature of public service (Kim, 2019). Perry (1996) argued that public service is a distinct calling, and understanding the specific motivational mechanisms at play is crucial for improving performance in the public sector. This requires a deeper exploration of the factors that motivate public servants, particularly in the African context.

In Tanzania, employee motivation has a significant impact on public sector performance. Managers must understand what motivates their workers to help achieve institutional goals. Recognizing the key motivational factors is essential for developing effective motivation policies that can enhance productivity and improve public service delivery. Despite its importance, research on PSM in Tanzania remains limited, and there is a lack of validated tools to measure it. This gap emphasized the need for more comprehensive studies to explore PSM in Tanzania's public sector and inform the development of tailored policies that address local challenges.

1.2. Research Objectives

To determine the factors influencing public service motivation among public servants in Tanzania ministry of health

1.3. Research Questions

What are the factors influencing public service motivation among public servants in Tanzania ministry of health?

2. Literature review

2.1. Theoretical Review

2.1.1. Hygiene-Motivation Theory

Herzberg's Two Factor Theory, sometimes referred to as the Hygiene-Motivational Theory, is a well-known management and organizational behavior paradigm. The hypothesis was developed by psychologist Herzberg in the late 1950s to explain what influences someone's motivation and job satisfaction (Herzberg, 1959).

The theory suggests that job satisfaction and dissatisfaction are based on two types of factors: hygiene factors and motivators. Hygiene factors refer to basic needs that must be met to keep employees satisfied, such as job security, working conditions, company policies, and salary. If these factors are not met, it can lead to job dissatisfaction. In contrast, motivators are the factors that encourage individuals to give their best performance, such as recognition, personal growth opportunities, and a sense of achievement. When these factors are present, they can lead to job satisfaction and motivation (Robbins, 2017).

One of the most significant implications of Herzberg's Two Factor Theory is that addressing only the hygiene factors not necessarily lead to job satisfaction or motivation. The presence of motivators is more likely to drive individuals to perform at their best. This suggests that organizations should not only focus on meeting the basic needs of employees but also on creating a work environment that supports employee growth, recognition, and achievement (Spector, 2014).

Herzberg's Two Factor Theory has been widely researched and has been applied in various organizational settings. The theory has been utilized to develop organizational surveys, guide employee training and development programs, and inform management practices.

2.1.2. Expectancy Theory

The Expectancy Theory, developed by Victor Vroom in 1964, provides a framework for understanding employee motivation based on the belief that effort leads to performance, which then results in rewards that hold personal value. This theory emphasizes the relationship between an individual's effort, their performance, and the rewards they expect to receive. According to Vroom, motivation is influenced by three core components: expectancy, instrumentality, and valence. Expectancy is the belief that effort leads to high performance, instrumentality refers to the belief that high performance results in desired rewards, and valence is the importance an individual place on those rewards. These elements are interconnected, and Vroom's theory suggests that motivation is highest when employees believe their efforts result in good performance and lead to valuable rewards.

Public servants often have intrinsic motivations, such as a strong sense of duty and commitment to serving the public good, but they are also influenced by extrinsic rewards, like career advancement or recognition. According to the theory, public servants are more motivated when they believe their efforts lead to meaningful outcomes, such as improved public services or recognition of their contributions. These motivations are closely linked to the elements of expectancy, instrumentality, and valence. For instance, a public servant may be motivated if they believe their work directly improves society (expectancy), that their efforts are acknowledged (instrumentality), and that the rewards or recognition they receive align with their values (valence).

Vroom's Expectancy Theory has been widely used in human resource management to help understand and enhance employee motivation. In the public sector, where resource constraints and high demands create challenges, the theory highlights the importance of designing reward systems that acknowledge the diverse motivations of employees. Focusing on the factors that influence motivation whether intrinsic values, like helping others, or extrinsic rewards, like job security governments and organizations create more effective systems that boost public service motivation. Understanding these underlying factors and tailoring reward systems to meet the needs of public servants helps foster a more engaged, committed, and productive workforce, ultimately improving the quality of public service delivery.

2.2. Empirical Review

Lameck (2011) investigated the use of non-financial incentives to enhance the performance of police officers in Tanzania. Research revealed that employees generally responded positively to financial incentives, and these could be effectively combined with non-financial rewards to boost performance. This suggests that non-monetary rewards, such as recognition, career development opportunities, and work-life balance, have a significant motivating impact on employees, provided they are valued by both employees and management. While financial incentives remain crucial, non-financial rewards are especially important in sectors where monetary compensation alone may not fully satisfy employee needs.

However, it is important to note that this study focused specifically on the police force, whereas the current study examines motivation within the banking industry. The dynamics and challenges of motivation in banking differ due to variations in organizational culture, employee roles, and the nature of the work. Therefore, while the general findings on non-financial rewards are insightful, the research sought to explore how these factors specifically apply within the banking sector.

Chanda and Sichone (2017) conducted research in Tanzania's Ministry of Health to evaluate Public Service Motivation (PSM) among public employees. Their study found a strong positive correlation between PSM and organizational commitment, work happiness, and the desire to remain in one's current position. The research also highlighted that PSM was significantly influenced by a welcoming organizational culture, opportunities for professional development, and a positive working environment. These findings suggest that a healthy work culture and avenues for career growth play crucial roles in fostering motivation among public employees, particularly in the health sector.

As employees in the Ministry of Health often deal with high-stress situations and societal challenges, fostering a supportive environment helps them feel more valued and committed to their roles. The study underscores the importance of leadership that promotes engagement and support for employees in order to improve job satisfaction and, ultimately, the quality of public services provided to the community.

Komba (2019) explored the factors influencing PSM among healthcare workers in Tanzania. The study found that traditional demographic factors like age and educational level did not have a significant effect on PSM. Instead, the research highlighted the importance of workplace-related factors such as workload, job stability, and opportunities for professional development. These findings are important because they suggest that, for employees in the healthcare sector, the environment and organizational support they receive are more critical to their motivation than demographic characteristics.

Additionally, the study emphasized the role of a supportive corporate culture and the sense of mission felt by health workers in driving PSM. A strong corporate culture that aligns with employees' values, such as a commitment to providing quality care, enhances their motivation to remain dedicated to their work. This suggests that healthcare organizations should focus on fostering supportive relationships, creating clear pathways for career advancement, and ensuring that employees feel a deep sense of purpose in their roles.

Siddiqui (2019) examined the impact of institutionalized mentorship on employees' work motivation, commitment, and performance in the United Kingdom. The study found that mentorship programs, while improving employees' perspectives and commitment to the organization, did not directly lead to noticeable improvements in their performance. The research highlighted the importance of other factors, such as fair compensation, promotion opportunities, medical benefits, and a positive work environment, as the most crucial elements motivating employees. These factors are particularly important for employee retention and job satisfaction. When comparing this study to a similar survey conducted in Finland, it was found that wages were the primary motivator for employees in both countries, underscoring the importance of financial compensation in driving employee motivation.

However, the study did not directly address the relationship between motivation and work performance, which is the focus of the current research. In contrast, the current study sought to examine how motivation, whether driven by mentorship, compensation, or organizational culture, directly affects employee performance and the overall effectiveness of the public service. The research also underscores the importance of addressing both intrinsic and extrinsic motivators to create a work environment where employees feel motivated, supported, and valued.

2.3. Research Gap

While existing studies have explored various aspects of Public Service Motivation (PSM) in different sectors and countries, there is still a significant gap in understanding the specific factors influencing PSM within Tanzania's Ministry of Health. Existing research, such as Chanda and Sichone (2017) and Komba (2019), has provided valuable insights into the correlation between PSM and factors such as organizational commitment, work happiness, and workplace environment. However, these studies primarily focus on general aspects of PSM and do not delve deeply into the specific contextual elements within the Tanzanian healthcare sector that uniquely influence motivation. Moreover, while the research by Lameck (2011) on non-financial incentives in Tanzania's police force suggests the importance of both financial and non-financial rewards, there is a lack of similar studies that consider non-financial incentives within the Tanzanian healthcare context, especially in relation to how they impact PSM and, subsequently, employee performance.

This presented a gap in the literature, as it was unclear whether non-financial incentives have the same motivational impact within the Ministry of Health compared to other sectors, such as the police force or banking. Further, Siddiqui (2019) examined mentorship and its effects on work motivation in the UK, but the influence of mentorship or other relational aspects of leadership on PSM within Tanzania's Ministry of Health remained unexplored. Understanding how leadership, mentorship, and organizational support structures contributes to PSM within this context could provide critical insights into improving employee motivation and performance.

Therefore, this research aimed to fill these gaps by exploring the specific factors that influence PSM among public servants in Tanzania's Ministry of Health, particularly the role of non-financial incentives, mentorship, leadership support, and organizational culture in shaping motivation and performance outcomes.

3. Methodology

3.1. Research Design

The study adopted a case study approach to gather data, which is often used to achieve a deeper understanding of a particular subject. Both qualitative and quantitative methods were employed for data collection, allowing for a comprehensive analysis. Qualitative research emphasizes an inductive approach to theory development, while quantitative research focuses on data quantification and analysis.

3.2. Research Approach

The study employed a mixed-methods approach, effectively suited to exploring the phenomenon under investigation. This methodology enabled the ethnographic collection of varied data types, enriching the findings and offering fresh insights. Also, the flexibility of a mixed-methods approach enables researchers to adapt their strategies to the needs of the study, leading to a more nuanced and strong exploration of complex topics.

3.3. Study Area

Tanzania, located in East Africa, is known for its rich cultural heritage, stunning natural beauty, and economic growth. The Ministry of Health plays a crucial role in ensuring that citizens receive quality healthcare services. This research aimed to assess the level of Public Service Motivation (PSM) among public servants within the Ministry of Health, as motivated public servants are vital for delivering high-quality healthcare. Dodoma, the capital city of Tanzania, lies approximately 480 kilometers (300 miles) inland from the Indian Ocean. In 1974, Dodoma was designated as the national capital, with official functions gradually transitioning from Dar es Salaam. The decision to relocate the capital was made to promote social and economic development in the central region and to strengthen the position of the national capital.

3.4. Population and Sampling

The researcher assumed that the selected population possessed the necessary knowledge and experience relevant to the study. Purposive sampling was used to select senior management officials at the Ministry of Health, while random sampling techniques were employed for selecting officers with relevant experience. Purposive sampling targeted respondents with specific and valuable information pertinent to the research questions. Out of the 350 employees at the Ministry of Health headquarters, 122 were selected to ensure a balanced representation of various professions. In-depth interviews were conducted with the Directors of Human Resources and Finance, and ministry officials involved in policy, planning, and regulation were included as key informants. Convenience sampling techniques were used to ensure representation across all groups.

3.5. Data Collection Methods

The researcher collected data using a questionnaire at the Ministry of Health offices over a week with the drop-and-pick method. Participation was voluntary, with some completing surveys on-site. Relevant documents, such as policy papers and guidelines, were reviewed to develop the data collection tools, supported by online searches and the Ministry's Human Resources Department. In-person interviews were conducted from January 20 to April 30, 2022, using a structured guide, including interviews with senior officer and the Director of Human Resource. Data was analyzed promptly, and follow-up interviews were conducted if needed. Observations on office space, employee volume, comfort, safety, and engagement further improved the reliability of the findings.

3.6. Data Analysis

The data were analyzed using descriptive statistics, including measures such as the frequencies, mean, standard deviation, and percentages. This approach allowed the data to be presented in tables. Excel 2017 and the Statistical Package for Social Sciences (SPSS) were employed to ensure accurate and reliable conclusions. The findings were organized and presented clearly to facilitate easy interpretation and understanding. The Ministry of Health was chosen as a case study to examine the factors influencing the motivation of public service providers.

3.7. Ethical Considerations

The study was conducted in strict adherence to scientific and ethical standards. The Principal Investigator submitted the proposal and resume to the Commission for Science and Technology (COSTECH) in Tanzania for review and approval before data collection. COSTECH determined that ethical clearance was not required for the study. Prior to participating, all participants were provided with a consent form to read and sign. The form assured participants that their information would be kept confidential, and that their data would be analyzed collectively rather than individually. Participation was entirely voluntary, with no pressure or coercion applied. The Principal Investigator showed respect and courtesy to local authorities and institutional leaders to gain their cooperation before beginning data collection. Participants were also informed that they would not receive any direct personal benefit from their involvement in the study.

4. Results and discussion

4.1. Demographic Profile of the Respondents

The study involved a sample of 120 employees and 2 Directors of Human Resources and Finance, who were responsible for ensuring that all employees at the Ministry of Health were well motivated. A total of 120 questionnaires were distributed, and 2 respondents were interviewed in-depth. The diversity of the respondents, including both junior staff and senior directors, provided a comprehensive view of the factors influencing Public Service Motivation (PSM) within the Ministry of Health. This wide range of perspectives helped the researcher gain a balanced understanding of the experiences and motivations across different levels of the ministry's workforce.

4.1.1. Gender of Respondents

The gender distribution of respondents showed that 60.8% were men and 39.2% were women. This indicates a predominantly male representation among the participants. However, it is important to note that both men and women were included in the survey, ensuring that both genders had the opportunity to express their views on PSM among public servants at Tanzania's Ministry of Health. Despite the gender disparity, both male and female employees exhibited similar levels of motivation to serve the public. This suggests that, within this context, gender did not significantly influence their commitment to public service, reflecting a shared dedication to contributing to the well-being of society.

4.1.2. Age Profile of Respondents

The age distribution of respondents showed a range of experience levels. Results revealed that 5% of participants were between the ages of 18 and 21, 22.5% were between 21 and 35 years old, 35.8% were between 35 and 45 years old, 22.5% were between 45 and 55 years old, and 14.2% were 55 years or older. The majority of respondents, or 35.8%, were in the age group of 35 to 45, followed by the 45 to 55 age group. This age range indicates that the participants were mature enough to understand and reflect on the challenges related to public service motivation. Respondents in these age groups likely brought significant professional experience and life wisdom to their perspectives, providing a valuable depth of insight into the factors affecting motivation at the Ministry of Health.

4.1.3. Educational Level of Respondents

The educational background of the respondents was varied, reflecting a broad spectrum of expertise within the Ministry of Health. The results showed that 11.7% of respondents had certificates, 20.8% had diplomas, 12.5% had advanced diplomas, 33.3% held bachelor's degrees, and 21.7% had obtained master's degrees. This diversity in educational qualifications allowed for a comprehensive understanding of public service motivation from different educational perspectives. Employees with higher education, such as those holding master's degrees, likely brought a more analytical and theoretical understanding to the issues surrounding motivation, while those with diplomas or certificates might have provided practical, on-the-ground insights. This variety of educational experiences contributed to a holistic view of the factors influencing PSM within the ministry.

4.1.4. Duration of Employment

The length of time respondents had worked at the Ministry of Health varied, providing a range of experience in the organization. The results indicated that 5.8% of respondents had less than one year of work experience, 17.5% had between one and five years, 50% had between six and ten years, and 26.7% had more than ten years of service. A significant portion of respondents, or 50%, had between six and ten years of experience, which suggests they had a good understanding of the dynamics and challenges faced by public servants within the Ministry of Health. With ample work experience, the participants were able to offer informed opinions on the motivational factors within the public sector, having had sufficient time to observe and engage with various policies and practices related to public service. This diversity in work experience further enriched the study's findings, making the data more robust and reliable.

4.1.5. Categories how the person fits in the organization

Results showed that 51.7% of respondents who fit the management cadre and 48.3% of respondents who fits the non-management cadre. This shows that employees who fit for management cadre are more than those who do not fit the management cadre during answering the question which wanted to gather data that could justify the category an employee fits in the organization.

Table 1 Demographic Profile of the Respondents

Demographic Characteristic	Category	Frequency (n)	Percentage (%)
Gender of Respondents	Male	73	60.8
	Female	47	39.2
Age Profile of Respondents	18-21Years	6	5.0
	21-35Years	27	22.5
	35-45Years	43	35.8
	45-55Years	27	22.5
	Over 55 Years	17	14.2
Educational Level of Respondents	Certificate	14	11.7
	Diploma	25	20.8
	Advanced Diploma	15	12.5
	Bachelor Degree	40	33.3
	Master's Degree	26	21.7
Duration of Employment	Less Than a Year	7	5.8
	1-5Years	21	17.5
	6-10Years	60	50.0
	More than 10 Years	32	26.7
Categories how the person fits in the organization	Management Cadre	62	51.7
	Non-Management Cadre	58	48.3

Source: Field survey data (2022)

4.2. Descriptive statistics for Public Service Motivation (PSM)

4.2.1. Attraction to Public Policy

The dimension "Discussion of Matters related to Government Policies" has an average score of 3.4833 and a measure of variability of 1.20212. The dimension "Participation in Problem Solving Activities" has an average score of 3.5250 and a measure of variability of 1.20198. The dimension "Reflection on Personal Views" has the highest average score of 3.4333 and a measure of variability of 1.22119. In general, the average scores for the dimensions range from 3.3167 to 3.8083, with measures of variability ranging from 1.13006 to 1.22119. These descriptive statistics provide information about the central tendency and spread of the scores for each dimension. Findings indicated that majority of respondents agreed that they like to share government policy issues with colleagues. This implies that most of employees are comfortable to have a thorough discussion regarding the government policies and how they are important to them.

4.2.2. Commitment to Public Values

The highest mean score is for the dimension of "Dignity and Well Being" (3.5167), indicating that this dimension is perceived more positively compared to the other dimensions. The standard deviation is a measure of dispersion, which indicates how spreads out the responses are from the mean. The standard deviation for "Dignity and Well Being" is the lowest (1.07675), indicating that the responses for this dimension are more consistent and less spread out compared to the other dimensions.

4.2.3. Compassion

The dimensions are: "Stressed with the problem of Underprivileged", "Pity with other People who face Difficulties", "Unfair Treatment of Others", "Other People's Welfare", and "Care about Others". The sample size for each dimension is 120 individuals. The mean score for each dimension ranges from 3.2583 to 3.5667, with a standard deviation ranging from 1.09991 to 1.15588. The mean score indicates the average level of compassion, while the standard deviation

4.2.4 Self-Sacrifice

The dimensions are: "Make Sacrifice", "Putting Public Interest First", "Contribute to the Society", "Servicing Others Brings Pleasures", and "Personal Achievement against better society means". The sample size for each dimension is 120 individuals. The mean score for each dimension ranges from 3.2583 to 3.5667, with a standard deviation ranging from 1.09848 to 1.15588. The mean score indicates the average level of self-sacrifice within the sample, while the standard deviation indicates the degree of variability or spread of the scores within the sample. The highest mean score is for "Make Sacrifice" (3.5667), indicating that on average, individuals in the sample are inclined to make sacrifices for others. The lowest mean score is for "Servicing Others Brings Pleasures" (3.2583), indicating that on average, individuals in the sample does not see serving others as a source of pleasure.

Table 2 Descriptive statistics for Public Service Motivation (PSM)

Dimensions		N	Mean	Std. Deviation
Attraction to policy making	Discussion of Matters related to Government Policies	120	3.4833	1.20212
	Participation to Problem Solving Activities	120	3.5250	1.20198
	Reflection to Personal views	120	3.4333	1.22119
	Desire to Relieve the Development	120	3.8083	1.16168
	Promote Realization of Constitutional Principles	120	3.6083	1.16890
	Safe Guard Democratic Governance	120	3.3167	1.13006
	Work and Make Improvement	120	3.3333	1.16196
Commitment to public values	Guarantee of Equal Opportunities	120	3.5167	1.09224
	Dignity and Well Being	120	3.5167	1.07675
	Future Generation Interests	120	3.5917	1.20570
	Ethnical Manner	120	3.5750	1.19988
	Legitimacy	120	3.3500	1.14972
	Safe Guarding Individual Works Right	120	3.2750	1.15927
Compassion	Stressed with problem of Under privileged	120	3.5500	1.10651
	Pity with other People who faces Difficulties	120	3.4000	1.13315
	Unfair Treatment of Others	120	3.5667	1.12820
	Another Peoples Welfare	120	3.3167	1.09991
	Care about Others	120	3.2583	1.15588
Self-sacrifice	Make Sacrifice	120	3.5583	1.09848
	Putting Public Interest First	120	3.4417	1.10610
	Contribute to the Society	120	3.5667	1.12820
	Servicing Others Brings Pleasures	120	3.3167	1.09991
	Personal Achievement against better society means	120	3.2583	1.15588
	Valid N (listwise)	120		

Source: Field Data (2022)

The findings show that most respondents are willing to participate in activities that address the problems of their fellow public employees. This suggests that they understand these issues and are ready to help solve them. The majority also agreed that they try to share their personal views on policy matters. This means they understand how policies affect public service motivation and believe these policies can influence their morale. Also, most respondents want to contribute to the development of the public sector. They are committed to working hard to support their country's socio-economic growth and to help achieve the goals of public organizations. Moreover, many respondents want to improve the public sector. They are eager to help enhance public service delivery and are committed to making the sector better overall.

The majority of respondents emphasized the importance of equal opportunities for all public workers, ensuring fair treatment regardless of rank, which increases employee commitment. They also highlighted the need for the government to prioritize the well-being and dignity of individuals to maintain employee motivation and commitment. Ethical behavior and the legitimacy of actions were also considered vital, with respondents stressing that public servant must follow rules and avoid unethical practices. Respondents supported protecting individual work rights and expressed satisfaction with their commitment to public principles. They value civic service and are dedicated to contributing to the community. Furthermore, many believed that public well-being should take precedence over personal well-being, with some willing to sacrifice personal comfort to ensure the delivery of critical services. During the interview, one of the respondents reported that:

"As a public officer, the majority of my activities necessitate my participation on many sites. I sometimes have transportation issues, but I keep pushing to get to the site since I am well aware that if I do not get to the site and meet the deadlines, certain critical services will be missed by society, therefore this motivates me to serve the community diligently at any costs". [Key informant 1, interview, 2022]

On the other hand, another respondent added that:

"As a public officer, I must ensure that other employees receive their legally required services on schedule. This may necessitate my working considerably longer hours in the office, mostly without compensation, just to ensure that they receive their services and to avoid further issues. It means a lot to me to provide improved services to the ministry of health's government personnel". [Key informant 2, interview, 2022]

The majority of respondents agreed that they are willing to make sacrifices for the betterment of society, showing their commitment to serving the public and working for the collective good. They also believe in putting civic duty before personal interests, demonstrating a sense of self-sacrifice for the benefit of others. Respondents emphasized the importance of contributing more to societal development than receiving from it, as public service is focused on serving the community rather than personal gain. Many expressed that serving the community gives them a sense of fulfillment, even if they gain nothing in return. Additionally, the majority agreed that improving society is more important to them than individual success. They believe that a well-developed society builds trust in the public sector, which is why they prioritize societal improvement over personal achievements. Most respondents also felt that public well-being should take precedence over individual well-being, sometimes even willing to endure personal sacrifices for the benefit of citizens.

The majority of respondents agreed that they feel sympathy for the underprivileged and empathize with those facing difficulties, highlighting the importance of self-sacrifice in public service. This self-sacrifice allows public employees to connect with others' struggles and motivates them to serve in the best interest of society. Respondents also expressed strong feelings of anger when they see others being unfairly treated, showing that public employees deeply empathize with others and are committed to fighting injustice. They also agreed that it is crucial to consider the welfare of others, indicating that public servants prioritize the well-being of the community. Additionally, the majority agreed that making a better society is more important to them than personal achievements. They believe that a well-developed society builds trust in the public sector, and they are dedicated to contributing to this greater good. Respondents also emphasized that they care deeply about others, which ensures they will not harm or deprive people of their rights. Despite the challenges, they are committed to the well-being of others, showing faith in their work as serving the greater good of humanity rather than personal gain.

"I feel obligated to the community as a public servant in environmental science and sanitation. Due to poor environment-related problems such as disease, society cannot flourish without a clean and sound environment; therefore, it is my obligation to ensure that the environment is clean at all times. As a result, I believe I am playing a vital part in my community and country." [Key informant 1, interview, 2022]

Chanda and Sichone (2017) and Komba (2019, highlight PSM's contribution to raising public sector performance. The findings of this study back up the idea that public service motivation can be utilized to investigate peoples' motivation to work in government. However, attraction to the public service component contradicts this viewpoint. It's also worth noting that having a self-interested reason for working in the public sector doesn't rule out the possibility of concurrent PSM, as the research has discovered.

5. Conclusions

The study concluded that public employee is highly committed to serving the greater good of society, demonstrating a strong sense of empathy, ethical responsibility, and willingness to make personal sacrifices. Most respondents expressed a readiness to engage in activities addressing the challenges faced by their colleagues, showing an understanding of these issues and a desire to help resolve them. They also recognize the importance of policies that support public service motivation and are eager to contribute to the development and improvement of the public sector. Also, public employees prioritize the well-being and dignity of individuals, emphasizing the need for ethical behavior, equal opportunities, and the protection of workers' rights.

They are driven by a sense of duty to serve the public interest rather than personal gain, with many willing to sacrifice their own comfort to ensure societal betterment. Respondents believe that improving society and public well-being is more important than individual success, reinforcing their commitment to the collective good. Moreover, the findings demonstrate that public employees are motivated by a deep sense of civic duty and a commitment to making a positive impact on their communities. Their dedication to serving others and their belief in the greater good of humanity strengthen their trust in the public sector and highlight the importance of public service in achieving societal progress.

Recommendations

The study recommended that public organizations increase employee participation in decision-making, involving them in key policy discussions and ensuring clear communication channels for policy feedback. Promoting equal opportunities and fair treatment for all employees is vital for fostering motivation and engagement. Additionally, prioritizing employee well-being through mental health programs and work-life balance policies is essential for maintaining high levels of motivation and job satisfaction. Ethical behavior should be reinforced through training and strong anti-corruption policies, while public servants should be recognized and rewarded for their dedication and willingness to make personal sacrifices for the public good.

Moreover, the study recommended addressing social injustices and offering professional growth opportunities to further strengthen employees' commitment to public service. Ensuring employees have equal access to career advancement and skill development opportunities reinforces their sense of purpose and dedication. Creating a culture of self-sacrifice and societal contribution can inspire greater dedication from staff. These actions, combined with a commitment to fairness, well-being, and ethical practices, foster a more motivated and effective workforce dedicated to improving societal welfare.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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