

A comparative study of employee's Public Service Motivation Levels
across public leisure centres within Ireland's local authorities.

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Abstract

In the past number of years there has been an increase in the number of fitness facilities supplied by local government authorities throughout Ireland. Three distinct provision models are currently used to provide these services, directly provided, arm's-length and private management companies. The latter two were introduced in the United Kingdom to provide cost savings. The purpose of this study is to examine the staff of these provision models through the prism of Public Service Motivation (PSM). In the literature PSM is recognised as essential element in the recruitment and performance of public sector workers. Using the scale developed by Perry (1996), the four dimensions of PSM were examined. The research found that there was a significant difference in PSM across provision models with privately managed centres staff displaying less altruistic tendencies than their arm's-length colleagues. The secondary hypothesis in the study found that hierarchical level and contract type did not influence PSM levels as the literature suggested. When compared to international studies, the sample displayed lower levels of PSM than their public sector colleagues. The information contained in this dissertation will be of interest to local government authorities when deciding which provision models is the best fit for their facilities.

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Table of Contents

Chapter	Page
Introduction	7
Literature Review	10
Research Objectives	19
Research Methodology	20
Results	35
Discussion	51
Conclusions	56
Reference List	61

List of Figures

Figure	Page
1: Maslow's Hierarchy of Needs	11
2: Onion Model	20

List of Tables

Table	Page
1: Variable Measures	26
2: Cronbach Alpha Values	27
3: Shapro-Wilk Values	27
4: Correlation Test between the four dimensions of PSM and the overall PSM	29
5: Comparison of Sample and Dublin City Council populations	32
6: Characteristics of Sample	36
7: Overall PSM Figures	37
8: Provision Model Statistics	38
9: Managers and Core Staff Statistics	40
10: Permanent and Temporary Staff Statistics	41
11: Education Level Statistics	42
12: Length of Service Statistics	44
13: Age Statistics	45
14: Marital Status Statistics	47
15: Gender Statistic	48
16 : International Statistics	49
17: Linear Regression of PSM	49
18: Linear Regression of PSM with length and role and independent variables	50

Chapter 1: Introduction

Over the past number of decades Ireland has witnessed a major increase in the number of its citizens using health and fitness clubs. Householders in Ireland spend €1.9 billion per annum on sports, €101.8 million of which is paid to health and fitness clubs (Irish Sports Council, 2008). The state spent €76 million on sport in 2013 a decrease of 65% on the figure in 2008 (Federation of Irish Sport, 2013).

There are many economic benefits to sports provision in any nation, which can include contributions to employment and taxation to the state. For the user social and health benefits are often cited as the main reasons for participation. There is also the added benefit of a healthier workforce and a reduced spend on health care. It is the stated objective of the Department for Transport, Tourism and Sport to 'To increase participation and interest in sport... to develop sports at local level in partnership with other Government Departments' (DTTAS, 2014). These objectives are partly met by central sports capital grants, given to local authorities to develop facilities in their regions to service the local community. Examples of this include swimming pool, running tracks and fitness centres.

For local authorities the provision of stand-alone swimming pools has been a major feature of the facilities offered in the past. The modern day consumer is more demanding and expects the provision of a higher quality of service and facility to be provided. This is the rationale for providing modern fitness facilities which including features such as gyms, studios, pools and playing pitches that are now the standard across the industry.

Recent decades have seen a major increase in the number of fitness facilities on offer in the country, traditionally fitness clubs were located in affluent areas with a large population density. However a major shift has taken place with local authorities driving an increase in facilities offered to a broader section of society located throughout the country (Cooperation, 2008). Simultaneously private providers have increased the numbers of facilities they provide, recognising the potential market for fitness centres in Ireland with personal exercise and weights making up 15% of sports participation in Ireland in 2013 (Irish Sports Council, 2013). What distinguishes the public sector offering from their private sector competitors is the social element of the facilities

whereby there is an expectation that the centre is open to all users as evidenced by reduced rates for unemployed and older citizens (Hodgkinson & Hughes 2012).

Local authorities in the past have favoured directly providing fitness facilities to the community, however since sport is not a core service in local authorities, it is at the discretion of each local authority how they provide services. As such, different models have appeared mirroring those in the United Kingdom (Liu, 2009). The first is contracting a private management company to run the facilities on the council's behalf. An example of this is Aura Leisure who manage facilities in seven different counties in Ireland. The second model, is the council setting up a leisure trust or arm's-length centre whose profits are invested back into the community as opposed to increasing shareholder wealth. This model will have a board of directors consisting of employees of the council and as such there is more scope for influence on the centre than the management company model. As opposed to the United Kingdom which currently has close to an even split between the three models, there is currently only one council that directly provides a leisure centre in Ireland, that is Dublin City Council (DCC), who also provide one facility through a leisure trust. The trend in the United Kingdom is over time beginning to move away from directly provided facilities to one of the other two models,

As a services industry, leisure has traditionally seen a high turnover in staff (Ogden and MacVicar, 2001). Modern literature argues that one of the key competitive advantages an organisation can possess is its human capital and the knowledge that an employee builds whilst working for an organisation is a key to its success (Hitt et al., 2008). Therefore the high turnover of staff in this context is a challenge for the management of every leisure facility. How best to retain staff is key to the success of a facility. One of the components which makes up the decision set of a worker changing his/her role is their motivation. A better understanding of the role this plays in a leisure context will increase the decision making ability of management to make key strategic decisions over the future of service provision in the country.

The importance of PSM to an effective public service has become increasingly prevalent since the sector has endured a number of years of reduction in staff levels, pay, promotion and implementation of new work practices (IPA, 2013). This has led to a decrease in moral in the public sector as these measures have taken their toll on staff.

There is also an expectation that a more efficient public sector is needed in Ireland. Managers can use PSM as a tool to retain and recruit able staff to the public sector ensuring the goals of the organisation are met.

The rationale behind offering facilities through the two new models was to maximise revenue and to minimise costs for the councils involved whilst also providing a community service that made the service available to all of its citizens (Cooperation, 2008). In that context the author will explore through a comparison of local authority facilities in Dublin the motivations of staff in direct provision public facilities and leisure trusts. The degree of motivation of the contrasting models will in the broader context add to the debate about which provision model councils should follow into the future.

Chapter 2: Literature Review

2.1 Motivation

In today's open and highly competitive business environment human capital is seen as one of the key drivers of success. Porter identified the internal customer as an integral part of the micro environmental analysis of an organization's five forces (Porter, 2008). Once the correct employees are hired it is essential for an organisation to ensure each employee is working in an environment whereby they can contribute as much as possible to the overall productivity, aid innovation and sustain competitive advantage. 'The firm's ability to survive and prosper is increasingly a function of the human resources that they possess' (Hitt et al., 2008). It is the role of the manager to negotiate and allocate resources to maximise the output of the employees at their disposal (Mintzberg, 1975). An effective means of achieving these goals is the motivation of employees in the workplace. Motivation is defined as a set of forces that energise, direct and sustain behaviour (Perry and Porter, 1982). There are two distinct parts to motivation. First, intrinsic rewards is the ability to satisfy innate psychological needs (Ryan and Deci, 2000). Second, extrinsic rewards are those which are satisfied indirectly, mainly through payment (Osterloh et al. 2002).

2.1.1 Content Theories

There has been a large body of work concentrated on the factors that motivates employees with content theories such as Maslow, McClelland and Herzberg which examine the needs of the individual in the context of internal or external factors. Maslow's needs hierarchy theory separates the needs of each person into five distinct levels. When each of the lower levels is satisfied the individual has the ability to obtain the next need as shown in figure one (Maslow, 1943). Whilst Maslow was concerned with internal factors, Hertzberg motivation theory was concerned with the external rewards believing that hygiene factors such as job security and quality of supervision if met would provide general satisfaction. However to truly motivate and have a strong organisational commitment from an employee, motivators such as status, opportunity

and growth were needed. One of the most highly regarded theories in the current literature (Ramlall 2004) is the job characteristics model as put forward by Hackmann, and Oldham (1984). The theory put forward is that an employee will experience motivation when three factors are satisfied, a feeling of responsibility for the outcome of the work, the work must be experienced as meaningful by the employee and they must be aware of how effectively he/she converts effort into performance. For these conditions to exist certain criteria need to be met, a variety of skills to be used, task identity and task significance. It was found that the more talents used to achieve a goal the more rewarding the experience (Ramlall 2004).

Figure 1: Maslow's Hierarchy of Needs



(Maslow, and Frager 1970)

2.1.2 Process Theories

Whilst Content Theory described at a general level the needs of an employee, process theory went beyond this with authors such as Adams, Vroom, Locke and Bandura. The focus of these studies is how the respective behaviours of employees can be energized, directed, sustained and stopped. Equity Theory proposes that if an employee's ratio of outcome to inputs were equal then they were satisfied (Adams and Freedman, 1976).

Whilst if the ratio of their outcomes to inputs was less they were dissatisfied and motivated to increase output, decrease input or change referent. The concept of a worker's referent is an important one as it has a strong link to how one perceives their value. The perception of reward by the employee determined the motivational outcome of each scenario. Goal Setting Theory as the names indicates explored the motivational effects of clear targets (Latham & Locke, 1979). Targets were shown to provide direction, clarify expectations and are the foundation for behavioural self-management. It is essential that each goal was specific, attainable yet challenging. At a management level it meant greater participation, a sense of ownership and an acceptance of the needs of the business.

There are certain factors which the literature has put forward which are important to our understanding of motivation these range from the needs of the employee, work environment, responsibilities, supervision, fairness, effort, employee development and feedback (Ramlall, 2004). Each theory mentioned above addresses one or more of the factors mentioned, however as of yet a complete theory which tackles all elements of motivation in the workplace has not been produced. Therefore there is much scholarly debate as to which motivational theory should be used when addressing a specific work place setting. In the context of this dissertation the theories outlined each have their own merits in addressing the question of motivation however to fully understand the specific dynamics of the research questioned proposed a further analysis of the literature is required.

2.2 Public Sector Motivation

2.2.1 Definition and context

The concept that public servants have a drive to contribute to the public interest stretches back as far as ancient Greece with Aristotle and Plato both commenting on this theory (Horton, 2008). In terms of working in the public sector the modern literature refers to this this concept as public sector motivation (PSM). There are various definitions of PSM; the earliest and most widely used definition of PSM is that of Perry and Wise (1990) "an individual's predisposition to respond to motives grounded primarily

or uniquely in public institutions and organizations". Since 1990 the literature has developed to suggest that altruistic values are of key importance in the definition of PSM (Le Grand, 2003). Simultaneously the concept of PSM has also been investigated in different regions across the globe. This has led to some debate on whether Perry and Wise's definition and can be directly applied to different nations around the globe (Vandenabeele, 2007 ; Kim et al. 2013). In Cerase and Farinella's research into PSM in Italy a modified scale was used to test for PSM due to the mistrust Italian public servant feel toward politics. Some of the items on the scale because of the manner in which they are worded are not considered by some researchers to carry the same meaning outside of the U.S.A. where Perry's scale was originally tested (Leisink and Steijn, 2009; Coursey and Pandey, 2008). The definition for the purposes of this research takes account of these developments and as such proposes that the applicable definition for PSM is

"the belief, values and attitudes that go beyond self-interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate"
(Vandenabeele, 2007).

As alluded to earlier in this research there are two types of motivation intrinsic and extrinsic. It is proposed by scholars that public sector workers are motivated to a greater degree by intrinsic values as opposed to private sector workers (Perry et al. 2010). Work life balance has also shown to be a key concern of public sector employees and the reason for working less hours than their counterparts (Buelens & Broeck, 2007). Some findings have contradicted this generally held theory in certain countries (Gabris and Simo, 1995). These issues have partly been addressed by Vandenabeele (2014) who believes that there is a direct relationship between a lack of PSM and the degree of corruption in a country's public service. Since people who are more altruistic are less likely to fit in a system which is corrupt, they are more evenly spread across public and private sectors in these nations as there is no natural fit for them to serve the greater public good. Certain hypotheses have been put forward by scholars in their research, an overview of those generally accepted are important to distinguish the differences in PSM. The three main criteria put forward were as follows (Perry and Wise, 1990).

Attraction – selection – attrition

Individuals with higher PSM are more likely to be attracted to work in the public sector (Cowley Smith, 2014). Those with high levels of PSM are more committed to the organisation.

Performance

PSM is a driver of performance; the worker has less need for strong incentives whether they are monetary or otherwise since they are intrinsically motivated by their role (Cowley, Smith 2014)

Organisational incentive structure

People with high PSM in government are less dependant on incentives to manage performance.

Intrinsic rewards offered by the nature of an organisation were more important to public sector employees. These findings are contradictory to the assertion Perry and Hondeghem (2010) have put forward that people are generally as a rule quite selfish. So despite evidence showing that public sector workers are altruistic; this does not indicate that extrinsic motivations are not a factor in the broader context (Wright et al. 2001).

These three criteria illustrate the importance of hiring the correct employee for a role in a local government facility. Extrinsic rewards in terms of monetary gain are extremely low in the local government sector. Therefore there is a need to rely on the human resource function of implementing an effective recruitment process to select the best fit for the organisation (IPA, 2013) . Coupled with the moratorium on recruitment in the public sector which means there is little prospect of a permanent full time position for those currently on temporary contracts, the importance of altruistic motivation for those directly employed by local government is crucial. This contrasts to the other provision models which have more flexibility in their recruitment and reward systems and therefore can rely less on intrinsic motivation, highlights a key difference between the different provision models.

2.3 Temporary and Full Time Workers

Up until the 1970's workers were mainly full time employees, however due to employees search for flexibility in their work life balance an increase in temporary workers occurred (Kalleberg, 2012). As the century continued firms began to see the benefit of temporary workers for themselves as well as the employee. One of the results of the expansion of the services sector in the past few decades has been the increase in the number of temporary workers in the economy. For an employer the benefits of a temporary employee are their flexibility for the business. Their hours can be easily increased or decreased, as well as the ability to change their shift pattern to adjust to the organization's needs (Conway and Briner, 2002). Despite hypothesis to the contrary, taken as a whole, temporary workers do not exhibit any less motivation or satisfaction with their roles when compared to full time employees (Thorsteinson, 2003). One explanation for the contradictory nature of the research up until this point on a lack of disparity between the two groups is that temporary workers use their colleagues on the same terms of employment as their referent (Doeringhaus and Feldman, 1992). Whilst were they to use full time staff as their referent it is proposed that in terms of job benefits and pay they would be less satisfied (Kalleberg, 2000). Overall temporary workers do receive less pay and benefits than their full time colleagues and are generally associated in Europe with marginal employment (Kalleberg, 2012).

2.3.1 Voluntary and Involuntary Temporary Workers

Whilst the literature has not been able to make any conclusive statements on differences between temporary and full time employees, in recent years promising theories have been developed on the nature of temporary work. Namely whether the worker chooses temporary work on a voluntary or involuntary basis. As has been refereed to in the literature on PSM one of the main concerns for public sector employees is work life balance. The decision to work part time if taken on a voluntary basis means these

workers are likely to be as satisfied with the temporary nature of their employment (Maynard et al. 2006). Whilst for those temporary workers who are working part time involuntarily due to lack of opportunities or ill health, it is intuitive that these employees would be less satisfied with their roles than their full time colleagues . For the purposes of this study a certain number of the staff examined will be college students who fall into the voluntary category of temporary workers. The literature has shown that college students tend to have a negative attitude toward their work locations since the roles they hold are not associated with their future career paths (Maynard and Parfyonova 2013).

2.4 Fitness Industry Employees

There has been a growing trend in the services industry since the 1970's for an increase in temporary workers as they are deemed to be more flexible than the core full time staff. The leisure industry has different peaks and troughs which vary by day, week and month. Therefore employee flexibility is seen as a key competitive advantage for a fitness facility over its rivals as it enables them to react accordingly to customer demand in the facility (Pettinger, 1998). Workers in fitness facilities often have functional flexibility in that they fulfil more than one role. In the case of certain centres this may mean a staff member fulfilling the role of receptionist, lifeguard, fitness instructor and cleaner. Whilst in other facilities functional flexibility may be severely limited as is the case in about 50% of facilities (Ogden and MacVicar, 2001). An employee would have one fixed role in the centre and would be expected to concentrate solely on that role within the organisation. Despite the importance of full time workers performing core activities in the centres, in a leisure context temporary workers are also performing core face to face interactions with customers. This presents issues for leisure management as temporary workers in the leisure industry are often characterised as an insecure, low commitment workforce (Ogden and MacVicar, 2001). There is also a high amount of responsibility put on temporary workers in this context as the client relationship is crucial for the retention of customers in the fitness industry. Employee motivation will have a direct effect on this interaction (Hill and Green, 2012). It is management's responsibility to create a culture in which employees are motivated in their roles to ensure their interactions are as profitable as possible for the organisation (Townsend, 2004).

2.4.1 Differences in Fitness Facilities

There is a small body of theory on the differences in public and private facilities in terms of employee motivation, satisfaction and practices. These studies have mainly been completed on a case study basis with small samples of each facility compared to each other. In research conducted by Mac Vicar and Ogden (2001) public sector management still held true for the model employer tradition, in that they were the most conscious of their employee's needs (Beaumont 1981). Whilst surprisingly the private facilities had the most full time members of staff. Each staffing decision chosen by the facility had at its core how best to service the needs of their employees most effectively. It highlights that there is not one standard staffing model in the industry in terms of temporary and full time workers. In Townsend's (2004) examination of two fitness facilities in Australia which were part of the same organisation, he found there was a large disparity between the cultures of both centres due to management style. In one centre there was a loose supportive culture which helped to motivate staff and decrease turnover. Whilst in the second facility management implemented a more bureaucratic management style which staff resisted and led to increased unhappiness and staff resistance to management policies. This case study shows the importance of organisational culture for staff motivation levels. Whilst it has not been shown that improving a good culture can improve performance, there is evidence to show that a poor culture will affect employee's satisfaction levels and resultant performance (Townsend 2004).

2.5 Provision Models and PSM

There is only a small body of work in the literature assessing similar roles being through the prism of PSM in different sectors whether they are public or private. The three provision models range from a traditional public sector model of employment to an outsourcing model which displays many of the attributes of a private sector fitness facility. One key finding which may have repercussions for this assignment is that health care workers in both public and private sectors were shown to be similarly disposed to PSM since the nature of their work was altruistic (Anderson, 2009). Despite PSM

primarily being associated with public sector employees this example shows that it is not unique to government roles (Perry et al. 2010). The altruistic nature of fitness workers whose main role is to develop their clients well being, may lead to no significant change in motivation for those working in the public or semi-private work locations in the leisure sector.

2.6 Conclusion

From the literature reviewed above it can be seen that there is a wealth of information on motivation in the workplace whether it be through PSM, temporary, student or private sector motivation. The theories of motivation have a long established body of work which has many different views and scales. The two themes which come to the fore throughout the review is that of intrinsic and extrinsic rewards and for the purposes of this research which is the most appropriate when judging motivation in a public sector workplace setting. The three distinct provision models chosen by local government to provide leisure services in the local community need to be examined to discover if the directly provided centres illustrate a higher levels of PSM which could distinguish them from the arm length or management company models. The intrinsic motivation in the fitness industry as a whole may mean there is little variability across provision models and which centre a prospective employee seeks to work is not influenced by altruistic motivations. Despite the wealth of literature which explores three of the topics, motivation in a leisure setting has only a small amount of studies which are found to investigate the phenomenon. Very few conclusive statements can be drawn from such a small body of work. Therefore to explore motivation in a public leisure setting it is essential to use a well tested process grounded in the literature. Thereafter it needs to be illustrated how this scale relates not only to leisure workers from the different provision models but also sub sections such as temporary, full time and management. All of which have their own distinct characteristic in the literature which should hold true for research done in a leisure setting too.

Chapter 3: Research Objectives

The primary aim of this research is to examine employee motivation across different provision models for public leisure centres within Ireland's local authority regions under a number of headings. The three models are directly provided, arm's length and privately managed companies. Dublin City Council is the only direct provider of facilities in the Republic of Ireland.

The primary hypothesis is there are altruistic motivational differences between the three provision models with directly provided centres displaying higher PSM levels than arms length and private management firms centres.

A secondary hypothesis from the proposed research is that permanent employees are more motivated than temporary employees in their roles in local authority fitness centres.

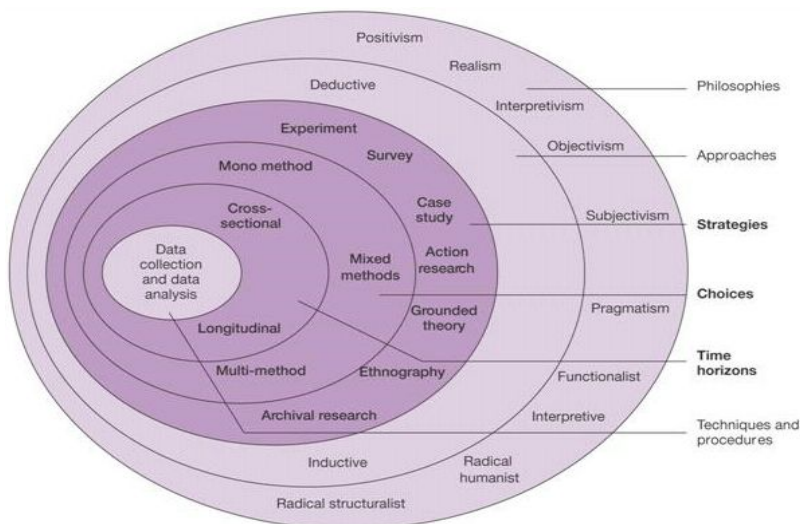
The final secondary hypothesis of the research is that a higher hierarchical level will have a positive effect on the motivation levels of the employee.

4 Research Methodology

4.1 Introduction

This chapter will discuss the research methodology undertaken by the researcher. It will firstly look at the research philosophy and how it permeates throughout all of the research using the Onion Model developed by Saunders, Lewis and Thornhill (2012). Using the Onion Model, the rationale for choosing the each layer from the realism philosophy to quantitative data collection methods using Perry's PSM scale will be justified and limitations outlined. Throughout the chapter, how the instrument chosen fits into the context of the research question and literature review will be consistently referred to so that the reader will have a fuller understanding of the rationale behind choosing the scale. The use of statistical tests such as Cronbach Alpha to confirm the validity and reliability of the data collected will be outlined.

Figure 2: Onion Model



(Saunders, Lewis and Thornhill, 2012)

4.2 Research Philosophy

Using the Onion Model developed by Saunders, Lewis and Thornhill (2012) it is essential to examine each layer of the research method to provide a research paper which is grounded in best academic practice. Each researcher has their own research methodology when conducting a research project, which will influence the tools he or she uses in the course of their studies. The author made the decision to adopt the realism philosophy of research during the course of the dissertation. Motivation, as explored in the literature, is open to a multitude of interpretations and theories. There is much scholarly debate about which theory and resultant scale is best to use when measuring the concept of motivation and its different factors which can be broadly subdivided into intrinsic and extrinsic. As such the philosophy of both the research and literature are linked to the acceptance that the theory and research instrument will both develop over time to give a more accurate image of motivation. The research philosophy lends itself to a quantitative approach which should help to minimise any bias as the researcher works alongside many of the sample in Dublin City Council. As such the anonymous nature of the quantitative questionnaire should help the population to express their true motivations rather than be influenced by the researcher.

4.3 Research Approach

The research undertaken is strongly influenced by the PSM literature examined in the previous chapter. The most suitable research approach method therefore was that of deduction, which is the dominant approach used in the natural sciences (Saunders Lewis, Thornhill 2012). There are number of key elements to this approach to which the researcher needs to adhere. The first component which is essential for the purposes of clarity and adhering to best scholarly practice is for the research to be operationalized. The concept of intrinsic motivation needs to be clearly defined as has been achieved in the literature review 'so that the concept can be measured quantitatively. (Saunders Lewis, Thornhill 2012). The second criterion is that of generalisation, a number of the conclusions below indicate a variation of intrinsic motivation values between different

groups. However this does not lead to a general statement that all members of the group hold these values.

4.4 Research Strategy

4.4.1 Sample for research

Sampling is where a researcher takes a cluster from the population to infer certain theories about the general population (Saunders Lewis & Thornhill, 2012). There are two separate views in the literature on which approach is best when sampling. The first is to make the sample as large as possible so as to minimise errors in the sample (Fowler, 2013). Alternatively, one can choose to concentrate the researcher's resources on designing and collecting a higher quality of data on the population through a smaller sample (Henry, 1990). The first proposition is beyond the scope of a dissertation for numerous reasons such as access to sample, the distance and time needed to travel to each centre in Ireland. The chosen method to use therefore was a smaller sample from which the researcher can infer concepts discovered to the wider population (Baker, 2002). Therefore, the researcher approached 19 council facilities in Ireland through their general manager to seek their permission to utilise the employees of the centre in the sample, 4 were directly provided centres, 7 were arms-length centres and finally 8 were run on behalf of the council by a private management firm. Included in the initial contact was a guide to the research proposal and the variables which would be examined in order to give as much information to the general managers as possible. Therefore the manager had the information to make an informed decision on whether to agree to participate in the research. The response rate was 47% with the following reasons specified for non-participation.

1. Time (10%)- The manager felt the questionnaire would take too much time to complete and therefore would interfere with the operations of the facility
2. Non-disclosure (90%)- No correspondence was received from the general manager

Nine centres or six organizations chose to grant access to their staff. This led to a sample with an equal amount of participants from directly provided and arms-length facilities with 19 each, while only 14 participants from management company centres chose to participate. The sample is not representative of the total population from which is drawn as the ratio should be 4 directly provided:7 arm's-length:8 private management company, the lower response rates from arms-length and particularly privately managed centres meant a ratio of 4 directly provided:3 arms length:2 private management company . A bias exists in the sample toward directly managed centres which are over represented, with arms-length and privately managed centres being under represented.

4.4.2 Research Instrument

The research instrument was comprised of a thirty three question questionnaire. The first nine items on the scale were a series of questions through which the researcher aimed to explore the question of intrinsic motivation. Based on other academic papers which explored PSM, questions to obtain information on socio- economic factors such the age, gender, length of service and education status were added to the questionnaire (Vendible et al. 2013; Cerase & Farinella, 2009; Steijn & Leisink, 2009). Due to the nature of the research questions contract status and management model were also included in the list of criteria. The questionnaire was piloted with an academic and associate of the researcher, a recommendation was acted upon to add two further questions, relationship status and nationality.

The final 24 questions are taken directly from Perry's scale (1996). Perry's scale or adopted versions have been used worldwide since its first use in the United States of America. Studies have been carried out in Europe (Cerase & Farinella, 2009; Steijn & Leisink, 2009) and Asia (Kim et al., 2013, Zhu, Wu, & Yan, 2014) using the scale in variety of studies exploring PSM and other subjects such as commitment, performance and job satisfaction with their own independant instrument.

As highlighted in the literature review, academics have often adapted Perry's scale in an attempt to better understand the concept through the unique national characteristics of each nation. A limitation of using Perry's scale in its original format is that it may lead to

a misrepresentation of the sample due to 'difficulties in achieving a shared understanding of language when using the Perry scale outside of the United States' (IPA, 2013). To date there has been no attempt in the literature to develop an Irish or British adaption of the scale. The Institute of Public Administration in Ireland referenced the scale in their summary of PSM.

There are four different dimensions which are proposed by Perry to make up a person who is intrinsically motivated and these are listed and defined below.

1. Attraction to public policy making (Q10 - 12) : Individuals are drawn to the public sector for the opportunity to effect the formulation of policy in their communities (Kelman 1987).
2. Commitment to public interest (Q13 -18) : An individual's desire to serve the interests of the community, although this may be subject to individuals view it is still at its core an altruistic motivation recognised in the literature (Perry, 1996).
3. Compassion (Q19 - 25): A central tenant of PSM as proposed by Frederickson and Hart (1985) is patriotism of benevolence, described as a love of regime values as well as love of others which help the individual react in a positive manner to the trials of others.
4. Self-sacrifice (Q26 - 33): The willingness of an individual to put the needs to of others in the community before their own personal needs.

A 5 point likert scale with 1 = strongly disagree to 5 = strongly agree was used in the questionnaire. The 5 point scale is used in much of the seminal work on the topic including Perry (1990) Vandenabeele (2005) and Vandenabeele et al. (2013). All questions in the questionnaire were compulsory. As per previous research, using Perry's scale the four distinct dimensions were summed together and an average calculated using this sum (Perry et al. 2010; Buelens & Broeck, 2007). Following previous studies the researcher also calculated a sum total score for PSM based on Steijn & Leisink (2009).

4.5 Data Collection: Questionnaire

The researcher chose a self-administered questionnaire for the purposes of data collection, one method of collection was internet mediated questionnaires. Eight of the centres that chose to participate had the questionnaire emailed to all their managers by either the researcher or their general manager. As a result the majority of the managers in the centres completed the questionnaire using this method. Three centres which were located outside of the Dublin region were surveyed solely using the internet mediated questionnaire. A limitation of this method is that in general there is a lower response rate than mail questionnaires (Crawford, 2000) which may be associated with confidence in privacy relating to the Internet. The final limitation is that higher-level employees tend to be more likely to fill in web based questionnaires which would indicate the sample is less likely to be representative of the population (Saunders Lewis & Thornhill, 2012). A strength lies in the ability to save both time and money as opposed to collecting questionnaires in person.

A limitation of the methods chosen was they carry the risk of participants discussing the answers with each other and thereby contaminating the research. To encourage a higher response rate, it was stated in the introduction page of the questionnaire that confidentiality was assured and that no attempt was or would be made to identify those who chose to participate apart from using the questions identified above. No information is available on the exact makeup of the population being examined with the exception of the Dublin City Council facilities the researcher did not apply any weighting to the data as this could not be completed with any degree of accuracy.

4.6 Justification

In the literature review chapter a multitude of different theories on motivation were discussed by the author, many of these theories have an associated scale with which to measure the concept. Since the research question focuses on the public sector and in particular the fitness industry, it was important to choose a scale which would be

appropriate to test for these sectors. There is only a small amount of literature on motivation in the fitness industry, which are the case studies outlined in the literature review. Therefore it was not possible to pick a scale which had been specifically designed with the fitness industry at the core of the research. The author chose to use a PSM scale.

4.7 Data Analysis

Table 1: Variable Measures

Variable	Measure
Age	Scale
Gender	Nominal
Length of Service	Scale
Nationality	Nominal
Provision Model	Nominal
Education	Ordinal
Role	Nominal
Contract Status	Nominal
Relationship Status	Nominal
PSM Questions	Scale

The researcher used surveymonkey to collect and input all of the information gathered. Once all the information was collected the data was inputted into the statistical analysis package SPSS. Only questionnaires which were completed correctly were inputted into SPSS, resulting in four participants being excluded from the study during the screening phase. Each of the questions in the questionnaire were assigned a variable name and a measure type (Table 1).

4.8 Methods of Data Analysis

4.8.1 Cronbach Alpha

Table 2: Cronbach Alpha Values

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Cronbach Alpha	0.676	0.794	0.699	0.740	0.896

For research to have a credible place in the literature it is crucial to verify the internal consistency and validity of the questions asked in the questionnaire. One such tool to test the reliability of quantitative data is the use of Cronbach Alpha (Saunders Lewis & Thornhill, 2012). This assesses if all the questions in the questionnaire are testing for the same condition. The Cronbach Alpha score is presented as a score between 0 and 1, with 1 being the perfect score. Currently in the literature and acceptable value is >0.70 (Saunders Lewis & Thornhill, 2012).

4.8.2 Normality Test

Table 3: Shapro-Wilk Values

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Shapro-Wilk	0	0	0	0	0

The second test performed on the data set was to check for normality. In an ideal scenario the data would be normally distributed and a bell curve would appear on a histogram. The rationale for this test being performed is that the results of this test will then influence whether a parametric or nonparametric test will be used on the data to test for the null hypothesis. Secondly the test examines whether the results have happened by chance (Shapiro, Wilk, 1965). Since the data set was under 2,000

respondents the Shapiro-Wilk test was used to test for normality. The values indicate that the data was not normally distributed as all were equal to zero (Table 3). The data is considered normal if the value is greater than 0.05.

4.8.3 Comparative Tests

Since the normality value for the sample was violated the researcher used the nonparametric Mann-Whitney test to examine the differences between two chosen variables. For many of the questions such as age and length of service there were more than two variables. Therefore the nonparametric Kriskal-Wallis test was used to examine variables with >2 values. For each of the tests the researcher was attempting to distinguish whether or not there was a difference between separate subgroups for PSM and its four dimensions.

Assumptions for the Null Hypothesis (Saunders Lewis & Thornhill, 2012)

Null Hypothesis - The groups display the same levels of PSM

Alternative Hypothesis - The groups display different levels of PSM

If the p-value >0.05 then the null hypothesis cannot be rejected , there is no significant difference between the samples.

If the p-value <0.05 then the null hypothesis can be rejected, there is a significant difference between the samples.

4.8.4 Correlation Tests

Table 4: Correlation Test between the four dimensions of PSM and the overall PSM

		Correlations				
		Attraction Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Public Service Motivation
Attraction Policy Making	Pearson Correlation	1	-.439**	.194	-.310*	-.186
	Sig. (2-tailed)		.001	.169	.025	.186
	N	52	52	52	52	52
Commitment to Public Interest	Pearson Correlation	-.439**	1	.263	.738**	.723**
	Sig. (2-tailed)	.001		.060	.000	.000
	N	52	52	52	52	52
Compassion	Pearson Correlation	.194	.263	1	.189	.378**
	Sig. (2-tailed)	.169	.060		.180	.006
	N	52	52	52	52	52
Self Sacrifice	Pearson Correlation	-.310*	.738**	.189	1	.829**
	Sig. (2-tailed)	.025	.000	.180		.000
	N	52	52	52	52	52
Public Service Motivation	Pearson Correlation	-.186	.723**	.378**	.829**	1
	Sig. (2-tailed)	.186	.000	.006	.000	
	N	52	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The relationship between the four dimensions of PSM and the overall PSM value was investigated using the Pearson Test for Scale Variables (Table 4). The objective of this test was to discover the relationship between the PSM questions and to examine the strength of the relationships between PSM and its four dimensions (Saunders Lewis & Thornhill, 2012). The results indicate attraction to policy making and PSM have a negative relationship, however it is not statistically significant.

If the Pearson correlation is below 0 there is a negative correlation between the two dimensions

If the Pearson correlation is above 0 there is a positive correlation between the two dimensions

A value of 0 indicates a neutral relationship

4.9 Alternatives: Hertzberg Motivation and Hygiene Factor Scale

As outlined in the literature review above there are a multitude of theories which can be used to test motivation in the work place. The first theory considered to test the research question was Hertzberg's motivation and hygiene factor theory. There are a small number of studies which examine PSM or leisure workers through this scale (Hoff et al., 1988 Maidani, 1991). The crucial drawback of the theory is that in recent years there are very few publications using this as a scale to measure PSM, leading to the conclusion it has fallen out of favour with scholars as it is not often cited in the general PSM literature. Therefore in the author's opinion there are doubts over its validity for it to be used for answering the proposed research questions as the study is situated in a public sector setting. Whilst the theory may answer general questions on motivation, for the more specific research questions and hypothesis as put forward, the quality of the information collected would not be as rich. The most suitable scale in the author's opinion is one used frequently in PSM research.

The self-determination scale as put forward by Deci and Ryan in 2004 has been used for a multitude of studies involving motivation, from healthcare to sports. The theory proposes that individuals who hold a high level of internal public service values will have a high level of PSM. These values are enhanced by the satisfaction of three criteria: autonomy, competence and relatedness. Deci and Ryan's scale has been used in studies examining motivation in the public sector (Vandenabeele, 2007); (Schott and Pronk, 2014); (Wilkesmann and Schmid, 2014). The scale investigates employees for their intrinsic motivation which has repeatedly been highlighted in the literature as key to public sector motivation and it was seen by the author as a likely one to use. The major limitation of the scale when compared to Perry's is that it does not have the same recognition in the literature as it has not been used in as many studies. Indeed one of the author's who used the scale Vandenabeele has developed his own scale with Perry's PSM scale as its basis (Kim et al., 2010)

4.10 Ethics

Any research has a certain amount of ethical risk associated with it. Both the organisations and sample will have concerns about where and how the information collected will be used. It is important to identify these issues and address them. This ensures the research is ethical as well as increasing the response rate. There were ethical issues surrounding the use of qualitative means to collect data since the researcher knew some of the participants directly as well as permission being sought from management from all other centres to have their employees participate. To overcome these ethical issues a quantitative research approach was used for the research. The purpose of the questionnaire was clearly stated for all participants. Their anonymity was also assured as apart from general questions to categorize employees, no attempt was made in the course of the questionnaire to identify any particular person or work location outside of the three models outlined. Although it is clear that the directly provided employees came from Dublin City Council, their identities were hidden by having employees from all four centres participate. The approach of providing as much information as possible and allaying any fears participants may have, is strongly quoted in the literature (Bryam and Bell, 2007). Whilst permission was sought from the employers, the employees were still free to choose whether or not to participate as having the ability to change their mind too. Contact details were provided for the researcher if any further explanation was needed on any of the topics discussed or on the subject of anonymity. The documents which were collected and collated throughout the research are to be kept by the researcher until such time as the research is graded then they will be disposed of.

4.11 Limitations

Table 5: Comparison of Sample and Dublin City Council population

Employee Characteristic	Sample Breakdown	Dublin City Council Breakdown
Gender		
Male	50%	36%
Female	50%	64%
Contract Status		
Permanent	54%	33%
Temporary	46%	66%
Role		
Manager	33%	20%
Non-Manager	67%	80%
Facility Type	Population Percentage	Sample Percentage
Directly Provided	21%	44%
Arms - Length	37%	33%
Private Management Company	42%	11%

The ratio of managers who answered the question is high with 33% of the participants identifying themselves as working in this role. When compared with the breakdown of staff in Dublin City Council, a clear selection bias is present in the sample. This is a result of the way in which the questionnaire was distributed, with a high emphasis on participants completing the questionnaire through a link included in an email. The time and cost of researching the topic, particularly to visit each of the centres which agreed to participate located throughout the country is a high barrier and resulted in the questionnaire being mainly distributed via email. A number of centres in Dublin, which were more accessible to the researcher, were visited. The number of directly provisioned centres in Ireland is quite small at four and there are none outside of Dublin. All of these centres are a part of Dublin City Council which does raise some concerns that the results will not be representative of the country as a whole only of the motivation levels

within D.C.C.. The majority of the sample came from Dublin which may result in a more Dublin centric view of PSM. There may be some differences in intrinsic motivation from Dublin and the rest of the country which is beyond the scope of this research to examine.

Whilst figures are not available for the sample as a whole the researcher believed it was important to compare the sample with the DCC breakdown to attempt to ascertain if there is any sample bias. There is a large difference between the percentage of permanent employees in the sample and that of DCC (Table 5). This is most likely a result of the number of managers in the sample who are more likely to be employed on a permanent contract. There is a clear sample bias when the facility type is examined with directly provided centres and privately managed centres displaying major differences between sample and actual population.

The weakness of using Perry's theory to measure motivation is that it does not take account of extrinsic rewards. While the literature indicates that intrinsic motivation is prevalent in local government, this theory may not hold for leisure workers in the public sector. If the workers are primarily motivated by extra pay, the study will only show that they have low intrinsic values, however a direct relationship cannot be put forward between a lack of intrinsic motivation and an employee's preference for an extrinsic reward system as this is not being examined. It is possible that motivation levels in all centres are high due to staff's reaction to bonuses and extra leave granted by their employers, however this is not the concept under research.

4.12 Conclusion

There are a number of areas which indicate that any results from the sample must be taken with caution which include the small sample size, selection bias in favour of directly provided centres and managers. The researcher has displayed that the Cronbach Alpha score is reliable for two of the four dimensions of PSM as well as the overall score. The author has identified that due to the non uniform nature of the data that nonparametric tests were to most appropriate to use.

Perry's measurement for PSM was found to be the most suitable scale for use to measure intrinsic motivation in a public sector setting. Public servants tend not to be

rewarded in Ireland by bonuses due to their performance (ESRI, 2008). For this reason the importance of intrinsic motivation to deliver a high level of service becomes even more essential in the Dublin City Council facilities. There is a multitude of different pay models in the other provision models such as a basic pay and commission for classes and client programmes performed by the employee which may mitigate low levels of intrinsic motivation. When employees are in an industry which demands a high level of interpersonal skills when dealing with a high volume of customers face to face every day, an intrinsically motivated employee is one element which can help to differentiate the success or failure to deliver an effective community service.

Chapter 5: Results

5.1 Introduction

The aim of this chapter is to outline the results of the research conducted. The first section of the chapter will give a general overview of the research findings. The results will then examine the primary hypothesis, that there are differences between provision types with directly provided centres displaying more altruistic tendencies than the other provision models. The second set of results which apply to the hypothesis examining the relationship between altruistic motivations and hierarchical level within the organisation. The final part of the results section will show the results in relation to the final hypothesis do permanent staff display a more altruistic nature than their temporary colleagues. Included in this section will be the results of education level as it was noted in the literature this would affect motivation (Wright, 2008). Other questions considered in the research such as marital status, age, length of service will also be outlined. Finally a comparison of PSM values with previous international studies will be outlined.

5.2 Sample Characteristics

Table 6: Characteristics of Sample

Employee Characteristic	Number	Percentage
Age		
18-24	11	21%
25-34	24	46%
>35	17	33%
Gender		
Male	26	50%
Female	26	50%
Length of Service		
<1year	8	15%
1-5 years	25	48%
> 5 years	19	37%
Marital Status		
Married	27	52%
Single	22	42%
Other	3	6%
Contract Status		
Permanent	28	54%
Temporary	24	46%
Role		
Manager	17	33%
Non-Manager	35	67%
Facility Type		
Directly Provided	19	37%
Arms - Length	19	37%
Private Management Company	14	26%

A total of 56 participants completed the questionnaire, 4 of which were discounted as during initial screening the surveys were found to be incomplete. The response rate for directly provided centres was highest at 100%, followed by arms-length facilities at 43% and 25% from privately managed companies. 34% of the questionnaires were completed online, 40% were completed by staff on visits to sites, with the remaining 26% of questionnaires completed by staff whilst the researcher was off site and collected at a later date. The expectation was that the directly provided centres would have a longer length of service than the other models since the centres are the oldest in the sample, which is confirmed in this sample.

5.3 General Public Service Motivation

Table 7: Overall PSM Figures

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Standard Deviation	1.11	0.67	0.74	0.84	0.59
Mean	2.98	3.36	3.14	3.29	3.3
Median	3	3.5	3	3.5	3
Mode	2	4	3	4	3
% Strongly Disagree	2%	0%	0%	0%	0%
% Strongly Agree	12%	4%	0%	8%	0%

Of the 52 participants sampled the highest mean of any dimension of PSM was in commitment to public interest with a value of 3.36, this also had the lowest standard deviation. The dimension with the lowest mean value was attraction to policy making, which also displayed the highest standard deviation.

5.4 Provision Models

Table 8: Provision Model Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Directly Managed (N =19)					
Standard Deviation	1.03	0.65	0.82	0.88	0.58
Mean	3.05	3.5	3	3.45	3.3
Median	3	3.5	3	3.5	3
Mode	3	4	3	4	3
Arms Length (N =19)					
Standard Deviation	1.18	0.62	0.69	0.69	.5
Mean	2.79	3.45	3.16	3.47	3.5
Median	2	3.5	3	3.5	3.5
Mode	2	4	3	4	3
Private Management Company (N =14)					
Standard Deviation	1.17	0.69	0.73	0.82	0.60
Mean	3.14	3.04	3.29	2.82	2.96
Median	3	3	3	2.5	3
Mode	2	3	3	2	3
P - Values					
Directly Provided vs Arms Length	0.342	0.794	0.58	0.97	0.93
Directly Provided vs Private Management Company	0.940	0.045	0.312	0.058	0.071
Arms Length vs Private Management Company	0.369	0.095	0.577	0.028	0.013
Kruskal-Wallis	0.539	0.109	0.567	0.068	0.037

Table (8) displays the differences across each dimension of PSM examined in the questionnaire. Two tests were used to examine the p-values of the different provision models, the Mann-Whitney and Kruskal- Wallis tests.

Directly managed centres display a lower mean of overall PSM than their arm's-length colleagues. Despite these lower values there is not a significant statistical difference in any of the aspects of PSM between the two provision models.

Directly managed centres displayed a higher overall mean than their privately managed colleagues. The most significant difference was found in the area of commitment to public interest. According to the results privately managed staff are less inclined to look to the needs of the greater community than their colleagues.

There is a statistical difference in the PSM values of arm's-length and private management company staff. These two groups displayed the most diverse values between the four different attributes of PSM. Only on one dimension, that of self-sacrifice is there is a significant statistical difference between the two provision models. On all other dimensions, there is not enough evidence to reject the null hypothesis.

The Kruskal-Wallis test confirms that there is a statistical difference between the provision models for overall PSM, however no one dimension is highlighted to be hold a significant difference.

5.5 Managers vs Core Staff

Table 9: Managers and Core Staff Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Manager (N =17)					
Standard Deviation	0.99	0.62	0.83	0.89	0.59
Mean	2.71	3.47	3.06	3.29	3.23
Median	3	3.5	3	3.5	3
Mode	2	4	3	3.5	3
Core Staff (N =35)					
Standard Deviation	1.16	0.69	0.71	0.83	0.59
Mean	3.11	3.30	3.17	3.29	3.33
Median	3	3.5	3	3.5	3
Mode	2	4	3	4	3
Mann Whitney P - Values	0.25	0.40	0.65	0.88	0.56

An examination of PSM by staff role across all of the centre's staff revealed it was the core staff rather than management that displayed the highest values for PSM. Despite higher values been displayed, there is not enough evidence to reject the null hypothesis. This question relates directly to the second hypothesis.

5.6 Permanent vs Temporary Staff

Table 10: Permanent and Temporary Staff Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Permanent (N =28)					
Standard Deviation	0.99	0.63	0.74	0.90	0.63
Mean	2.89	3.42	3.11	3.34	3.32
Median	3	3.5	3	3.5	3
Mode	2	4	3	4	3
Temporary (N =24)					
Standard Deviation	1.25	0.71	0.76	0.77	0.55
Mean	3.08	3.27	3.17	3.23	3.27
Median	3	3	3	3.25	3
Mode	2	4	3	4	3
Mann Whitney P - Values	0.680	0.390	0.759	0.579	0.710

The second hypothesis of the research objectives stated that there was an expectation that permanent employees would display higher levels of altruism than their temporary contract colleagues. The values display that there is no significant difference between the two groups in the four dimensions of PSM, therefore the null hypothesis is not rejected (Table 10).

5.7 Education Level

Table 11: Education Level Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Part Time Education (N = 13)					
Standard Deviation	0.97	0.74	0.66	0.90	0.61
Mean	2.53	3.69	3.46	3.46	3.42
Median	3	3.8	4	4	4
Mode	4	.40	4	4	4
Full Time Education (N = 8)					
Standard Deviation	0.92	0.77	0.71	0.58	0.52
Mean	2.63	3.18	3.25	3.38	3.38
Median	2	3.2	3	3.25	3
Mode	2	32.4	3	2	3
Hold 3rd Level Diploma or Higher (N = 27)					
Standard Deviation	1.13	0.75	0.76	0.88	0.61
Mean	3.26	3.24	2.96	3.18	3.18
Median	3	3.4	3	3.5	3
Mode	2	2.6	3	2	3
None (N = 4)					
Standard Deviation	1.5	0.58	0.82	0.96	0.58
Mean	3.25	3.5	3	3.25	3.5
Median	3	3.5	3	3.5	3.5
Mode	2	3	3	4	3

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
P - Values					
Part Time vs Full Time	0.97	0.15	0.47	0.63	0.88
Part Time vs Diploma & Above	0.88	0.76	0.05	0.244	0.311
Full Time vs Diploma & Above	0.15	0.68	0.34	0.60	0.51
Part Time vs None	0.41	0.61	0.26	0.64	0.81
Full Time vs None	0.45	0.79	0.58	0.93	0.69
Diploma & Above vs None	0.93	0.62	0.92	0.81	0.36
Kruskal Wallis P - Value	0.26	0.30	0.23	0.69	0.65

A large percentage of employees had completed a third level diploma or above with 52% of the sample in this category, 8% had no 3rd level education, while the remaining were currently in education. The one significant statistical difference was in the area of compassion with those who have completed a diploma or above more compassionate than those in part time education.

5.8 Length of Service

Table 12: Length of Service Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
<1 year (N = 8)					
Standard Deviation	0.46	0.62	0.83	0.70	0.44
Mean	2.25	3.06	2.88	3.19	3.13
Median	2	3	3	3.25	3
Mode	2	3	2	3	3
1 - 5 years (N = 25)					
Standard Deviation	1.30	0.72	0.73	0.89	0.69
Mean	3.55	3.30	3.36	3.18	3.25
Median	4	3.5	3.5	3.25	3
Mode	4	4	4	3	3
>5 years (N = 19)					
Standard Deviation	0.78	0.61	0.69	0.84	0.53
Mean	2.68	3.52	3	3.43	3.41
Median	3	3.75	3	3.5	3
Mode	3	4	3	4	3
P - Values					
<1 year vs 1 - 5 years	0.16	0.38	0.13	0.94	0.49
<1 year vs >5 years	0.12	0.08	0.66	0.40	0.19
1 - 5 years vs >5 years	0.02	0.31	0.08	0.39	0.529
Kruskal-Wallis	0.01	0.21	0.14	0.59	0.45

There is no statistical difference between the groups when examined through the length of service with only slight fluctuations in PSM. When the different aspects of PSM are examined, the staff who have been working for the same employer for more than 5 years have a significant difference in attraction to policy making than their colleagues, who have served between 1 and 5 years. From the sample longer serving staff are, in general, more likely to be managers, a role in the public sector that would incorporate an element of policy making in their remit. Two tests were used to examine the p-values of the length of service of employees, the Mann-Whitney and Kruskal- Wallis tests.

5.9 Age

Table 13: Age Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
18-24 (N=11)					
Standard Deviation	0.91	0.75	0.87	0.61	0.61
Mean	2.73	3.32	2.82	3.46	3.27
Median	2	3	3	3.5	3.25
Mode	2	3	2	3.5	3.25
25-34 (N=24)					
Standard Deviation	1.22	0.68	0.70	0.94	.67
Mean	3.25	3.33	3.33	3.31	3.29
Median	3	3.5	3	3.5	3.88
Mode	2	4	4	4	2.75
>34 (N=17)					
Standard Deviation	1.03	.62	.66	.82	.47
Mean	2.76	3.41	3.06	3.15	3.32
Median	3	3.5	3	3	3
Mode	2	4	3	3	2.5

P - Values	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
18-24 vs 25-34	.22	.99	.08	.84	.97
25-34 vs >34	.21	.69	.19	.53	.91
18-24 vs >34	.92	.79	.39	.32	.98
Overall	.311	.925	.155	.650	.997

As noted in the general findings although directly provided centres have the lowest average age for staff members, they also had the longest serving staff. This is in part due to the high number of their staff who have worked over 10 years in the organisation. Therefore they have quite a young age profile with a large amount of experience. The comparison of age group shows that the 25-34 age group is the most consistent in the different aspects of PSM with a small margin of only 0.08 between the means of the different dimensions. The age groups below and above show a greater variation in mean values. There are no statistical differences between the age groups.

5.10 Marital Status

Table 14: Marital Status Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Married (N = 15)					
Standard Deviation	1.01	.55	.74	1.03	.59
Mean	3.2	3.47	3.13	3.13	3.27
Median	3	3.5	3	3	3
Mode	3	4	3	2	3
Single (N = 22)					
Standard Deviation	1.25	.72	.76	.69	.60
Mean	2.86	3.38	3	3.5	3.39
Median	2.5	3.5	3	3.75	3.25
Mode	2	4	3	4	3
Other (N = 15)					
Standard Deviation	1.03	.70	.72	.81	.59
Mean	2.93	3.2	3.33	3.13	3.2
Median	3	3	3	3	3
Mode	2	4	4	2	3
P - Values					
Married vs Single	.32	.75	.59	.27	.53
Single vs Other	.79	.44	.18	.15	.33
Married vs Other	.45	.26	.45	.93	.74
Overall	.58	.54	.40	.29	.60

Those who were single displayed the highest levels of PSM in this category, there were no results to indicate that the null hypothesis does not hold true. Two tests were used to

examine the p-values of the marital status of the model, the Mann-Whitney and Kruskal-Wallis tests.

5.11 Gender

Table 15: Gender Statistic

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Male (N = 26)					
Standard Deviation	1.04	6.2	.73	.82	.53
Mean	3.04	3.39	3.15	3.21	3.27
Median	3	3.5	3	3	3
Mode	2	4	3	3	3
Female (N =26)					
Standard Deviation	1.12	.72	.77	.87	.65
Mean	2.92	3.33	.312	3.37	3.33
Median	3	3.25	3	3.5	3
Mode	2	4	3	4	3
P - Values	.68	.85	.87	.50	.69

There was little variation between the two genders in the sample. The aspect of PSM which they displayed the most similar score was that of compassion. The aspect where they differed the most was that of self-sacrifice. The test which was used to examine the p-values of the gender of the sample was the Mann-Whitney test.

5.12 International Comparison

Table 16 : International Statistics

	Attraction to Policy Making	Commitment to Public Interest	Compassion	Self Sacrifice	Overall PSM
Ireland 2015	2.98	3.36	3.14	3.29	3.3
Italy 2009	2.64	4			
Holland 2009	3.34		3.65		3.4
China 2014	3.43	3.75		3.48	

A comparison to other research which measured PSM in recent years is outlined in the table 16, the data shows that with the exception of attraction to policy making the sample has lower PSM values than public sector staff explored in other international research.

5.13 Regression

Table 17: Linear Regression of PSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.921	.492		5.936	.000
	Facility	-.134	.118	-.182	-1.137	.262
	Length	.175	.106	.389	1.646	.107
	Gender	.060	.177	.051	.337	.738
	Age	.020	.125	.031	.159	.874
	Role	.161	.111	.330	1.455	.153
	Contract	.018	.271	.015	.066	.948
	Education	-.153	.105	-.249	-1.457	.153
	Nationality	-.026	.333	-.012	-.078	.938
	Realtionship	.003	.050	.012	.062	.951

a. Dependent Variable: Public Service Motivation

Table 18: Linear Regression of PSM with length and role and independent variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.754	.288		9.545	.000
	Length	.158	.078	.352	2.037	.047
	Role	.124	.084	.255	1.476	.146

a. Dependent Variable: Public Service Motivation

A linear regression model was developed using the overall PSM score as the dependant variable the questions examined above in 5.4-5.11 as independent variables (Table 17).

The independent variables with a statistical significance below 0.3 were then examined as pairs. The only significant results is outlined in table 18. The length of service has an influence of 6% of the total PSM in the regression model.

Chapter 6: Discussion

6.1 Introduction

The results above of the questionnaire completed on a sample in the fitness industry in Ireland will be used as the basis of the discussion chapter. The three research hypotheses will be discussed to examine whether the null hypothesis can be rejected. Comparisons will be drawn to the literature to examine if the sample displays the same behaviour as previous research. The practical implications for the provision models and how best to manage their staff to optimise service provision will also be discussed.

6.2 Discussion of the most effective provision model for fitness centre for local government authority

The role of the centres is to maximise income and community participation, to achieve this goal a medium needs to be found between the two slightly contradictory aspirations. The null hypothesis, that there is no difference in the provision models PSM is rejected since there are significant statistical differences between the three models views on PSM. However the hypothesis as put forward by the researcher that directly provided centres would display higher PSM levels than other provision models is untrue as arms-length and directly provided facilities displayed no statistical differences.

The centres being operated by a management company display the lowest PSM values. A significant statistical difference to arms-length facilities in the dimension of compassion and directly managed facilities in commitment to the public interest is evident in the results. The assumption is that in these centres there is less emphasis on the community since their model is the closest to private industry (Liu, 2009). The model was created for the purpose of greater return on investment by councils and therefore the ability to reduce the subvention received (Simmons, 2004). This may also lead to a disconnect

between the ethos of the two firms involved, the local government authority and the management company. If the firm is reaching their targets by recruiting staff who are less intrinsically motivated, both organisations will be satisfied with the outcome. The differences displayed by this provision models staff is an area of concern for management since the face to face nature of the sector as well as the interest in the well-being of clients does make these dimensions important parts of PSM (Gremier & Gwinner, 2000), (Wieseke et al. 2012).

The directly provided centres and arms-length centre staff displayed broadly similar levels of PSM. This may indicate an industry norm at play or a typical fitness employee as described by Townsend (2004). There was an expectation since both these centres have a greater degree of control by the local authority they would display higher PSM values. A limitation of the study which may account for no statistical difference between directly provided centre and privately managed centres is that only DCC centres were examined. Therefore the directly provided centres display PSM values for only one organisation which may display higher or lower levels to the norm. Viewed in the overall context of which model is best to use for leisure centre provision by councils, the evidence points toward leisure trusts.

6.3 Discussion Permanent vs Temporary workers

The researcher hypothesised that due to evidence from the literature, there would be a difference in the PSM between these two groups due to the high staff turnover (Ogden and MacVicar, 2001, Huffen , 2012) and large number of students in the population (Maynard et al. 2006, Wright, 2008). However the results contradict the findings of previous research and indicate for the sample there is no difference in the PSM of an employee whether they are on a temporary or permanent contract. There are a number of possible reasons that the hypothesis is untrue. The recruitment embargo in the public sector has meant in the directly provided centres that a higher percentage of employees are on temporary contract. These employees in the past would have been offered a permanent contract after a year in Dublin City Council. Since the literature indicates

employees on temporary contracts use different referents to their permanent colleagues, their motivations may remain high as a result (Thorsteinson, 2003).

Whilst there was little difference in the overall figures, once education status is taken account of, a different image begins to appear. The literature indicated that one's willingness to participate in education can be broken down into an intrinsic motivation to know, accomplish and experience stimulation (Vallerand et al., 1992), (Kusurka et al., 2013). Whilst the results do not show a clear distinction between temporary and permanent employees they do show that those who are currently in part time education show less compassion than those who have completed a 3rd level diploma or above.

The results do indicate that those in part time education have less PSM than their colleagues. A reason for this is their future career choice would bear little resemblance to their current role thus creating a disconnect.

The final reason put forward as a basis of the hypothesis was that the high staff turnover in the industry would mean less engagement in the role and therefore less PSM. Traditionally public sector employees have had a longer length of service than their private sector colleagues. Reasons highlighted in the literature for this are, the greater job security in the public sector (Buelens & Broeck, 2007) and a better work life balance (Kalleberg, 2012). The data noted above holds true with directly provided employees serving for longer. However for the research questions the importance of how motivated employees are throughout their length of service is the important issue. The norm in Ireland is a job tenure of 10.4 years (OECD, 2015), the average in the sample was 5.4 years which is 48% lower. The evidence from the results indicate that in attraction to policy making for those serving for over five years have a significantly statistical lower value than those in the role 1-5 years. The literature states that a lack of job stimulation in the industry is one of the primary reasons for the high turnover, and the results indicate this is true (Huffen, 2012).

6.4 Discussion of effect of hierarchical position on PSM

The final hypothesis to be explored in this research is that a higher hierarchical level will have a positive effect on the motivation levels of the employee which has been validated in other studies (Bouckenooghe et al., 2007). In the results section, it was found that there was a minimal difference across hierarchical level, whether the employee was working in a part time or full time capacity. In any organisation the strength of the manager to lead by example with an ability to transform the followers perceptions and attitudes is of key importance (Parry & Proctor-Thomson, 2002; Kotter, 1995) . It is an area of concern that those with real power are not displaying higher PSM values to add to the positive intrinsic motivation of their staff. Part of the centre's remit is to contribute positively to the community in which they are based. This is made more difficult if those in management positions are not displaying high values in PSM particularly in areas such as an interest in policy making which they themselves help to shape.

The results highlight that the fitness industry is a younger person's profession with the average age of 32.13 in contrast to the public sector as a whole whose average age is ten years older at 42 (CSO, 2012). Upon closer examination of the age profile of the distinct job roles in the centres it is observed that the mode of those employees employed part time in a non-management role is 18-24. The entire population in this age category work in this capacity. The strong PSM component for this age group is commitment to public interest and self-sacrifice. Both of these aspects of PSM are important with face to face interactions in their role and lower levels may inhibit good customer service (Hurley, 2005). However the lack of compassion displayed by this age group is a concern for management since this is a key attribute in good customer service and retention (Gremler & Gwinner, 2000; Wieseke et al. 2012). The mode for managers is 25-34 with 59% of management from this category. In terms of a key component for managers, attraction to policy making, the score is high which should aid them in their role. However 29% of the management population fall into the 35-44 category, which displays the lowest score in this field. There are some practical measures which centres can implement to influence their employees in both cases. An emphasis on putting their younger employees into the viewpoint of their customers can have a positive effect on

compassion levels. The attraction to policy making lowering after 34 is of concern and may highlight lower performance levels in this age group (Wright and Grant, 2010). The literature indicates that with age there is an expectation that PSM levels would rise due to those who are older wanting to contribute in a more positive fashion to society (Leisink and Steijn 2009). Further analysis will need to be performed to ascertain if the attraction lowers in an individual over a number of years perhaps indicating disillusionment with their role and how they can influence policy. An emphasis on re-engagement on this topic and more empowerment to influence policy making may result in higher levels.

6.5 Discussion of how the results compare to international studies

The results indicate that the sample has lower PSM levels across all dimensions than their international colleagues. The one exception to this is the dimension of attraction to policy making when compared to their Italian colleagues. The authors of this study did indicate they expected this dimension to be low for their sample due to view of Italian society on the nature of the politics in their country (Cerase & Farinella, 2009). These results indicate that the sample does not display high PSM levels when compared to their colleagues abroad. This finding does support Townsends (2004) hypothesis that there is a typical leisure centre employee which does not display high levels of motivation. Since there are no recognised academic papers exploring PSM in Ireland it is not possible to draw the conclusion that Irish people display low levels of PSM as the sample size is too small to make such a generalisation.

Chapter 7: Conclusions

7.1 Research Objectives

The aim of this research was to examine PSM across the three different provision types used by local government authorities currently in operation in the Republic of Ireland. The research sought to enrich the small amount of literature available on PSM in the fitness industry by examining three separate areas. The primary hypothesis of the study was to examine whether or not there was differences in the PSM levels of the different models with less influence by the local authority resulting in lower PSM. A secondary hypothesis was that permanent employees would display higher levels of PSM when compared with their colleagues on temporary contracts. The final hypothesis was a higher hierarchical level would have a positive effect on the PSM values of staff.

7.2 Achievement of Objectives & Recommendations

7.2.1 Primary Objective

The primary aim of the research was to examine the PSM of the three provision types to attempt to add to the scholarly discussion on which provision model is the most suitable to for use by local government authorities. It was found that there was little difference between the arms-length and the directly provided models. Since there is no loss in PSM between the models, the arm's-length model is one which should be examined by local authorities to maximise return on investment since advantages already associated with this model are less restrictive contracts, lower pay and greater flexibility in working conditions (Cooperation, 2008). The difference in PSM values between privately managed centres and the other two provision types was more pronounced with lower PSM values recorded. The results closely follows the literature with this model being similar to a private centre, there is an expectation staff would be motivated less by intrinsic means (Buelens & Broeck, 2007; Perry et al. 2010). When examining which provision model is best suited to meet the needs of the local population, local government authorities will need to be certain that the less control exerted on the private

management firms does not lead to a disconnect between both firms objectives and less social inclusion for this provision model.

7.2.2 Objective 2

The secondary hypothesis was proven to be untrue in the population studied. There was no difference between the PSM values of temporary and permanent employees. This adds to the literature which states that since temporary workers use a different referent than their permanent colleagues their motivation levels are often consistent despite less training and positive terms & conditions of employment (Thorsteinson, 2003). This may also be an effect of the continual rise in the use of temporary contracts in industry as a whole and staff acceptance that permanent roles are no longer as readily available as in pre-recession times (IPPR, 2010, IBEC 2013). The results confirm on one dimension that part time students are less motivated than their colleagues (Maynard and Parfyonova 2013). The findings are slightly contradictory to the literature which puts forward the hypothesis that PSM is mediated by factors such as education (Wright, 2008).

The recruitment policies of the centres are changing from the traditional public service model to one more in line with modern private firms. The nature of temporary employees allows the facilities more flexibility to cope with the natural peaks and troughs in demand of the fitness industry. Since there is no difference in PSM values this would also indicate that from this perspective continuing to recruit in the current manner is an effective means to staff the centres as it reduces costs and increases flexibility.

7.2.3 Objective 3

The final hypothesis examined the PSM of different staff types in the centre', management and non-management. The expectation was that managers would lead by example and have higher PSM levels than their colleagues. This was proven untrue

whilst contradicting studies on PSM it does correlate with a similar study on a similar population (Daly, 2014) which found lower commitment to the organisation by managers than their colleagues.

It will be of concern for the local government authorities that management are not displaying higher values in PSM as there is an expectation PSM can be increased by effective transformational leadership (IPA, 2013; Wright & Moynihan, 2012; Park and Rainey, 2008).

A disconnect may be appearing between the objectives of the centres and their management staff. There has been a greater emphasis on value for money in the public sector since the recession which may form part of the reason for the values displayed. It will be beneficial for all centres to examine their joint goals of servicing the community while also maximising income. Thereafter to put in place measures to address the low scores in attraction to policy making with training to boost engagement and the community element of the centres going forward.

7.3 Contribution to Knowledge

The research has added to the small amount of studies examining motivation in the fitness industry, the provision of fitness centres in Ireland by local government authorities is quite a recent development (Co-operation Ireland 2008). The research will enable a more informed decision to be made on which model and staff to employ going forward.

The research also contributes to the wider question of PSM in the public sector. Since many roles in the private and public sector are not comparable a study such as the one completed examining PSM across the same roles in an industry adds value to the discussion around PSM and what it can contribute to effective public provision of services going forward.

7.4 Future Research

Whilst the study examined PSM in local government authority, facilities in the private sector centres were not considered. As an extension of the research completed, a project examining and comparing private sector staff's PSM with their public sector colleagues would build a more complete picture of the fitness industry in Ireland. It would be interesting to examine if there is a statistical difference in PSM between the two sectors or whether there is a more general standard score for PSM in the fitness industry in Ireland.

The research studied one aspect of motivation, namely PSM which is a form of intrinsic motivation. As the literature review has indicated there is a multitude of views on motivations. Further research could examine the extrinsic motivation of staff in the fitness centres examined and how they respond to rewards offered by their organisations. A comparison of PSM and extrinsic motivation scores could be conducted to discover if there is any correlation between the two, whether that be when one is high the other is low or both will be at similar levels. This would aid local government authorities in making an informed decision on how to recruit and motivate their staff and through which provision model this is can be done most effectively.

In previous studies on PSM researchers have also studied job satisfaction and attempted to ascertain if there is any connection between the two variables. Up until this point a similar study has not been attempted in Ireland. With the recruitment embargo due to be lifted in 2016, a study examining these two variables simultaneously would add to the knowledge for recruiting new staff.

7.5 Final Conclusions

The main aim of this research was to examine which provision model was the most suitable to choose for local government authorities for fitness centres in Ireland. There is a statistical difference between the models in terms of PSM. The results and literature highlight that arm's-length centres display advantages over the two other provision models such as cost-savings, flexibility, higher PSM. Whilst it is understood that there are other considerations which may influence which model is best such as extrinsic motivations and return on investment, the research does make a strong case for arm's-length being a provision model which is the most suitable to meet all of the needs of the local government authority.

Chapter 8: Reference List

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Appendices

Appendix 1: Questionnaire

Public Service Motivation in Council Leisure Centres in Ireland

Information Sheet

My name is Eoin Gallagher, I am currently in the final year of my MSc in Business Management in the National College of Ireland. As a duty manager in Sports & Fitness Markievicz I am interested in examining the different provision models that councils have chosen to use in providing leisure services in Ireland. To that end I am examining the three different model types, directly provided, arm's length and management company through the prism of employee public service motivation for my dissertation. If you have any doubts over which model your centre uses please ask your line manager. This type of motivation is associated with people who are motivated more by the greater good than extrinsic motivators such as pay.

The first nine questions are variables through which the author will examine different characteristics of the sample to examine if different sub groups have a higher degree of public service motivation. The final 24 questions are from an academic study designed to measure public service motivation.

If you complete the survey you agree to the statement below.

I have read this information sheet and have been given sufficient time to understand its contents as to whether I will take part in this study. I understand this a voluntary study which I can at any point decide to change my mind and withdraw my consent. I understand that the research will be anonymous and I will not be identified during the course of the study. I agree that the data can be used in the publication of higher degrees and scientific publications. I agree to take part in this research on these grounds.

If you have any questions regarding your treatment or rights as a participant of this research , please contact Eoin Gallagher on eoin.gallagher@student.ncirl.ie

1. What is your gender?

Female

Male

*** 2. What is your age?**

18 to 24

25 to 34

35 to 44

45 to 54

55 to 64

65 to 74

75 or older

*** 3. What type of Council facility do you work in?**

Managed directly by the council

Managed by a semi private management company set up by the council

Managed by a private management company

*** 4. How long have you worked for your current employer?**

Less than 1 year

1 - 2 years

3 - 5 years

5 - 10 years

More than 10 years

*** 5. What best describes your current role?**

Manager Full Time

Manager Part Time

Non Management Full Time

Non Management Part Time

*** 6. What is your contract status?**

Permanent

Temporary

*** 7. What is your current education status? (You may tick multiple boxes as applicable)**

I am currently in part time education

I am currently in full time education

I hold a third level degree

Other (please specify)

*** 8. What is your nationality?**

Irish

British

Other (please specify)

*** 9. Which of the following best describes your current relationship status?**

Married

Widowed

Divorced

Separated

In a domestic partnership or civil union

Single, but cohabiting with a significant other

Single, never married

10. Politics is a dirty word

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 11. The give and take of public policy making doesn't appeal to me**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 12. I don't care much for politicians**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 13. It is hard for me to get intensely interested in what is going on in my community**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 14. I unselfishly contribute to my community**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 15. I consider public service my civic duty**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 16. Meaningful public service is very important to me**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 17. It is difficult for me to contain my feelings when I see people in distress**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 18. I would prefer seeing public officials do what is best for the whole community even if it harmed my interests**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 19. Most social programmes are too vital to do without.**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 20. I am often reminded by daily events how dependent we are on one another**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 21. I am rarely moved by the plight of the underprivileged**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 22. To me, patriotism includes seeing to the welfare of others**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 23. I have little compassion for people in need who are unwilling to take the first step to help themselves**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 24. There are few public programs that I wholeheartedly support**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 25. I seldom think about the welfare of people I don't know personally**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 26. Doing well financially is definitely more important to me than doing good deeds**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 27. Much of what I do is for a cause bigger than myself**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 28. Serving other citizens would give me a good feeling even if no one paid me for it**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 29. Making a difference in society means more to me than personal achievements**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 30. I think people should give back to society more than they get from it**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 31. I am prepared to make enormous sacrifices for the good of society**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	----------------

*** 32. I am one of those rare people who would risk personal loss to help someone else**

Strongly Disagree Disagree Neutral Agree Strongly Agree

*** 33. I believe in putting duty before self**

Strongly Disagree Disagree Neutral Agree Strongly Agree

Appendix 2: Submission of Thesis To Library Form

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: _____ Student number: _____

School: _____ Course: _____

Degree to be awarded:

Title of Thesis:

One hard bound copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. The electronic copy will be accessible in TRAP (<http://trap.ncirl.ie/>), the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (TRAP) are made available on open access.

I agree to a hard bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of Candidate: _____

For completion by the School:

The aforementioned thesis was received by _____

Date: _____

This signed form must be appended to all hard bound and electronic copies of your thesis submitted to your school