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Nonprofit Public Service Motivation in Suburban Adult Services, Inc.

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Nonprofit Public Service Motivation: Comparison of Direct Care Staff
and Managers at Suburban Adult Services, Inc.

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Abstract

This research paper is a case study of nonprofit public service motivation (NPSM) in the nonprofit agency of Suburban Adult Services, Inc. (SASi) which is a located within the Buffalo region of New York State. Previous research has been conducted on public service motivation (PSM) within many public agencies but few have been conducted in a nonprofit agency. What this study's intentions are is to assist with closing the research gap between NPSM and PSM as well as study whether differences between management and direct care staffs motivations were present. Based off of previous studies done in PSM, clear differences in motivations have been presented when managers and direct care staff were compared to each other. Findings suggest that direct care staff public service motivation levels are higher than managements. A survey that was based off Jessica Words 2013 study on this topic was distributed amongst the employees of SASi and 98 responses were analyzed. Conclusions included that nonprofit public service motivation (NPSM) was present within SASi, however, there was no difference in NPSM between management and direct care staff.

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Chapter I: Introduction

Introduction

Employees are thought to be motivated by many different rewards besides monetary compensation for their work. Why does someone choose the particular field that they are in and what motivation is present (Word & Carpenter, 2013)? Many studies have been conducted on this topic, but few have been studied in nonprofit organizations. The purpose of this research study is assist with closing the gap between public service motivation (the reason why someone might choose their particular field) and nonprofit public service motivation (NPSM). In order to do this, a case study was conducted on NPSM within a nonprofit agency in the Buffalo, New York region.

Suburban Adult Services, Inc., (SASi) is a nonprofit agency within Erie, Cattaraugus, Chautauqua, and Wyoming Counties that provides services to about two thousand disabled individuals. Services can range from service coordinator, day habilitation, clinical services, and supported employment to name a few. SASi employs almost five hundred part and full time staff.

In order for any nonprofit agency to function smoothly, they want to attract and retain the most qualified staff. Appealing to an employees' nonprofit public service motivation (NPSM) might assist with this need and could potentially allow the nonprofit to experience less staff turnover.

Statement of Problem and Purpose of Study

The purpose of this study is twofold. One is to test if there is nonprofit public service motivation present within the employees of Suburban Adult Services, Inc., and the other is to test

if there is a difference of public service motivation between direct care staff and management. Therefore the hypothesis is:

H_1: Nonprofit public service motivation is present within the employees of Suburban Adult Services, Inc.

H_0: Nonprofit public service motivation is not present within the employees of Suburban Adult Services, Inc.

H_2: A difference in nonprofit public service motivation will be present when direct care staff and management are compared to one another.

H_o: There will be no difference in nonprofit public service motivation when direct care staff and management are compared to one another.

Expected outcomes would be that there is nonprofit public service motivation (NPSM) within Suburban Adult Services, Inc. Based off previous research findings, this study would expect to find differences in NPSM from managers and direct care staff. However, since it is a case study, a difference might not be as apparent as it has been in other research studies conducted on this topic.

Significance of Study

This particular study is important in that it allows Suburban Adult Services, Inc. (SASi) a snapshot of their employees and whether they are driven by other motivations besides their salary. The clients of SASi sometimes experience staff turnover, which often makes it difficult for them to trust and communicate with their new service provider. This researcher has been employed at SASI for six years and has seen how clients can react to someone new being brought onto their case.

The significance of this study would allow SASi to study whether there is anything additional that can be done on their part in order to continue to retain their staff. In addition, it will allow SASi to see if nonprofit public service motivation is present and how they might be able to appeal to their staff.

Chapter II: Review of Related Literature

Introduction

Public service motivation (PSM) was first introduced to the public administration community in 1990 by researchers James Perry and Lois Wise. Since then, hundreds of studies have been conducted all across the world in order to test the theory of PSM. Public service motivation was originally studied in the public sector, but now, is moving towards the nonprofit sector. PSM is a term that is comprised of four different constructs: attraction to policy making, commitment to community service, compassion, and self-sacrifice and has been tested for its validity. Some of the many studies have found conclusive evidence that individuals who display higher levels of public service motivation are more likely to display higher job satisfaction and commitment to their organization when compared to those with lower levels of public service motivation.

Review and Critique of Literature

Researchers can argue many differences that are present in the three employment sectors (public, private, and nonprofit), some of which include environmental factors, internal structure, incentive and reporting processes, and most importantly, employee characteristics (Lee & Wilkins, 2011). Employee characteristics and the many different reasons why an employee chooses to enter a particular field has been a topic that many public administration officials have an interest in studying. The reasoning behind the interest mostly focuses on wanting to find the best-fit candidate for any opening. Since limited funding is generally available in the public and private sector, organizations want to ensure that they are capitalizing on their investments of employees. The research that has so far been conducted led to looking at worker attitudes and determining what makes someone motivated to work (Chen, 2012).

New Public Governance: Differences Between Private, Public, and Nonprofit Sectors

In order for researchers to better understand public service motivation, they first should

look at New Public Governance, which assists with defining the differences between the public,

private, and nonprofit organizations and what problems each of these terms might encounter. A

boarder definition of governance is defining rights and responsibilities of members who face

common problems, either in the public or private sector, and want to resolve them jointly (Bao,

Wang, Larsen, & Morgan, 2013). Governance is political by nature, there should be

compromises and negotiations among participants with various interested. When looking at the

private, public and nonprofit sectors, different definitions of new public governance is used in

order to pertain to the different nature of each sector (Ejersbo, 2012).

In the private sector, the main focus is on the organization and not the public interest.

There are many different individuals that a private organization is responsible for, such as

stockholders, managers, and workers. The main focus is to make a profit on their goods or

services that they offer with as little government involvement as possible (Bao et al., 2013).

Marketization and competition is the best feature to assist with describing the private sector

(Ejersbo, 2012). Employees of private-sector employment are likely to rate high income and

short work hours as more important compared to their public sector counterparts (Houston,

2000).

In new public governance regarding the public sector, there is a set of laws, rules, and

political hierarchy that is involved. The main focus is to provide a good or service to the public

with their interests in mind. The public sector is not driven by profits, like the private sector is,

they are focused on providing efficient and cost-effective services to the citizens who belong to

the community (McIntyre Hall & Kennedy, 2008). Since the public sector is funded by taxes

that are collected by the citizens, involvement between the two is especially important. Top

administrators are committed to advancing citizen participation and strengthening community

attachments. An important concern that has become a common performance indicator is

handling complaints from citizens and then measuring citizen satisfaction once these concerns

are addressed (Ejersbo, 2012).

Nonprofit new public governance is similar to the public definition; however, due to the

nature of the organization, nonprofits often work in collaboration with public organizations.

They still try to provide a good or service with the public interest in mind, but they do not have

the strict structure and rules to follow like the public sector does. A nonprofit is generally

funded through the public sector and therefore, works closely, sometimes side-by-side, in order

to obtain results (McIntyre Hall & Kennedy, 2008).

Nonprofit organizations vary in size and how many employees are involved, which

makes this sector very difficult to study public service motivation. The concept of public service

motivation has been widely studied in the public sector, but very little research has been studied

in nonprofit organizations. Since the public and nonprofit sector seem to be similar in nature,

with their main motivations to provide services in accordance with the public interest, it seems

that similar terms could be used as well, such as public service motivation (Word & Carpenter,

2013; Word & Sung Min Park, 2009).

Public Service Motivation: Different Definitions and Motives Involved

In order to better understand what public service motivation is, we first have to look at

some main concepts of the term as well as the definition of motivation. The difference in

motivation has been attributed to extrinsic and intrinsic motivation rewards, though intrinsic

rewards have been cited more as the more motivating factor in the public and nonprofit sectors

(Lee & Wilkins, 2011). Intrinsic rewards are derived from a sense of accomplishment and feeling of self-worth that an individual receives from performing a task. They are personal, "internal" response, such as satisfaction and pride with their work. They allow an opportunity to serve and contribute to society in a meaningful way (Clerkin & Carman, 2013; Houston, 2000; Tippet, 2009; Word & Carpenter, 2013). Extrinsic rewards are tangible rewards offered by someone else, such as job security, pay raises, recognition granted by others in the organizations and promotions (Houston, 2000; Wright, 2007).

The concept of public service motivation (PSM) was developed in 1990 by researchers James L. Perry and Lois R. Wise in order to assist with understanding why an individual may choose to enter into a public field of employment. The theory of intrinsic and extrinsic rewards provided the basis for the definition of public service motivation (Perry, 1996; Perry, Hondeghem, & Wise, 2010). When interviewing individuals in the public field, it was found that they claimed to have a call to duty to serve the public, which lead to the conceptualization of the term public service motivation. In earlier studies, researchers Perry and Wise, defined public service motivation as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions" (Perry, 1996). Since then, many different definitions of PSM have developed.

James L. Perry reviewed the various definitions that have been used to define PSM since he started his original research in 1990. The researcher's Rainey and Steinbauer offered a more general definition of PSM while associating the construct with altruism. They defined PSM as "a general, altruistic motivation to serve the interests of a community of people, a state, a nation or humankind." The researchers Brewer and Selden defined PSM as "the motivational force that

induces individuals to perform meaningful work while serving the public, community and social service" ((Perry et al., 2010).

One of the most recent definitions that is being used within public administration for PSM is defined by the researcher Vandenabeele. He defined PSM as "the beliefs, 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" (Perry et al., 2010).

What all of these definitions have in common is the idea that individuals are orientated to act for the purpose of doing good for others and society. One of the most common reasoning behind different definitions is the country where the research takes place. Since there are many governments throughout the world, researchers view public service motivation (PSM) differently depending upon what country is being studied. This creates challenges for the operationalization and conceptualization of the term PSM. One of the goals for further research with PSM includes developing a common definition that can be used in all PSM research, regardless of what country the study takes place (Perry et al., 2010).

Three motives which are used to encompass the term public service motivation are rational, norm-based, and affective. They assume that individuals are attracted to work which meets their individualized, psychological needs (Perry, 1996; Rose, 2013). The *rational motive* involves the desire to be a part of the policy-making processes, and allows an individual to personally identify with specific programs or to advocate for a targeted interest. This motive is associated with a person's decision to enter into the public or nonprofit field. An example would be the perception that working for a government organization as a means for implementing public policies that advance their self-interest (Gabris, 2009; Perry, 1996).

The *norm-based motive* is similar to altruism in that it involves a desire to serve others. However, it goes beyond just serving and includes a sense of loyalty to their organization as well as a desire to seek social equity. This motive is associated with wanting to help others and feeling a connection to those who are viewed as disadvantaged. It is based on social values and norms of what is proper and appropriate (Gabris, 2009; Perry, 1996; Perry & Hondeghem, 2008; Rose, 2013; Taylor, 2010).

Lastly, the *affective motive* centers on serving an organization with an emotional commitment to programs, and a sense of social importance. This accounts for a strong emotional tie to a specific cause and are grounded in the human emotion. Affective motives are characterized by a desire and willingness to help others, which include altruism (Gabris, 2009; Perry, 1996; Perry & Hondeghem, 2008; Rose, 2013; Taylor, 2010).

When studying PSM, four main concepts are used to appeal to an individual's motives to enter into the public field. Through these four concepts, previous researchers have been able to establish if an employee displays public service motivation (Coursey & Pandey, 2007; Perry, 1996; Perry et al., 2010).

These concepts include attraction to policymaking, commitment to the public interest, compassion, and self-sacrifice. *Attraction to policy making* is viewed as a rational motive and can be seen as an individual's interest to participate in the formulation of policymaking. This concept can be exciting to someone who is interested in participating and formulating public policy and can reinforce one's imagine of self-importance (Bangcheng Liu, Chun Hui, Jin Hu, Wensheng Yang, & Xinli Yu, 2011; Clerkin & Coggburn, 2012; Perry, 1996).

Commitment to community service is viewed as a normative motive and serves as an individual's desire to provide services to the public and allows altruistic behavior to be

displayed. It is a sense of duty and loyalty towards the community and assisting in any way possible (Clerkin & Coggburn, 2012; Perry, 1996; Word & Carpenter, 2013).

Compassion is also a normative motive and describes an emotional state of wanting to help others. It is considered a general love for people. It assists with measuring motives related to an individual's commitment to a socially important program (Clerkin & Coggburn, 2012; Word & Carpenter, 2013).

Self-sacrifice has no motivational basis. It is considered an independent dimension of PSM because of how one thinks about public service. Self-sacrifice involves individuals who are willing to forego tangible personal rewards in order to provide services to others. It is putting service over self (Bangcheng Liu et al., 2011; Clerkin & Coggburn, 2012; Perry, 1996).
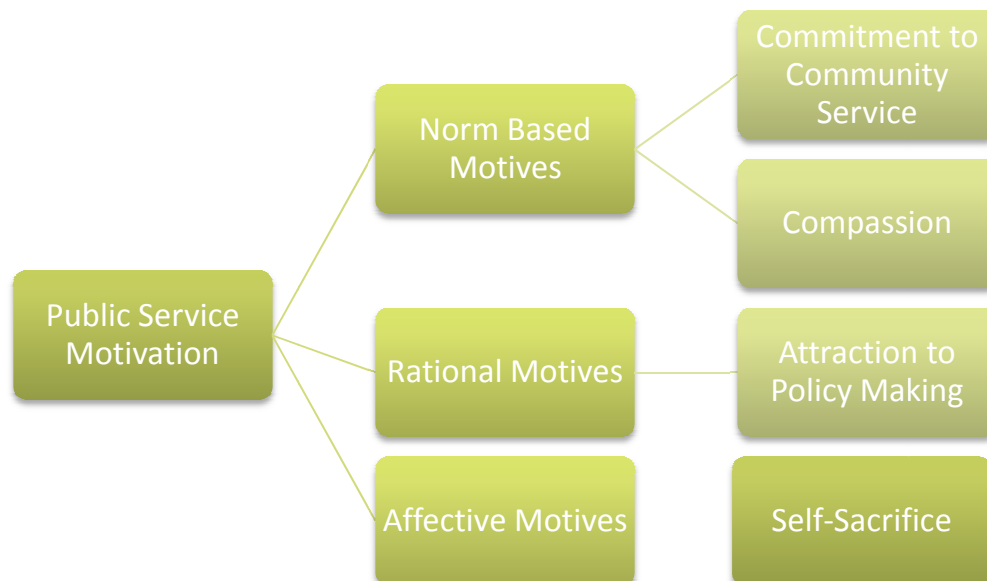
With regards to the nonprofit sector, some researchers argue that attraction to policy making should not be included in the PSM scale since nonprofit agencies are not involved in public policy making (Word & Carpenter, 2013).

Previous Research Findings

The theory of public service motivation when studied in the public sector has led to findings of higher levels of organizational commitment and job satisfaction in employees, thus allowing for higher levels of performance (Chen, 2012; Vandenabeele, 2009). When an employee displays high levels of PSM, there is a belief in the work that they are performing and can assist with a feeling of personal accomplishment. This has been linked to job retention and an employee staying in the public field, as well as more loyalty felt towards their organization (Borzaga & Tortia, 2006; Mann, 2006).

Due to the ever increasing partnership between public and nonprofit organizations, a growing interest has now started with studying public service motivation in the nonprofit field. Previous researchers have thought that due to the similarities between the two sectors, PSM would also be similar. Individuals choosing to work in the public and nonprofit field should have a stronger desire to serve the public interest, especially when compared to the private sector (Chen, 2012).

Public sectors have been using nonprofits to contract out public services and as a result, there has been a surge in employment in this field (Word & Sung Min Park, 2009). This creates a call for the need from nonprofits to know how to attract, recruit, and retain employees who exhibit higher levels of public service motivation. A nonprofit organization should try and appeal to the employees' PSM by reminding the employee that they are contributing to society in a meaningful way. Employees' will have a desire to want to make a difference in society and have a passion for helping those in need. Other nonprofit employees might be motivated by the fact that their tasks are enjoyable, exciting, or interesting (Clerkin & Carman, 2013; Speckbacher, 2012).

A nonprofit organization can also provide appeal to an employees' public service motivation by offering "incentives" that are not formal in anyway, but appeal to an employee. Incentives help to serve three purposes: one as a motivation for increased effort, two as a provision of signals for self-selection in the workforce, and three as a communication of desired work outcomes and channeling of employee attention towards these outcomes (Speckbacher, 2012).

Nonprofit and Public Management Studies

A handful of studies have been conducted looking at public and nonprofit managers to see if a difference in PSM is present and then to try to explain why this difference may be present. Since the sectors are very similar in the services that they provide, it would be assumed that employees in both areas would display PSM levels. (Houston, 2011; Park & Word, 2012; Word & Carpenter, 2013; Word & Sung Min Park, 2009). Both public and nonprofit organizations: attract individuals having a desire to serve the public interest, face the problem of role ambiguity, and lack precise performance indicators for managers to motivate their subordinates. Using these similarities, there is a view that both public and nonprofit managers may exhibit similar work attitudes (Chen, 2012).

However, public managers deal with bureaucracy and role constraints whereas nonprofit managers have a little more free reign. Bureaucracy is the enforcement of formal but inflexible procedures, protocols, and regulations for decision making that eventually can lead to a centralization of power with an organizational hierarchy forming. In addition, red tape can be present in the public sector due to a constitutional checks and balances and the demand for accountability. There is a rigid set of policies and rules that must be followed and a specific order of accountability that doesn't necessarily exist within a nonprofit (Chen, 2012).

It has been concluded that nonprofit employees tended to display higher levels of PSM. This can be attributed to a number of factors including less bureaucratic red tape being present in a nonprofit, allowing for more flexible organizational practices such as family-friendly policies, alternative work schedules, telecommunicating from home and a less ridged organizational chart (Word & Sung Min Park, 2009). This allows employees to reach more advanced positions and expand their job responsibilities while still assisting others. Since little red tape is involved, these positions are generally easier to obtain, with employees having prior knowledge of what to expect (Borzaga & Tortia, 2006; Lee & Wilkins, 2011).

What these studies aim to do is to identify what managers can do to appeal to their employees' public service motivation. PSM is not only something that an individual possesses internally, it is something that can be grown over time, dependent upon how an organization appeals to that individual (Borzaga & Tortia, 2006; Vandenabeele, 2009). However, PSM levels can also decrease if the organization is not appealing to the individuals' motives. Previous studies have found that longevity at an organization can sometimes hinder PSM, as well as promotions due to the motives that are associated with these positions (Park & Word, 2012).

Summary

There have been many different studies on public service motivation, ranging from why an employee might choose to work in the public field to who the best candidates are for displaying higher PSM levels.

In 1996, James Perry studied public service motivation in graduate students who were studying for their masters of business administration (MBA) and their masters of public administration (MPA). He conducted this study to develop a valid survey instrument that encompassed the then six constructs of PSM. Once he had concluded his study, he not only

found that those students who were studying for their MPA displayed higher levels of PSM, but also was able to come up with the four main constructs that are still used today. Those include attraction to policy making, commitment to community service, compassion, and self-sacrifice (Perry, 1996; Perry & Hondeghem, 2008).

Since then, many studies have used Perry's survey instrument to conduct their own studies. Some have found that attraction to mission statement is a very important component to public service motivation (Wright, 2007). Employees who are passionate about the type of service that the organization provides to the public and whose interests line up with the organizations' mission statement tended to display higher levels of PSM (Bright, 2007; Wright, 2007).

Other studies seek to learn who organizations should specifically target in order to attract and retain the highest levels of public service motivation. Demographic variables, such as age, race, gender, and educational level also seemed to have an effect on who would be more likely to display the highest levels of PSM. Historically, women have been thought to be more interested in working for a public or nonprofit organization due to the nurturing nature that is involved (Chen, 2012; Lee & Wilkins, 2011). This conclusion was made across the board with several studies who found that an employee who is will display the highest levels of PSM will be female, older, white, and have less formal education. They should display more positive work attitudes and show a higher level of commitment to their organization (Chen, 2012; Taylor, 2010).

Other studies have found that higher education can have a negative impact on PSM, especially when it comes to job satisfaction. The more education an employee has, the lower job satisfaction is present. In addition, workers with specific training in the field tended to display lower levels of job satisfaction. The number of years with an organization also tended to

influence an employees' PSM level, with those working longer in the field having more of a

negative outlook on job satisfaction than those who have worked less. This could be caused by

burnout (Borzaga & Tortia, 2006; Taylor, 2010).

Some potential consequences of public service motivation is that those who have higher

levels tended to volunteer their time more. People volunteer for many different reasons

including expansion of their social networks, acquiring new skills and knowledge and for the

general desire to want to help those in need. Employees' in the public and nonprofit sectors have

demonstrated that they are more likely to volunteer for an organization, even their own, if it

appeals to their public service motivation (Lee, 2012).
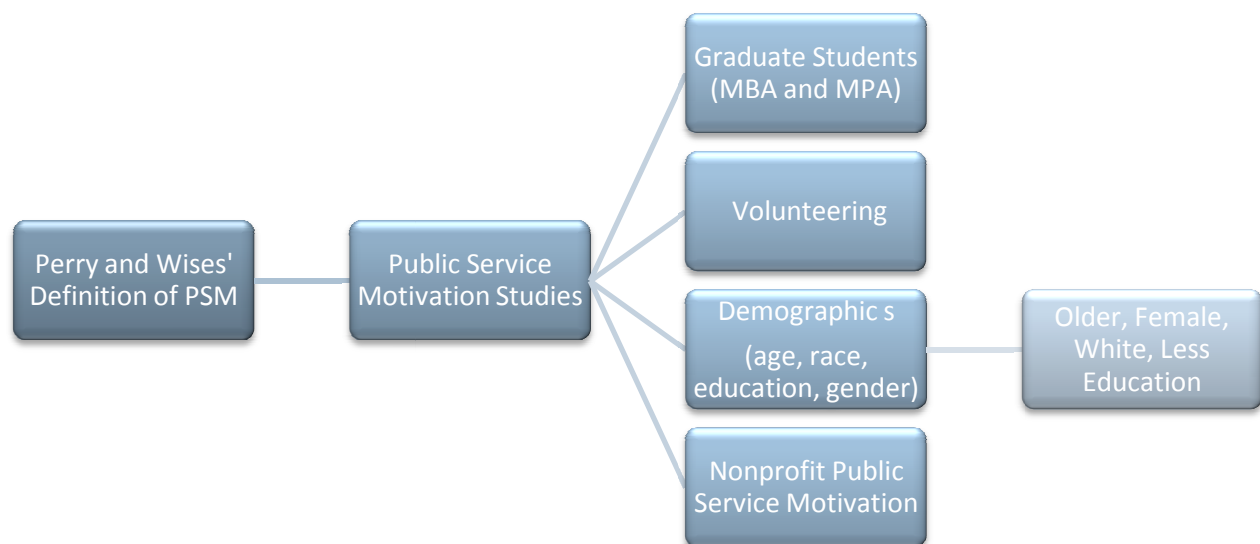
Since Perry introduced the theory of public service motivation in 1990, many researchers

around the world have conducted their own studies. PSM is highly researched throughout the

public administration community and many conclusions have been able to be drawn because of

it. In this regard, this research paper tries to continue to add to the ever growing literature on

public service motivation and see if similar conclusions can be drawn with a nonprofit

organization in Western New York.

Chapter III: Methodology

Design of Study

The study was designed to test for nonprofit public service motivation (NPSM) at Suburban Adult Services, Inc. (SASi) due to the researchers' employment at the organization. The researcher was interested in surveying the employees of SASi in order to see if NPSM was present. In order to make this a possibility, the researcher asked the permission of the Executive Director of SASi to conduct the study. After the study was approved, the Human Resources Manager assisted with the survey distribution by making it available to all employees. Throughout this process, the researcher and Human Resources Manager were in constant contact in order to ensure that all employees of SASi were able to participate if they desired to.

Sample Selection and Description of Participants

The technique that was used in order to select participants was a convenience sample. Suburban Adult Services, Inc. (SASi) employs 482 total employees, with 361 full time staff and 121 part time staff. The sampling frame included all employees of SASi who had access to the internet, with 250 computers being available across the entire organization. The technique of a convenience sample was selected so that all positions at SASi could be as fairly represented as possible. This allowed all employees who wanted to participate in the study an equal chance to do so.

Since this is a pilot study of one nonprofit organization, it is expected that not all of the results obtained can be generalizable towards the nonprofit sector. Nonetheless, this is a larger nonprofit organization in Western New York who has been COMPASS certified and could potentially be used to represent work that other nonprofit organizations are doing all over the state.

Demographic information on participants was collected in order to assist with control variables. The researcher collected data on the participants' educational level, gender, number of years at a nonprofit agency, number of years at SASi, age, and ethnicity/racial identification. Please reference the appendices for further information regarding these variables.

Data Collection Methods

The survey that was used in order to collect necessary data was made available to all employees' of Suburban Adult Services, Inc. (SASi) through the internal intranet. Anytime an employee signed onto a computer and used the internet, SASi's internal intranet would be the homepage that was first loaded. As a result, the survey was made widely available to all employees who had access to the internet. The Human Resources Manager of the organization posted a link to the survey on the SASi intranet and reminder emails were sent out to staff, who were encouraged to participate in the survey. The survey was available for two months on the intranet.

The survey was based upon Jessica Words' recent paper on nonprofit public service motivation (Word & Carpenter, 2013). The questions were based upon James Perry and Lois Wises' original study on public service motivation (PSM) and focused on three components that were thought to encompass the term PSM. The three components were compassion, commitment to community service, and self-sacrifice. Professor Word theorized that these three components would be present in nonprofit public service motivation (NPSM) due to their similarity to public service motivation. Through the various studies that have been conducted on PSM, the consensus in the literature provided a valid and reliable PSM index that Professor Word was able to utilize. Since the study of NPSM is a newer theory, the researcher decided to use the survey questions that were made available through this study on NPSM.

The first part of the survey asked demographic questions about the participants, who were provided with choices in order to answer. Following the demographic questions were questions based upon Professor Words' survey. Participants were provided a five point Likert Scale, 1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, and 5=strongly agree in order to answer questions on NPSM (nonprofit public service motivation). Please reference the survey instrument that was used for this research paper in the appendix for further information.

Since there are 250 computers widely used across Suburban Adult Services, Inc. (SASi) and 482 staff members, it is expected that direct care staff are more likely to share computers whereas managers will have more access to their own computer. Also, direct care staff are more likely to have a hands-on approach to their work, working directly with the clients of SASi, whereas managers will be more likely involved in the supervision of the programs that clients are involved in. This could explain why, out of the 98 participants, 60 were considered management positions, while 38 were considered direct care staff.

Data Analysis

A chi-square test of independence was used in order to determine whether Suburban Adult Services, Inc. (SASi) nonprofit public service motivation (NPSM) could be similar to the previous findings of Professor Words' study. Chi-square is a nonparametric inferential statistic, which utilizes a nominal scale. In this study, many of the questions that were asked, such as age, race, education, gender, years employed by SASi, and years worked for a nonprofit agency are ones that all used a nominal scale. Since the main focus of this study was twofold, the first to test if nonprofit public service motivation was present at SASi and second, to test if there was a difference between direct care staff and management's NPSM levels; it was necessary to use a chi-square test of independence. A chi-square test of independence tests whether two variables

can be separate and independent from each other. This test can only convey the existence or

nonexistence of a relationship between the variables being studied and cannot tell the strength of

the relationship.

The researcher first ran a series of descriptive statistics to study the standard deviations

and measures of central tendency in order to assist with answering the first hypothesis of whether

nonprofit service motivation (NPSM) is present at Suburban Adult Services, Inc. (SASi).

Frequencies were run in order to study if nonprofit public service motivation (NPSM) was

present with the employees of Suburban Adult Services, Inc. (SASi). Frequencies are part of

descriptive statistics, which are used when data is being summarized and described. In table 1.1,

table 1.2, and 1.3, the employees of SASi were asked questions based off of Professor Words'

study on NPSM and a five point Likert Scale, 1=strongly disagree, 2=disagree, 3=neither

disagree nor agree, 4=agree, and 5=strongly agree was used in order to answer the questions.

The researcher then chose three questions that she felt were most likely to appeal to an

employees' nonprofit public service motivation (NPSM) and ran a chi-square test of independent

to assist with answering the second hypothesis of a possible difference in NPSM levels between

managers and direct care staff.

Chapter IV: Discussion

In order to run analysis for the first hypothesis of whether there was nonprofit public service motivation (NPSM) present at Suburban Adult Services, Inc. (SASi), SPSS Software was used. Frequencies were run on all of the survey questions in order to study how staff had responded. Below are the three strongest indicators that NPSM is present within SASi based on high response rates of agree and strongly agree.

The first question of meaningful community service opportunities is a question that was meant to see if an employee displayed a commitment to community service, which is a normative based motive. Previous research on this topic has found that commitment to community service serves as an individual's desire to provide services to the public and allows altruistic behavior to be displayed (Clerkin & Coggburn, 2012; Perry, 1996). Respectively, 63.3% of SASi employees answered agree to this question while 14.3% answered strongly agree. In total, this embodied 77.6% of respondents displaying the first motive of nonprofit public service motivation.

Table 1.1: Meaningful community service opportunities are very important to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	4	4.1	4.1	5.1
	Neither Agree nor Disagree	17	17.3	17.3	22.4
	Agree	62	63.3	63.3	85.7
	Strongly Agree	14	14.3	14.3	100.0
	Total	98	100.0	100.0	

The second question that was asked of how often, by daily event, we are dependent on one another was constructed to see if an employee displayed the second motive of nonprofit public service motivation, which is compassion. Compassion is also a normative based motive. Previous research has found that compassion can be described as an emotional state of wanting to assist others in need (Clerkin & Coggburn, 2012). Employees of Suburban Adult Services, Inc. displayed high levels of compassion when answering this question. 70.4% of responses agreed with this question, whereas 10.2% strongly agreed. This totals 80.6% of respondents at SASi having a desire to help others.

Table 1.2: I am often reminded by daily events how dependent we are on one another

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	7.1	7.1	7.1
	Neither Agree nor Disagree	12	12.2	12.2	19.4
	Agree	69	70.4	70.4	89.8
	Strongly Agree	10	10.2	10.2	100.0
	Total	98	100.0	100.0	

The third question that was asked dealt with the third motivation of nonprofit public service motivation (NPSM), which is self-sacrifice. This has no motivation base to it and is considered a motive all on its own. Self-sacrifice involves individuals who are willing to forego their own, personal rewards and make sacrifices for those who are less fortunate and in need (Word & Carpenter, 2013). The question of "much of what I do is for a cause bigger than myself" was asked in order to see if employees of Suburban Adult Services, Inc. (SASi) displayed the motive of self-sacrifice. In table 1.3, 56.1% of employees agreed with this question, whereas 15.3% strongly agreed. The total of 71.4% allows the conclusion that SASi employees also display the third motive of NPSM.

Table 1.3: Much of what I do is for a cause bigger than myself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	6.1	6.1	6.1
	Neither Agree nor Disagree	22	22.4	22.4	28.6
	Agree	55	56.1	56.1	84.7
	Strongly Agree	15	15.3	15.3	100.0
	Total	98	100.0	100.0	

One of the questions that was asked was an open-ended question of what general benefits are important in your current position. Many of the responses correlated with previous research done on nonprofit public service motivation. Some of the responses were, "I have the opportunity to help our individuals succeed in all aspects of their daily lives. I get to meet and interact with so many different people" "Flexibility with scheduling" "assisting individuals in learning to be independent with everything that they do." The responses that were provided assist with concluding that nonprofit public service motivation (NPSM) is present within Suburban Adult Services, Inc. This would allow for the first hypothesis to be proven.

The second question that this researcher was interested in was comparing the way that management and direct care staff responded and seeing if there was a difference in nonprofit public service motivation (NPSM) between the two groups. Table 2, below, shows the number of responses that were received. 61% of responses were from employees in a management position whereas 39% considered themselves direct care staff.

Table 2: Position at Suburban Adult Services, Inc.

#	Answer		Response	%
1	Management		60	61%
2	Direct Care Staff		38	39%
	Total		98	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.39
Variance	0.24
Standard Deviation	0.49
Total Responses	98

The researcher then chose three questions that she felt were the best representation of nonprofit public service motivation (NPSM) and ran a chi-square test of independence on the responses to see if a difference was present. The three questions that were chosen included: "meaningful community service opportunities are important to me" "making a difference in society means more to me than personal achievements" and "I am prepared to make enormous sacrifices for the good of society".

Table 3.1: Meaningful Community Service: Management and Direct Care Staff Response

Meaningful community service opportunities are very important to me * Which of the following is your position at Suburban Adult Services, Inc. considered? Crosstabulation

			Which of the following is your position at Suburban Adult Services, Inc. considered?		
			Management	Direct Care Staff	Total
Meaningful community service opportunities are very important to me	Strongly Disagree	Count	0	1	1
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	0.0%	2.6%	1.0%
		% of Total	0.0%	1.0%	1.0%
	Disagree	Count	4	0	4
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	6.7%	0.0%	4.1%
		% of Total	4.1%	0.0%	4.1%
	Neither Agree nor Disagree	Count	10	7	17
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	16.7%	18.4%	17.3%
		% of Total	10.2%	7.1%	17.3%
	Agree	Count	41	21	62
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	68.3%	55.3%	63.3%
		% of Total	41.8%	21.4%	63.3%
	Strongly Agree	Count	5	9	14
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	8.3%	23.7%	14.3%
		% of Total	5.1%	9.2%	14.3%
Total		Count	60	38	98
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	100.0%	100.0%	100.0%
		% of Total	61.2%	38.8%	100.0%

In table 3.1, the first question of meaningful community service shows how management and direct care staff responded. Almost a quarter of direct care staff, 23.7% responded strongly agree to this question compared to less than ten percent, 8.3% of managers. The possible difference in response might be attributed to a few factors. The direct care staff could be younger in age and therefore they may have more time to devote to community service activities, whereas management would have an established career and possible family to take care of.

This also demonstrates previous research done on public service motivation regarding volunteerism. Earlier in this paper, it was stated that people volunteer for different reasons, which include expansion of their social networks, acquiring new skills and knowledge, and for the general desire of wanting to assist others (Lee, 2012). Direct care staff at SASi might be demonstrating this exact thought since they still have not advanced their career to a management position.

Previous studies have also demonstrated that longevity at an organization can sometimes hinder nonprofit public service motivation (NPSM), as well as promotions due to the motivates that are associated with these positions (Park & Word, 2012). Instead of managers now being rewarded and having their position appeal to their NPSM, they are stuck dealing with the day-to-day operations of successfully running the agency, which hinders their ability of dealing directly with the individuals.

Table 3.2: Chi-Square Results of Meaningful Community Service

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.619[a]	4	.071
Likelihood Ratio	10.210	4	.037
Linear-by-Linear Association	1.514	1	.218
N of Valid Cases	98		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .39.

Since the p value is .071, it can be concluded that there is no statistical difference between managers and direct care staff regarding the question of meaningful community service opportunities since it is above the acceptable .05 and therefore the null hypothesis is accepted. Although the test of significance does not demonstrate any statistical difference, it can be assumed that if the test was run again, there would be a 93% chance of obtaining similar results.

Table 4.1: Making a Difference in Society: Management and Direct Care Staff Response

Making a difference in society means more to me than personal achievements * Which of the following is your position at Suburban Adult Services, Inc. considered? Crosstabulation					
			Which of the following is your position at Suburban Adult Services, Inc. considered?		
			Management	Direct Care Staff	Total
Making a difference in society means more to me than personal achievements	Disagree	Count	9	3	12
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	15.0%	7.9%	12.2%
		% of Total	9.2%	3.1%	12.2%
	Neither Agree nor Disagree	Count	17	13	30
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	28.3%	34.2%	30.6%
		% of Total	17.3%	13.3%	30.6%
	Agree	Count	30	19	49
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	50.0%	50.0%	50.0%
		% of Total	30.6%	19.4%	50.0%
	Strongly Agree	Count	4	3	7
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	6.7%	7.9%	7.1%
		% of Total	4.1%	3.1%	7.1%
Total		Count	60	38	98
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	100.0%	100.0%	100.0%
		% of Total	61.2%	38.8%	100.0%

In table 4.1, the question of making a difference in society shows how management and direct care staff responded. The response of agree was equal at 50% of direct care staff and management which demonstrates that nonprofit public service motivation is truly present at Suburban Adult Services, Inc. (SASi). Since SASi provides services to disabled individuals, this allows all employees to make a difference in society and assist those who are in need. Even

though direct care staff work directly with the individuals of SASi, many of the programs allow

supervisors to be involved as well.

As a participant-observer at this agency, I have seen the way that my own department is

run with regards to this question. Management is very involved in providing services to the

individuals and always willing to cover when needed. When any sort of issue arises, the

individuals are given access to management as needed and direct care staff seek out assistance

from management. This allows an opportunity of working directly with the individuals instead

of staying behind to run the agency, which can appeal to nonprofit public service motivation.

Table 4.2: Chi-Square Results of Making a Difference

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.271[a]	3	.736
Likelihood Ratio	1.327	3	.723
Linear-by-Linear Association	.330	1	.565
N of Valid Cases	98		
a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 2.71.			

While looking at the p value of .736 in table 4.2, this can therefore conclude that there is

no significant relationship between direct care staff and managements responses regarding the

question of making a difference in society. The result of .736 is well above the acceptable .05

and can assist with the conclusion that this question has no statistical significance when it comes

to differences in the way employees might respond.

Table 5.1: Making Enormous Sacrifices: Management and Direct Care Staff Responses

I am prepared to make enormous sacrifices for the good of society * Which of the following is your position at Suburban Adult Services, Inc. considered? Crosstabulation					
			Which of the following is your position at Suburban Adult Services, Inc. considered?		
			Management	Direct Care Staff	Total
I am prepared to make enormous sacrifices for the good of society	Disagree	Count	17	3	20
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	28.3%	7.9%	20.4%
		% of Total	17.3%	3.1%	20.4%
	Neither Agree nor Disagree	Count	29	19	48
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	48.3%	50.0%	49.0%
		% of Total	29.6%	19.4%	49.0%
	Agree	Count	13	15	28
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	21.7%	39.5%	28.6%
		% of Total	13.3%	15.3%	28.6%
	Strongly Agree	Count	1	1	2
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	1.7%	2.6%	2.0%
		% of Total	1.0%	1.0%	2.0%
Total		Count	60	38	98
		% within Which of the following is your position at Suburban Adult Services, Inc. considered?	100.0%	100.0%	100.0%
		% of Total	61.2%	38.8%	100.0%

In table 5.1, the question of whether making an enormous sacrifice for the good society was asked. Surprisingly, 28.3% of managers disagreed with this question whereas only 7.9% of direct care staff disagreed. This difference might be attributed to burn out in the field. Previous studies have found that the number of years with an organization tended to influence an employees' nonprofit public service motivation (NPSM) level, with those working in the field

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having more of a negative outlook on job satisfaction than those who have worked less years (Borzaga & Tortia, 2006; Taylor, 2010).

Assuming the managers have worked longer at Suburban Adult Services, Inc. (SASi) than direct care staff, they might have a more negative outlook on job satisfaction and experience a higher rate of burn out.

In addition, those who possess higher levels of education have been found to present a lower level of nonprofit public service motivation (NSPM) (Taylor, 2010). This again could lead to the conclusion that more managers could possibly hold higher degrees when compared to direct care staff and therefore would display lower NPSM, which would lead to a stronger negative answer when asked the question of making enormous sacrifices.

Table 5.2: Chi-Square Results of Making Sacrifices

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.464[a]	3	.059
Likelihood Ratio	8.078	3	.044
Linear-by-Linear Association	6.680	1	.010
N of Valid Cases	98		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .78.

Since the p value is .059, it can be concluded that there is no statistical difference between managers and direct care staff regarding the question of making enormous sacrifices for the good of society. However, even though the test of significance states that there is no statistical significant to this question, there still is a high probability that given the test again, a 94% chance of this result will occur again.

In conclusion, since all three questions regarding the second hypothesis of whether a difference in nonprofit public service motivation is present when direct care staff and managers

are compared to one another has yielded results higher than the acceptable .05, it can be stated that there is not any statistically significant findings and therefore the null hypothesis is accepted. However, the findings are very suggestive that a difference could be present since two of the questions yielded a 94% and 93% chance of occurring again. This difference might be due to the number of years managers have worked in their positions compared to direct care staff or managers rising from the ranks of direct care staff. A difference also could be present due to moving to different departments within the agency that might not entirely align with a managers' nonprofit public service motivation (NPSM). Suburban Adult Services, Inc. employs almost five hundred employees and has various programs that it runs. If a direct care staff is promoted to position of manager but in a different program than the one that they have been in, this could potentially be a reasoning behind a lower NPSM level since their interests may no longer align with their new position.

Chapter V: Implications, Conclusions, and Future Research

Implications of Possible Outcomes

The implications of this study allow Suburban Adult Services, Inc. (SASi) to see that there is nonprofit public service motivation (NPSM) present within their agency. Although there was not a difference between managers and direct care staff, the agency as a whole was able to show NPSM. This demonstrates that employees of this nonprofit agency are driven by other motivations. Some of those motivations were discussed in an earlier section of this paper and include the desire to assist individuals in need, being attracted to the mission statement and having flexibility in their schedules.

Though this research study was a case study to see if NPSM was present, the results support that SASi is continuing to attract employees' who display intrinsic motivations. In order to continue with this practice, SASi could ask questions such as "what attracted you to the position you are apply to" and use previous job history as an indicator of whether the potential employee is the right fit for the job.

Limitations of Study

There were quite a few limitations with this study and that is why the results cannot be compared to other research that has been done on this topic. The survey instrument itself was one that was taken from another study, however, it was changed to fit the situation of this study and therefore the results are not generalizable to other studies.

Many more managers responded and made up the majority of the research that was collected. Therefore, direct care staff was under represented and nonprofit public service motivation (NPSM) within Suburban Adult Services, Inc. (SASi) is primarily based off of

managements views. Also, there was a limited amount of participation in the study and the results are based off of the 98 results that were received.

In order to continue to learn and research more about this topic, follow-up interview questions could have been asked by a sample of employees. This would allow for the collection of qualitative research which might be able to further assist with studying nonprofit public service motivation.

In addition, this study was limited on stating how NPSM could be increased with the staff at SASi. This study allowed for confirming that NPSM was present, however, it was unable to state the direct cause of NPSM.

Future Research

Future research will need to continue to be conducted on nonprofit public service motivation (NPSM) in order for results to be generalizable and tested as public service motivation (PSM) has been throughout the years. Even though this study has been able to add to continuing growth of literature on NPSM, research will still need to be conducted since this is a new area of study.

Since there was no significant difference found in this study between management and direct care staff, which directly conflicts other, previous studies, further analysis, will need to be conducted to see if a difference in NPSM is present in other nonprofits. We know that a difference is present with PSM in the public sector, but is there truly a difference in NPSM. Further research will be able to answer this question.

Also, since there is no causality that is present, the relationship between nonprofit public service (NPSM) and employees' of nonprofit agencies can continue to be studied in order to conclude if there is a certain motivating factor that attracts an employee to their position. There

have been limited studies on this topic, with many concluding the mission statement is what

motivates the employee, but continued studies would allow for information that is more specific

to nonprofit public service motivation. This practice in turn would assist nonprofit agencies with

focusing recruitment on the best-fit employees and lowering turnover rates.

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
Appendices

Table 6: Employee Age Range

#	Answer		Response	%
1	Under 20		1	1%
2	21-30		14	14%
3	31-40		29	30%
4	41-50		26	27%
5	51-60		20	20%
6	61-70		8	8%
7	70 and above		0	0%
	Total		98	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	3.76
Variance	1.44
Standard Deviation	1.20
Total Responses	98
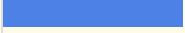
Table 7: Employee Ethnicity/Racial Background

#	Answer		Response	%
1	Caucasian		91	93%
2	African-American		3	3%
3	Hispanic		0	0%
4	Other		4	4%
	Total		98	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.15
Variance	0.38
Standard Deviation	0.62
Total Responses	98
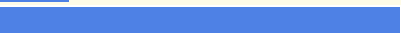
Table 8: Employee Education Level

#	Answer		Response	%
1	Less than High School		1	1%
2	High School		16	16%
3	Associate's Degree		37	38%
4	Bachelor's Degree		26	27%
5	Graduate Degree		16	16%
6	Post-Graduate Degree		2	2%
	Total		98	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	3.47
Variance	1.10
Standard Deviation	1.05
Total Responses	98

Table 9: Employee Gender

#	Answer		Response	%
1	Male		15	15%
2	Female		82	85%
	Total		97	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.85
Variance	0.13
Standard Deviation	0.36
Total Responses	97

Table 10: Parents Employment in Either Nonprofit or Government Position

#	Answer		Response	%
1	Yes		21	22%
2	No		76	78%
	Total		97	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.78
Variance	0.17
Standard Deviation	0.41
Total Responses	97

Table 11: Attraction to Position at Suburban Adult Services, Inc.

#	Answer		Response	%
1	Mission of organization		12	12%
2	Job Description		28	29%
3	The people within the organization		12	12%
4	The reputation of the organization		14	14%
5	Pay		14	14%
6	Other		18	18%
	Total		98	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	3.45
Variance	2.97
Standard Deviation	1.72
Total Responses	98

Table 12: Years Employees Worked for a Nonprofit

#	Answer		Response	%
1	Less than a year		1	1%
2	1-5 years		7	7%
3	6-10 years		24	25%
4	More than 10 years		65	67%
	Total		97	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	3.58
Variance	0.45
Standard Deviation	0.67
Total Responses	97

Table 13: Years Worked at Suburban Adult Services, Inc.

#	Answer		Response	%
1	Less than a year		2	2%
2	1-5 years		21	22%
3	6-10 years		31	32%
4	More than 10 years		43	44%
	Total		97	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	3.19
Variance	0.72
Standard Deviation	0.85
Total Responses	97

Table 14: I consider community service my civic duty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	13.3	13.3	13.3
	Neither Agree nor Disagree	39	39.8	39.8	53.1
	Agree	39	39.8	39.8	92.9
	Strongly Agree	7	7.1	7.1	100.0
	Total	98	100.0	100.0	

Table 15: I would prefer that public officials do what is good for the whole community even if it harms my interest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	17	17.3	17.3	19.4
	Neither Agree nor Disagree	30	30.6	30.6	50.0
	Agree	47	48.0	48.0	98.0
	Strongly Agree	2	2.0	2.0	100.0
	Total	98	100.0	100.0	

Table 16: I have little compassion for people in need who are unwilling to take the first step to help themselves

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	10.2	10.2	10.2
	Disagree	42	42.9	42.9	53.1
	Neither Agree nor Disagree	28	28.6	28.6	81.6
	Agree	14	14.3	14.3	95.9
	Strongly Agree	4	4.1	4.1	100.0
	Total	98	100.0	100.0	

Table 17: Doing well financially is definitely more important to me than doing good deeds

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	8.2	8.2	8.2
	Disagree	54	55.1	55.1	63.3
	Neither Agree nor Disagree	32	32.7	32.7	95.9
	Agree	3	3.1	3.1	99.0
	Strongly Agree	1	1.0	1.0	100.0
	Total	98	100.0	100.0	

Table 18: I am prepared to make enormous sacrifices for the good of society

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	20	20.4	20.4	20.4
	Neither Agree nor Disagree	48	49.0	49.0	69.4
	Agree	28	28.6	28.6	98.0
	Strongly Agree	2	2.0	2.0	100.0
	Total	98	100.0	100.0	

Table 19: I unselfishly contribute to my community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	2	2.0	2.0	3.1
	Neither Agree nor Disagree	28	28.6	28.6	31.6
	Agree	53	54.1	54.1	85.7
	Strongly Agree	14	14.3	14.3	100.0
	Total	98	100.0	100.0	

Table 20: Making a difference in society means more to me than personal achievements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	12.2	12.2	12.2
	Neither Agree nor Disagree	30	30.6	30.6	42.9
	Agree	49	50.0	50.0	92.9
	Strongly Agree	7	7.1	7.1	100.0
	Total	98	100.0	100.0	

Table 21: It is difficult for me to contain my feelings when I see people in distress

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	12	12.2	12.2	13.3
	Neither Agree nor Disagree	22	22.4	22.4	35.7
	Agree	47	48.0	48.0	83.7
	Strongly Agree	16	16.3	16.3	100.0
	Total	98	100.0	100.0	

Survey Instrument:

1. Please indicate what your age is by choosing one of the following groups:
     a. Under 20
     b. 21-30
     c. 31-40
     d. 41-50
     e. 51-60
     f. 1-70
     g. 70 or above

2. Please indicate what your ethnicity/racial background is by choosing one of the following options:
     a. Caucasian
     b. African-American
     c. Hispanic
     d. Other

3. What is the highest level of education that you completed?
     a. Less than high school
     b. High School
     c. Associate's Degree
     d. Bachelor's Degree
     e. Graduate Degree
     f. Post-Graduate Degree

4. Please indicate your marital status:
     a. Married
     b. Non-Married/single/divorced

5. Which of the following is your position at Suburban Adult Services, Inc. considered?
     a. Management
     b. Direct Care Staff

6. What general benefits are important in your current positions?
     (Please fill in the blank)

7. Using the following options, which of the following attracted you to your position with Suburban Adult Services, Inc.?
     a. Mission of organization
     b. Job description
     c. The people within the organization
     d. The reputation of the organization within the community
     e. Pay
     f. Other

8. How many years have you work for a nonprofit organization?
   (Please fill in the blank)

9. How many years have you been employed at Suburban Adult Services, Inc.?
   (Please fill in the blank)

Please answer the following questions using the following scale:

      1=Strongly Agree
      2=Agree
      3=Neutral
      4=Disagree
      5=Strongly Disagree

10. I unselfishly contribute to my community

11. Meaningful community service opportunities are very important to me

12. I consider community service my civic duty

13. I would prefer that public officials do what is good for the whole community even if
    it harms my interest

14. It is difficult for me to contain my feeling when I see people in distress

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

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

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

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

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

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