

**Corporate Social Responsibility Orientation and Employer Attractiveness:
A Study on Revealed Job Preference between Public Sector and Private Sector
in Hong Kong**

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Dissertation
5 April 2024

Submitted to
Faculty of Business and Management
University of Wales Trinity Saint David

In fulfilment of the requirements
for the degree of Doctor of Business Administration

Abstract

This study is among the first systematic investigations to examine the relationship of values and attitudes with revealed job preference in public sector. General values, Corporate social responsibilities orientation, Public service motivation, Employer attractiveness attitude, and Person-organisational fit attitude are the values and attitudes under study in this research. Hypotheses testing by correlation research is performed to prove whether these values and attitudes are related to revealed job preference in public sector.

This study comprises a survey by the respondents who are working or have worked in Hong Kong. A sample of 219 respondents is selected by snowball sampling and they are asked to complete the online questionnaire in the google website. Quantitative research by binary logistic regression is adopted as the research methodology. The Statistical Package for the Social Sciences (SPSS) is used for data analysis and the results are used for hypotheses testing.

Based on binary logistic regression performed on the survey results from the 219 respondents in Hong Kong, it is proved that General values, Public service motivation, Employer attractiveness attitude, and Person-organisational fit attitude are related to revealed job preference in public sector. However, Corporate social responsibility orientation is proved not related to revealed job preference in public sector. Further triangular testing should be performed to enhance the findings. This research adds insights into the relationship of values and attitudes with revealed job preference in public sector. Values of potential employees can be adopted as criteria for recruitment purposes by human resources departments and more value evaluation tools should be developed in the recruitment programme for public sector.

This thesis contributes to the body of knowledge by exploring the employee behaviour in respect of job choice between public sector and private sector. The research results give insights to help strengthen the government's ability to attract, hire, and retain the desired employees in the public sector. More assessments on analytical and behaviour aspects of candidates should be adopted to achieve the recruitment results. Government can enhance the overall quality of public workforce by the efforts to make congruence of values and attitudes between workers and organisations. A motivated workforce can strengthen the civil service to respond to the demanding needs of population. The strategic human resources management will enhance the trust and image in governments in the long term.

Declaration 1

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the corrections is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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Acknowledgements

I am thankful to the participants to the survey. I am grateful to everyone who has encouraged me and support me to complete the dissertation. Their presence during the research study is indispensable to make it accomplished.

I am indebted to my supervisors who have given me guidance in the early stage of research study. They guided me to choose the topic and design the research approach. Their comments at various stages helped me to complete the dissertation.

I express my greatest gratitude to my family members and friends who have accompanied me in this long journey to complete the work.

Contents

Abstract	ii
Declaration	iii
Acknowledgements	iv
Table of Contents	v
List of Abbreviations	xii
List of Tables	xiii
List of Figures	xvii
Appendices	xix

Table of Contents (Summary)

Page

Chapter 1: Introduction	1
Chapter 2: Literature review	8
Chapter 3: Theoretical framework and Hypotheses testing	61
Chapter 4: Measuring instruments and Questionnaire	65
Chapter 5: Research strategy, Methodology and Data collection	87
Chapter 6: Data analyses and Findings	90
Chapter 7: Results and Discussion	155
References	166
Appendices	176

	<u>Table of Contents (Detailed)</u>	Page
Chapter 1: Introduction		1
1.1 Background		1
1.2 Impact statement		3
1.3 This research study		4
Chapter 2: Literature review		8
2.1 Introduction		8
2.1.1 Value-attitude-behaviour		8
2.1.2 Person-organisational fit		9
2.1.3 Revealed job preference		10
2.2 Public sector and Private sector		12
2.2.1 Studies in OECD		12
2.2.2 Values in Public sector and Private sector.....		15
2.2.3 Job security in Public sector		17
2.2.4 Convergence of Public sector and Private sector		18
2.3 Values and Attitudes		20
2.3.1 General values		20
(a) Cultural values		20
(b) Individual values		21
(c) Work values		23
(d) Corporate social responsibilities		25
2.3.2 Corporate social responsibility orientation		26
(a) Corporate social responsibilities		26
(b) Corporate social responsibility orientation		29
(c) Measurement of CSRO		31

	Page
2.3.3 Public service motivation	33
(a) Empirical studies with positive results on PSM	34
(b) Empirical studies with negative results on PSM	36
2.3.4 Employer attractiveness attitude	39
(a) Employer attractiveness attributes	39
(b) Corporate social responsibilities	41
2.3.5 Person-organisational fit attitude	44
(a) Person-organisational fit	44
(b) Corporate social responsibilities	47
2.4 Empirical studies in Hong Kong	49
2.4.1 Civil service in Hong Kong	49
2.4.2 World value survey	50
2.4.3 Youth IDEAS Survey in Hong Kong	57
2.4.4 Survey on CSRO in Hong Kong	58
2.4.5 Survey on PSM in Hong Kong	59
Chapter 3: Theoretical framework and Hypotheses testing	61
3.1 Theoretical framework	61
3.1.1 Theoretical framework 1 (individual)	62
3.1.2 Theoretical framework 2 (combined)	63
3.2 Hypotheses testing	64

	Page
Chapter 4: Measuring instruments and Questionnaire	65
4.1 General values	65
4.1.1 Measuring instruments in the past literature	65
4.1.2 Questionnaire used in this research	68
4.2 Corporate social responsibility orientation	69
4.2.1 Measuring instruments in the past literature	69
4.2.2 Questionnaire used in this research	72
4.3 Public sector motivation	73
4.3.1 Measuring instruments in the past literature	73
4.3.2 Questionnaire used in this research	76
4.4 Employer attractiveness attitude	77
4.4.1 Measuring instruments in the past literature	77
4.4.2 Questionnaire used in this research	80
4.5 Person organisational fit attitude	82
4.5.1 Measuring instruments in the past literature	82
4.5.2 Questionnaire used in this research	84
4.6 Survey questions in this research	85
4.6.1 List of questions	85
4.6.2 Likert scale of measurement	86

	Page
Chapter 5: Research strategy, Methodology and Data collection	87
5.1 Research strategy	87
5.2 Research methodology	88
5.3 Data collection	88
5.4 Self-administered questionnaire	89
Chapter 6: Data analyses and Findings	90
6.1 Data analyses	91
6.1.1 Validity, Reliability, and Factor analysis	91
6.1.2 Logistic regression	91
(a) Correlation research	91
(b) Logistic regression	92
(c) Measurement on goodness of fit	92
(d) Limitations	93
6.2 Descriptive statistics on Values and Attitudes	94
6.2.1 General values	94
6.2.2 Corporate social responsibilities orientation	94
6.2.3 Public sector motivation	95
6.2.4 Employer attractiveness attitude	95
6.2.5 Person-organisational fit attitude	95
6.3 Crosstabulation of demographic factors with Revealed job preference	96
6.3.1 Gender	96
6.3.2 Age	96
6.3.3 Education	97
6.3.4 Current employment status	97

	Page
6.3.5 Job position	98
6.3.6 Number of years in employment	98
6.3.7 Current/Past employer sector	99
6.3.8 Industry type	99
6.3.9 Job performance based on appraisal/promotion history	100
6.3.10 Job performance based on self-assessment	100
6.4 Reliability test and Factor analysis on Values and Attitudes	101
6.4.1 General values	101
6.4.2 Corporate social responsibilities orientation	103
6.4.3 Public sector motivation	104
6.4.4 Employer attractiveness attitude	105
6.4.5 Person-organisational fit attitude	106
6.5 Statistically significant items of Values and Attitudes	107
6.5.1 General values	107
6.5.2 Corporate social responsibilities orientation	108
6.5.3 Public sector motivation	109
6.5.4 Employer attractiveness attitude	110
6.5.5 Person-organisational fit attitude	111
6.5.6 Demographic factors	112
6.6 Hypotheses testing by binary logistic regression	113
6.6.1 General values	115
(i) GV_Pleasure_GV2&GV3	116
6.6.2 Corporate social responsibilities orientation	119
(i) CSRO_All 12 items	120
(ii) CSRO_All 4 factors	121
(iii) CSRO_EconResp_CSRO1	122
6.6.3 Public sector motivation	123
(i) PSM_Attraction	124
(ii) PSM_Attraction_PSM2	127

	Page
6.6.4 Employer attractiveness attitude	130
(i) EA_Interest value	131
(ii) EA_Interest value_EA1	134
(iii) EA_Interest value_EA2	137
6.6.5 Person-organisational fit attitude	140
(i) POF_DemandAbilities	141
(ii) POF_DemandAbilities_POF8	144
6.6.6 Combined	147
(i) Values and Attitudes (Combined)	148
 Chapter 7: Results and Discussion	 155
7.1 Summary	155
 7.2 Contributions	 159
 7.3 Discussion	 162
 7.4 Limitations	 164
 7.5 Future research and recommendations	 165
 References	 166
 Appendices	 176

List of Abbreviations

CSR	Corporate social responsibilities
CSRO	Corporate social responsibility orientation
EA	Employer attractiveness
EAA	Employer attractiveness attitude
GV	General values
POF	Person-organisational fit
POFA	Person-organisational fit attitude
PSM	Public service motivation
SVS	Schwartz's Value Survey
SSVS	Schwartz's Short Value Survey

List of Tables	Page
2.4.1 WVS 2017-2022, Hong Kong – Sector of employment	51
2.4.2 WVS 2017-2022, Hong Kong – Importance in Life: Work	52
2.4.3 WVS 2017-2022, Hong Kong – Worries: Losing my job or not finding a job	53
2.4.4 WVS 2017-2022, Hong Kong – Work is a duty towards society	54
2.4.5 WVS 2017-2022, Hong Kong – Confidence: The Government	55
2.4.6 WVS 2017-2022, Hong Kong – Confidence: The Civil Service	56
6.3.1 Gender and Preferred employment sector – Crosstabulation	96
6.3.2 Age and Preferred employment sector – Crosstabulation	96
6.3.3 Education and Preferred employment sector – Crosstabulation	97
6.3.4 Current employment status and Preferred employment sector – Crosstabulation	97
6.3.5 Job position and Preferred employment sector – Crosstabulation	98
6.3.6 Number of years in employment and Preferred employment sector – Crosstabulation	98
6.3.7 Current/Past employment sector and Preferred employment sector – Crosstabulation	99
6.3.8 Industry type and Preferred employment sector – Crosstabulation	99
6.3.9 Job performance based on appraisal / promotion history – Crosstabulation	100
6.3.10 Job performance based on self-assessment – Crosstabulation	100

	Page
6.4.1 General values – Factor analysis	102
6.4.2 Corporate social responsibility orientation –Factor analysis	103
6.4.3 Public sector motivation – Factor analysis	104
6.4.4 Employer attractiveness attitude – Factor analysis	105
6.4.5 Person-organisational fit attitude – Factor analysis	106
6.5.1 General values – Statistically significant items	107
6.5.2 Corporate social responsibility orientation – Statistically significant items	108
6.5.3 Public service motivation – Statistically significant items	109
6.5.4 Employer attractiveness attitude – Statistically significant items	110
6.5.5 Person-organisational fit attitude – Statistically significant items	111
6.5.6 Demographic items – Statistically significant items	112
6.6.1 General value	115
(i) General values (Pleasure_GV2 and GV3)	116
(a) Test of significance	116
(b) Classification table	116
(c) Results on Logistic regression	117
(d) Confidence interval	117

	Page
6.6.2 Corporate social responsibility orientation	119
(i) Corporate social responsibility orientation (CSRO_All 12 items)	
(a) Test of significance	120
(ii) Corporate social responsibility orientation (CSRO_All 4 factors)	
(a) Test of significance	121
(iii) Corporate social responsibility orientation (CSRO_EconResp_CSRO1)	
(a) Test of significance	122
6.6.3 Public service motivation	123
(i) Public service motivation (PSM_Attraction)	124
(a) Test of significance	124
(b) Classification table	124
(c) Results on Logistic regression	125
(d) Confidence interval	125
(ii) Public service motivation (PSM_Attraction_PSM2)	127
(a) Test of significance	127
(b) Classification table	127
(c) Results on Logistic regression	128
(d) Confidence interval	128
6.6.4 Employer attractiveness attitude	130
(i) Employer attractiveness attitude (EAA_Interest value)	131
(a) Test of significance	131
(b) Classification table	131
(c) Results on Logistic regression	132
(d) Confidence interval	132
(ii) Employer attractiveness attitude (EAA_Interest value_EA1)	134
(a) Test of significance	134
(b) Classification table	134
(c) Results on Logistic regression	135
(d) Confidence interval	135
(iii) Employer attractiveness attitude (EAA_Interest value_EA2)	137
(a) Test of significance	137
(b) Classification table	137
(c) Results on Logistic regression	138
(d) Confidence interval	138

	Page
6.6.5 Person-organisational fit attitude	140
(i) Person-organisational fit attitude (POFA_DemandAbilities)	141
(a) Test of significance	141
(b) Classification table	141
(c) Results on Logistic regression	142
(d) Confidence interval	142
(ii) Person-organisational fit attitude (POFA_DemandAbilities_POF8)	144
(a) Test of significance	144
(b) Classification table	144
(c) Results on Logistic regression	145
(d) Confidence interval	145
6.6.6 GV, CSRO, PSM, EAA, POFA and Demographic items	147
(i) GV, CSRO, PSM, EAA, POFA and Demographic items – Combined	148
(a) Test of significance	148
(b) Classification table	148
(c) Results on Logistic regression	149
(d) Confidence interval	149

List of Figures

	Page
2.3.1 Generic model of General Values and Work Values	24
2.3.2 Carroll's pyramid of CSR	26
3.1.1 Theoretical Framework 1 (Individual)	62
3.1.2 Theoretical Framework 2 (Combined)	63
4.1.1 Schwartz's model of relations between values (Schwartz, 1992)	66
4.1.2 GV: Measuring instrument in the past literature (used by SSVS (1992) - 10 items)	67
4.1.3 GV: Questionnaire used in this research (used in this research - 10 items)	68
4.2.1 CSRO: Measuring instrument in the past literature (used by Ehie (2016) - 32 items)	70
4.2.2 CSRO: Questionnaire used in this research (used in this research - 12 items)	72
4.3.1 PSM: Measuring instrument in the past literature (used by Perry (1996) - 40 items)	73
4.3.2 PSM: Questionnaire used in this research (used in this research - 12 items)	76
4.4.1 EAA: Measuring instrument in the past literature (used by Berthon et al. (2005) - 25 items)	78
4.4.2 EAA: Questionnaire used in this research (used in this research - 15 items)	80

	Page
4.5.1 POFA: Measuring Instrument in the past literature (used by Cable and DeRue (2002) - 9 items)	82
4.5.2 POFA: Questionnaire used in this research (used in this research - 9 items)	84
5.1.1 Orientations of Quantitative research strategies	87

Appendices	Page
I. Questionnaire used by this research	177
II. Descriptive statistics on Values and Attitudes	182
(a) General values	182
(b) Corporate social responsibilities orientation	183
(c) Public service motivation	184
(d) Employer attractiveness attitude	185
(e) Person-organisational fit attitude	186
III Reliability tests on Values and Attitudes	187
(a) General values	187
(b) Corporate social responsibilities orientation	188
(c) Public service motivation	189
(d) Employer attractiveness attitude	190
(e) Person-organisational fit attitude	191

1.1 Background

The public sector is generally facing challenges in attracting and retaining civil servants. Job security, stability, and robust benefits such as pensions in the public sector have long been the major factors to attract the employees. However, McKinsey survey shows that workers today are more concerned with a sense of purpose, flexibility, and the potential for development and advancement in their job duties. The talent gap in the public sector has impacted the delivery of public services and thus the public welfare in the community. Short-term and long-term actions should be taken and this involves transforming how the public sector attracts, develops, and retains talents (McKinsey, 2022).

The public sector organisations are falling behind the private sector firms in the race for attraction and retention of talents. McKinsey surveyed 13,000 workers globally to understand the reasons that make them want to stay, leave, or return to their jobs in the public sector over the next three to six months. The study is supplemented by a separate survey of 1,500 individuals employed by US federal, state, and local government organisations. The findings reveal that compensation, meaningful work, and workplace flexibility are the top factors that civil servants would stay in the public sector. Those who were planning to leave said that a lack of career development opportunities, unhappiness with leadership, and compensation were the main concerns (McKinsey, 2022).

The COVID-19 pandemic disruptions in the workplace have caused the people to reflect on the life priorities. Millennials and Generation Z prefer a balance between professional and personal lives. Young workers are becoming selective about the companies and roles that they choose to join and they are more value driven in their interaction with employer brands. Organisations looking to attract entry-level candidates to join their workforce should build up their brand reputation in areas of corporate social responsibilities, sustainability, carbon neutrality, diversity, and inclusion (Hays, 2022).

Admittedly most government leaders cannot easily change the compensation packages to the workforce to attract the employees. Governments however should actively seek to attract the candidates for public service, instead of passively waiting for the applicants to roll in.

Governments could build on the public sector's proposition of purpose and meaning and embrace these qualities in the employer perception that appeal to Millennials and Generation Z. Governments have a significant built-in advantage when it comes to value proposition in the employer branding. The workers today want their jobs to have meaning and purpose - that is what public service to the community could bring about. Public organisations deliver public goods and services to the community. The public sector could build on its value proposition of meaningful work, solid compensation, and increased flexibility where possible to attract, develop and retain the talents going forward (McKinsey, 2022).

Due to changes in the employment market, government agencies have been obliged to shift from the traditional approach of hiring people looking for jobs to a more proactive, sourcing-based process. This new method, already actively utilised in the corporate sector, emphasise seeking out candidates who may not be actively job hunting but have the right skills and potential for the role. The calibre and diversity of government employees directly influence the quality and effectiveness of public services. By recruiting the skilled and dedicated employees, governments services can be designed and delivered in a way that meets the diverse needs of complicated communities. Strategic and thoughtful recruitment in the public sector is not just about filling positions; it is about building a foundation for efficient, inclusive, and impactful service delivery to the public (Jamilova, 2022a).

There are critical factors impacting the recruitment in the public sector. They include (i) economic conditions affecting job market stability and candidate availability; (ii) government rules and regulation on recruitment process; (iii) perception of public sector jobs; (iv) budget constraints and compensation packages; and (v) technology and organisational adaptability. The general view of public sector jobs as less appealing to many job seekers poses a challenge in attracting a wide range of talented candidates. Talent acquisition in the public sector is a complex adventure (Jamilova, 2022b).

In the competitive and unfavourable context for the government jobs, it is mainly by using non-financial, intrinsic incentives that governments may succeed in attracting the best talents amongst the Z Generation to join public administrations for some years in their life career. The tools include (i) an effective policy that promotes the values of the public service; (ii) public employers' exemplarity on equal opportunities, diversity, and inclusion; (iii) improved quality of work and a better combination between work and private life; and (iv) reversing the stigma

of life-time employment: offering life-long training and mobility as a life-insurance against boredom. To rebuild the trust and confidence in the public administration, a new policy of public service attractiveness targeting the next generations of workforce is required. Career mobility and benefits portability become the important factors to attract and retain workers in government employment (Eymeri-Douzans, 2022).

1.2 Impact statement

Governments need robust and strategic hiring processes to attract and retain workforce. A motivated workforce can strengthen the civil service to respond to the demanding needs of population. It has long been difficult for government to attract top talent – especially young, technology advanced professionals. As retiring baby boomers are replaced by Generation Z, the result is a shift in what workers want from their relationship with their employer. New generation workers are socially conscious and have a sense of purpose in the world. More analytical tools should be therefore developed to identify and recruit the right candidates who will join the public sector.

This study on values and attitudes in public sector and private sector has impacts on the society in general. The research results provide knowledge and insights to the stakeholders which include human resources managers, government officials, training centres, academic institutions, and sociologists. They can take actions to address the issues on work quality and productivity in the organisations. The study will impact the employment programmes to achieve the organisation successfulness in public sector and private sector.

This study will impact the academia in the study of theories in values and attitudes. The survey results in Hong Kong workers provide empirical evidence on the study of value congruence between workers and organisations in public sector and private sector. The study will enhance our understanding of the existing theories on values and attitudes in the job choice decisions. This contributes to fill the gap on the study of employee behaviour between public sector and private sector.

The research results will impact the government's ability to attract, hire, and retain the desired employees in the short term. More assessments on analytical and behaviour aspects should be adopted to achieve the recruitment results. The strategic human resources management will

enhance the trust and image in governments in the long term. Sustainable reform efforts in the training and development programmes can lead to a sense of pride and feeling of well-being in the civil servants.

1.3 This research study

Many public management services have reported problems in recruiting and/or retaining qualified personnel. To enhance the image of public organisations to attract and retain the qualified staff, we need to understand what are the motivation factors for potential and existing public sector employees. The Competitive Public Employment Project by the participating OECD member countries in the year 2000 aimed to enhance the competitiveness of public employment in the labour market and to improve the professionalism in the public service to attract the labour force. It reported there existed problems in enhancing the trust in government and improving the image of the public sector. The OECD research suggested that higher salaries and better terms of employment should be offered to attract employees from the private sector (Äijälä, 2001).

Many countries are concerned with the deteriorating image of the public sector as the employer of choice. There are many factors that may influence the public sector's attractiveness as an employer. The solutions for improving the image may be related to public service effectiveness, i.e. quality of service, integrity, and ethics, working for the common good, working conditions and interesting tasks. Success in giving potential employees a picture of an administration with high standards of ethics and integrity can influence the attractiveness and competitiveness of the public organisation. Motivated employees are instrumental in creating an attractive workplace, which is crucial in the future for successful recruitment, development, and retention of workforce in the public sector (Äijälä, 2001).

The individual attitudes towards Corporate social responsibility play a key role in understanding the way the job seekers perceive CSR signals and eventually influence the CSR-based employer attractiveness. Corporate social responsibility has become increasingly important in the labour market communication. CSR-based employer attractiveness reflects the perceived importance of CSR as the relevant employer branding attribute to the potential employees. If prospective employees positively perceive the features of the brand, they are

more likely to identify themselves with the employer, so they will value more the prospect of becoming part of the organisation. Recipients who are convinced by the CSR messages may be more likely to identify themselves with this concept and so be attracted by CSR-based employer attractiveness (Klimkiewicz and Oltra, 2017).

This research seeks to study the unique set of Values and Attitudes that may be different between individuals who choose public sector jobs or private sector jobs. The theories concerning values and job choices suggests that individuals seek jobs that fit with their values. Job seekers prefer organisations with whom they perceive congruence between their personal values and organisation's values. The person-organisational fit approach suggests that job seekers prefer organisations with attributes that are aligned with their personal characteristics. Previous studies support that the alignment of employee's values and firm's values resulted in positive employee's attitudes and organisational outcome (Cable & Judge, 1996).

In this research, we carry out empirical studies on Values and Attitudes of the workers in Hong Kong. Hypothetical tests are performed to prove whether Values and Attitudes are related to Revealed job preference in public sector. People prefer to work for the public sector if they think it will provide them with more of the rewards that they consider most important. It is therefore important to understand what rewards or incentives will attract people to work in the public sector. The research result will give insights to the human resources departments on the development of recruitment programme to attract and retain employees in the public sector.

In this research, Values and Attitudes refer to the following: (i) General values; (ii) Corporate social responsibility orientation; (iii) Public service motivation; (iv) Employer attractiveness attitude; and (v) Person-organisational fit attitude. The hypothetical tests will prove whether the interplay results of all these Values and Attitudes will affect people's intention to seek employment in the public sector or private sector.

In summary, this research study will answer the following questions with the survey performed in Hong Kong:

1. What are General values? Are General values related to Revealed job preference in public sector?

Rokeach defines values as an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable (Rokeach, 1973). Schwartz defines values as desirable goals that serve as the guiding principles of people's lives. Values are developed through education and life experiences of individuals and are therefore different among individuals (Schwartz, 1999).

2. What is Corporate social responsibility orientation? Is Corporate social responsibility orientation related to Revealed job preference in public sector?

The individuals' attitude towards corporate social responsibilities can be measured as the corporate social responsibility orientation. Corporate social responsibility orientation is a construct that captures one's perceptions as they pertain to a firm's behaviours with respect to corporate social performance (Smith et al., 2001).

3. What is Public service motivation? Is Public service motivation related to Revealed job preference in public sector?

Public sector motivation is related to employer attractiveness of public administration because of attraction to policy making, commitment to public good, compassion for welfare and well-being, and self-sacrifice for the country (Perry, 1996).

4. What is Employer attractiveness attitude? Is Employer attractiveness attitude related to Revealed job preference in public sector?

The attitude on employer attractiveness is the Employer attractiveness attitude. Employer attractiveness is the envisioned benefits that a potential employee sees in working for an organisation (Berthon et al, 2005).

5. What is Person-organisational fit attitude? Is Person-organisational fit attitude related to Revealed job preference in public sector?

The attitude on person-organisational fit is the Person-organisational fit attitude. Person-organisational fit in the work context is related to signalling theory and social identity

theory that job seekers prefer to join organisations where their personal characteristics are aligned with organisational attributes (Greening & Turban, 2000).

6. Are the combined results of Values and Attitudes together with the demographic factors related to Revealed job preference in public sector? What are the significant factors related to Revealed job preference in public sector?

There have been research studies performed in the past on General Value, Corporate social responsibility orientation, Public service motivation, Employer attractiveness, and Person-organisational fit respectively in different areas. However, there cannot be found an integrated empirical research study on these Values and Attitudes in the context of job reference. In this research, hypothetical tests are performed to prove whether Values and Attitudes have relationship with Preferred job preference in public sector. The tests will review whether the CSR values are significant in the job choice decisions of workers in Hong Kong. The research results contribute to the literature on employer attractiveness regarding Values and Attitudes.

The research results will give insights to help strengthen the government's ability to attract, hire and retain the desired employees in the public sector. Governments can enhance the overall quality of public workforce by the efforts to make congruence of values and attitudes between workers and organisations. Values of potential employees can be adopted as criteria for recruitment purposes by human resources departments and more value evaluation tools should be developed in the recruitment programme for the public sector.

2.1 Introduction

This research reviews the revealed job preference between public sector and private sector. The hypothetical tests are performed to prove whether Values and Attitudes are related to the revealed job preference between public sector and private sector.

2.1.1 Value-attitude-behaviour

Values are socially approved goals used to motivate action and justify the solutions chosen. The values of individuals such as justice and freedom are the goals to motivate human behaviour and explain the choice of actions (Schwartz, 1999).

Values were developed through education and life experiences of individuals and are therefore different among individuals. Values are different across job seeking populations. The knowledge about values laid the foundations for understanding the attitudes and motivation of human beings. Researches on roles of values in organisations have expanded in the past decades (Cable and Judge, 1996).

Values are psychological constructs that are inherently linked with personality, motivation, and behaviour. Values have a unique contribution for understanding psychological phenomenon that somehow ties in with evaluation, justification, or selection of actions (Lindeman & Verkasalo, 2005).

The employees' perceived Corporate social performance triggers a perception-emotion-attitude-behaviour sequence. The proposed perception-emotion-attitude-behaviour framework received empirical support. Perceived CSR relates to emotions (i.e. organisational pride), which relates to job attitude (i.e. organisational embeddedness), that in turn relates to job behaviours (i.e. decreased turnover). The research on employees in Hong Kong supported the proposed perception-emotion-attitude-behaviour framework (Ng et al., 2019).

2.1.2 Person-organisational fit

The overarching and most straightforward definition of overall Person-Organisational Fit is “the compatibility between employees and organisations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both (Kristof-Brown, 2005). Kristof-Brown (2005) proposed an integrated definition of fit that encompasses both complementary and supplementary fit theories to create a comprehensive conceptualisation of person-organisational fit.

There are three different types of fit perception on the compatibility between employees and organisations: (1) person-organisational fit as value congruence; (2) needs-supplies fit; and (3) demands-abilities fit. The compatibility between employees and organisations is based on the perceptions of employees and not necessarily the situation (reality) itself. This compatibility between the employee and the organisation is evaluated on a continuous basis through the scanning of the environment, self-reflection, and self-exploration (Grobler, 2016).

Complementary fit can be defined as an objective determination of congruence, based on psychological need-fulfilment, where one entity possesses characteristics that the other wants or needs in order to be effective. These characteristics include competence and skills of the employees; financial rewards and acknowledgment by the organisations. Complimentary fit comprises the demands-abilities fit and needs-supplies fit. These are mainly tied to a specific job (Grobler, 2016).

Supplementary fit can be defined as a subjective value congruence perception through the matching of similar, fundamental characteristics and the endorsement of the same values through psychological relatedness. It is mainly centred around the relationship between the employee and the organisation (Grobler, 2016).

In the working environment, job seekers considered the firm and job attributes together with their own personal values when making job choice decisions. Cable and Judge (1996) studied 96 active job seekers across three time periods, from their initial job search activity to their intended turnover from the jobs they accepted. It is found that job seekers preferred the organisations with whom they perceive congruence between their personal values and the organisation’s values. The research demonstrated that job seekers’ person-organisational fit

perceptions are predicted by the similarity between job seekers' values and their perceptions of recruiting organisations' values, but not by their demographic similarity with organisational representatives. Cable and Judge suggests that person-organisation fit perceptions predict both job choice intentions and work attitudes. Previous research supports that the alignment of employee's values and firm's values results in positive employee's attitudes and organisational outcome (Cable and Judge, 1996).

2.1.3 Revealed job preference

The principle of revealed preference follows the standard economic approach whereby observed choices are used to reveal the mental preferences of the individual over the set of alternatives. The standard economic approach assumes that (1) a decision maker is rational in the way that he chooses the best alternative; and (2) behavioural preferences are identical to mental preferences (Rubinstein & Salant, 2008).

Revealed preference is an economic theory regarding an individual's consumption patterns, which asserts that the best way to measure consumer preferences is to observe their purchasing behaviour. Revealed preference by Samuelson (1938) stated that consumer behaviour, if their income and the item's price are held constant, is the best indicator of their preferences. Revealed preference theory works on the assumption that consumers are rational. In other words, they will have considered a set of alternatives before making a purchasing decision that is best for them. Thus, given that a consumer chooses one option from the others, this option must be the preferred option.

"Revealed preference theory" by Samuelson (1938) posited that consumer behaviour was not based on utility, but on observable behaviour that relied on a small number of relatively uncontested assumptions. The theory is useful in providing a method for analysing consumer choice empirically.

Quizhi Chen (1995) stated that revealed preference technique is the conventional approach to generate data. It relies on observed or reported data of actual behaviour. On the other hand, stated preference technique is a new data generation method. It creates scenarios using hypothetical data.

In this research, the expressed job preference is adopted to reflect the revealed job preference of the existing workforce in Hong Kong for analysis purpose. Revealed job preference is what the job seekers actually do when they are given job choices. Expressed job preference is what job seekers express their preference when given job choices.

2.2 Public sector and Private sector

2.2.1 Studies in OECD

The Organisation for Economic Co-operation and Development (OECD) is an international organisation with 38 member countries that works to build better policies for better lives. The goal is to shape policies that foster prosperity, equality, opportunity, and well-being for all. The majority of OECD Members are high-income economies and are regarded as developed countries (Wikipedia, 2023a).

The Competitive Public Employer Project on the participating OECD Member countries in the year 2001 aimed to enhance the competitiveness of public employment in the labour market and to improve professionalism in the public service. In some countries, civil servants remain an elite cadre appreciated by society. In many others, however, the image of public sector work needs to be strengthened among citizens and especially young people. Improving the image of the public sector is one of the important challenges faced by countries. It requires a comprehensive investment in building a positive and credible image of public sector work. The image of an old-fashioned and boring public service should be broken down. Public service values such as integrity, accountability, and incorruptibility should be promoted in the public sector. Working for the common good, good training opportunity, and job security should be highlighted as the advantages of being a public servant as compared with private employment (Äijälä, 2001).

Today's public administrations face the challenges to respond to the ever-changing diverse needs of the populations that they serve. The strategic human resources management plays an important role in the sustainable reform efforts in public administration to face the challenges. Recruitment of the skilled and engaged workforce is important to secure the confidence and trust in the public administration. This can be done effectively when organisations understand the factors contributing towards employer attractiveness. Employment branding has grown in importance to attract new employees and retain existing staff (OECD, 2021).

The public administration needs to attract and retain the highly motivated employees who identify themselves with the employer and the organizational goals. The highly motivated employees identify strongly with their job tasks as contributors to public value. This is related

to the intrinsic motivation which comes out of interest in the matter itself and will contribute to better and long-lasting performance. Public administration will become the choice of employer for those who really want to “give meaning” to their professional lives, and this becomes a source of pride for them. The human resources management should promote the values of the public service. The public service motivation will lead the job seekers to believe that they can truly “make a difference” about policy issues, much more than if they join the private sector (OECD, 2021).

The OECD project shows that work-life balance, general interest in the public good, and the stability of employment are the three most important factors behind public sector employer attractiveness. The OECD framework suggests that proactive recruitment will need to be forward-looking, flexible, and fulfilling. The public service should compete for talent by offering fulfilling work, and attracting people who are motivated by the mission of the public service. Proactive recruitment requires branding that can promote this message and organisations can deliver fulfilling work experience (OECD, 2021).

A forward-looking public service should understand how the work of public servants is changing, and knows how to equip its workforce to get the work done. Public service leadership is the key to the success of public service and recruiting the next generation of public servants with the right skills and competences is important to reinforce the trust in the governments. Public administration should make sure that the recruitment processes are able to test and select candidates who will contribute to the longer-term organisational effectiveness. Proactive marketing and recruitment practices involves the up-skilling in the human resources functions in areas of advertising, sourcing, networking, and evaluation. More selection tests should be adopted for analytical and behavioural competences. These tests and surveys are important to the future of public service - however they are complicated and require new skills among recruiting managers (OECD, 2021).

Attracting candidates is a complex task that involves a variety of tools and methods that can be adapted to meet the needs of specific groups that the public sector is trying to recruit. Recruitment can be a proactive marketing activity - rather than waiting for candidate to come to them. Public administrations should actively promote their image to those candidates that they want to target and seek out the employees they want to hire. Employer branding is “the package of functional, economic, and psychological benefits provided by employment, and

identified with employing company (Ambler and Barrow, 1996). Promoting this brand to the target candidates is a key part of attracting candidates with the right skills. Effective employer branding thus builds on insights into what attracts skilled candidates. Public sector recruiters can survey existing staff as well as prospective candidates to identify aspects of work in the public sector that matter to them. Identifying these aspects and integrating them into advertising and recruitment campaigns as employer brand can help increase employer-candidate fit (OECD, 2021).

A strong employer brand is an important part of convincing prospective candidates to apply for the job in public sector. Coherent and well-used employer brands that promote public service values will contribute to better fit between a person and an organisation by clearly signalling the values the job and organisation espouses and this improves candidate self-selection (Kim, 2009). Employer branding can help recruiters attract the people they need. This reflects both the inward-looking and outward-facing aspects of talent acquisition. An employee value proposition can provide the basis for communication strategies and material in the employer brand. Use of employee surveys can be a valuable tool to gather data on what staff enjoy about the job (OECD, 2021).

Recruitment involves the attraction and selection of candidates to apply. The first emphasises the need to be an attractive employer and the second focuses on the rigorous and well-aligned selection processes. Talent acquisition refers to the whole spectrum of activities which include the work to sort out what types of skills are needed, how candidates with those skills are encouraged to apply, and develop assessment and interview methodologies before hiring the candidates. By its nature, talent acquisition is selective: recruiters make conscious decisions about encouraging individuals with specific skills and background to apply (OECD, 2021).

Static indicators of ability like educational qualifications are not perfect predictor of how the candidates will perform in the uncertain future. More tests on analytical and behavioural competences of the candidates by in-depth interview and exams should be adopted. Methods to assess analytical and behavioural competences include computer-based tests, psychological assessment, and simulation games. Framing questions and rating candidate responses uniformly to analytical and behavioural-type questions will be complex. This may be particularly relevant for senior positions, where trained recruiters can complement the insights of line managers. In the field of recruitment in general, there is an increasing emphasis placed

on hiring for organisational compatibility, as a complement to traditional models designed to assess knowledge, skills, and ability. A sequential process of testing and elimination will enable recruiters to choose the best candidate by revealing intrinsic attributes about each of the candidates (OECD, 2021).

More countries are recognising the importance of employer attractiveness and branding within public sector recruitment strategies. Leading public administrations are trying new tools to speed up and fine tune their recruitment processes, so that they are better at testing for skills and competences that are needed, while maintaining a high standard of merit, objectivity, and equality. Public sector recruiters will in some cases need to build their own pool of talent using innovative search techniques and professional and personal networks to find candidates. Efforts should be taken to shorten the recruitment process and more communication with candidates is important to keep the candidates engaged with the recruitment process. Candidates with more employment options have little patience to wait for employment due to the overly complicated hiring process in the public sector (OECD, 2021).

The novel coronavirus pandemic has amplified the economic instability and health risks for disconnected youth and young adults (“YYA”) who are not in employment, education or training (“NEET”). Government responses to COVID-19 from OECD countries are varied. Policy changes and developments influence the protection of vulnerable populations and the effect of long-term economic dislocations prompted by the COVID-19 pandemic. A concentrated focus on job creation, education and training, and paid work experience, investments in early childhood care and education, housing, mental health care are necessary to not only offset the pandemic’s effects but also support thriving in the future for YYA (Palmer & Small, 2023).

2.2.2 Values in Public sector and Private sector

Extrinsic rewards such as cash compensation and benefits are what workers in both public sector and private sector care about. Public sector workers however are thought to have a higher level of intrinsic motivation, linked to caring of society needs related to the job they are doing (Cowley & Smith, 2014).

Darling & Cunningham (2016) identified the unique values and competencies linked to private and public sector environment. There are five key public sector values: serving the public good, working with personal integrity, fairness and equity values, risk-adverse decision-making, and focus on being rational and systematic. These intrinsic motivations are found to be an important outcome in the public service, for example health and education. Public sector competencies are on the other hand linked to the values of surviving in a political environment where there are different publics with competitive needs and vested interests. Public sector competencies are driven by environments exhibiting more complex and unresolvable problems and the need to respond to conflicting publics.

Perry and Wise (1990) found that public sector workers have a higher level of intrinsic motivation than public sector workers. Workers in public organisations are said to have unique values and interests in dealing with societal problems such as crime or providing services in health and education. If workers in public organisations are asked about the values that drive them in work, their statements are often linked to providing a contribution to society, accomplishing meaningful assignments, making a difference, and serving their community, more so than workers in private sector.

The World Values Survey has questions on job importance items that can be grouped into 3 categories: (1) how good is the pay and job security; (2) how well the worker is treated; (3) how well the worker is able to achieve personal fulfilment. These factors will influence on which organisation a person joins, how a person behaves after joining the organisation, and how long the person will continue with the organisation (Cascio & Boudreau, 2010).

The World Values Survey studied several indicators of intrinsic motivation. Two of these are based on individual's self-reported motivation - the first focuses on individual's self-reported motivation specifically in relation to employment, while the second relates more broadly to their overall motivation in life. The third measure is to capture the extent to which individuals engage in altruistic acts outside of their main job - the WVS asks the individuals whether they are active in organisations that might be considered pro-social, including charity and environmental organisations. The World Values Survey found that workers reporting that their primary motivation is doing an important job are more likely to work in the public sector. People who think it is important to help others are more likely to work in the public sector.

Also, those who are active in a charity or environmental organisations are more likely to work in the public sector (Cowley & Smith, 2014).

Bullock et al (2015) compared public and private employees in 30 nations in the International Social Survey Programme and has given evidence that public employees seek and attain more altruistic and public-service-oriented rewards than private sector employees. The study demonstrated that public employees in 28 of the 30 nations expressed higher levels of public-service-oriented rewards. In all these countries, public employees are more likely to say they receive rewards in the form of perceived social impacts. In most of the countries, public employees placed less importance on high income as a reward and expressed higher levels of organisational commitment. This study has shown that public managers should study the value preferences of the potential employees and create a workplace conducive to attracting the talents from the world. Public managers should invest in the use of altruistic and socially beneficial motives in recruitment systems and incentive systems.

Knowing what motivates and engages employees in the workplace can be a powerful tool to attract the right employees to the organisations. Recruiting well-qualified and motivated employees to the public sector will be affected by public perceptions of government, and efforts to inform and influence those perceptions will be very important. However, insufficient resources to get the job done can be demotivating for public sector employees. Talented individuals with a public sector motivation will be turned off by public sector work if they believe that the government does not offer the ability to truly benefit the society (Palguta, 2015).

2.2.3 Job security in Public sector

Mayfield & Mayfield (2014) found that employee beliefs about what is attractive in a job do change over time, however with salary pay and job security having the highest priority almost all the time. The longitudinal study showed that good pay and job security are important to a significantly great number of respondents.

Job security may be one of the strongest attractions of government jobs. Governments face difficulty in attracting and retaining highly qualified employees. It is important to know what attract people to work in the public sector. The past research found that job security is a major

selling point of public sector employment. The importance of job security make one accept the shortcoming and negative dimensions of government jobs. Government careers are generally more stable than those in the private sector. Civil service protections make dismissals more difficult in governments than in private firms, and layoffs are uncommon, since government agencies downsize less frequently than private firms (Lewis & Frank, 2002).

Job security is one of the strengths of the public sector in attracting employees. Incentives that include higher salaries and better terms of employment can attract employees from the private sector. Other key factors to attract employees to work in public sector include: working for the common good, clear promotion opportunities, work flexibility and positive attitudes concerning family and working life. Success in giving to the citizens and potential employees positive image of an administration with high standards of ethics and integrity can enhance the attractiveness and competitiveness of the public service (Äijälä, 2001).

Survey was conducted in Australia and New Zealand in the 1990s and 2000s to identify the degree to which people prioritise and attach importance to job security in the government jobs. The first question asks the degree to which job security is prioritised in the job search; and the second question concerns whether job security is desirable attribute of a job or not. Factors affecting job security concerns by the workers are known to be external to the individual, the country, the size of labour market at the time of survey. Non-economic factors such as a person's level of risk aversion can influence how objective measure of job security is appraised subjectively. Variance in subjective measures of job security cannot be explained because they are mediated by psychological considerations. Security concerns rise with age and they are higher for those for whom work is a very important part of their lives, and for those who are less trusting of others (Morrison, 2014).

2.2.4 Convergence of Public sector and Private sector

Some organisation theories however propose the “blurring” of public, private and non-profit sectors and generally appeal to market values in the public sector. These scholars emphasised the commonalities among public, private, and non-profit organisations and perceived little value for predicting the differences among the people in these sectors. Experts argue that the sectors are mingled and overlapping, making simple distinctions impossible. Both corporate

social responsibility and new public management developments have increased the likelihood of the public and private sector values intermixing and converging (Van der Wal et al., 2008).

The New Public Management paradigm has its roots in the business concepts of customer service and total quality management. In the past decades, the New Public Management movement has made the sectoral distinction between public sector and private sector increasingly irrelevant to job seekers. Also, career choices are viewed as the outcome of rational and self-interested job seekers' choice between the competing options of public and private sector jobs to obtain the maximum set of personal rewards to the individual (Perry & Wise, 1990).

Master of Public Policy and Master of Public Administration students are passionate about public goals and public values and they consider working in the public sector a meaningful enterprise that provides the opportunity to better people's life and impact society. However, some students are concerned that the public sector of many Asian countries is notorious ineffective and corrupt. Some students are critical of government's capacity to tackle social issues and pursue public values and they portray government and working life in public sector in negative terms. These students do not necessarily view public sector employment as the proper or even more effective vehicle to pursue public goals and public values. Private sector organisations are sometimes more capable of facilitating such pursuits of public values as they value initiative and assess performance based on merit. The convergence and blurring of public and private sectors are shown in the emergence of social enterprise and public-private partnerships in the real world (Van der Wal, 2017).

The convergence is further evidenced by the corporations reaching out towards culture, education, environment, and other fields. Business is reaching out to society at large. In the past decades, we have witnessed the rise of civil society and emergence of social enterprises as a new phenomenon. The business moves to "the heart of sustainable development" to the benefit of business and the communities. While the private sector is looking for new and more meaningful ways of societal engagement, the civic sector has developed its own approach: the "social enterprise". The social entrepreneurship is seen to be engaging in many different initiatives, in the health sector, in the environment, in cultural and social domains (Schieffer & Lessem, 2009).

2.3 Values and Attitudes

2.3.1 General values

There are several levels of values analysis: individual, organisational, societal, and global. This research is concerned with analysis of values that pertains to the individual and the congruence of the individual's values with organisational values. The theories concerning values and job choices suggested that individuals seek jobs that fit with their work values. Previous research found that job seekers prefer organisations with whom they perceive congruence between their values and the organisations' values (Cable & Judge, 1996). Previous research suggested that individuals whose values match with those of public sector will elect to work in the public sector, whereas individuals whose values match with private sector will seek employment in the private sector (Lyons et al, 2006).

(a) Cultural values

In the 1970s, Hofstede got access to a big survey database about values and related sentiments of people in over 50 countries around the world. These people worked in the local subsidiaries of one large multinational corporation: IBM. Hofstede positioned each country relative to other countries through a score on each value dimension. Societal cultures reside in values, in the sense of broad tendencies to prefer certain states of affairs over others. Hofstede model of six dimensions of national cultures include Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation, and Indulgence/Restraint. Hofstede found in his study there were differences in cultures of IBM employees. Power Distance is the extent to which individuals are willing to accept unequal distribution of power between supervisors and subordinates. Uncertainty Avoidance refers to the desire to avoid ambiguity and uncertain outcomes. Individualism/Collectivism is related to the integration of individuals into groups. Masculinity/Femininity is related to the division of emotional roles between men and women. Long/Short Term Orientation is related to the choice of focus for people's efforts: the future, present or past. Indulgence/Restraint is related to gratification versus control of human desires related to enjoying life (Hofstede, 2011).

Schwartz studied the national differences in cultural values. Schwartz's original research focused on teacher and student samples in 38 nations collected between 1988 and 1992. Cultural values are the shared ideas about what is good, right, and desirable in society. The members of the social group share many value-relevant experiences and they are socialised to accept shared social values. Values are therefore the socially approved goals used to motivate action and justify the solutions chosen. At a cultural level, seven value types are identified and structured into three dimensions: (1) Conservatism versus Autonomy concerns to what extent the individual is autonomous or embedded in the groups; (2) Hierarchy versus Egalitarianism concerns the power differences in hierarchical system to ensure socially responsible behaviour; and (3) Mastery versus Harmony concerns the relation of humankind to the natural and social world (Schwartz, 1999).

(b) Individual values

Studying personal values and their orientation are important as this predicts the behaviour at the workplace. Managers should understand the value preferences of the potential employees and create a workplace conducive to attracting the talents from the world. Managers can recruit employees whose values match with the organisation's values (Rokeach, 1973).

Values are multifaceted standards that guide the personal conduct in a variety of ways. They lead us to take certain positions on social issues and they predispose us to favour one ideology over another. They are standards employed to evaluate and judge others and ourselves. Rokeach defines a value as an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable. Two kinds of value, Instrumental and Terminal, are defined as a person's beliefs about the desirable modes of conduct and desirable end-state of existence respectively. Values are determinants of virtually all kinds of social behaviours. Rokeach measured personal values through 25-item scale which generate four factors, namely self-fulfilment, personal growth, community development and progressive orientation. Rokeach found that values are inherently more useful than demographics in understanding personal attitudes and behaviours (Rokeach, 1973).

Schwartz defines human values as desirable goals that serve as guiding principles of people's lives. Values are trans-situational criteria or goals for guiding the way the individual selects

actions. Individual value priorities are a product of shared cultural value and unique life experience and personalities. Value is an expression of and motivation for the fulfilment of basic human needs to sustain an individual's biological and social well-being and functioning (Schwartz, 1999). Schwartz's value system grouped 56 original values into ten value types, which were further clustered into four higher order value orientations. Schwartz's value system has a two-dimensional, circular structure representing a continuum of values. Individual values are organised along two basic dimensions, which are conservatism versus openness to change; and self-transcendence versus self-enhancement. They are the dimensions of conservatism (security, conformity, tradition) and openness to change (self-direction, stimulation); and dimensions of self-enhancement (power, achievement, hedonism) and self-transcendence (benevolence, universalism) (Schwartz, 1999).

The first dimension relates to the conflict between the motivation to preserve the status quo and the certainty that conformity to norms provides (high Conservatism), and the motivation to follow one's own intellectual and emotional interests (low Conservation). The second dimension relates to the conflict between concern for the welfare of other people (high Self-Transcendence) and concern for individual outcomes and personal interests (low Self-Transcendence). (Lindeman & Verkasalo, 2005).

The values measured with the Schwartz's Value Survey have shown predictable and systematic relations with the Big Five Personality traits. The five personality traits are: Neuroticism, Openness to Experience, Extraversion, Agreeableness, and Conscientiousness. Values and personality traits are found to exhibit different patterns of correlation with religiosity and positive affect. The findings support the idea that the influence of values on behaviour depends more on cognitive control than does the influence of traits. Values are psychological constructs that are inherently linked with personality, motivation, and behaviour. Values have a unique contribution for understanding psychological phenomenon that somehow ties in with evaluation, justification, or selection of actions (Lindeman & Verkasalo, 2005).

Values are developed through education and life experiences of individuals and are therefore different among individuals. The knowledge about values laid the foundations for understanding the attitudes and motivation of human beings. Researches on roles of values in organisations have expanded in the past decades. In the working environment, job seekers and employees consider firm and job attributes together with their personal values when making

job decisions. Past research showed that job seekers prefer organisations where job seekers' values and their perception of the organisation values are congruent. Past research results also suggested that person-organisation fit perceptions can predict the job choice intentions and work attitudes (Cable and Judge, 1996).

(c) Work values

Research studies have examined the impact of values in the job choice decision-making process. Work values represent the value perspectives as applied to work settings. Individuals perceive certain necessary and sufficient conditions of pecuniary attributes such as compensation and benefits that are required for job acceptance. Non-pecuniary attributes such as work values may affect job choice when pecuniary attributes are met within the relevant range. Scholars tested the magnitude and significance of work values relative to other variables such as pay level and promotional opportunity in the job choice decision. Previous research found that value information has significant influence on applicants' job choice decisions (Judge and Bretz, 1992).

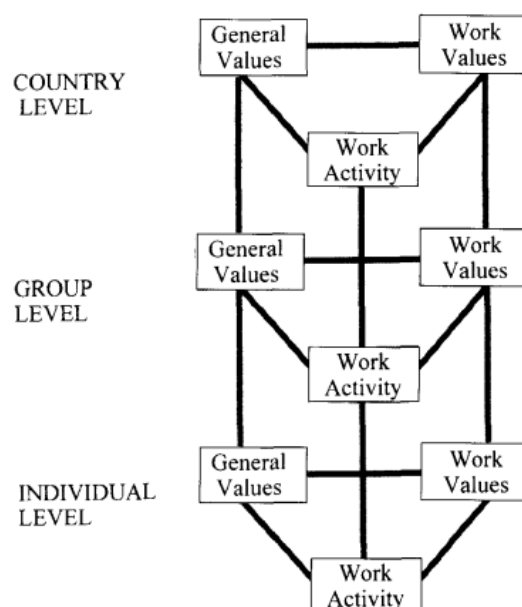
The goals chosen by managers to motivate workers will be more effective if they are compatible with prevailing cultural emphases. Managers should understand value profiles of nations and draw out the implications for work-related attitudes and behaviour. Work values are expressions of values in the context of work settings. The four work values with core goals in parentheses are: intrinsic (personal growth, autonomy, interest, creativity); extrinsic (pay and security); social (contact with people, contribution to society); power (prestige, authority, and influence) (Schwartz, 1999).

The meaning of work ("MOW") in the life of individuals is influenced by cultural values in different societies. Schwartz researched the implications of values on three dimensions of work: work centrality, societal norms about work, and work values (Schwartz, 1999). According to MOW International Research Team's definition, (1) work centrality is the importance and significance of work in a person's total life; (2) societal norms about work is the degree that they emphasis work as a right to which everyone is entitled versus as a duty or obligation that everyone owes to society; and (3) work values are goals or rewards people seek through their work (MOW, 1987).

In the integrative model of values of Roe and Ester (1999), a structural model is designed to show the inter-relationship between general values and work values at the three levels of analysis: country, group and individual. As shown in the horizontal links in the model, work activities are determined by work values while work values are derived from general values. The order can be reversed; that is, work activities influence work values and work values have an impact on general values. On the other hand, the vertical links in the model shows that higher-level values and activities influence lower-level values and activities. The order can be reversed; that is, lower-level values and activities affect higher-level values and activities. This can be explained by the theory of socialization that work activities may generate work-related values that in turn generalise into the higher social life (Roe and Ester, 1999). Values have impacts on people's activities and behaviour at work. Congruence between employee values and firm values are considered motivating and thus contribute to positive work outcomes. To generate positive work outcomes such as improved work performance by workers, one way is to recruit staff with the appropriate values to do the work in the organisation. The other way is to enhance the relevant work values by means of training and development (Roe and Ester, 1999).

Figure 2.3.1

Generic model of General values and Work values (Roe & Ester, 1999)



(d) Corporate social responsibilities

Corporate social responsibility orientation is the specific values towards corporate social responsibilities. Cross-country empirical studies have examined the CSRO of participants. Consumers and employees across the globe perceive the firms' responsibilities differently and expectations on employers' obligations may vary. Their awareness concerning labour law, social rights and CSR are different among nations. The research on Spanish students found that the perceptions of CSR are influenced by individual's values and experience, rather than the CSR activity itself. CSR education programmes affect the students' awareness about responsibilities for environment and society. The students have learnt from the education programmes to value CSR and include CSR in their present and future activities under "the triple-bottom-line" or "sustainability triad" perspectives: economic responsibility, social responsibility, and environmental responsibility (Gonzalez-Rodriguez et al, 2016).

General values are related to Corporate social responsibility orientation at cultural level. The research found that the pursuit of work values on social responsibility is likely to be more desirable and justifiable where Egalitarianism and Harmony values are emphasised in a society. Egalitarianism is the cultural emphasis on transcendence of selfish interests in favour of voluntary commitment to promoting the welfare of others (equality, social justice, freedom, responsibility, honesty). Harmony is the cultural emphasis on fitting harmoniously into the environment (unity with nature, protecting the environment, world of beauty) (Schwartz, 1999).

General values are related to Corporate social responsibility orientation at individual level. Past research on undergraduate students of Brazilian universities found that the students who valued issues and behaviours connected with openness of change (self-direction and simulation) and self-transcendence (benevolence and universalism) are more prone to accept and take part in CSR activities in organisations and value the organisational philosophy towards corporate social responsibilities. The undergraduates' interests in CSR programmes are shown by the perceived importance of CSR and intentions of future performance in CSR (Franco et al, 2017).

2.3.2 Corporate social responsibility orientation

(a) Corporate social responsibilities

Corporate social responsibilities have drawn much attention from the global community in businesses and general society in the past decades. CSR has been an important and progressing topic since the 1950s. Carroll's CSR definition is one of the most quoted and used by various previous researchers. Corporate social responsibility encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organisations at a given point in time. In 1991, Carroll extracted this four-part definition and depict it in the form of a CSR pyramid. The organisation should strive to make a profit, obey the laws, be ethical and be a good corporate citizen. The CSR holds that firms should engage in policies and actions that simultaneously fulfil the four component parts. The pyramid should not be interpreted to mean that business is expected to fulfil all responsibilities in some sequential, hierarchical fashion, starting at the base. Rather, business is expected to fulfil all responsibilities simultaneously, that is, the concurrent fulfilment of the firm's economic, legal, ethical, and philanthropic responsibilities. Economic and legal responsibilities are required responsibilities; ethical and philanthropic responsibilities are expected and desired responsibilities (Carroll, 2016).

Figure 2.3.2

Carroll's pyramid of CSR (Carroll, 2016)



Corporate social responsibilities are characterised by the integration of social and environmental concerns into business conduct. CSR efforts emerged neither because of legal requirements nor were they completely voluntary, but rather because of increasing stakeholder demands and pressures in the community. The steering of societies on sustainable development model involves all three societal domains, namely private sector, public sector, and civil society, working together through new governance arrangements. Many European governments have assumed an increasingly active role in shaping and promoting CSR in recent years. The government sees CSR as the business contribution to the sustainable development goals in the society. The government provides a policy and institutional framework that stimulates companies to raise their performance beyond the legal standards. The government has a role to play in setting standards in areas such as environmental protection, health and safety and employment rights (Albareda et al., 2007).

The World Business Council for Sustainable Development (WBCSD) defines CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their family as well as the local community and society at large. The WBCSD is a coalition of 120 international companies united by a shared commitment to the environment and to the principles of economic growth and sustainable development (WBCSD, 2023). The WBCSD aims to be a catalyst for change towards sustainable development and to foster closer co-operation between business, government and other organisations concerned with the environment and sustainable development. It seeks to collaborate with others to create conditions that will allow business to remain competitive while contributing effectively to sustainable development (WBCSD, 2023).

Different stakeholders have expectations on how firms should be engaging with society. CSR behaviours are business activities undertaken for the benefits of various stakeholders such as customers, suppliers, employees, shareholders, communities, and environment. This is also aligned with the “triple bottom line” proposed by Elkington (1998) that divides CSR into three sectors: (1) responsibility for financial success (profit); (2) responsibility for the environment (planet); and (3) responsibility for society (people). For decades, the researchers have examined CSR from a firm’s perspective whereas the firms consider policies and actions to meet the stakeholders’ expectations about the economic, social, and environmental performance (Elkington, 1997).

CSR is a multi-level and multi-disciplinary study. CSR research emanating from strategic management studies and economics focus on motives of firms and fulfilment of firm's obligations to internal and external stakeholders. In contrast, with the rise of person-centric work psychology, the psychological study of how CSR affects individuals is gaining significant attention within organisational behaviour. CSR research from organisational behaviour studies has sought to understand the motives and needs of individuals which includes their attitudes and well-being. The orientation of this CSR study on individual basis would thus be value based (Rupp & Mallory, 2015). Norms about what is fair and ethical underlie how individuals perceive and evaluate the behaviours and decisions of others; and how individuals, groups and societies evaluate the decisions and actions of organisations. Individual differences are proposed as the moderators of individuals' reactions to CSR (Rupp & Mallory, 2015).

In market economies however, individuals and businesses take actions that are best for them under the law permits. The social issues are not the concern of business people and the social problems should be resolved by free market system. Adam Smith, the great philosopher and pioneer in economics in the 18th century, presented for the first time the traditional and classical economic model. The model suggested that the needs and interests of the public would best be met if the individuals act in self-interest manner. Driven by their own self-interests, the individuals would produce and deliver goods and services which would earn them not only profit, but also meet the needs of others (Smith, 1987).

Milton Friedman argued that a corporation's purpose is to maximise returns to its shareholders and that obeying the laws of the jurisdictions within which it operates constitutes socially responsible behaviour. Milton Friedman's well-known article in the New York Times Magazine summed up his argument on theories of economics in its title, "The social responsibility of business is to increase its profits". The business should utilise the resources and undertake business activities with a view to increasing their profits. The social responsibility of the business is to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is open and free competition without deception and fraud (Friedman, 2007).

(b) Corporate social responsibility orientation

Corporate social responsibilities encompass the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organisations at a given point in time (Carroll, 2016). Corporate social responsibility orientation measures the individuals' attitude towards four types of responsibilities - economic, legal, ethical, and discretionary (philanthropic) responsibilities. The non-economic responsibilities comprise legal, ethical, and discretionary responsibilities that are not included in the economic responsibilities.

Companies are under growing pressure to embrace CSR programs, in part due to emerging public awareness and standards of social contract (i.e. United Nations Global Compact, ISO 14000), and due to the proliferation of independent evaluations and rankings that make social performance more transparent. Many studies have provided empirical evidence on general perception and understanding of CSR based on Carroll's pyramid of CSR framework.

An understanding of the impact of Corporate social responsibilities orientation is becoming more important in the light of the increasing competition for diverse employees and customers. Much attention has been given to the retention of these groups and understanding the reasons why some of them are more committed to the organisation. One of the explanations is the theory of person-organisation value congruence, that is, the extent to which a person's values are congruent with or in conflict with the organisation's values (Smith et al., 2001).

For decades, the researchers have examined CSR from a firm's perspective whereas the firms consider policies and actions to meet the stakeholders' expectations and the triple bottom line of economic, social, and environmental performance. Sociologists and Economists have examined CSR from a firm's perspective whereas Marketing and Consumer researches have sought to understand consumer preferences (Rupp & Mallory, 2015). Not all stakeholders such as customers, suppliers, employees, shareholders, communities, and environment have historically been given equal attention in the literature. Some of the first researches on employee-focused CSR were aimed at how prospective employees viewed potential employers displaying CSR activities. Previous research found that positive perceptions of firm CSR activity increase job seekers' attraction to the firm (Turban & Greening, 1997).

The study by Smith et al. (2001) provides a framework that describes how Corporate social responsibilities orientation may influence stakeholder behaviour. The framework suggests that value congruence between one's CSRO and the firm's CSP may predict behaviours such as customer and employee retention. In an era of increasing competition and the world's progression to a global economy, organisations have found ways of attracting consumers and employees. As competitive advantages become important, actively addressing the potential consumer's and potential employee's perception of the organisation's social activities could provide a key to a marketplace success.

Corporate social responsibility orientation increases perceived corporate morality which in turn can help to satisfy employees' need for security, self-esteem, belongings, and a meaningful existence, the four universal psychological needs. Needs are the core determinants of motivation (Maslow, 1989). CSR can provide employees with (1) a sense of security and safety that their material needs can be met; (2) self-esteem that stems from a positive social identity; (3) feelings of belongingness and social validation of important values; and (4) existential meaning and a deeper sense of purpose at work. CSR represents a means through which companies can address several of employees' needs and enhance overall well-being. To the extent that CSR helps address a range of psychological needs, it could complement (but not replace) other forms of worker compensation in form of remuneration (Bauman & Skitka, 2012).

An understanding of the impact of Corporate social responsibility orientation on employer attractiveness is becoming important in view of the increasing competition for diverse and superior employees in the world. We focus on differences in CSRO among individual stakeholders and we need an integrated theoretical framework to expand our understanding of its predictors and consequences of CSRO (Smith et al., 2001). Employer's commitment to socially responsible behaviour inspires the employees to work harder, be more productive and focus more on quality. Employer's engagement in CSR led to employee's pride in the company, which in turn positively related to employee performance and negatively to intention to quit. The CSR-based identification by employees can cause them to feel satisfaction in their job, a sense of pride and a feeling of well-being (Bhattacharya et al, 2008).

Individuals with economic CSR orientation find a job more attractive when there are good compensation and non-cash benefits. Individual with non-economic CSR orientation prefer a

job with customer-oriented and humanitarian environment. A humanitarian organisation is explained as the one that gives back to society. CSR practices and activities are demonstration of humanitarian value and application value of the organisation (Berthon et al, 2005).

In this research, we seek to study whether individuals with Corporate social responsibility orientation have preference on government jobs. International survey responses showed that those who express altruistic and intrinsic motives for jobs tend to prefer government jobs. This research carries out hypothetical tests to prove whether an individual's CSR orientation is related to the revealed job preference in public sector. The underlying factor of the relationship between CSRO and public sector jobs is the intrinsic motivation of the workers.

(c) Measurement of CSRO

Corporate social responsibility orientation is a construct that captures one's perceptions as they pertain to a firm's behaviours with respect to corporate social performance. It does not measure the actual behaviours of the firm. Previous researches have examined the extent of diversity characteristics and stakeholder's role (consumers and employees) affect their value-derived expectation regarding an organisation's CSP at a given point of time. The research has shown that demographic characteristics influence human values and human values in turn influence perceptions of corporate social responsibility. Past research found that employee's concern was economic orientation and consumers had a stronger ethical orientation (Smith et al., 2001). CSRO relates to the total responsibilities that the firms have towards society. An individual may believe that, for example, all four types of responsibility are important in absolute terms. It is therefore necessary to measure the relative weighting of the types of responsibility, not the absolute numbers. When an individual makes a decision, he or she needs to weigh the relative importance of each responsibility (Burton et al, 2000).

Aupperle (1991) developed an instrument to assess how the executive viewed their firm's responsibilities to society and sought to provide empirical evidence for the weightings of the four responsibilities as proposed by Carroll. Aupperle's instrument was later applied to assess how other stakeholders view the firm's responsibilities. The measurement of CSRO is susceptible to eliciting socially desirable responses. The forced-choice format of survey by Aupperle minimises the effect of social desirability on the survey results. Each type of

responsibility is measured not in absolute term, but relative to the importance given to other types of responsibilities (Smith et al., 2001). Aupperle argued that this type of instrument minimised the degree of response bias in the instrument and facilitated observation of the relative importance of the economic and non-economic components of CSR (Aupperle, 1991).

Direct attribute-rating and policy-capturing designs are research methods adopted to enable us to understand the employer attractiveness in the job choice decision-making. Study of attribute importance found that pay, job security, type of work, advancement opportunity, company characteristics are important attributes in job choice decisions. However, social desirability effects in attribute-rating job choice studies are not desirable. To control the social desirability effects, policy-capturing design is adopted in the research to examine the influence of values in the job choice decisions. Policy-capturing designs have been used by researchers to investigate the relative effects of independent variables on job preference and choice. Individuals are asked to check which value they feel should be emphasised. The results yield a purely ipsative measure of values (i.e. which values are most important to the individual relative to other values he or she considers) (Judge & Bretz, 1992).

2.3.3 Public service motivation

Scholars point to a unique predisposition of a “Public sector motivation” that directs their attraction to public service. According to Perry and Wise (1990), people with higher public service motivation will be more likely to seek employment in a public organisation. There are four core values that make up public sector motivation: (1) an attraction to public policy making and process from a desire to make a difference; (2) a commitment to improving public good; (3) compassion for other welfare and well-being; and (4) a willingness to substitute service to others in place of other personal rewards. Public employees are more likely to be motivated by organisational missions that they regard as beneficial to society. Public sector mission may attract intrinsically motivated people and trigger pro-social behaviour. The government personnel may regard the public organisations as venues for the fulfilment of altruistic and socially beneficial motives. Pro-social and public-service-oriented motives are found to be better fulfilled by employment in the public sector. Demonstrating public employees’ pro-social impacts is important for maintaining and increasing their motivation in government jobs (Perry & Wise, 1990).

The study of Public service motivation is related with the larger body of literature on personality characteristics, values, attitudes, and motives. The psychological antecedents of Public service motivation are analysed by distinguishing two classes of motives behind: affective and non-affective motives. The research has shown that a few core personality traits influence different motives for serving the public interest. Affective motives of PSM - Compassion and Self-sacrifice - are positively influenced by the personality traits of Honesty-Humility, Emotionality and Agreeableness, and negatively by Conscientiousness. In contrast, non-affective PSM motives - Attraction to Policy-Making and Commitment to the Public Interest - are positively associated with Openness to Experience trait (Van Witteloostuijn et al, 2017).

Public service motivation has rational, norm-based, and affective bases (Perry & Wise, 1990). (1) Rational motives are participation in the process of policy formulation, commitment to a public program because of personal identification, and advocacy for a special or private interest. The rational motives are grounded in individual utility maximation. (2) Norm-based motives are a desire to service the public interest, loyalty to duty and to the government, and social equity. The norm-based motives are grounded in a desire to pursue the common good and further the public interest. (3) Affective motives are commitment to a program from a genuine

conviction about its social importance and the patriotism of benevolence. The affective motives are grounded in human emotion. Perry and Wise (1990) describe these motives as psychological deficiencies or needs that can be satisfied by working in public institutions and organisations.

According to Kristof-Brown et al (2005), the concept of person-environment fit can be defined as the compatibility between an individual and work environment that occurs when their characteristics are well matched. This involves that complimentary fit and supplementary fit are distinguished. Complimentary fit occurs when there are demand-abilities fit or needs-supplies fit. Supplementary fit occurs when the values of the individual and the environment are similar. Using the logic of the person-environment fit theories, it can be assumed that the behavioural consequences of PSM will be influenced by the existence of a fit between a person's characteristics and attitudes on the one hand, and the workplace on the other. We assume that PSM will have a positive effect on job performance provided that employees can realise their public service motivation in their job (Leisink & Steijn, 2009).

Some jobs within the public service, such as public prosecutors, police officers, public health officials, medical doctors, nurses, building inspector and fire prevention officers, are more directly concerned with the public interest than others. Some public sector employees feel motivated when their jobs contribute directly to public interest; while some public sector employees feel motivated by just working in a public organisation with clear public service values. This person-job fit has offered the workers the perceived opportunity to contribute to the public interest. The practical relevance of selecting employees who are motivated by public service will help public organisations to perform well (Leisink & Steijn, 2009).

(a) Empirical studies with positive results on PSM

Perry and Wise (1990) formulated three propositions on public service motivation: (1) The greater an individual PSM, the more likely it is that the individual will seek membership in a public organisation; (2) In public organisations, PSM is positively related to performance; and (3) Public organisations that attract members with high levels of PSM are likely to be less dependent on utilitarian incentives to manage individual performance effectively.

Research studies found that public sector workers typically have a higher level of intrinsic motivation, compared to workers in the private sector. The research compared measures of intrinsic motivation among 30,000 workers in the public sector and private sector across 51 countries using data from Wave Five of the World Value Survey carried out over the period from Apr 2005 to Dec 2006. Intrinsic motivation is an important factor for outcome of public services, e.g. health and education. Regression results indicate that there is a tendency for public sector workers to have higher intrinsic motivation than private sector workers in many countries, but that this is not a universal relationship (Cowley & Smith, 2014).

Public organisations provide public goods and services to the community, whereas private sector organisations are involved in market-driven exchanges of goods and services with individual customers. People in public organisations are said to have unique values and interests in dealing with societal problems while people who work in the private sector are concerned with market share, profit, and customer needs. Therefore, public employees recognise a broader social importance of their work. Public organisations deliver public goods and services to the community that may influence the motives and rewards for their employees. The study in the International Social Survey Programme compared public and private employees in 30 nations gave evidence that public employees seek and attain more altruistic and public-service-oriented rewards than private sector employees. Research found that public employees are more likely to say that they receive rewards in the form of perceived social impacts. Public sector personnel place higher emphasis on work rewards that involve helping others and serving society and not so much emphasis on income. Research showed that public employees are less motivated by monetary gain than their private sector counterparts, although the differences are not large enough to show statistical significance. Pay differential between public and private sectors vary among nations and these pay differentials complicate the relationship between income preferences and sector employment choices (Bullock et al., 2015).

Public-service-oriented motives include the perceived importance of having a job that both helps others and is useful to society. Perception of social impact measures the degree to which individuals perceive that their work benefits society. A desire to help others and to be useful to society has a significant positive impact on preference for and possession of government jobs. Recruiting the target people who are favourably predisposed to government service would yield greater success in retaining the employees in public sector. Individuals with a higher PSM are more likely to take up employment in the public sector which has been

proposed theoretically and tested empirically, albeit mostly by assessing intentions, not the actual work choice (Perry and Wise, 1990). Research found a positive influence of PSM on the likelihood of joining the public sector. Empirical studies by various scholars in different countries supported this positive relationship. Ritz and Waldner (2011) studied the longitudinal panel data in Germany. Breitsohl and Ruhle (2016) studied the university students in Germany. Einolf (2016) studied the university students in United States. These research findings have found the importance of PSM when choosing the workers in a public organisation.

(b) Empirical studies with negative results on PSM

Some research studies found that there is no link between public sector motivation and job sector choice. Becoming a public sector employee in fact involves both choice and chance. Many people take government jobs by chance due to reasons such as access, connections, and luck. People whose family members work in government seem more likely to choose public sector jobs. There are demographic factors (race, sex, age, and education), job security, availability of jobs, occupational choice, close contacts in government, social network of friends and relatives providing government jobs information, personal contacts and birth cohort that affect people to choose government jobs.

Contrary to proponents of public-sector motivation, Lyons et al. (2006) found that there are no systematic differences in the general values of public sector employees and private sector employees. The study investigated the differences in general values, work values and organisational commitments among 549 knowledge workers in private sector, public sector, and para-public sector in Canadian organisations. The research found that public servants were no more altruistic and no less self-interested than private sector employees. This may come as a disappointment to proponents of “unique public-service motivation”. The study also supported that private sector employees are more committed to their organisations than public sector employees. In the recruitment efforts, public sector organisations cannot rest on the assumption that public service attracts a different breed of persons (Lyons et al., 2006).

Research found that intrinsic motivation and altruism were not predictive of a career choice in the public sector in Botswana, a developing African country. In Botswana and other developing economies, government jobs are considered to provide lucrative and stable employment and attract all educated persons regardless of their motivations. In developing

countries, government may often be the only viable formal sector employer for most of the educated population and the government plays a significant role in graduate hiring (Gossett et al., 2013). Research showed that university students in China are eager to choose jobs that have potential to give rise to a “stable and promising future” and this is the most important motivator to public sector job seekers. Reflecting the Chinese tradition that accords public officials with similar levels of respect as elites and rulers, public job seekers might rank “high prestige and social status” higher than private sector job seekers. The high popularity of civil service jobs in China results in lesser attention to topics of PSM and job motivations of Chinese civil servants. The public job seekers, especially female students, show higher public service spirit than private job seekers (Ko & Han, 2013).

Past research found that salary and job security are commonly important motivators for students who prefer either public or private sector jobs. To explain students’ job preferences, it is argued that both intrinsic and extrinsic motivators should be included. The research study found that all three countries’ students in China, Singapore, and Korea, in general, consider public service as a highly attractive career choice, despite the different contexts in terms of stage administrative development and the levels of government effectiveness. Where a country’s civil service loses public confidence, students will be less likely to be favourably disposed towards public sector employment. One example is in China where students are well aware of the prevailing corruption of public officials. Some of the students might not want to work for the government because they believe working for the government may not be the best way to promote public interests. The research findings suggest that students’ career intentions in the public sector over the private sector cannot be simply be explained by a single norm-based motivator: chance to benefit society. Instead, the job intentions are the mixture of other extrinsic motivators, along with students’ perception of their own government. If students do not associate their government with qualities like integrity, competence, and trustworthiness, they may not want to pursue a career in the public sector. Students in each country have different perceptions of government. For example, in the research, only 10% of Singapore’s students answer that most civil servants are corrupt, while 57% Chinese students do so. Such perceptions towards civil service efficiency and degree of trust in government affect students’ career intentions in China (Ko & Jun, 2015).

Choi (2017) used longitudinal panel data in the United States, avoiding the socialisation bias that individuals come to have a higher PSM by working. The sample tracks the single cohorts across time, meaning that they are similar in terms of age and tenure. This also controls external factors such as general labour market condition outside the scope of the individual's job choice. The study did not support the argument that individuals with higher PSM are more likely to choose jobs in the public sector. The study found that person-job fit can substitute person-organisational fit. The study includes more factors influencing job or sector choice, such as monetary rewards, job security and job characteristics and it enables a determination of the relative importance of PSM compared with other factors attracting employees to public sector jobs (Choi, 2017).

Researchers have conducted an experimental research design to investigate whether public service motivated individuals differ from extrinsically motivated individuals in terms of their attraction to organisations that emphasise public values in employer branding. The findings indicate that public service motivated individuals are attracted neither to public nor private values in employer branding. The finding is not in line with earlier survey-based studies focusing on the role of public service motivation in explaining the employer attractiveness of public sector organisations (Weske et al, 2020). One explanation could be that individuals who are highly committed to public values are less inclined to search for careers and to pursue jobs. Instead, public service motives can be satisfied by less formalised settings, such as volunteering (Lee et al, 2013). Another explanation may be that the motives such as good career prospects and high wages are likely to be more important for an organisation's attractiveness than motives related to commitment to public values, especially in an early stage of a career when the individuals apply for jobs after completion of their master's degree (Weske et al, 2020).

2.3.4 Employer attractiveness attitude

(a) Employer attractiveness attributes

In today's business environment, Employer attractiveness becomes a competitive strategy for company success. We are living in a volatile, uncertain, complex, and ambiguous world with the complex, segmented and aging society, with the new generation of employees who are creative, innovative, fast-moving and who are comfortable with new technology. Human resources strategies provide competitive advantages to the firm as human capital is valuable, rare, imperfectly imitable, and non-substitutable. Resources-based theory suggests that organisations can develop unique resources and capabilities such as human capital that provide a basis of profitability to the firms. Human capital is crucial for the effective performance, financial success, and competitiveness of the organisation. Organisational attractiveness as an employer becomes a competitive strategy to attract and retain talents in the working place (Bakanauskiene et al., 2017).

Employer attractiveness constitutes an important concept where attracting employees with superior skills and knowledge comprises a primary source of competitive advantage. The intellectual human capital becomes the competitive advantage of organisations in modern economy and technological advances. Organisational attractiveness as employer denotes the envisioned benefits that a potential employee sees in working for a specific organization. It refers to the degree to which potential and current employers perceive the organization as a good place to work. Employer attractiveness is operationalised through attractiveness attributes, being the factors considered by potential candidates when choosing an employer. Berthon et al. (2005) developed the Employer Attractiveness Scale, by integrating the dimensions included in the package of functional, economic, and psychological benefits. Berthon's scale comprises five attractiveness attributes and it assesses to what extent the organization offers the following values: interest value, social value, economic value, development value and application value (Berthon et al., 2005).

Factor 1, Interest Value, assesses the extent to which an individual is attracted to an employer that provides a stimulating work environment, innovative work practices and that makes use of its employees' creativity to produce high-quality, novel products and services. Factor 2, Social Value, assesses the extent to which an individual is attracted to an employer that

provides a working environment that is pleasant and happy, and provides good collegial relationships and a positive interpersonal atmosphere. Factor 3, Economic Value, assesses the extent to which an individual is attracted to an employer that provides above-average salary, compensation package, job security and promotional opportunities. Factor 4, Development Value, assesses the extent to which an individual is attracted to an employer that provides recognition and confidence, coupled with a career-enhancing experience and a spring-board to future development. And finally Factor 5, Application Value, assess the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they learned and to teach others, in an environment that is both customer orientated and humanitarian (Berthon et al., 2005).

According to Lievens and Highhouse, the instrumental attributes and symbolic attributes are related to the organisational attractiveness as employer. Instrumental attributes are job seekers' perception of job and organisational characteristics which include salary pay, advancement, job security, location, benefits, and flexible working hours. Symbolic attributes are trait-based inferences about organisations which include prestige, sincerity, competence, innovativeness, and robustness. The instrumental-symbolic framework from the literature on brand image was borrowed to classify attributes as reflecting instrumental functions (job and organisational attributes) versus symbolic functions (trait inferences) (Lievens & Highhouse, 2003).

Lievens and Highhouse (2003) studied organisational attraction by examining how trait inferences about an organisation add to the prediction of an organisational attractiveness as an employer, over and above job and organisational attributes. The results found that trait inferences indeed add incremental variance over and above job and organisational attributes, in the prediction of a company's attractiveness as a place to work. The potential applicant was attracted to an organisation associated with specific traits because these traits enabled them to express themselves. The potential applicants are attracted to organisations because pursuing a job in an organisation considered to be innovative or competent enables them to express parts of their self-concept and personality. The traits enable them to express themselves can also be understood in the context of social identity theory. According to social identity theory, the organisation in which people work is one of the important determinants of their self-concept and social identity (Lievens & Highhouse, 2003).

The understanding, perception and manifestation of good working conditions, personal development, good working relationship may mean different things to different individuals and organisations. The concept and operation of organisational attractiveness is found to be complex and ambiguous. Employer attractiveness stems from perceived employment experience and is by nature an emergent phenomenon (Bakanauskiene et al., 2017).

Attractiveness is “in the eyes of the beholder” and therefore contextual and demographic characteristics influence people’s perceptions of organisational attractiveness. There are significant differences between generations in the labour market, which bring the need for review of people management practices, such as recruitment, compensation, development, performance assessment and feedback. The research highlights the specific traits of each generation, identifying the preference for certain attributes and prioritisation in the employer attractiveness factors. Past research found that development value and economic value are more valued than social value, interest value and application value by the respondents. The research supported previous studies that Generation Y prioritised extrinsic rewards, development opportunities and the workplace itself in the perceptions of employer attractiveness (Reis and Braga, 2016).

Reis and Braga (2016) found that preferences and motivations concerning work may be different for each generation. Generation Y that comprises those born between 1982 and 2000, for example, have greater interest in new technologies and they wish for fast career development. There are significant differences between generations in the labour market, which could cause not only a high degree of conflict in the workplace, but could also bring the need for rethinking people management practices. Demographic characteristics such as gender, race, age, education, and income will influence people’s perception on organisations’ attractiveness. Employer attractiveness is therefore contextual and varies across nations and cultures (Reis & Braga, 2016).

(b) Corporate social responsibilities

Employer selection is a complex process in which employers and applicants attempt to gather information as much as possible about each other and to appear as attractive as possible to each other. The job choice decisions are complex and involve trade-off decisions by the potential

employees. Various factors affect people's attraction to organisations and these factors vary in importance to different people. Traditional job characteristics including remuneration, job security, location and intellectual challenge are important to employees. The research found that "soft" factors such as demand for socially responsible companies have increasingly gained importance to the highly qualified graduates for job choice in recent decades (Lis, 2012).

Pay, benefits, job roles and advancement opportunities are basic needs of job seekers from the employer organisations. On the other hand, the firm's corporate social responsibility programs can satisfy the employee's higher-order psychological needs. The CSR results can be emotionally rewarding when employees use such opportunities to express their own sense of responsibility to the larger community. CSR-induced identification by employees can cause them to feel satisfaction in their job, a sense of pride and a feeling of well-being (Bhattacharya et al., 2008).

Past research found that individual attitudes towards Corporate social responsibilities play a key role in understanding CSR signals and eventually impact CSR-based employer attractiveness. Job seekers have insufficient time and knowledge to decide which jobs to apply for and which jobs to remove from consideration during initial stage of recruitment. Hence job seekers depend largely on a firm's perceived reputation to decide their job pursuit intention. The research evaluated the four different dimensions of perceived corporate citizenship regarding their effects in the job pursuit intention. The four dimensions of perceived corporate citizenship are economic citizenship, legal citizenship, ethical citizenship, and philanthropic citizenship (Wang 2013).

The prior awareness of Corporate social responsibilities has impacts on the job seekers' assessment of CSR and employer attractiveness. Individual understandings of CSR may differ according to different types of organisational identity orientations and preferred types of psychological contract. Individuals who are convinced by CSR messages may be more likely to identify themselves with this concept and so be more attracted by CSR-based employer attractiveness. Conversely, those who only accept the economic character of an organisation's input to society are rather sceptical towards the holistic views of CSR to society, and may be discouraged and show low CSR-based employer attractiveness. The perceived person-organisation fit may become a source of self-definition and self-concept related to their membership to certain social group (Klimkiewicz & Oltra, 2017).

Millennials share a belief that they have the responsibility to make the world a better place. Millennials who perceive Corporate social responsibilities positively may be attracted to the potential employer because of the anticipated pride of being part of the organisation that is providing additional value to the society. They are convinced that businesses have a responsibility to join them in this effort and so they are more likely to consider CSR when deciding where to work (Klimkiewicz & Oltra, 2017).

Millennials want to work towards something significant and give great importance to the idea of corporate social responsibility. The motivational drivers for the Millennials are not the same and they expect different things from the work than other generations. For Millennials, the work-life balance, job mobility, flexible hours, autonomy and being part of the socially minded organisation are important. They are socially conscious and civic-minded and they are worried about the state of the world and feel personally responsible for making a difference (Rather, 2018).

There are many reasons that different job seeking populations consider Corporate social performance differently when making job choice decisions. The effects of CSR perceptions on job pursuit intentions were stronger for individuals who are high in moral identity (Rupp & Mallory, 2015). Perceptions of Corporate social performance influence individual perception of employer attractiveness and reputation differently. Most practically, job applicants with fewer job choices may have urgent needs for work and may not have the luxury of considering CSP – at the extreme, job applicants with one job opportunity may not be influenced by the firm's CSP. Higher choice groups, comprising individuals who are already employed or have numerous job offers, may value other non-material benefits when making job choice decisions. The higher choice groups do not focus on meeting immediate, short-term material needs and they are able to consider psychological and well-being needs associated with CSP when making job choice decisions (Albinger & Freeman 2000).

In this research, we seek to understand whether employer attractiveness has relationship with Revealed job preference in public sector. The underlying factor of the relationship between Employer attractiveness attitude and Public sector work is the intrinsic motivation of the workers, in terms of interest value, social value, development value and application value.

2.3.5 Person-organisation fit attitude

(a) Person-organisational fit

The person-environment fit is defined as the compatibility between an individual and work environment that occurs when their characteristics are well matched. The four domains of person-environment fit are person-job, person-organisation, person-group, and person-supervisor. The person-environment fit research is one of the main perspectives on employee attraction-selection in the management literature. Fit can be supplementary if a person has similar values and goals with the organisation. Fit can be complementary when the employer provides what the job applicant wants (Kristof-Brown et al., 2005).

Studying personal values and their orientation are important as this predicts the behaviour at the workplace. Rokeach measured personal values through 25-item scale which generate four factors, namely self-fulfilment, personal growth, community development and progressive orientation (Rokeach, 1973). Past research suggests that workers are likely to choose jobs whose values are congruent with their own value orientation. Past research found that work values significantly affect job choice decisions. The job selection process would be the means to achieve person-organisation value congruence (Judge and Bretz, 1992).

There are greater job satisfaction and commitment when worker values are congruent with the organisation values. Examining the work values of job applicants can provide information to assist the best fit for the organisation and reduce the costs associated with staff turnover. The person-organisational fit suggests that the workers are more satisfied and less likely to leave the organisation. Work values are therefore related to job satisfaction which in turn is related to work performance (Judge and Bretz, 1992).

Job seekers consider firm and job attributes together with their own personal values when making job choice decisions. Personal values are developed through education and life experiences and are different across different job seeking population. Job seekers prefer organisations where their personal characteristics are aligned with organisational attributes. Job seekers prefer organisations with whom they perceive congruence between their values and the organisation's values. Job seekers therefore develop perceptions concerning their person-organisation fit. Past research has demonstrated that person-organisation fit

perceptions are predicted by the similarity between a job seeker's values and their perceptions of recruiting organisations' values (Cable and Judge 1996).

Research found that job seekers' subjective person-organisation fit emanates from the congruence between their perceptions of organisational values and their own values. Job seekers develop perceptions concerning the degree of fit with organisations. Person-organisation fit perceptions can predict both job choice intentions and work attitudes. Research results suggest that employees perceiving more personal-organisational fit will demonstrate better performance and greater job satisfaction (Cable and Judge, 1996).

The concept of person-organisation fit is closely related to the attraction-selection-attrition cycle. According to Schneider's attraction-selection-attrition model, people are attracted to organisations as a function of their compatibility with the recruiting organisations. Job applicants would self-select in if there is an adequate level of person-organisation fit (Schneider, 1987). People's preferences for a particular organisation are a function of the congruence between organisations and themselves in terms of some attributes. Person-organisation fit and attraction-selection-attrition cycle specify the important "push" and "pull" factors for understanding why people may be attracted to certain organisations and jobs and in turn organisations and managers may prefer certain qualities, values, and skills in their hire decisions. Research on public sector motivation has expanded this perspective to encompass person-sector fit. Public sector motivation is conceptualised as one aspect of person-sector fit and therefore a predictor of work sector choice. A defining attribute of a public organisation is the fact that it is owned by the state and therefore belongs to the public sector. It is noted however that job, organisation, and sector are particularly difficult to distinguish with respect to public service (Breitsohl & Ruhle, 2016).

When job aspects align more closely with workers' preferences, greater number of workers will be attracted to the organisation, thereby making more qualified workers employed with the organisation. When job attributes are more preferable to workers, these workers are more likely to stay with an organisation. The increased compatibility between job aspects and worker preferences affects worker motivation. The increased retention and decreased turnover can improve firm performance in many ways including decreased staff recruitment costs and increased worker productivity from the quality workers (Cascio & Boudreau, 2010).

Cable and DeRue (2002) examined whether employees can distinguish between the three fit perceptions; and whether each of three fit perceptions leads to different outcomes. Studies were made to prove the hypotheses on the outcomes of the three fit perceptions. Firstly, employees' person-organisation fit perceptions are related to organisational identification, perceived organisational support, citizenship behaviours and staff turnover decisions. Secondly, employees' needs-supplies fit perceptions are related to staff turnover decisions, job satisfaction, career satisfaction and occupational commitment. And thirdly, employees' demands-abilities fit perceptions are related to occupational commitment, future in-role job performance and future pay rises.

A survey of 19,000 university students in Canada in 2007 found that there appears to be good person-organisation fit between career goals, aspirations, and work life choices and the characteristics of public service and government jobs. For students who chose public service, the five characteristics of a top employer are (a) high ethical standards, (b) social responsibility, (c) progressive work environment, (d) diverse workforce, and (e) environmental responsibility. For students preferring private sector employers, the top five characteristics of a top employer are (a) innovation, (b) industry leadership, (c) financial strength, (d) high ethical standards, (e) attractive location. There are interesting similarities and differences between these two groups with respect to what the Millennials associate with a top employer. Public sector employers wishing to recruit high quality candidates should pay attention to the factors that respondents preferring private sector employment find to be attractive. For example, the government should pay attention to those desire of students for interesting and challenging work and international opportunities (Ng & Gossett, 2013).

Understanding the relationship between employer attractiveness and personality factors helps in achieving person-organisational fit which will lead to enhanced job performance and less attrition in the long run. Previous research found that personality characteristics of a person have influence on different dimensions of employer attractiveness. Personality is a dynamic and organised set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviours in various situations. The five personality characteristics from Barrick and Mount's model (1991) are extraversion, emotional stability, agreeableness, conscientiousness, and intellect. Employers seeking person-organisation fit should focus on the specific attraction dimension of the organisation to attract the person with the most suitable personality. Prior research has shown that different personalities have

specific personal values they want employer organisations to satisfy. For example, intellects are more interested in the development value that the employer organisations can offer. Intellects are creative, imaginative, and open to new experiences. Intellects are more interested in the development value the employer organisation can offer. They are primarily interested in what advancement opportunities they receive when applying for a job (Anitha & Madhavkumar, 2012).

(b) Corporate social responsibilities

In the absence of complete information, job seekers interpret the information they have about an organisation as signals of organisational characteristics. Signalling theory suggests that a firm's Corporate social performance sends signals to job applicants about what it would be like to work for a firm. Corporate social performance gives information about the social norms and values of the company to prospective employees. Social identity theory suggests that self-image is influenced by the evaluation of the groups with which individual identifies. As the firms are viewed positively, job seekers have higher self-images when working for socially responsible firms. When members associate with organisations with high perceived identity, it enhances their self-esteem as they acquire a more positive evaluation of themselves. The research found that prospective job applicants report stronger job pursuit intentions towards firms described with positive versus negative corporate social performance (Greening & Turban, 2000).

Job seekers have insufficient time and knowledge to decide which jobs to apply for and which jobs to remove from consideration during initial stage of recruitment. Hence job seekers depend largely on a firm's perceived reputation to decide their job pursuit intention. The research evaluated the four different dimensions of perceived corporate citizenship regarding their effects in the job pursuit intention. The four dimensions of perceived corporate citizenship are economic citizenship, legal citizenship, ethical citizenship and philanthropic citizenship (Wang, 2013).

On person-organisation fit theory, the researchers studied whether the individual characteristics will moderate the relationship between firm's Corporate social performance and prospective applicant's job pursuit intentions. A survey was conducted in which the Corporate social performance dimensions of 32 organisations were manipulated and respondents were asked to indicate their attractiveness as an employer. The research studied the employer attractiveness at individual level instead of firm level. Research results demonstrated that the importance of Corporate social performance in attracting the applicants may be most relevant in the tight labour market. Corporate social performance will influence the highest quality applicants who expect to interview with more than one company, even in tight labour markets (Greening & Turban, 2000).

Adopting a person-organisation perspective, past research investigated whether applicants are attracted to organisations whose CSR reflects their differences in ethical disposition and Machiavellianism (Zhang & Gowan, 2012). Past research suggests that individual values and personality characteristics moderate the relationship between SCR and employer attraction. The research result suggests that job choice decision is ethics-laden. Machiavellianism is the dispositional tendency of an individual to employ manipulative, exploitive, and devious tactics, and strategies in order to achieve one's goals without regard for feelings, rights and needs of other people (Wilson et al, 1996). High Machiavellian have clear goal focus, as evidenced by their greater desire for high pay, and they are more attracted to highly profitable organisations. In contrast, low Machiavellian may base their job choice decisions on factors that have no direct bearing on their self-interest. High Machiavellian were superior in loosely structured situations where they can take advantage of ambiguity of the situation. Organisations with tightly structured legal and ethical climate will be less likely to provide a favourable situation to high Machiavellian for personal gains. In other words, such environment provides less latitude to high Machiavellian for benefits or exploitation. The research suggests that high Machiavellian applicants prefer organisations high in the economic aspect of CSR and avoid organisations high in the legal and ethical aspects of CSR. To the extent that applicants with certain ethical dispositions and personalities are more interested in organisations with certain CSR characteristics, organisations may be able to maximise the utility of resources by selectively conveying CSR information in recruitment brochures and on their web sites that are attractive to their ideal applicants (Zhang & Gowan, 2012).

2.4 Empirical studies in Hong Kong

2.4.1 Civil service in Hong Kong

Hong Kong Special Administrative Region (HKSAR) has a land area of 1,106 square kilometres, with a population of approximately 7.5 million. As at 31 March 2023, the civil service employed about 173,600 people or about 4.6% of Hong Kong's labour force. According to Hong Kong's Civil Service Code, the civil service supports the government in the formulation, explanation, and implementation of policies as well as in the conduct of administrative affairs and the delivery of both public services and law enforcement to the community (HKCSB, 2023a).

The main administrative and executive functions of the HKSAR Government are carried out by 13 policy bureaux in the Government Secretariat, and various departments and agencies, mostly staffed by civil servants. The Hong Kong civil service provides a wide range of services, e.g. public works, and public facilities, cleansing and public health, education, fire services and police force work (HKCSB, 2023a).

The core values of the civil services are set out in the Civil Service Code. All civil servants are expected to uphold the principles as follows (HKCSB, 2023a):

- Commitment to the rule of law;
- Honesty and integrity;
- Objectivity and impartiality;
- Political neutrality;
- Accountability for decisions and actions; and
- Dedication, professionalism, and diligence.

It is the Government's civil service pay policy to offer sufficient remuneration to attract, retain and motivate staff of a suitable calibre to provide the public with an effective and efficient service. Apart from salaries, civil servants are eligible for various fringe benefits depending on their terms of appointment, rank, salary point, length of service and other eligibility rules. In order that the civil service pay can be regarded as fair and reasonable, the Government adopt the principle that the level of civil service pay should be broadly comparable with private sector pay (HKCSB, 2023a).

2.4.2 World value survey

(a) Background

The World Value Survey (WVS) is a global research project that explores people's values and beliefs, and studies how these values and beliefs change over time and what social and political impacts they have. The WVS seeks to help social scientists and policy makers understand changes in the values, beliefs, and motivations of people throughout the world. The World Value Study Group is a global network of social scientists headquartered in Stockholm, Sweden and operate the WVS projects in more than 120 world countries. The projects measure the ongoing social values (including attitudes towards work) and have the merits of longitudinally sampling a wide range of nations (WVS, 2023a).

The World Values Survey measures a broad spectrum of social perceptions, which include the value subjects: Work Important, Family Important, Friends Important, Leisure Important, Politics Important and Religion Important (WVS, 2023a). Ronald Inglehart defined a culture as beliefs, values, knowledge, and skills that have been internalised by the people of a given society. Understanding national culture is important for organisations to adapt human resource strategies to optimise organisational outcomes (Inglehart, 2000).

For work-related questions, survey items about employee priorities, interesting work, job security, a sense of achievement, employee's ability are included in the World Value Survey. The researchers compare the values and beliefs of the people of their own country with those from other countries and test the alternative hypotheses. The findings are then disseminated through international conferences and joint publications (WVS, 2023a).

(b) World Value Survey 2017-2022

The national samples are collected every 5 years by the WVS Group. The seventh wave of the World Value Survey took place in 2017-2022. The World Value Survey is one of the most authoritative and widely used cross-national surveys in the social scientists. The WVS data have been utilised in abundance of researches published in premier journals as there are strong validity or reliability of the WVS data (WVS, 2023a).

In this research, the World Value Survey data regarding the public and private sectors in Hong Kong are obtained from the seventh wave of the WVS survey which is available on the website address <http://www.worldvaluessurvey.org> as at 7 April 2023 (WVS, 2023b).

The World Value Survey data in Hong Kong for 2017-2022 are summarised as follows:

(i) Question 28: Sector of employment

Table 2.4.1
WVS 2017-2022 Hong Kong - Sector of employment

	Number	%
Government or public institution	199	10
Private business or industry	1,164	61
Private non-profit organisation	84	4
No answer	480	25
Number of respondents	1,927	100

According to the WVS data in Hong Kong during 2017-2022, private business and government institution comprise 61% and 10% of total 1,927 respondents respectively (WVS, 2023b).

(ii) Question 5: Importance in life: Work

Table 2.4.2

WVS 2017-2022

Hong Kong - Importance in Life: Work
(by sector of employment)

	Sector of employment				No answer
	Total	Government institution	Private business	Private non-profit	
<u>Important in life: Work</u>					
Very important	32	36	36	29	21
Rather important	48	45	42	55	63
Not very important	16	13	17	10	14
Not at all important	4	4	5	6	2
Don't know or no answer	0	2	0	0	0
Percentage	100	100	100	100	100

According to the WVS data in Hong Kong during 2017-2022: work is important across all sectors of employment. Very important items and rather important items comprise 32% and 48% of the total 1,927 respondents respectively (WVS, 2023b).

(iii) Question 142: Worries: Losing my job or not finding a job

Table 2.4.3

WVS 2017-2022

Worries: Losing my job or not finding a job
(by sector of employment)

	Sector of employment			
	Total	Government institution	Private business	Private non-profit
<u>Worries: Losing my job or not finding a job</u>				
Very much	14	13	14	19
A great deal	27	18	25	18
Not much	42	42	42	54
Not at all	17	27	19	9
Percentage	100	100	100	100

According to the WVS data in Hong Kong during 2017-2022, government sector workers have lower worries on losing the job or not finding a job when compared with private sector workers. This indicates a higher job security sensed by public sector respondents when compared with the private sector respondents (WVS, 2023b).

(iv) Question 40: Work is a duty towards society

Table 2.4.4

WVS 2017-2022

Work is a duty towards society
(by sector of employment)

	Sector of employment				No answer
	Total	Government institution	Private business	Private non-profit	
<u>Work is a duty towards society</u>					
Strongly agree	13	16	13	7	12
Agree	52	54	53	56	48
Neither agree or disagree	21	17	19	27	29
Disagree	13	12	14	9	10
Strongly disagree	1	1	1	1	1
Percentage	100	100	100	100	100

According to the WVS data in Hong Kong during 2017-2022, both public sector workers and private sector workers agree that work is a duty towards society. Strongly agree items and agree items comprise 13% and 52% of the total 1,927 respondents respectively (WVS, 2023b).

(v) Question 71: Confidence: The Government

Table 2.4.5

WVS 2017-2022

Confidence: The Government
(by sector of employment)

	Sector of employment				
	Total	Government institution	Private	Private non-profit	No answer
<u>Confidence: The Government</u>					
A great deal	12	11	15	9	5
Quite a lot	44	48	46	49	38
Not very much	33	30	30	36	40
None at all	11	11	9	6	17
No answer	0	0	0	0	0
Percentage	100	100	100	100	100

According to the WVS data in Hong Kong during 2017-2022, both public sector and private sector workers have great confidence on the Government. A great deal items and quite a lot items comprise 12% and 44% of the total 1,927 respondents respectively (WVS, 2023b).

(vi) Question 74: Confidence: The Civil Service

Table 2.4.6

WVS 2017-2022

Confidence: The Civil Service
(by sector of employment)

	Sector of employment				
	Total	Government institution	Private	Private non-profit	No answer
<u>Confidence: The Civil Service</u>					
A great deal	6	12	6	7	3
Quite a lot	50	56	53	40	43
Not very much	37	28	34	50	46
None at all	6	4	5	3	8
Don't know or no answer	1	0	2	0	0
Percentage	100	100	100	100	100

According to the WVS data in Hong Kong during 2017-2022, government sector workers have higher confidence on civil service when compared with private sector workers. This indicates a higher recognition of civil service by public sector respondents when compared with the private sector respondents (WVS, 2023b).

As shown in the above data in the World Value Survey during 2017-2022, we found there were some, but not significant, differences between public sector workers and private sector workers in the reply to work-related questions in Hong Kong. Public sector workers have lower worries of losing job or not finding a job when compared with private sector workers. And public sector workers have higher confidence on civil service when compared with private sector workers (WVS, 2023b).

2.4.3 Youth IDEAS Survey in Hong Kong

Youth IDEAS (Ideals, Dedication, Engagement, Aspirations and Service) is a local youth think tank established by Hong Kong Youth Research Centre in 2015. Youth IDEAS has conducted research reports in the areas of youth development, economic development, governance, education, and livelihood, and have advocated policies for the betterment of Hong Kong. The research provides good reference for the formulation of policies related to youth issues and the planning of youth services in Hong Kong (HKFYG, 2021).

Youth IDEAS conducted a study in 2021 and announced a report on “The Challenges of Civil Servant Talent Development”. The research data was collected between March and April 2021 through on-site survey of 527 young people (aged 18 to 34); individual interviews with 15 young individuals (with 10 being current civil servants); and individual interviews with 5 academics and experts in Hong Kong (HKFYG, 2021).

The Youth IDEAS research found that majority of respondents are not interested in joining the civil service. The reasons are tedious job nature, slow promotion, and limited opportunities to put their abilities to good use. For those who want to join the civil service, the majority cites good salary and benefits as the reason. The young civil servants said in the individual interview that they joined the civil service because of their wish to serve the public. This driving force enabled them to overcome the difficulties at work (HKFYG, 2021).

More than half of the respondents said that grasping the public sentiment, or collaborating with different stakeholders were the most needed capabilities for today’s civil servants. The Youth IDEAS report suggests that the government should develop a nurturing framework that helps enhance civil servants’ political awareness, including ability to understand the pulse of society, strengthen national perspective and maintain a world view (HKFYG, 2021).

The Youth IDEAS research suggested the government should strengthen civil servants’ sense of mission, positive image, and team morale, and promote the public service aspect of the civil service. The government should also deepen the public understanding of the meaning and spirit of the civil service (HKFYG, 2021).

The attractiveness of civil service jobs is considered a complex issue, and remuneration is but one of the many factors involved. We should understand and address all these many factors when the recruitment strategies and procedures are implemented. In the light of increased competitiveness in the labour market, it is important to know what attract people to work in the public sector and thus build up the image of public sector as the employer of choice in Hong Kong (HKFYG, 2021).

2.4.4 Survey on CSRO in Hong Kong

Burton et al (2000) examined the orientation of United States students and Hong Kong students towards Corporate social responsibilities. It was found that as compared with United States students, Hong Kong students gave economic responsibilities more weight and non-economic responsibilities less weight. Hong Kong society emphasises materialism and pragmatism (Redding, 1990), the two qualities that lead to less consideration of ethical responsibilities and more consideration of economic responsibilities. This research results supported the proposition that there is relationship between cultural differences and CSRO. Different societies react differently to the idea of CSR as the level of development of a country may be a factor on CSRO (Burton et al, 2000).

Past research evaluated the importance placed by Chinese consumers (Shanghai and Hong Kong) on the four types of responsibilities of firms. It found that economic responsibilities are the most important while philanthropic responsibilities are of least importance. However, the argument that consumer support for Corporate social responsibilities is dependent on levels of economic development was not supported by the research. The research found that Shanghai with the lower GDP per capita, as compared with that of Hong Kong, has the higher consumer support score for CSR (Ramasamy & Yeung, 2009).

The initial job choices decisions made by people in Hong Kong seem quite different from those in China and Taiwan. This implies a difference in lifestyle, attitudes, and values in the young labour force in Hong Kong as compared with China and Taiwan. The findings show that no “one size fits all” strategy in Corporate social responsibilities and human resources management that will work effectively across the regions (Ramasamy et al., 2016).

Achieving a good person-organisation fit is vital to organisation success and can also create a win-win situation for both employers and job applicants. Kan (2013) qualitatively investigated the relationship between Corporate social responsibility orientation of undergraduate students in their senior years and Employer attractiveness in Hong Kong labour market. Findings from the study provide evidence that students are generally aspired to work for a good CSR organisation. A research question is asked: “Given the actual situations you are in, what are the top five (i.e. desirable) organisations you would like to work for, and why?” The findings are that the respondents like to work for Public-listed and Civil Service/Government funded organisations. The students are mainly concerned with what their future employers could give them, e.g. good self-image by working for an organisation having good organisational image, rather than participants’ personal interest. In the research findings, Civil Service or Government funded ones seem to be the most desirable. Small-to-medium-sized organisations are the least desirable. Public-listed and multi-national corporations can be desirable or undesirable - desirable if they offer good package, employee welfare and benefits, learning and exposure opportunities, good organisational image, and corporate social responsibilities; undesirable if they are monopolists in market whereby their practices pose harm and unfairness to public, having bad corporate reputation making use of legal loopholes and engaging in unethical activities. Participants put much weight on the responsible employer perception in determining an employer’s level of desirability. The findings support the previous evidence that individuals prefer seeking employment with organisations that are socially responsible or has high corporate social performance (Kan, 2013).

2.4.5 Survey on PSM in Hong Kong

The researcher adopted a qualitative approach to investigate the public sector motivation among the government employees in Hong Kong. The research found that public sector motivation is not the major motivation for most Hong Kong public officials to join government employment, but the good remuneration package and stability are the most often quoted reasons for joining the government. The government employees in Hong Kong are generally well paid, with good fringe benefits and high job security, as compared with the private market. Besides enjoying a good remuneration package, it is generally perceived that the civil servants enjoy high degree of job security and stability, often referred to as having an “iron rice bowl” in the eyes of the public (Yung, 2014).

The research found that government employees in Hong Kong are not primarily motivated to join the government due to Public service motivation, but rather by self-interested reasons, such as job security and good remuneration package. Comparatively, PSM may play a somewhat larger part in the decision for some disciplined services and upper ranking officials. The government employees are not be so high sounding as quoting “serving the public” as work motivation, especially the lower rank officials. Their common sense of responsibility enables them to fulfil job requirements and thus have the effect of “serving the public” directly or indirectly through internalising “public service” into their sense of responsibility. The primary requirements for a government employee would be competence and “a sense of responsibility” in carrying out the duties of the post concerned, while PSM will only serve as an additional and secondary merit. Given the same level of competence, an official with higher PSM level not only fulfil basic responsibilities but will also take one step to excel in his or her position to serve the public (Yung, 2014).

3.1 Theoretical framework

The theoretical framework is drawn on what have been known in the theoretical domain in the past literature and we deduce the hypotheses that are subject to empirical scrutiny (Gravetter & Forzano, 2018). There was past literature about General values, Corporate social responsibilities orientation, Public service motivation, Employer attractiveness attitude, and Person organisational fit attitude respectively. Under the overarching theories of Values-attitude-behaviour and Person organisational fit, the theoretical framework on Values and Attitudes in relation to revealed job preference in public sector is drawn up in Figures 3.1 and 3.2. In this research, hypothetical tests are performed to prove whether Values and Attitudes are related to revealed job preference in public sector in the context of workforce in Hong Kong.

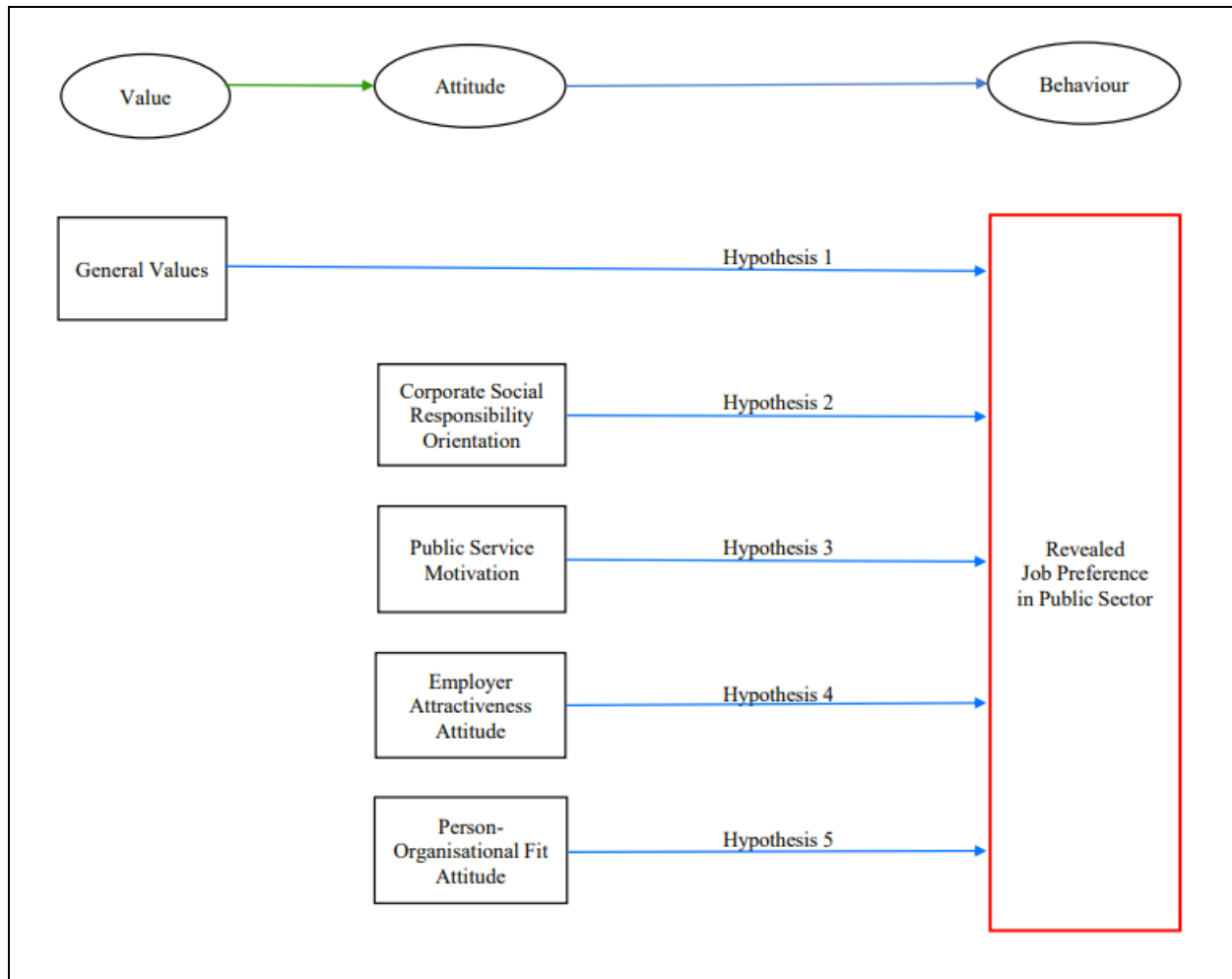
Values are developed through education and life experiences of individuals and are therefore different among individuals. The knowledge about general values has laid the foundations for understanding the attitudes and motivation of human beings. Past research suggest that job seekers prefer organisations where job seekers' values and their perception of the organisation values are congruent (Cable & Judge, 1996). Based on the survey on the respondents in Hong Kong, hypothetical tests are performed in this research to prove whether Values and Attitudes are related to the revealed job preference in public sector.

We could not find an integrated research in the past literature that covered General values, Corporate social responsibilities orientation, Public sector motivation, Employer attractiveness attitude and Person organisational fit attitude altogether. This research gives the empirical results to prove whether the above-mentioned Values and Attitudes have relationship with revealed job preference in public sector. The research results will contribute to this study field by additional findings on revealed job preference in public sector.

Based on literature review in the past, the theoretical framework on Values and Attitudes in relation to revealed job preference in public sector is drawn up as shown in Figures 3.1 and 3.2. In this research, Values refer to General values; Attitudes refer to Corporate social responsibilities, Public service motivation, Employer attractiveness attitude, and Person organisational fit attitude.

3.1.1 Theoretical framework 1 (Individual)

Figure 3.1.1 Theoretical framework 1 (Individual)



Hypothesis 1: General values are related to Revealed job preference in public sector.

Hypothesis 2: Corporate social responsibility orientation is related to Revealed job preference in public sector.

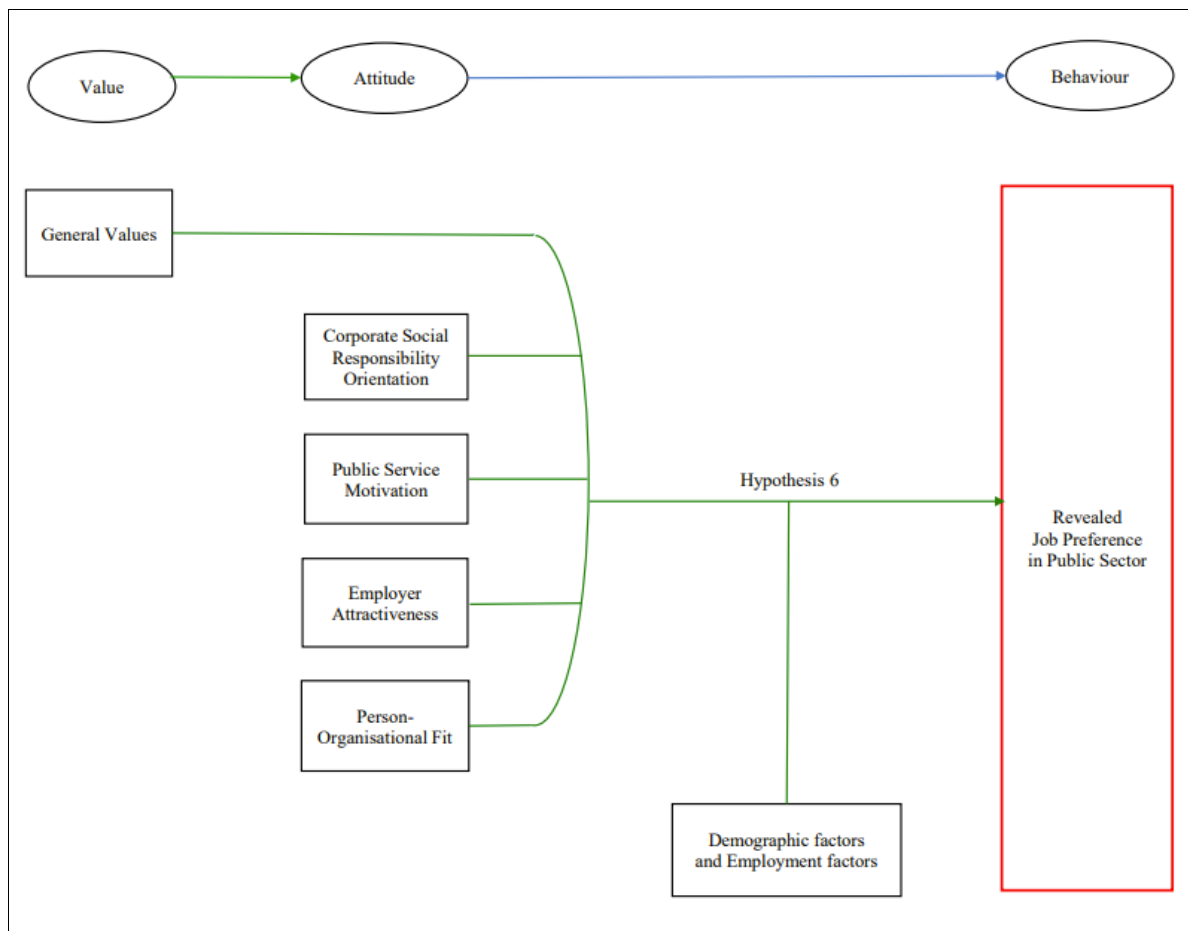
Hypothesis 3: Public sector motivation is related to Revealed job preference in public sector.

Hypothesis 4: Employer attractiveness attitude is related to Revealed job preference in public sector.

Hypothesis 5: Person-organisational fit attitude is related to Revealed job preference in public sector.

3.1.2 Theoretical framework 2 (Combined)

Figure 3.1.2 Theoretical framework 2 (Combined)



Hypothesis 6: Values and Attitudes are related to Revealed job preference in public sector.

3.2 Hypotheses testing

The theoretical framework draws on what was known about in a theoretical domain in the past literature and deduces the hypotheses that are subject to empirical scrutiny. Hypothesis testing is a statistical procedure that uses sample data to evaluate the creditability of a hypothesis about a population. In a correlation testing, the null hypothesis states that there is no relationship and the correlation for the population is zero (Gravetter & Forzano, 2018).

This research adopts the quantitative research strategy. This involves the measurement of variables obtained from individual participants which are to generate scores or numerical values for statistical analysis.

This research uses hypotheses testing as the research methodology. It takes the deductive research approach and test the six hypotheses. The deductive research begins with a general statement and generate a hypothesis to make prediction about specific observation.

In this research, the prediction about specific observation is the revealed job preference in public sector. The hypothesis is deduced from the theory. The results from the empirical research study will either provide support for the hypothesis or will reject the hypothesis. The research strategy, methodology and data collection are detailed in Chapter 5.

In this research, we have used the generally accepted measurement procedures that were adopted by past researches for the measurement of constructs on General values, Corporate social responsibility orientation, Public service motivation, Employer attractiveness attitude, and Person-organisational fit attitude. The validity and reliability tests have been performed in the past literature. We therefore have confidence in the defining variables that were used by the past measuring instruments and our research results thus could be comparable with the past research results.

4.1 General values

4.1.1 Measuring instruments in the past literature

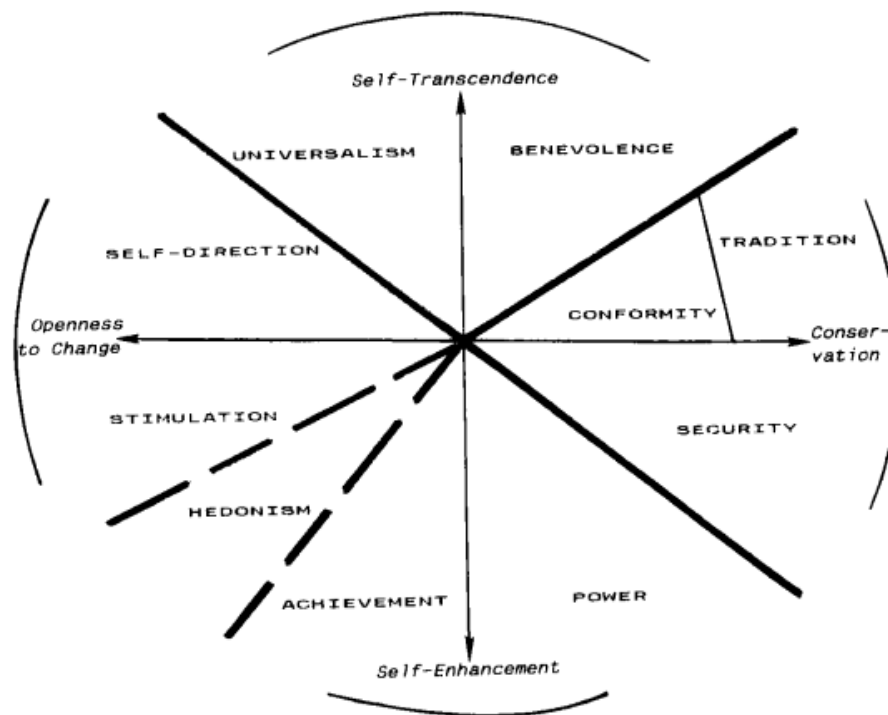
The most common used method in value research is Schwartz's Value Survey (SVS), which is based on Schwartz's value theory. On the SVS, the respondents first rated 57 value items for importance. Scores on each of the ten value scales are then calculated by averaging the scores on items that belong to each value. Studies in some 70 countries supported the validity of the SVS. These studies have shown that the 10 values measured by the SVS encompass all basic values within and across cultures and they have a quasi-circular structure in conflicts and congruity of values that are universally found (Schwartz, 1992).

According to Schwartz's value theory, the 57 value items represent 10 motivationally distinct values that are theoretically derived from universal requirements of human life, namely, Power, Achievement, Hedonism, Stimulation, Self-Direction, Universalism, Benevolence, Tradition, Conformity, and Security. Schwartz's value theory suggests that the 10 values, each named after its central goal, have a quasi-circular structure of relations. The quasi-circular structure of the 10 values indicates that together they form a two-dimensional space. The first dimension is called Conservation versus Openness to Change. The second dimension is called Self-Transcendence versus Self-Enhancement (Schwartz, 1992).

Figure 4.1.1 Schwartz's model of relations between values

Schwartz's model of relations between values (Schwartz, 1992) -

Revised theoretical model of relations among motivational types of values, higher order value types and bipolar value dimensions



However, a value scale with 57 items may be too time-consuming to fill in, and it may take up too much space in the questionnaires. Researchers have conducted the studies to develop a short version of SVS which is a more compact measure of the values. Lindeman & Verkasalo (2005) analysed whether the 10 values can be examined with only 10 items, that is, by asking the respondents to rate the importance of the 10 values directly. The reliability and validity of the Short Schwartz' Value Survey (SSVS) were examined in 4 studies. The results of these 4 studies showed that the new scale of 10 items in SSVS had good reliability and validity and the values measured by the SSVS were arrayed on a circle identical to the theoretical structure of 57 items of values by SVS.

The studies proved that the 10-item SSVS (Figure 4.9) provides a practical alternative to the original 57-item SVS. The new scale has good internal consistency and stability as the scores obtained with the SSVS were highly correlated with those obtained with the SVS. The SSVS measures the ten values with only one item each, whereas the original SVS measures them with

three to nine items each. The internal consistency coefficients however cannot be calculated for the single-item measures of the 10 values in SSVS. The SSVS can give insights in broad values, but not the 57 specific values measured with SVS. If detailed and comprehensive information is needed, the original SVS remains the best available scale for a more thorough assessment of values. The SSVS scale was proved useful for researchers who are interested in a brief screening of what people regard important in their lives (Lindeman & Verkasalo, 2005).

The original Schwartz's Value Survey (SVS) has nine response choices in Likert scale. Short Schwartz's Value Survey (SVSS) has seven response choices in Likert scale. Quoting from Measuring values with the Short Schwartz's Value Survey (SSVS) (Lindeman & Verkasalo, 2005), the measuring instrument of values is shown below.

Figure 4.1.2 GV - Measuring instrument in the past literature

Measuring Instrument on General Values used by SSVS (Lindeman & Verkasalo, 2005) - 10 items Please rate the importance of the following values as a life-guiding principle for you. Choose alternatives on the scale: 1. Not important..... 7. Very important. 1. Power (social power, authority, wealth) 2. Achievement (success, capability, ambition, influence on people and events) 3. Hedonism (gratification of desires, enjoyment of life, self-indulgence) 4. Stimulation (daring, a varied and challenging life, an exciting life) 5. Self-direction (creativity, freedom, curiosity, independence, choosing one's own goals) 6. Universalism (broad-mindedness, the beauty of nature and the arts, social justice, a world of peace, equality, wisdom, unity with nature, environmental protection) 7. Benevolence (helpfulness, honesty, forgiveness, loyalty, responsibility) 8. Tradition (respect for tradition, humbleness, accepting one's portion in life, devotion, modesty) 9. Conformity (obedience, honouring parents and elders, self-discipline, politeness) 10. Security (national security, family security, social order, cleanliness, reciprocation of favours)
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4.1.2 Questionnaire used in this research

In this research, there are questions on General values to the respondents in Hong Kong. The questionnaire to measure the General values is shown below.

Figure 4.1.3 GV - Questionnaire used in this research

Questionnaire items on General values used in this research - 10 items

We have adopted some of the items used by Short Schwartz's Value Survey (Lindeman & Verkasalo, 2005). The five-option Likert scale on the response choice is used in the questionnaire.

Please evaluate the importance of the following general values to you. Choose alternatives on the scale: 1. Not important at all..... 5. Very important.

- | | |
|------|---|
| GV1 | Social power and authority. |
| GV2 | Personal success through demonstrating competence. |
| GV3 | Pleasure and enjoyment of life. |
| GV4 | Excitement and challenge in life. |
| GV5 | Independence of thought and action. |
| GV6 | Appreciation of the welfare of all people and nature. |
| GV7 | Helpfulness and responsibility. |
| GV8 | Respect for customs and tradition. |
| GV9 | Control one's action to meet social expectations. |
| GV10 | Safety and harmony of society. |

4.2 Corporate social responsibility orientation

4.2.1 Measuring instruments in the past literature

According to Carroll's CSR pyramid (2016), organisations are obligated to (a) maximize profits (economic responsibilities); (b) obey the law (legal responsibilities); (c) act within the prevailing industry and societal norms (ethical responsibilities); and (d) use its discretion to promote society's welfare in various ways (philanthropic responsibilities). Carroll suggested that these responsibilities are not mutually exclusive and they are influenced by circumstances and the actors involved (Smith et al., 2001).

Corporate social responsibility orientation (CSRO) is a construct that captures one's perceptions as they pertain to a firm's behaviours with respect to corporate social performance (CSP). It does not measure the actual behaviour of the firm. It does not evaluate the firm-level behaviours of corporate social performance. Instead, it measures the differences in corporate social orientation among individual stakeholders (Smith et al., 2001). Aupperle (1991) introduced the term Corporate social responsibilities orientation to represent how one thinks about both Corporate social responsibilities and Corporate social performance. He presented an alternative means of conceptualising Corporate social responsibilities and Corporate social performance, asking key decision makers about their firm's social orientation.

Aupperle (1991) developed an instrument based on Carroll's model to assess how executives viewed their firm's responsibilities to society. Specifically, his instrument assessed the relative emphasis the key decision makers placed on economic, legal, ethical, and philanthropic responsibilities of their firms. Aupperle referred to this emphasis as Corporate social responsibilities orientation. Although Aupperle originally used CSRO to study how executives view CSR in their own organisations, the concept is flexible enough that it can be applied to how other stakeholders view CSR. As the measurement of CSRO is susceptible to eliciting socially desirable responses, the relative emphasis on the responsibilities is obtained by using a forced-choice format survey (Smith et al., 2001).

Ehie (2016) adopted the instrument to measure Corporate social responsibilities orientation that covers all CSR dimensions in the Carroll CSR pyramid. It contains items under each responsibility the component that attempt to capture the essence of the respondents' orientation

on CSR practices. The final instrument (Figure 4.2.1) has eight items in each responsibility component, that is, four items taken from Aupperle (1991) and four items taken from Tan and Komaran (2006).

Quoting from Examining the corporate social responsibility orientation in developing countries: an empirical investigation of the Carroll's CSR Pyramid (Ehie, 2016), the questionnaire items on Corporate social responsibility orientation are shown below.

Figure 4.2.1 CSR - Measuring instrument in the past literature

Measuring Instrument on Corporate social responsibility orientation used by Ehie (2016)
- 32 items

A. Economic responsibility

1. The primary goal of companies is to make as much profit as possible.
2. Socially responsible companies strive to lower their operational costs.
3. Companies should strive for the highest returns to their shareholders.
4. Companies should not be distracted from their economic functions by solving social problems.
5. Companies should pursue those opportunities which will enhance earnings per share.
6. Corporate citizen should be defined as being as profitable as possible.
7. Meeting the profitability goal should be a useful measure of corporate performance.
8. It is important to allocate resources on company's ability to improve long-term profitability.

B. Legal responsibility

1. Well run companies strive to comply with all the state laws and regulations.
2. Companies must operate strictly within the legal framework of the society.
3. It is sometime expedient for companies to violate some laws and regulations.
4. Companies have to adhere to all state rules and regulations even though it may be costly for them.
5. It is important that contract safety violations are not ignored in order to complete or expedite a project.

6. Compliance with the law shall be viewed as a useful measure of corporate performance.
7. Companies should provide good and services which at least meet minimal legal requirements.
8. Companies should strive to fulfil all corporate tax obligations.

C. Ethical responsibility

1. Companies should not compromise ethical norms of the society in order to achieve corporate goals.
2. Socially responsible companies always do what is right, fair and just.
3. Companies should avoid doing harm at all cost.
4. It is important to perform in manner consistent with expectations of societal mores and ethical norms.
5. It is important to recognise that the ends do not always justify the means.
6. When securing new business, promises are not made which are not intended to be fulfilled.
7. Compliance with norms, mores, and unwritten laws of society should be viewed as a useful measure of corporate performance.
8. 'Whistle blowing' should not be discouraged at any corporate level.

D. Philanthropic responsibility

1. Companies should contribute resources to the community.
2. Socially responsible companies strive to provide for community betterment.
3. Companies should actively promote volunteerism and charitable activities within the local communities.
4. Companies should commit resources to support culture and arts.
5. It is important to monitor new opportunities which will enhance company's ability to help solve social problems.
6. It is important to give assistance to private and public institutions.
7. Philanthropic activities should be viewed as a useful measure of corporate performance.
8. It is important to assist voluntarily those projects which enhances a community's 'quality of life'.

4.2.2 Questionnaire used in this research

In this research, there are questions on Corporate social responsibilities orientation to respondents in Hong Kong. The questionnaire to measure the Corporate social responsibilities orientation is shown below.

Figure 4.2.2 CSR - Questionnaire used in this research

Questionnaire items on Corporate social responsibility orientation used in this research
- 12 items

We have adopted some of the items used by Ehie (2016) in the survey on measurement of Corporate social responsibilities orientation as shown in Figure 4.2.1.

To what extent do you agree with the following statements. Choose alternatives on the scale:
1. Strongly disagree.....7. Strongly agree.

CSRO1	The primary goal of companies is to make as much as profit as possible.
CSRO2	Companies should not be distracted from their economic functions by solving social problems.
CSRO3	Corporate citizen should be defined as being as profitable as possible.
CSRO4	Companies must operate strictly within the legal framework of the society.
CSRO5	Companies have to adhere to all rules and regulations even though it may be costly for them.
CSRO6	Compliance with the law shall be viewed as a useful measure of corporate performance.
CSRO7	Companies should not compromise ethical norms of the society in order to achieve corporate goals.
CSRO8	Socially responsible companies always do what is right, fair and just.
CSRO9	It is important to perform in manner consistent with expectations of societal morals and ethical norms.
CSRO10	Companies should contribute resources to society.
CSRO11	Socially responsible companies strive to provide for community betterment.
CSRO12	Companies should actively promote volunteerism and charitable activities within local communities.

4.3 Public service motivation

4.3.1 Measuring instruments in the past literature

Perry (1996) identified a 40-item multidimensional scale to measure Public service motivation, which has six components: (1) attraction to policy making; (2) commitment to public interest; (3) social justice; (4) civic duty; (5) compassion; and (6) self-sacrifice. Perry (1996) subsequently developed a list of 24 items of multidimensional scale measuring the four subscales of PSM.

Based on Perry's 24 items to measure Public service motivation, Kim (2009) reduced it to a 14-item scale and confirmed that the four-factor structure of PSM can be generalised to the Korean context. A further modification process generated a 12-item scale for four factors that produced a valid and reliable measure of PSM. Two items were deleted as they were cross-loaded to the other factors. The shorter scales are generally preferred in studies so that respondents' workload is reduced. The revised 12-item scale of PSM was shown as a valid and reliable measure because the results provided support for convergent validity as well as discriminant validity of the four-factor model and the reliability coefficients of subscales were good enough (Kim, 2009).

Quoting from Measuring Public Service Motivation: An Assessment of Construct Reliability and Validity (Perry, 1996), the questionnaire items on PSM are shown below.

Figure 4.3.1 PSM - Measuring instrument in the past literature

Measuring Instrument on Public service motivation used by Perry (1996)	
- 40 items	
Attraction to Policy Making (5 items)	
PSM 11	Politics is a dirty word. (Reversed)
PSM 15	I respect public officials who can turn a good idea into law.
PSM 22	Ethical behaviour of public officials is as important as competence.
PSM 27	The give and take of public policy making doesn't appeal to me. (Reversed)
PSM 31	I don't care much for politicians. (Reversed)

Commitment to the Public Interest (7 items)

- PSM 7 People may talk about the public interest, but they are really concerned about their self-interest. (Reversed)
- PSM 16 It is hard for me to get intensely interested in what is going on in my community. (Reversed)
- PSM 23 I unselfishly contribute to my community
- PSM 30 Meaningful public service is very important to me.
- PSM 34 I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.
- PSM 37 An official's obligation to the public should always come before loyalty to superiors.
- PSM 39 I consider public service my civic duty.

Social Justice (5 items)

- PSM 18 I believe that there are many public causes worth championing.
- PSM 20 I do not believe that government can do much to make society fairer. (Reversed)
- PSM 32 If any group does not share in the prosperity of our society, then we are all worse off.
- PSM 33 I am willing to use every ounce of my energy to make the world a more just place.
- PSM 38 I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.

Civic Duty (7 items)

- PSM 14 When public officials take an oath of office, I believe they accept obligations not expected of other citizens.
- PSM 21 I am willing to do great lengths to fulfil my obligations to my country.
- PSM 25 Public service is one of the highest forms of citizenship.
- PSM 28 I believe everyone has a moral commitment to civic affairs no matter how busy they are.
- PSM 29 I have an obligation to look after those less well off.
- PSM 35 To me, the phrase "duty, honour, and country" stirs deeply felt emotions.
- PSM 36 It is my responsibility to help solve problems arising from interdependencies among people.

Compassion (8 items)

- PSM 2 I am rarely moved by the plight of the underprivileged. (Reversed)
- PSM 3 Most social programs are too vital to do without.
- PSM 4 It is difficult for me to contain my feelings when I see people in distress.
- PSM 8 To me, patriotism includes seeing to the welfare of others.
- PSM 10 I seldom think about the welfare of people whom I do not know personally. (Reversed)
- PSM 13 I am often reminded by daily events about how dependent we are on one another.
- PSM 24 I have little compassion for people in need who are unwilling to take the first step to help themselves. (Reversed)
- PSM 40 There are few public programs that I wholeheartedly support. (Reversed)

Self-Sacrifice (8 items)

- PSM 1 Making a difference in society means more to me than personal achievements.
- PSM 5 I believe in putting duty before self.
- PSM 6 Doing well financially is definitely more important to me than doing good deeds. (Reversed)
- PSM 9 Much of what I do is for a cause bigger than myself.
- PSM 12 Serving citizens would give me a good feeling even if no one paid me for it.
- PSM 17 I feel people should give back to society more than they get from it.
- PSM 19 I am one of those rare people who would risk personal loss to help someone else.
- PSM 26 I am prepared to make enormous sacrifice for the good of society.

4.3.2 Questionnaire used in this research

In this research, there are questions on Public service motivation to respondents in Hong Kong. The questionnaire items to measure the Public service motivation are shown below.

Figure 4.3.2 PSM - Questionnaire used in this research

Questionnaire items on Public service motivation used in this research

- 12 items

To what extent do you agree with the following statements. Choose alternatives on the scale:

1. Strongly disagree.....7. Strongly agree.

PSM1: I am interested in making public programs that are beneficial for my country or the community that I belong to.

PSM2: Sharing my views on public policies with others is attractive to me.

PSM3: Seeing people get benefits from the public program I have been involved in brings me a great deal of satisfaction.

PSM4: I consider public service my civic duty.

PSM5: Meaningful public service is very important to me.

PSM6: I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.

PSM7: It is difficult for me to contain my feelings when I see people in distress.

PSM8: I am often reminded by daily events how dependent we are on one another.

PSM9: I feel sympathetic to the plight of the underprivileged.

PSM10: Making a difference in society means more to me than personal achievements.

PSM11: I am prepared to make enormous sacrifices for the good of society.

PSM12: I believe in putting duty before self.

4.4 Employer attractiveness attitude

4.4.1 Measuring instruments in the past literature

As organisations seek to attract new employees and retain existing staff, employment advertising and employment branding grows in importance. The improved recruitment strategy can be done effectively only when organisations understand the factors contributing to “employer attractiveness”. Employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organisation. The construct may be thought of as an antecedent of the more general concept of employer brand equity. In other words, the more attractive an employer is perceived to be by potential employees, the stronger the employer brand equity of the organisation. Attractiveness can be operationalised through the attractiveness attributes, which are the factors considered by potential candidates when choosing an employer. Employer Attractiveness Scale has been developed which comprises five attractiveness attributes and it assesses to what extent the organisation offers the following values to the employees: Interest Value, Social Value, Economic Value, Development Value and Application Value (Berthon et al., 2005).

Berthon et al. (2005) developed the Employer Attractiveness Scale by integrating the functional, psychological, and economic aspects of attractiveness proposed by Ambler and Barrow (1996). Berthon’s five-factor structure is essentially a refinement and extension of the three dimensions proposed by Ambler and Barrow (1996). The test results offer support for the psychometric soundness of the Employment Attractiveness instrument at a five-factor level. Factors 1 and 2 (Interest Value and Social Value) capture the psychological benefits; Factors 4 and 5 (Development Value and Application Value) expand on the functional benefits; and both operationalisations have an economic dimension in Factor 3.

The Employer Attractiveness Scale developed by Berthon et al. (2005) has been frequently used in subsequent studies. The employer attractiveness scale becomes a useful part of an “employer brand template” used by marketing, advertising and human resources experts in formulating and executing recruitment strategy. The scale provides a foundation to further identify and refine the antecedents and consequences of employer brand equity. The Berthon’s instrument however may show limitations typically associated with scales that do not adopt forced-choice items. (Berthon et al., 2005).

Quoting from Captivating company: dimensions of attractiveness in employer branding (Berthon et al., 2005), the questionnaire items on the Employer attractiveness attitude are shown below. A seven-option Likert scale was used (1 = not important at all, 7 = very important).

Figure 4.4.1 EAA - Measuring instrument in the past literature

Measuring Instrument on Employer attractiveness attitude used by Berthon et al. (2005)

- 25 items

Interest value

- Q18. The organisation produces innovative products and services.
- Q15. Innovative employer - novel work practices/forward looking.
- Q16. The organisation both values and makes use of your creativity.
- Q17. The organisation produces high-quality products and services.
- Q14. Working in an exciting environment.

Social value

- Q11. Having a good relationship with your colleagues.
- Q10. Having a good relationship with your supervisors.
- Q12. Supportive and encouraging colleagues.
- Q04. A fun working environment.
- Q30. Happy work environment.

Economic value

- Q32. An attractive overall compensation package.
- Q31. An above average basic salary.
- Q28. Job security within the organisation.
- Q19. Good promotion opportunities within the organisation.
- Q29. Hands-on interdepartmental experience.

Development value

- Q07. Feeling more self-confident as a result of working for a particular organisation.
- Q06. Feeling good about yourself as a result of working for a particular organisation.
- Q08. Gaining career-enhancing experience.
- Q05. A springboard for future employment.
- Q01. Recognition/appreciation from management.

Application value

- Q25. Opportunities to teach others what you have learned.
- Q24. Opportunities to apply what was learned at a tertiary institution.
- Q27. The organisation is customer-oriented.
- Q20. Humanitarian organisation - gives back to society.
- Q26. Acceptance and belonging.

4.4.2 Questionnaire used in this research

This survey has used the Employer Attractiveness Scale developed by Berthon et al. (2005). This instrument was chosen because it was used by various international studies, showing good reliability. The respondents in this research are asked to evaluate the importance of the employer attractiveness attributes when they are choosing a job.

In this research, there are questions to Hong Kong respondents on Employer attractiveness attitude. The questionnaire items to measure the Employer attractiveness attitude are shown below.

Figure 4.4.2 EAA - Questionnaire used in this research

Questionnaire items on Employer attractiveness attitude used in this research

- 15 items

We have adopted the 15 items in the survey used by Berthon et al. (2005) in Figure 4.4.1. A five-option Likert scale was used (1 = Not important at all, 5 = Very important).

Please evaluate the importance of the following attributes when you are choosing a job. Choose alternatives on the scale: 1. Not important at all..... 5. Very important.

- | | |
|-----|--|
| EA1 | Working in a vibrant/challenging environment. |
| EA2 | Innovative employer – novel work practices/forward looking. |
| EA3 | The organisation both values and makes use of your creativity. |
| EA4 | Having a good relationship with your colleagues. |
| EA5 | Supportive and encouraging colleagues. |
| EA6 | Happy work environment. |
| EA7 | An organisation that gives back to society. |
| EA8 | There are opportunities to apply what we have learned in college/university. |
| EA9 | The products and services meet the needs and expectations of customers. |

EA10	Good promotion opportunities within the organisation.
EA11	An above average basic salary.
EA12	An attractive overall compensation package.
EA13	Feeling more self-confident as a result of working for a particular organisation.
EA14	Feeling good about yourself as a result of working for a particular organisation.
EA15	Gaining career-enhancing experience.

4.5 Person-organisational fit attitude

4.5.1 Measuring instruments in the past literature

The overarching and most straightforward definition of overall Person-Organisational Fit is “the compatibility between employees and organisations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both (Kristof-Brown et al., 1996). Kristof-Brown et al. (1996) proposed an integrated definition of fit that encompasses both complementary and supplementary fit theories to create a comprehensive conceptualisation of person-organisational fit.

Cable and DeRue (2002) developed an instrument to measure person-organisational fit and the scale consists of a three fit perception configuration and nine items were used. Three distinct scales were developed to assess the three fit perceptions. The instrument uses a five-point Likert scale, ranging from 1 “strongly disagree” to 5 “strongly agree”.

Quoting from Person-organisational fit: A revised structural configuration (Grobler, 2016), the questionnaire items are shown below.

Figure 4.5.1 POFA - Measuring instrument in the past literature

Measuring Instrument on Person-organisational fit attitude used by Cable and DeRue (2002)
- 9 items

Person-organisation fit as value congruence perception

POF1 The things that I value in life are very similar to those that the organisation values.

POF2 My personal values match my organisation’s values and culture.

POF3 My organisation’s values and culture provide a good fit with the things that I value in life.

Needs-supplies fit perception

POF4 There is a good fit between what my job offers me and what I am looking for in a job.

POF5 The attributes that I look for in a job are fulfilled very well by my present job.

POF6 The job that I currently hold gives me just about everything that I want from a job.

Demands-abilities fit perception

POF7 The match is very good between the demands of my job and my personal skills.

POF8 My abilities and training are a good fit with the requirements of my job.

POF9 My personal abilities and education provide a good match with the demands that my job places on me.

4.5.2 Questionnaire used in this research

In this research, there are questions to Hong Kong Respondents on Person organisational fit attitude. The questionnaire items to measure the Person organisational fit attitude are shown below.

We have adopted the same 9 items in the survey used by Cable and DeRue (2002). A five-option Likert scale was used (1 = Not important at all, 5 = Very important).

Figure 4.5.2 POFA - Questionnaire used in this research

Questionnaire items on Person-organisational fit attitude used by this survey

- 9 items

Please evaluate the importance of the following attributes when you are choosing a job.

Choose alternatives on the scale: 1. Not important at all..... 5. Very important.

POF1 The things that I value in life are very similar to those that the organisation values.

POF2 My personal values match my organisation's values and culture.

POF3 My organisation's values and culture provide a good fit with the things that I value in life.

POF4 There is a good fit between what my job offers me and what I am looking for in a job.

POF5 The attributes that I look for in a job are fulfilled very well by my present job.

POF6 The job that I currently hold gives me just about everything that I want from a job.

POF7 The match is very good between the demands of my job and my personal skills.

POF8 My abilities and training are a good fit with the requirements of my job.

POF9 My personal abilities and education provide a good match with the demands that my job places on me.

4.6 Survey questions in this research

4.6.1 List of questions

The list of questions with Likert scale of reply items used by this research questionnaire are shown in Appendix I.

Part I questions are related to General values. Part II questions are related to Corporate social responsibility orientation. Part III questions are related to Public service motivation. Part IV questions are related to Employer attractiveness attitude. And Part V questions are related to Person-organisational fit attitude. The measuring instruments in the past literature and the questionnaire used in this research are illustrated in Chapter 4.1 to 4.5.

Part VI questions are related to Demographic factors as follows:

1. Gender;
2. Age;
3. Education;
4. Current employment status;
5. Job position;
6. Number of years in employment;
7. Employment sector;
8. Preferred employment sector;
9. Industry types;
10. Job performance based on past Appraisal forms / Promotion history; and
11. Job performance based on self-assessment.

The demographic information is collected from the respondents and will be analysed to see whether they are related to the dependent variable, i.e. revealed job preference in public sector.

4.6.2 Likert scale of measurement

The Likert scale is essentially a multiple-item measure of a set of attitudes relating to a particular area. The goal of the Likert scale is to measure intensity of feelings about the area in question. It comprises a series of statements that focus on a certain issue. Each respondent is then asked to indicate his or her level of agreement with the statement. Usually, the format for indicating level of agreement is a five-point scale or seven-point scales going from “strongly agree” to “strongly disagree”. There is a middle position of “neither agree nor disagree” or “undecided” indicating neutrality on the issue. Each respondent reply on each item is scored, and then the scores for each item are aggregated to form an overall score (Gravetter & Forzano, 2018).

Chapter 5 Research strategy, Methodology and Data collection

5.1 Research strategy

This research adopts the quantitative research strategy. Quantitative research entails a deductive approach to the relationship between theory and research, in which the essence is placed on the testing of theories. Quantitative research is based on measuring variables for the participants to obtain scores, usually numerical values, which are submitted to statistical analysis for descriptive summary and analytical interpretation (Gravetter & Forzano, 2018).

This research draws on what was known about in the domain of Values and Attitudes. It draws on the theories regarding Public sector and Private sector and deduces the hypotheses that are subject to empirical scrutiny.

Figure 5.1.1 Orientations of quantitative research strategies (Bryman, 2016)

Principal orientation to the role of theory in relation to research:

Deductive, Testing of theory

Epistemological orientation:

Positivism

Ontological orientation:

Objectivism

5.2 Research methodology

The research methodology adopted is hypothetical testing and correlation research. A correlation value measures and describes the direction and degree of relationship between two variables. The sign of the correlation (+/-) indicates the direction of the relationship. The numerical value of the correlation (0.0 to 1.0) indicates the strength or consistency of the relationship (Gravetter & Forzano, 2018).

Binomial logistic regression is a statistical test used to predict a categorical binary dependent variable using one or more other independent variables. The results of binomial logistic regression can be interpreted by both the regression coefficient estimates and/or odd ratios (the exponential coefficients).

5.3 Data collection

At the beginning of the research, pilot test on the questionnaires was performed. Pilot studies allow the researcher to assess the adequacy of instructions to complete the self-administered questionnaires by respondents. There were 21 responses received in the pilot test during 18 July 2021 to 31 July 2021. The reliability test and factor analysis were carried out on these 21 responses in early August 2021. Selected 3 respondents in the pilot test were interviewed in person in order to identify any unclear questions and confused wordings in the questionnaires. After consulting with the respondents, some wordings in the questions were modified before further questionnaires are distributed as the final research study.

In this research, the final self-administered questionnaires were distributed to the respondents in Hong Kong by google web survey. Totally 219 responses were received during the period from 22 August 2021 to 26 December 2021. After collecting the responses in google website, the researcher performed the analytical procedures in Chapter 6.

The self-administered questionnaires were distributed to the respondents in Hong Kong by google web survey. The questionnaires were sent by snowball sampling method. The researcher made the initial contact with the people who are family members, relatives and close friends and then used the initial contact to establish further contact with others for the

questionnaires. Snowball sampling is a form of convenience sample. Snowballing sampling relies on referrals from initial respondents to generate additional respondents. While this technique can lower research costs, it comes at the expense of introducing bias because the sample may not be a good representative of the population (Bryman, 2016).

In this research, we use questions that have already been used by other researchers. Employing existing questions allows us to use questions that have in a sense been piloted for us. As reliability and validity testing has taken place, we will know the measurement qualities of the existing questions we use. A further advantage of using existing questions is that they allow us to know comparisons with other researches. The use of existing questions is a common practice among researchers.

5.4 Self-administered questionnaire

As compared with the structured interview, the advantages of the self-administered questionnaire are that it is cheaper to administer, quicker to administer, absence of interviewer effects, no interviewer variability and convenience for respondents. There is a greater propensity to report sensitive information as this is less prone to social desirability bias than interviews. Self-administered questionnaires are more convenient for respondents because they can complete a questionnaire when they want and at the speed that they want to go.

On the other hand, the disadvantages of the self-administered questionnaires as compared with interviews are that no one present to help the respondents, no opportunity to probe respondents to elaborate an answer, cannot answer the questions of respondents and cannot ask open-ended questions (Gravetter & Forzano, 2018).

With a web survey on the self-administered questionnaires, the respondents are directed to the website containing the questionnaire. Respondents' answers can be automatically programmed to download into a database, thus eliminating the need to enter the data into the software. The advantages of online surveys are low cost, faster response, fewer unanswered questions, and better data accuracy as data entry is automated. The disadvantages of online surveys are the restriction to online populations and risk of multiple replies (Bryman, 2016).

Chapter 6 Data analyses and Findings

In this research, the final self-administered questionnaires were distributed to the respondents in Hong Kong by google web survey. Totally 219 responses were received during the period from 22 August 2021 to 26 December 2021. After collecting the responses in google website, the researcher performed the analytical procedures.

We begin with the crosstabs analysis to describe our data, and then we apply the logistic model to see how we can interpret the results of the logistic model.

The data analyses and findings are shown as follows:

1. Descriptive statistics on Values and Attitudes (Section 6.2)
2. Crosstabulation of demographic items with Revealed job preference (Section 6.3)
3. Reliability test and Factor analysis on Values and Attitudes (Sections 6.4)
4. Statistically significant items of Values and Attitudes (Section 6.5)
5. Hypothesis testing by binary logistic regression (Section 6.6)

6.1 Data analyses

6.1.1 Validity, Reliability, and Factor analyses

Validity and Reliability are the criteria for evaluating the quality of measurement and procedures of any research study. Factor analysis is employed to bunch together groups of indicators to form distinct clusters, referred to as factors. Factor analysis is to reduce the number of variables with which the researcher needs to handle. (Bryman, 2016)

In this research, we use questions that have already been used by other researchers. Employing existing questions allows us to use questions that have in a sense been piloted for us. As reliability and validity testing has taken place, we will know the measurement qualities of the existing questions that we use.

6.1.2 Logistic regression

(a) Correlation research

Correlation is a statistical technique that is employed to measure and describe a relationship between two variables. The measurements are examined to identify any patterns of relationship that exist between the variables and to measure the strength of the relationship (Gravetter & Forzano, 2010).

The coefficients obtained provides an immediate indication as to the direction and impact of the relationships, with the conversion to odds ratio giving an estimate of the relative changes in the odds of choosing one alternative option versus the reference option. Regarding odd ratio for A relative to B, odd ratio that is greater than one indicates that the event is more likely at A. Odd ratio that is less than one indicates that the event is less likely at A.

(b) Logistic regression

In logistic regression (Crowson, 2020a), we are predicting the probability of a case falling into the target group as a function of the predictors in the model. We are not modelling the $pr(Y = 1)$ directly as a linear function of the predictors. We use a mathematical transformation of probabilities into a variable called a logit as the dependent variable. The linearisation of the relationship between the predictors and the $pr(Y = 1)$ is achieved through the logit link function.

Variable selection procedures generally represent empirically-based approaches to selecting variables for inclusion in a regression model. Predictors may be selected based on empirical inclusion and/or exclusion criteria (such as what occurs with forward, backward, or stepwise regression) or through direct comparisons of competing models involving subsets of predictors. The fitted model in the logistic regression can be improved by excluding the non-significant predictors from the full model that includes all predictors (Crowson, 2020b).

(c) Measurement on goodness of fit

There are various measurements of goodness of fit. They include classification table, Log Likelihood and Wald statistics.

Classification table is to determine the percent of correct prediction cases. Sensitivity reflects the accuracy of the model in correctly classifying individuals into the target group. Specificity reflects the accuracy of the model in correctly classifying individuals into the non-target group. What is important in the overall model fit is maximising the rate of true positives and true negatives. There is however a trade-off between sensibility and specificity.

The effect of any independent variable on the outcome can be tested using the likelihood ratio (LR) statistic test. Chi-square statistic is a measure of how well the independent variables affect the outcome or dependent variable. If the likelihood ratio statistic for the overall model is significant, there is evidence that the independent variables have contributed to the prediction of the outcome. The generalised Hosmer-Lemeshow Test is used as goodness of fit measure to assess whether the observed incidents match with the predicted incidents.

When assessing the contribution of individual predictors in a model, one may examine the significance of the Wald statistic. The Wald statistic, analogous to the t-test in linear regression, is used to assess the significance of coefficients. The Wald statistic is the ratio of the square of the regression coefficient to the square of the standard error of the coefficient and is asymptotically distributed as a chi-square distribution. The statistical package SPSS uses the Wald statistic to assess the contribution of individual predictors.

(d) Limitations

The correlational research strategy is useful as preliminary research and valuable as a source of basic knowledge. However, this strategy simply describes relationships between variables, and does not explain or determine their underlying causes. Because of third-variable and directional problems, correlational research cannot be used to determine the causes of behaviour.

In research terminology, correlational studies tend to have high external validity as a correlational study can establish that a relationship exists. However, a correlational study usually does not produce a clear and unambiguous explanation for the relationship. In research terminology, correlational studies tend to have low internal validity. There are two limitations that arise in explanations of results from a correlational study. First, the third-variable problem. It is always possible that a third (unidentified) variable is controlling the two variables, and is responsible for producing the observed relation. Second, the directional problem. A correlational study can establish that two variables are related; that is, changes in one variable tend to be accompanied by changes in the other variable. However, a correlational study does not determine which variable is the cause and which is the effect (Gravetter & Forzano, 2018).

The correlational research strategy is often used for the preliminary work in an area what has not received a lot of research attention. The correlational design can identify variables and describe relationship between variables that suggest further investigation using the experimental strategy to determine cause-and-effect relationships. The correlational research allows researchers an opportunity to investigate variables that would be impossible or ethical to manipulate and control in an experimental research study (Gravetter & Forzano, 2018).

6.2 Descriptive Statistics on Values and Attitudes

These are the measures of central tendency and dispersion on Values and Attitudes. The measures of central tendency describe the average score (e.g. the mean). The measures of dispersion describe the amount of variety or diversity among the scores (e.g. the range). The skewness is the extent to which a distribution of scores has a few scores that are extremely high (i.e. positive skew) or extremely low (i.e. negative skew). The skewness statistic and kurtosis statistic are useful for examining questions of normality (values falling outside ± 2 can be taken as indicating substantial levels of skew or kurtosis).

6.2.1 General Values

Descriptive statistics on General values for the 219 responses are shown in Appendix II (a).

The mean and range on responses of General values are normal. The skewness statistic and kurtosis statistic on responses of General values are normal except GV6 and GV7.

6.2.2 Corporate social responsibility orientation

Descriptive statistics on Corporate social responsibility orientation for the 219 responses are shown in Appendix II (b).

The mean and range on responses of Corporate social responsibility orientation are normal. The skewness statistic and kurtosis statistic on responses of Corporate social responsibility orientation are normal except CRO4, CRO5 and CRO7.

6.2.3 Public service motivation

Descriptive statistics on Public service motivation for the 219 responses are shown in Appendix II (c).

The mean and range on responses of Public service motivation are normal. The skewness statistic and kurtosis statistic on responses of Public service motivation are normal.

6.2.4 Employer attractiveness attitude

Descriptive statistics on Employer attractiveness attitude for the 219 responses are shown in Appendix II (d).

The mean and range on responses of Employer attractiveness attitude are normal. The skewness statistic and kurtosis statistic on responses of Employer attractiveness attitude are normal except EA13.

6.2.5 Person-organisational fit attitude

Descriptive statistics on Employer attractiveness attitude for the 219 responses are shown in Appendix II (d).

The mean and range on responses of Person-organisational fit attitude are normal. The skewness statistic and kurtosis statistic on responses of Employer attractiveness attitude are normal.

6.3 Crosstabulation of demographic factors with Revealed job preference

The crosstabulation of each demographic item with revealed job preference in public sector is shown in sections 6.3.1 to 6.3.10. The demographic factors include gender, age, education, current employment status, job position, number of years in employment, current/past employer sector, industry type and job performances.

6.3.1 Gender

Table 6.3.1 Gender and Preferred employment sector

The crosstabulation of gender with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>	
			Public sector	NGO and others	Sub-total	
Gender	Male	62	23	12	35	97
	Female	64	42	16	58	122
	Total	126	65	28	93	219

6.3.2 Age

Table 6.3.2 Age and Preferred employment sector

The crosstabulation of age with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		<u>Private sector</u>	<u>Public sector, NGO and others</u>			<u>Total</u>
			Public sector	NGO and others	Sub-total	
Age	Below 30	10	6	1	7	17
	30-39	17	11	1	12	29
	40-49	21	9	1	10	31
	50-59	64	31	20	51	115
	60 or above	14	8	5	13	27
		126	65	28	93	219

6.3.3 Education

Table 6.3.3 Education and Preferred employment sector

The crosstabulation of education with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>	
			Public sector	NGO and others	Sub-total	
Education	Secondary	20	13	4	17	37
	Tertiary	19	12	2	14	33
	Degree	37	22	10	32	69
	Above Degree	50	18	12	30	80
		126	65	28	93	219

6.3.4 Current employment status

Table 6.3.4 Current employment status and Preferred employment sector

The crosstabulation of current employment status with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>	
			<u>Public sector</u>	<u>NGO and others</u>		<u>Sub-total</u>
Current employment status	Employed	87	48	11	59	146
	Self-employed	17	0	4	4	21
	Unemployed	5	6	2	8	13
	Retired	14	10	11	21	35
	Others	3	1	0	1	4
		126	65	28	93	219

6.3.5 Job position

Table 6.3.5 Job position and Preferred employment sector

The crosstabulation of job position with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>	
			Public sector	NGO and others		Sub-total
Job Position	Staff level	22	27	4	31	53
	Supervisory level	11	10	0	10	21
	Manager level	28	6	4	10	38
	Management	39	6	9	15	54
	Professional	18	12	8	20	38
	Others	8	4	3	7	15
		126	65	28	93	219

6.3.6 Number of years in employment

Table 6.3.6 Number of years in employment and Preferred employment sector

The crosstabulation of number of years in employment with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		Private sector	Public sector, NGO and others		Total	
			Public sector	NGO and others		Sub-total
Number of years in employment	Below 10	16	10	2	12	28
	10-19	16	13	2	15	31
	20-29	39	11	7	18	57
	30-39	45	30	12	42	87
	40 or above	10	1	5	6	16
		126	65	28	93	219

6.3.7 Current/Past employer sector

Table 6.3.7 Current/Past employment sector and Preferred employment sector

The crosstabulation of current/past employer sector with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>	
			Public sector	NGO and others		Sub-total
Current/Past employment sector	Private sector	117	16	11	27	144
	Public sector	5	47	5	52	57
	NGO and others	4	2	12	14	18
		126	65	28	93	219

6.3.8 Industry type

Table 6.3.8 Industry type and Preferred employment sector

The crosstabulation of industry type with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector				
		Private sector	Public sector, NGO and others		Total	
			Public sector	NGO and others		Sub-total
Industry Type	Disciplined services provided by government	1	9	2	11	12
	Health care and education (by private sector and public sector)	13	28	5	33	46
	Business and commerce	93	11	12	23	116
	Others	19	17	9	26	45
		126	65	28	93	219

6.3.9 Job performance based on appraisal/promotion history

Table 6.3.9 Job performance based on appraisal/past promotion history and Preferred employment sector

The crosstabulation of job performance based on appraisal/promotion history with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector			
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>
			Public sector	NGO and others	Sub-total
Job performance based on appraisal /promotion history	Below average	1	3	2	5
	Average	55	30	8	38
	Above average	70	32	18	50
		126	65	28	93
					219

6.3.10 Job performance based on self-assessment

Table 6.3.10 Job performance based on self-assessment and Preferred employment sector

The crosstabulation of job performance based on self-assessment with preferred employer sector for the 219 responses is as follows:

		Preferred Employer Sector			
		<u>Private sector</u>	<u>Public sector, NGO and others</u>		<u>Total</u>
			Public sector	NGO and others	Sub-total
Job performance based on self-assessment	Below average	3	0	2	2
	Average	56	34	8	42
	Above average	67	31	18	49
		126	65	28	93
					219

6.4 Reliability test and Factor analysis on Values and Attitudes

The Reliability test and Factor analysis of the responses to the questionnaires on Values and Attitudes are shown in sections 6.4.1 to 6.4.5. Firstly, the reliability of a measurement procedure is the stability or consistency of the measurement. If the same individuals are measured under the same conditions, a reliable measurement procedure produces identical or nearly identical measurements. Secondly, factor analysis is employed to multiple-indicator measures to determine whether groups of indicators tend to bunch together to form distinct clusters, referred to as factors. Its main goal is to reduce the number of variables with which the researcher needs to deal with.

6.4.1 General values

(a) Reliability Test

The reliability statistics on General values for the 219 responses are shown in Appendix III (a). The computed alpha coefficients on responses of General values have shown high internal reliability.

(b) Factor Analysis

Table 6.4.1 Factor analysis on General values

The factor analysis statistics on General values for the 219 responses are as follows:

Rotated Component Matrix

	<u>Component 1</u> Pleasure	<u>Component 2</u> Respect
GV1	0.533	
GV2	0.727	
GV3	0.603	
GV4	0.715	
GV5	0.662	
GV6		0.671
GV7		0.804
GV8		0.703
GV9		0.458
GV10		0.747

According to the Rotated Factor Matrix, the variables meaning the same underlying latent variable of General values have shown high loadings on the respective factors: Pleasure and Respect.

6.4.2 Corporate social responsibility orientation

(a) Reliability Test

The reliability statistics on Corporate Social Responsibility Orientation are shown in Appendix III (b). The computed alpha coefficients on responses of Corporate social responsibility orientation have shown high internal reliability.

(b) Factor Analysis

Table 6.4.2 Factor analysis on Corporate social responsibility orientation

The factor analysis statistics on Corporate Social Responsibility Orientation for the 219 responses are as follows:

Rotated Component Matrix

	<u>Component 1</u> Economic Value	<u>Component 2</u> Legal Value	<u>Component 3</u> Ethical Value	<u>Component 4</u> Philanthropic Value
CSRO1	0.806			
CSRO2	0.776			
CSRO3	0.837			
CSRO4		0.835		
CSRO5		0.832		
CSRO6		0.766		
CSRO7			0.831	
CSRO8			0.638	
CSRO9			0.511	0.416
CSRO10				0.716
CSRO11				0.800
CSRO12				0.881

According to the Rotated Factor Matrix, the variables meaning the same underlying latent variable of Corporate social responsibility orientation have shown high loadings on the respective factors: Economic value, Legal value, Ethical value, and Philanthropic value.

6.4.3 Public service motivation

(a) Reliability Test

The reliability statistics on Public Service Motivation for the 219 responses are shown in Appendix III (c). The computed alpha coefficients on responses of Public service motivation have shown high internal reliability.

(b) Factor Analysis

Table 6.4.3 Factor analysis on Public service motivation

The factor analysis statistics on Public Service Motivation for the 219 responses are as follows:

Rotated Component Matrix

	<u>Component 1</u> Attraction to public service	<u>Component 2</u> Commitment to public values	<u>Component 3</u> Compassion	<u>Component 4</u> Self-sacrifice
PSM1	0.833			
PSM2	0.837			
PSM3	0.660			
PSM4	0.529	0.528		
PSM5	0.482	0.638		
PSM6		0.682		0.495
PSM7			0.799	
PSM8			0.815	
PSM9		0.668	0.502	
PSM10				0.745
PSM11				0.822
PSM12				0.717

According to the Rotated Factor Matrix, the variables meaning the same underlying latent variable of Public service motivation have shown high loadings on the respective factors: Attraction to public service, Commitment to public values, Compassion and Self-sacrifice.

6.4.4 Employer attractiveness attitude

(a) Reliability Test

The reliability statistics on Employer Attractiveness Attitude for the 219 responses are shown in Appendix III (d). The computed alpha coefficients on responses of Employer attractiveness attitude have shown high internal reliability.

(b) Factor Analysis

Table 6.4.4 Factor analysis on Employer attractiveness attitude

The factor analysis statistics on Employer Attractiveness Attitude for the 219 responses are as follows:

Rotated Component Matrix

	<u>Component 1</u> Interest Value	<u>Component 2</u> Social Value	<u>Component 3</u> Application Value	<u>Component 4</u> Economic Value	<u>Component 5</u> Development Value
EA1	0.805				
EA2	0.776				
EA3	0.799				
EA4		0.852			
EA5		0.840			
EA6		0.771			
EA7	0.511				
EA8			0.876		
EA9			0.681		
EA10				0.566	
EA11				0.823	
EA12				0.782	
EA13	0.531				0.582
EA14					0.731
EA15					0.638

According to the Rotated Factor Matrix, the variables meaning the same underlying latent variable of Employer attractiveness attitude have shown high loadings on the respective factors: Interest value, Social value, Application value, Economic value and Development value.

6.4.5 Person-organisational fit attitude

(a) Reliability Test

The reliability statistics on Person-Organisational Fit Attitude for the 219 responses are shown in Appendix III (e). The computed alpha coefficients on responses of Person-organisational fit attitude have shown high internal reliability.

(b) Factor Analysis

Table 6.4.5 Factor analysis on Person-organisational fit attitude

The factor analysis statistics on Person-Organisational Fit Attitude for the 219 responses are as follows:

Rotated Component Matrix

	<u>Component 1</u> Value Congruence	<u>Component 2</u> Needs-Supplies Fit	<u>Component 3</u> Deman-Abilities Fit
POF1	0.873		
POF2	0.772		
POF3	0.867		
POF4	0.638	0.514	
POF5		0.836	
POF6		0.774	
POF7			0.826
POF8			0.834
POF9			0.761

According to the Rotated Factor Matrix, the variables meaning the same underlying latent variable of Personal-organisational fit attitude have shown high loadings on the respective factors: Value congruence, Needs-supplies fit and Demand-abilities fit.

6.5 Statistically significant items of Values and Attitudes

The alpha level provides a criterion for significance and it is the maximum probability that the research result was obtained by chance. A hypothesis test with an alpha level of 0.05 means that it is less than 5% probability that the results are caused only by chance.

The alpha level of 0.05 is found acceptable in this research. An alpha level of 0.05 or below for the Values and Attitudes represents it is the statistically significant predictor for the revealed job preference in public sector.

6.5.1 General values

Table 6.5.1 Statistically significant items on General values

The statistically significant items of General Values for hypotheses testing on revealed preference in public sector are as follows:

	<u>Factors</u>	Hypothesis 1 (statistically significant)		Hypothesis 6 (statistically significant)	
		<u>By factors</u>	<u>By items</u>	<u>By factors</u>	<u>By items</u>
GenVal_Pleasure_GV1	Pleasure	-	-	-	-
GenVal_Pleasure_GV2	Pleasure	-	GV2	-	GV2
GenVal_Pleasure_GV3	Pleasure	-	GV3	-	GV3
GenVal_Pleasure_GV4	Pleasure	-	-	-	-
GenVal_Pleasure_GV5	Pleasure	-	-	-	-
GenVal_Respect_GV6	Respect	-	-	-	-
GenVal_Respect_GV7	Respect	-	-	-	-
GenVal_Respect_GV8	Respect	-	-	-	-
GenVal_Respect_GV9	Respect	-	-	-	-
GenVal_Respect_GV10	Respect	-	-	-	GV10

GV2 and GV3 are the statistically significant predictors for Hypothesis 1 (See hypothesis testing in [section 6.6.1 \(i\)](#)). GV2 is personal success through demonstrating competence. GV3 is pleasure and enjoyment of life.

GV2, GV3 and GV10 are the statistically significant predictors for Hypothesis 6 (See hypothesis testing in [section 6.6.6 \(i\)](#)). GV2 is personal success through demonstrating competence. GV3 is pleasure and enjoyment of life. GV10 is safety and harmony of society.

6.5.2 Corporate social responsibilities orientation

Table 6.5.2 Statistically significant items on Corporate social responsibilities orientation

The statistically significant items of Corporate social responsibility orientation for hypotheses testing on revealed preference in public sector are as follows:

	<u>Factors</u>	Hypothesis 2 (statistically significant)		Hypothesis 6 (statistically significant)	
		<u>By factors</u>	<u>By items</u>	<u>By factors</u>	<u>By items</u>
CSRO_EconResp_CRO1	Economic Responsibility	-	-	-	-
CSRO_EconResp_CRO2	Economic Responsibility	-	-	-	-
CSRO_EconResp_CRO3	Economic Responsibility	-	-	-	-
CSRO_LegResp_CRO4	Legal Responsibility	-	-	-	-
CSRO_LegResp_CRO5	Legal Responsibility	-	-	-	-
CSRO_LegResp_CRO6	Legal Responsibility	-	-	-	-
CSRO_EthResp_CRO7	Ethical Responsibility	-	-	-	-
CSRO_EthResp_CRO8	Ethical Responsibility	-	-	-	-
CSRO_EthResp_CRO9	Ethical Responsibility	-	-	-	-
CSRO_PhilResp_CRO10	Philanthropic Responsibility	-	-	Phil Resp	-
CSRO_PhilResp_CRO11	Philanthropic Responsibility	-	-	Phil Resp	-
CSRO_PhilResp_CRO12	Philanthropic Responsibility	-	-	Phil Resp	-

There are no statistically significant predictors for Hypothesis 2 (see hypotheses testing in [section 6.6.2 \(i\), \(ii\) and \(iii\)](#)).

Philanthropic Responsibility factor is the statistically significant predictor for Hypothesis 6 (see hypotheses testing in [section 6.6.6 \(i\)](#)). Philanthropic Responsibility factor consists of 3 items, namely CRO10, CRO11 and CRO12. CRO10 is companies should contribute resources to society. CRO11 is socially responsible companies should strive to provide for community development. CRO12 is companies should actively promote volunteerism and charitable activities within local communities.

6.5.3 Public service motivation

Table 6.5.3 Statistically significant items on Public service motivation

The statistically significant items of Public service motivation for hypotheses testing on revealed preference in public sector are as follows:

	<u>Factors</u>	Hypothesis 3 (statistically significant)		Hypothesis 6 (statistically significant)	
		<u>By factors</u>	<u>By items</u>	<u>By factors</u>	<u>By items</u>
PSM_Attract_PSM1	Attraction to public service	Attraction	-	-	-
PSM_Attract_PSM2	Attraction to public service	Attraction	PSM2	-	-
PSM_Attract_PSM3	Attraction to public service	Attraction	-	-	-
PSM_Commit_PSM4	Commitment to public values	-	-	-	-
PSM_Commit_PSM5	Commitment to public values	-	-	-	-
PSM_Commit_PSM6	Commitment to public values	-	-	-	-
PSM_Comp_PSM7	Compassion	-	-	Compassion	-
PSM_Comp_PSM8	Compassion	-	-	Compassion	-
PSM_Comp_PSM9	Compassion	-	-	Compassion	-
PSM_SelfSac_PSM10	Self-Sacrifice	-	-	-	-
PSM_SelfSac_PSM11	Self-Sacrifice	-	-	-	-
PSM_SelfSac_PSM12	Self-Sacrifice	-	-	-	-

Attraction to public service factor and PSM2 are the statistically significant predictors for Hypothesis 3 (see hypotheses testing in [section 6.6.3 \(i\) and \(ii\)](#)). Attraction to public service factor consists of 3 items, namely PSM1, PSM2 and PSM3. PSM1 is I am interested in making public programs that are beneficial for my country or the community that I belong to. PSM2 is sharing my views on public policies with others is attractive to me. PSM3 is seeing people get benefits from the public program I have been involved in brings me a great deal of satisfaction.

Compassion factor is the statistically significant predictors for Hypothesis 6 (see hypotheses testing in [section 6.6.6 \(i\)](#)). Compassion factor consists of 3 items, namely PSM7, PSM8 and PSM9. PSM7 is it is difficult for me to contain my feelings when I see people is distress. PSM8 is I am often reminded by daily events how dependent we are on one another. PSM9 is I feel sympathetic to the plight of the underprivileged.

6.5.4 Employer attractiveness attitude

6.5.5 Table 6.5.4 Statistically significant items on Employer attractiveness attitude

The statistically significant items of Employer Attractiveness Attitude for hypotheses testing on revealed Statistically significant items on Employer attractiveness attitude preference in public sector are as follows:

	<u>Factors</u>	Hypothesis 4 (statistically significant)		Hypothesis 6 (statistically significant)	
		<u>By factors</u>	<u>By items</u>	<u>By factors</u>	<u>By items</u>
EA_IntVal_EA1	Interest Value	Interest Value	EA1	Interest Value	-
EA_IntVal_EA2	Interest Value	Interest Value	EA2	Interest Value	-
EA_IntVal_EA3	Interest Value	Interest Value	-	Interest Value	-
EA_SocVal_EA4	Social Value	-	-	-	-
EA_SocVal_EA5	Social Value	-	-	-	-
EA_SocVal_EA6	Social Value	-	-	-	-
EA_AppVal_EA7	Application Value	-	-	-	-
EA_AppVal_EA8	Application Value	-	-	-	-
EA_AppVal_EA9	Application Value	-	-	-	-
EA_EconValue_EA10	Economic Value	-	-	-	-
EA_EconValue_EA11	Economic Value	-	-	-	-
EA_EconValue_EA12	Economic Value	-	-	-	-
EA_DevValue_EA13	Development Value	-	-	-	-
EA_DevValue_EA14	Development Value	-	-	-	-
EA_DevValue_EA15	Development Value	-	-	-	-

Interest value factor, EA1 and EA2 are the statistically significant predictors for Hypothesis 4 (see hypotheses testing in section 6.6.4 (i), (ii) and (iii)). Interest value factor consists of 3 items, namely EA1, EA2 and EA3. EA1 is working in a vibrant/challenging environment. EA2 is innovative employer – novel work practices/forward looking. EA3 is the organisation both values and makes use of your creativity.

Interest value factor is the statistically significant predictors for Hypothesis 6 (see hypotheses testing in section 6.6.6 (i)). Interest value factor consists of 3 items, namely EA1, EA2 and EA3. EA1 is working in a vibrant/challenging environment. EA2 is innovative employer – novel work practices/forward looking. EA3 is the organisation both values and makes use of your creativity.

6.5.5 Person-organisational fit attitude

Table 6.5.5 Statistically significant items on Person-organisational fit attitude

The statistically significant items of Person-Organisational fit attitude for hypotheses testing on revealed preference in public sector are as follows:

	<u>Factors</u>	Hypothesis 5 (statistically significant)		Hypothesis 6 (statistically significant)	
		<u>By factors</u>	<u>By items</u>	<u>By factors</u>	<u>By items</u>
POF_ValueCong_POF1	Value Congruence	-	-	-	-
POF_ValueCong_POF2	Value Congruence	-	-	-	-
POF_ValueCong_POF3	Value Congruence	-	-	-	-
POF_NeedSupFit_POF4	Needs-Supplies Fit	-	-	-	-
POF_NeedSupFit_POF5	Needs-Supplies Fit	-	-	-	-
POF_NeedSupFit_POF6	Needs-Supplies Fit	-	-	-	-
POF_DemAbilFit_POF7	Demands-Abilities Fit	DemandAbilities	-	-	-
POF_DemAbilFit_POF8	Demands-Abilities Fit	DemandAbilities	POF8	-	-
POF_DemAbilFit_POF9	Demands-Abilities Fit	DemandAbilities	-	-	-

Demand-Abilities fit factor and POF8 are the statistically significant predictors for Hypothesis 5 (see hypotheses testing in [section 6.6.5 \(i\) and \(ii\)](#)). Demand-Abilities fit factor consists of 3 items, namely POF7, POF8 and POF9. POF7 is the match is very good between the demands of my job and my personal skills. POF8 is my abilities and training are a good fit with the requirements of my job. POF9 is my personal abilities and education provide a good match with the demands that my job places on me.

There are no statistically significant predictors for Hypothesis 6 (see hypotheses testing in [section 6.6.6 \(i\)](#)).

6.5.6 Demographic factors

Table 6.5.6 Statistically significant items on Demographic factors

The statistically significant items of demographic factors for hypotheses testing on revealed preference in public sector are as follows:

	Hypothesis 6 (statistically significant)
Gender	-
Age	-
Education	-
Current Employment Status	-
Job Position	-
Number of Years in Employment	-
Existing/Past Employment Sector	Existing/Past Employment Sector
Industry Type	-
Job Performance based on Appraisal / Promotion History	-
Job Performance based on Self-Assessment	-

Existing/Past employment sector is the statistically significant predictors for Hypothesis 6 (see hypotheses testing in section 6.6.6 (i)). Existing/Past employment sector consists of 3 items. They are (1) private sector, (2) public sector; and (3) others, e.g. NGO.

It is found from the statistical analyses that other demographic factors are not significant predictor for Hypothesis 6 (see hypotheses testing in section 6.6.6 (i)).

6.6 Hypotheses testing by binary logistic regression

(a) General Formula on probability

The general formula for probability is as follows:

$$pr(Y = 1) = \frac{odds(Y = 1)}{1 + odds(Y = 1)}$$

$$pr(Y = 1) = \frac{e^{logit(Y=1)}}{1 + e^{logit(Y=1)}} = \frac{e^{a+bX}}{1 + e^{a+bX}}$$

Pr = the probability that a case is in a particular category

a = the constant of the equation

b = the coefficient of the predictor (independent variable)

e = the exponential (approx. 2.718)

This equation generates the curved function, predicting P as a function of X. Using this equation, note that when $a + bX$ approaches negative infinity, the numerator in the formula for P approaches zero, so P approaches zero. When $a + bX$ approaches positive infinity, the numerator in the formula for P approaches one, so P approaches one. The function is thus bounded by 0 and 1 which are the limits for P, i.e. the probability

(b) Formula on probability for Revealed job preference in Public Sector

The formula for Revealed Job Preference in Public Sector is as follows:

$$pr(Y = \text{Public Sector}) = \frac{odds(Y = \text{Public Sector})}{1 + odds(Y = \text{Public Sector})}$$

$$pr(Y = \text{Public Sector}) = e^U / (1 + e^U) = 2.718^U / (1 + 2.718^U)$$

$$\text{Logit } (Y=\text{Public Sector}) = U$$

$$\text{Logit } (Y=\text{Public Sector}) = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_kX_k$$

$$\text{Odds } (Y=\text{Public Sector}) = \text{The exponential (approx. 2.718) of the expected logit}$$

(c) Table on the results of logistic regression

The table below gives an example on the results of logistic regression on General Value (see [section 6.6.1 \(i\)](#)).

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
Pleasure_GV2	-0.611	0.543	0.003	0.365	0.808
Pleasure_GV3	0.754	2.125	0.002	1.304	3.464
Constant	-1.213	0.297	0.295		

	B	S.E.	Wald	df
Pleasure_GV2	-0.611	0.203	9.067	1
Pleasure_GV3	0.754	0.249	9.148	1
Constant	-1.213	1.158	1.097	1

This portion of output contains the unstandardised regression slopes and associated significance test, odd ratios and confidence interval for the odd ratios. The unstandardised regression slopes for each predictor are provided, along with the intercept (constant).

The unstandardised regression slope is interpreted as the predicted change in logits (In(Y=1) per unit increment on a given predictor, controlling for the other predictors in the model. In logistic regression, we are not modelling the $\text{pr}(Y=1)$ directly as a linear function of the predictors. Rather, we use a mathematical transformation of probabilities into a new variable called a logit.

$$\text{logit}(Y = 1) = a + b_1X_1 + \dots b_kX_k$$

$$\text{logit}(Y = 1) = -1.213 + (-0.611)(\text{Pleasure_GV2}) + (0.754)(\text{Pleasure_GV3})$$

The statistical significance of these parameter estimates is tested using the Wald test results follow a chi-square distribution with $df=1$.

The Wald chi-square is computed as: $\chi^2_{wald} = \left(\frac{B}{S.E.B}\right)^2$

6.6.1 General values

Hypothesis 1

Null: General Values are not related to Revealed Job Preference in Public Sector

Alternative: General Values are related to Revealed Job Preference in Public Sector

Hypothesis Testing Results

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that General Values are related to Revealed Job Preference in Public Sector.

Conclusion

The computed expected logit using GenVal_Pleasure_GV2 and GenVal_Pleasure_GV3 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$-1.213 + (-.611 * \text{GenVal_Pleasure_GV2}) + (.754 * \text{GenVal_Pleasure_GV3})$$

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that General Values are related to Revealed Job Preference in Public Sector.

Hypothesis Testing using significant items

(i) GV_Pleasure_GV2&GV3

Test of significance and Classification table

Table 6.6.1 (i) a and (i) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	15.04	2	0.001

Hosmer and Lemeshow Test

Chi-square	df	Significance
0.898	5	0.970

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	94	32	74.6
	1	47	46	49.5
	Overall Percentage			63.9

We perform the binary logistic regression using the data on general values collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on general values is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=15.04$, $p=.0001$). Two general value items are chosen as the predictor in view of the test of statistical significance. The predictors included in the General Values model are Pleasure_GV2 and Pleasure_GV3. Pleasure_GV2 is “Personal success through demonstrating competence”. Pleasure_GV3 is “Pleasure and enjoyment of life”. Pleasure_GV2 and Pleasure_GV3 are the items under general value factor of GenVal_Pleasure.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the General Value model is 63.9%. The rate of true negatives (referred to as specificity) is 74.6% and the rate of true positives (referred to as sensitivity) is 49.5%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 74.6%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 49.5%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.1 (i) c and (i) d

	B	Exp(B)	Significance	95% C.I. for Exp(B)	
				Lower	Upper
Pleasure_GV2	-0.611	0.543	0.003	0.365	0.808
Pleasure_GV3	0.754	2.125	0.002	1.304	3.464
Constant	-1.213	0.297	0.295		

	B	S.E.	Wald	df
Pleasure_GV2	-0.611	0.203	9.067	1
Pleasure_GV3	0.754	0.249	9.148	1
Constant	-1.213	1.158	1.097	1

The computed expected logit using GenVal_Pleasure_GV2 and GenVal_Pleasure_GV3 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$-1.213 + (-.611 * \text{GenVal_Pleasure_GV2}) + (.754 * \text{GenVal_Pleasure_GV3})$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

GenVal_Pleasure_GV2 is a negative and significant ($b=-.611$, $s.e.=.203$, $p=.003$) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the GenVal_Pleasure_GV2, the odds of an individual with preference in public sector decrease by a factor of 45.7% (i.e. $100\% * (.543 - 1)$).

GenVal_Pleasure_GV3 is a positive and significant ($b=.754$, $s.e.=.249$, $p=.002$) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the GenVal_Pleasure_GV3, the odds of an individual with preference in public sector jobs increase by a factor of 112.5% (i.e. $100\% * (2.125 - 1)$).

Confidence Interval

For GenVal_Pleasure_GV2, we infer that the population odds ratio ranges from .365 to .808 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis, and infer a relationship between the predictor of GenVal_Pleasure_GV2 and group membership.

For GenVal_Pleasure_GV3, we infer that the population odds ratio ranges from 1.304 to 3.464 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis, and infer a relationship between the predictor of GenVal_Pleasure_GV3 and group membership.

6.6.2 Corporate social responsibility orientation

Hypothesis 2

Null: CSRO is not related to Revealed Job Preference in Public Sector

Alternative: CSRO is related to Revealed Job Preference in Public Sector

Hypothesis Testing Results

The statistical results indicate that null hypothesis is maintained.

It is concluded that Corporate Social Responsibility Orientation is not related to Revealed Job Preference in Public Sector.

Conclusion

The statistical results indicate that the alternative hypothesis is not supported.

It is concluded that Corporate Social Responsibility Orientation is not related to Revealed Job Preference in Public Sector.

Hypothesis Testing using significant items

(i) CSRO_All 12 items

Test of significance

Table 6.6.2 (i) a

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	14.586	12	0.265

Hosmer and Lemeshow Test

Chi-square	df	Significance
3.317	8	0.913

We perform the binary logistic regression using the data on Corporate social responsibility orientation collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on CSRO does not represent a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=14.586$, $p=.265$). The predictors included in the CSRO model are all the 12 CSRO items, i.e. CSRO1 to CSRO12.

We therefore maintain the null hypothesis and infer no relationship between the predictors of CSRO_All 12 items and group membership.

(ii) CSRO_All 4 factors

Test of significance

Table 6.6.2 (ii) a

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	5.659	4	0.226

Hosmer and Lemeshow Test

Chi-square	df	Significance
9.845	8	0.276

We perform the binary logistic regression using the data on Corporate social responsibility orientation collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on CSRO does not represent a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=5.659$, $p=.226$). The predictors included in the CSRO model are all the 4 factors of CSRO, i.e. CSRO_EconResp, CSRO_LegalResp, CSRO_EthicalResp and CSRO_PhilResp.

We therefore maintain the null hypothesis and infer no relationship between the predictors of CSRO_4 factors and group membership.

(iii) CSRO_EconResp_CSRO1

Test of significance

Table 6.6.2 (iii) a

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	2.374	1	0.123

Hosmer and Lemeshow Test

Chi-square	df	Significance
4.325	3	0.228

We perform the binary logistic regression using the data on Corporate social responsibility orientation collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on CSRO does not represent a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=2.374$, $p=.123$). One CSRO item is chosen as the predictor in view of the test of statistical significance. The predictor included in the CSRO model is CSRO1, i.e. “The primary goal of companies is to make as much as profit as possible”. CSRO_EconResp_CSRO1 is the item under CSRO factor of CSRO_EconResp.

We therefore maintain the null hypothesis, and infer no relationship between the predictor of CSRO_EconResp_CSRO1 and group membership.

6.6.3 Public service motivation

Hypothesis 3

Null: PSM is not related to Revealed Job Preference in Public Sector

Alternative: PSM is related to Revealed Job Preference in Public Sector

Hypothesis Testing Results

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Public Sector Motivation is related to Revealed Job Preference in Public Sector

Conclusion

The computed expected logit using PSM_Attraction is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.251 + (-.429 * \text{PSM_Attraction})$$

The computed expected logit using PSM_Attraction_PSM2 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.264 + (-.469 * \text{PSM_Attraction_PSM2})$$

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Public Service Motivation is related to Revealed Job Preference in Public Sector.

Hypothesis Testing using significant items

(i) PSM_Attraction

Test of significance and Classification table

Table 6.6.3 (i) a and (i) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	5.060	1	0.024

Hosmer and Lemeshow Test

Chi-square	df	Significance
1.732	5	0.885

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	115	11	91.3
	1	82	11	11.8
	Overall Percentage			57.5

We perform the binary logistic regression using the data on public sector motivation collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on public sector motivation is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=5.060$, $p=.024$). One PSM factor is chosen as the predictor in view of the test of statistical significance. The one predictor included in the PSM model is PSM_Attraction. PSM_Attraction represents “Attraction to public service” which consists of 3 items, i.e. PSM1, PSM2 and PSM3. PSM1 is “I am interested in making public programs that are beneficial for my country or the community that I belong to”. PSM2 is “Sharing my views on public policies with others is attractive to me”. PSM3 is “Seeing people get benefits from the public program I have been involved in brings me a great deal of satisfaction”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the public service motivation model is 57.5%. The rate of true negatives (referred to as specificity) is 91.3% and the rate of true positives (referred to as sensitivity) is 11.8%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 91.3%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 11.8%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.3 (i) c and (i) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
PSM_Attraction	-0.429	0.651	0.027	0.445	0.952
Constant	1.251	3.495	0.080		

	B	S.E.	Wald	df
PSM_Attraction	-0.429	0.194	4.888	1
Constant	1.251	0.714	3.068	1

The computed expected logit using PSM_Attraction is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.251 + (-.429 * \text{PSM_Attraction})$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

PSM_Attraction is a negative and significant (b=-.429, s.e.=.194, p=.027) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the PSM_Attraction, the odds of an individual with preference in public sector decrease by a factor of 34.9% (i.e. $100\% * (.651 - 1)$).

Confidence Interval

For PSM_Attraction, we infer that the population odds ratio ranges from .445 to .952 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of PSM_Attraction and group membership.

(ii) PSM_Attraction_PSM2

Test of significance and Classification table

Table 6.6.3 (ii) a and (ii) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	8.450	1	0.004

Hosmer and Lemeshow Test

Chi-square	df	Significance
3.174	2	0.205

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	116	10	92.1
	1	77	16	17.2
	Overall Percentage			60.3

We perform the binary logistic regression using the data on public sector motivation collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on public sector motivation is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=8.450$, $p=.004$). One PSM item is chosen as the predictor in view of the test of statistical significance. The predictor included in the PSM model is PSM_Attraction_PSM2 which is under the factor of PSM_Attraction. PSM2 is “Sharing my views on public policies with others is attractive to me”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the public service motivation model is 60.3%. The rate of true negatives (referred to as specificity) is 92.1% and the rate of true positives (referred to as sensitivity) is 17.2%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 92.7%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 17.2%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.3 (ii) c and (ii) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
PSM_Attraction_PSM2	-0.469	0.626	0.005	0.452	0.867
Constant	1.264	3.539	0.026		

	B	S.E.	Wald	df
PSM_Attraction_PSM2	-0.469	0.166	7.955	1
Constant	1.264	0.569	4.928	1

The computed expected logit using PSM_Attraction_PSM2 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.264 + (-.469 * \text{PSM_Attraction_PSM2})$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

PSM_Attraction_PSM2 is a negative and significant (b=-.469, s.e.=.166, p=.005) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the PSM_Attraction, the odds of an individual with preference in public sector decrease by a factor of 37.4% (i.e. $100\% * (.626 - 1)$).

Confidence Interval

For PSM_Attraction_PSM2, we infer that the population odds ratio ranges from .452 to .867 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of PSM_Attraction and group membership.

6.6.4 Employer attractiveness attitude

Hypothesis 4

Null: EA Attitude is not related to Revealed Job Preference in Public Sector

Alternative: EA Attitude is related to Revealed Job Preference in Public Sector

Hypothesis Testing Results

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Employer Attractiveness Attitude is related to Revealed Job Preference in Public Sector.

Conclusion

The computed expected logit using EA_InterestValue is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.808 + (-.394 * EA_InterestValue)$$

The computed expected logit using EA_InterestValue_EA1 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.213 + (-.292 * EA_InterestValue_EA1)$$

The computed expected logit EA_InterestValue_EA2 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.691 + (-.367 * EA_InterestValue_EA2)$$

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Public Service Motivation is related to Revealed Job Preference in Public Sector.

Hypothesis Testing using significant items

(i) EAA_InterestValue

Test of significance and Classification table

Table 6.6.4 (i) a and (i) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	6.945	1	0.008

Hosmer and Lemeshow Test

Chi-square	df	Significance
8.536	6	0.201

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	111	15	88.1
	1	75	18	19.4
	Overall Percentage			58.9

We perform the binary logistic regression using the data on employer attractiveness attitude collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on public sector motivation is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=6.945$, $p=.008$). One factor of EA attitude is chosen as the predictor in view of the test of statistical significance. The predictor included in the EA attitude model is EAA_InterestValue which consists of 3 items, i.e. EA1, EA2 and EA3. EA1 is “Working in a vibrant/challenging environment”. EA2 is “Innovative employer – novel work practices / forward looking”. EA3 is “The organisation both values and makes use of your creativity”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the public service motivation model is 58.9%. The rate of true negatives (referred to as specificity) is 88.1% and the rate of true positives (referred to as sensitivity) is 19.4%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 88.1%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 19.4%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.4 (i) c and (i) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
EA_InterestValue	-0.394	0.674	0.011	0.498	0.912
Constant	1.808	6.101	0.031		

	B	S.E.	Wald	df
EA_InterestValue	-0.394	0.154	6.526	1
Constant	1.808	0.837	4.671	1

The computed expected logit using EA_InterestValue is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.808 + (-.394 * EA_InterestValue)$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

EA_InterestValue is a negative and significant (b=-.394, s.e.=.154, p=.011) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the EA_InterestValue, the odds of an individual with preference in public sector decrease by a factor of 32.6% (i.e. $100\% * (.674 - 1)$).

Confidence Interval

For EA_InterestValue, we infer that the population odds ratio ranges from .498 to .912 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of EA_InterestValue and group membership.

(ii) EAA_InterestValue_EA1

Test of significance and Classification table

Table 6.6.4 (ii) a and (ii) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	5.235	1	0.022

Hosmer and Lemeshow Test

Chi-square	df	Significance
5.164	3	0.160

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	107	19	84.9
	1	66	27	29.0
	Overall Percentage			61.2

We perform the binary logistic regression using the data on employer attractiveness attitude collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on public sector motivation is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=5.235$, $p=.022$). One item of EA attitude is chosen as the predictor in view of the test of statistical significance. The predictor included in the EA attitude model is EAA_InterestValue_EA1 which is under the factor of EAA_InterestValue. EA1 is “Working in a vibrant / challenging environment”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the public service motivation model is 61.2%. The rate of true negatives (referred to as specificity) is 84.9% and the rate of true positives (referred to as sensitivity) is 29.0%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 84.9%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 29.0%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.4 (ii) c and (ii) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
EA_InterestValue_EA1	-0.292	0.746	0.025	0.578	0.964
Constant	1.213	3.365	0.078		

	B	S.E.	Wald	df
EA_InterestValue_EA1	-0.292	0.130	5.028	1
Constant	1.213	0.689	3.101	1

The computed expected logit using EA_InterestValue_EA1 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.213 + (-.292 * EA_InterestValue_EA1)$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

EA_InterestValue_EA1 is a negative and significant (b=-.292, s.e.=.130, p=.025) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the EA_InterestValue, the odds of an individual with preference in public sector decrease by a factor of 25.4% (i.e. $100\% * (.746 - 1)$).

Confidence Interval

For EA_InterestValue_EA1, we infer that the population odds ratio ranges from .578 to .964 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of EA_InterestValue_EA1 and group membership.

(iii) EAA_InterestValue_EA2

Test of significance and Classification table

Table 6.6.4 (iii) a and (iii) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	7.964	1	0.005

Hosmer and Lemeshow Test

Chi-square	df	Significance
7.603	2	0.022

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	112	14	88.9
	1	72	21	22.6
	Overall Percentage			60.7

We perform the binary logistic regression using the data on employer attractiveness attitude collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on public sector motivation is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=7.964$, $p=.005$). One item of EA attitude is chosen as the predictor in view of the test of statistical significance. The predictor included in the EA attitude model is EAA_InterestValue_EA2 which is under the factor of EAA_InterestValue. EA2 is “Innovative employer – novel work practices / forward looking”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the public service motivation model is 60.7%. The rate of true negatives (referred to as specificity) is 88.9% and the rate of true positives (referred to as sensitivity) is 22.6%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 88.9%. The accuracy of the model in correctly predicting the individuals with preference in public

sector jobs (the target group) is 22.6%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.4 (iii) c and (iii)d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
EA_InterestValue_EA2	-0.367	0.693	0.006	0.533	0.900
Constant	1.691	5.423	0.022		

	B	S.E.	Wald	df
EA_InterestValue_EA2	-0.367	0.134	7.544	1
Constant	1.691	0.737	5.257	1

The computed expected logit using EA_InterestValue_EA2 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.691 + (-.367 * EA_InterestValue_EA2)$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

EA_InterestValue_EA2 is a negative and significant (b=-.367, s.e.=.134, p=.006) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the EA_InterestValue, the odds of an individual with preference in public sector decrease by a factor of 30.7% (i.e. $100\% * (.693 - 1)$).

Confidence Interval

For EA_InterestValue_EA2, we infer that the population odds ratio ranges from .533 to .900 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of EA_InterestValue_EA2 and group membership.

6.6.5 Person-organisational fit attitude

Hypothesis 5

Null: POF Attitude is not related to Revealed Job Preference in Public Sector

Alternative: POF Attitude is related to Revealed Job Preference in Public Sector

Hypothesis Testing Results

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Person-organisational fit attitude is related to Revealed Job Preference in Public Sector.

Conclusion

The computed expected logit using POF_DemandAbilities is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.565 + (-.484 * \text{POF_DemandAbilities})$$

The computed expected logit using POF_DemandAbilities_POF8 is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.724 + (-.522 * \text{POF_DemandAbilities_POF8})$$

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Person-Organisational Fit Attitude is related to Revealed Job Preference in Public Sector.

Hypothesis Testing using significant items

(i) POF_DemandAbilities

Test of significance and Classification table

Table 6.6.5 (i) a and (i) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	4.690	1	0.030

Hosmer and Lemeshow Test

Chi-square	df	Significance
3.423	5	0.635

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	106	20	84.1
	1	74	19	20.4
	Overall Percentage			57.1

We perform the binary logistic regression using the data on person-organisational fit attitude collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on person-organisational fit attitude is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=4.690$, $p=.030$). One factor of POF attitude is chosen as the predictor in view of the test of statistical significance. The predictor included in the POF attitude model is POF_DemandAbilities which consists of 3 items, i.e. POF7, POF8 and POF9. POF7 is “The match is very good between the demands of my job and my personal skills”. POF8 is “My abilities and training are a good fit with the requirements of my job”. POF9 is “My personal abilities and education provide a good match with the demands that my job places on me”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the demand-organisational fit model is 57.1%. The rate of true negatives (referred to as specificity) is 84.1% and the rate of true positives (referred to as sensitivity) is 20.4%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 84.1%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 20.4%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.6 (i) c and (i) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
POF_DemandAbilities	-0.484	0.616	0.033	0.395	0.961
Constant	1.565	4.781	0.077		

	B	S.E.	Wald	df
POF_DemandAbilities	-0.484	0.227	4.556	1
Constant	1.565	0.884	3.135	1

The computed expected logit using POF_DemandAbilities is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$1.565 + (-.484 * \text{POF_DemandAbilities})$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

POF_DemandAbilities is a negative and significant (b=-.484, s.e.=.227, p=.033) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector decrease by a factor of 38.4% (i.e. $100\% * (.616 - 1)$).

Confidence Interval

For POF_DemandAbilities, we infer that the population odds ratio ranges from .395 to .961 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of POF_DemandAbilities and group membership.

(ii) **POF_DemandAbilities_POF8**

Test of significance and Classification table

Table 6.6.5 (ii) a and (ii) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	6.798	1	0.009

Hosmer and Lemeshow Test

Chi-square	df	Significance
0.635	1	0.425

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	102	24	81.0
	1	68	25	26.9
	Overall Percentage			58.0

We perform the binary logistic regression using the data on person-organisational fit attitude collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on person-organisational fit attitude is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=6.798$ $p=.009$). One item of POF attitude is chosen as the predictor in view of the test of statistical significance. The predictor included in the EA attitude model is POF_DemandAbilities_POF8 which is under the factor of POF_DemandAbilities. POF8 is “My personal abilities and education provide a good match with the demands that my job places on me”.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the public service motivation model is 58.0%. The rate of true negatives (referred to as specificity) is 81.0% and the rate of true positives (referred to as sensitivity) is 26.9%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 81.0%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 26.9%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.5 (ii) c and (ii) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
POF_DemandAbilities_POF8	-0.522	0.593	0.011	0.396	0.888
Constant	1.724	5.607	0.033		

	B	S.E.	Wald	df
POF_DemandAbilities_POF8	-0.522	0.206	6.433	1
Constant	1.724	0.810	4.534	1

The computed expected logit is shown as follows:

Logit (Y=RJP_PS&NGO) =

$1.724 + (-.522 * \text{POF_DemandAbilities_POF8})$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

POF_DemandAbilities_POF8 is a negative and significant ($b=-.522$, $s.e.=.206$, $p=.011$) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities_POF8, the odds of an individual with preference in public sector decrease by a factor of 40.7% (i.e. $100\% * (.593 - 1)$).

Confidence Interval

For POF_DemandAbilities_POF8, we infer that the population odds ratio ranges from .396 to .888 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We can reject the null hypothesis, and infer a relationship between the predictor of POF_DemandAbilities_POF8 and group membership.

6.6.6 Combined

Hypothesis 6

Null: Values and Attitudes are not related to Revealed Job Preference in Public Sector

Alternative: Values and Attitudes are related to Revealed Job Preference in Public Sector

Hypothesis Testing Results

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Values and Attitudes are related to Revealed Job Preference in Public Sector.

Results

The computed expected logit using all significant items is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$\begin{aligned} & -5.289 + (-.690 * \text{GenValue_Pleasure_GV2}) + (1.240 * \text{GenValue_Pleasure_GV3}) + (-.521 * \\ & \text{GenValue_Pleasure_GV10}) + (.447 * \text{CSRO_PhilResp}) + (.579 * \text{PSM_Compassion}) + (-.725 \\ & * \text{EA_InterestValue}) + (2.574 * \text{Employment Sector}) \end{aligned}$$

The statistical results indicate that the alternative hypothesis is supported.

It is concluded that Values and Attitudes are related to Revealed Job Preference in Public Sector.

Hypothesis Testing using significant items

(i) Values and Attitudes (Combined)

Test of significance and Classification table

Table 6.6.6 (i) a and (i) b

Omnibus Tests of Model Coefficients

	Chi-square	df	Significance
Model	110.962	7	0.000

Hosmer and Lemeshow Test

Chi-square	df	Significance
28.426	8	0.000

Classification Table

	Observed	Predicted		Percentage correct
		0	1	
RJF_PS&NGO	0	113	13	89.7
	1	25	68	73.1
	Overall Percentage			82.6

We perform the binary logistic regression using the data on values and attitudes collected from the respondents and make comparison between a full model and a reduced model. The likelihood ratio chi-square test indicates that the full model containing the predictors on values and attitudes is a significant improvement in fit over a null (intercept-only) model ($\chi^2(2)=110.962, p=.000$). The predictors included in the model are values and attitudes, namely General Values, Corporate Social Responsibilities Orientation, Public Service Motivation, Employer Attractiveness Attitude and Person-Organisational Fit Attitude.

The classification table indicates the degree to which the observed outcomes are correctly predicted by the model. The overall classification accuracy for the values and attitudes model is 82.6%. The rate of true negatives (referred to as specificity) is 89.7% and the rate of true positives (referred to as sensitivity) is 73.1%. The accuracy of the model in correctly predicting the individuals with preference in private sector jobs (the non-target group) is 89.7%. The accuracy of the model in correctly predicting the individuals with preference in public sector jobs (the target group) is 73.1%. The model exhibits the specificity better than the sensitivity.

Results on logistic regression

Table 6.6.6 (i) c and (i) d

				95% C.I. for Exp(B)	
	B	Exp(B)	Significance	Lower	Upper
GenValue_Pleasure_GV2	-0.690	0.501	0.006	0.305	0.823
GenValue_Pleasure_GV3	1.240	3.454	0.000	1.734	6.883
GenValue_Pleasure_GV10	-0.521	0.594	0.056	0.348	1.012
CSRO_PhilResp	0.447	1.563	0.040	1.022	2.392
PSM_Compassion	0.579	1.783	0.067	0.960	3.314
EA_InterestValue	-0.725	0.484	0.001	0.315	0.745
Employment Sector	2.574	13.118	0.000	6.206	27.730
Constant	-5.289	0.005	0.010		

	B	S.E.	Wald	df
GenValue_Pleasure_GV2	-0.690	0.253	7.454	1
GenValue_Pleasure_GV3	1.240	0.352	12.418	1
GenValue_Pleasure_GV10	-0.521	0.272	3.665	1
CSRO_PhilResp	0.447	0.217	4.239	1
PSM_Compassion	0.579	0.316	3.350	1
EA_InterestValue	-0.725	0.220	10.886	1
Employment Sector	2.574	0.382	45.424	1
Constant	-5.289	2.051	6.653	1

The computed expected logit using significant items of Values and Attitudes and Demographic items is shown as follows:

Logit (Y=RJP_PS&NGO) =

$$-5.289 + (-.690 * \text{GenValue_Pleasure_GV2}) + (1.240 * \text{GenValue_Pleasure_GV3}) + (-.521 * \text{GenValue_Pleasure_GV10}) + (.447 * \text{CSRO_PhilResp}) + (.579 * \text{PSM_Compassion}) + (-.725 * \text{EA_InterestValue}) + (2.574 * \text{Employment Sector})$$

The regression coefficient “B” indicates the predicted change in the log odds of falling into the target group per one unit change on the predictor. And the odds ratio “Exp(B)” is interpreted as the multiplicative change in odds for every one unit increase on a predictor.

GenValue_Pleasure_GV2 is a negative and significant (b=-.690, s.e.=.253, p=.006) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector decrease by a factor of 49.9% (i.e. $100\% * (.501 - 1)$)).

GenValue_Pleasure_GV3 is a positive and significant (b=1.240, s.e.=.352, p=.000) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector increase by a factor of 245.4% (i.e. $100\% * (3.454 - 1)$)).

GenValue_Pleasure_GV10 is a negative and marginal significant (b=-.521, s.e.=.272, p=.056) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector decrease by a factor of 40.6% (i.e. $100\% * (.594 - 1)$)).

CSRO_PhilResp is a positive and significant (b=.447, s.e.=.217, p=.040) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector increase by a factor of 56.3% (i.e. $100\% * (1.563 - 1)$)).

PSM_Compassion is a positive and marginal significant ($b=.579$, $s.e.=.316$, $p=.067$) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector increase by a factor of 78.3% (i.e. $100\% * (1.783 - 1)$)).

EA_InterestValue is a negative and significant ($b=-.725$, $s.e.=.220$, $p=.001$) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the POF_DemandAbilities, the odds of an individual with preference in public sector decrease by a factor of 51.6% (i.e. $100\% * (.484 - 1)$)).

Employment Sector is a positive and significant ($b=2.574$, $s.e.=.382$, $p=.000$) predictor of the probability of an individual with preference in public sector jobs. The odds ratio indicates that for every one unit increase on the Employment Sector, the odds of an individual with preference in public sector increase by a factor of 1211.8% (i.e. $100\% * (13.118 - 1)$)).

Confidence Interval

For GenValue_Pleasure_GV2, we infer that the population odds ratio ranges from .305 to .823 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis and infer a relationship between the predictor of GenValue_Pleasure_GV2 and group membership.

For GenValue_Pleasure_GV3, we infer that the population odds ratio ranges from 1.734 to 6.883 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis and infer a relationship between the predictor of GenValue_Pleasure_GV3 and group membership.

For GenValue_Pleasure_GV10, we infer that the population odds ratio ranges from .348 to 1.012 with 95% confidence interval. As 1.0 falls between the lower and upper bound, the computed odds ratio is not significantly different from the null population odds ratio of 1.0.

We maintain the null hypothesis and infer have no relationship relationship between the predictor of GenValue_Pleasure_GV10 and group membership.

For CSRO_PhilResp, we infer that the population odds ratio ranges from 1.022 to 2.392 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis and infer a relationship between the predictor of CSRO_PhilResp and group membership.

For PSM_Compassion, we infer that the population odds ratio ranges from .960 to 3.314 with 95% confidence interval. As 1.0 falls between the lower and upper bound, the computed odds ratio is not significantly different from the null population odds ratio of 1.0. We maintain the null hypothesis and infer no relationship between the predictor of PSM_Compassion and group membership.

For EA_InterestValue, we infer that the population odds ratio ranges from .315 to .745 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis and infer a relationship between the predictor of EA_InterestValue and group membership.

For the current employment sector, we infer that the population odds ratio ranges from 6.206 to 27.730 with 95% confidence interval. As 1.0 falls outside the lower and upper bound, the computed odds ratio is significantly different from the null population odds ratio of 1.0. We could reject the null hypothesis and infer a relationship between the predictor of current employment sector and group membership.

To summarise:

Hypothesis 1

Null: General values are not related to Revealed job preference in public sector

Alternative: General values are related to Revealed job preference in Public Sector

Hypothesis testing results:

The statistical results indicate that the alternative hypothesis is supported.

General values are related to Revealed Job Preference in Public Sector.

Hypothesis 2

Null: Corporate social responsibility orientation is not related to Revealed job preference in public sector

Alternative: Corporate social responsibility orientation is related to Revealed job preference in public sector

Hypothesis testing results:

The statistical results indicate that the null hypothesis is maintained.

Corporate social responsibility orientation is not related to Revealed Job Preference in Public Sector.

Hypothesis 3

Null: Public service motivation is not related to Revealed job preference in public sector

Alternative: Public service motivation is related to Revealed job preference in public sector

Hypothesis testing results:

The statistical results indicate that the alternative hypothesis is supported.

Public service motivation is related to Revealed Job Preference in Public Sector.

Hypothesis 4

Null: Employer attractiveness attitude is not related to Revealed job preference in public sector

Alternative: Employer attractiveness attitude is related to Revealed job preference in public sector

Hypothesis testing results:

The statistical results indicate that the alternative hypothesis is supported.

Employer attractiveness attitude is related to Revealed Job Preference in Public Sector.

Hypothesis 5

Null: Person-organisational fit attitude is not related to Revealed job preference in public sector

Alternative: Person-organisational fit attitude is related to Revealed job preference in public sector

Hypothesis testing results:

The statistical results indicate that the alternative hypothesis is supported.

Person-organisational fit attitude is related to Revealed Job Preference in Public Sector.

Hypothesis 6

Null: Values and Attitudes are not related to Revealed job preference in public sector

Alternative: Values and Attitudes are related to Revealed job preference in public sector

Hypothesis testing results:

The statistical results indicate that the alternative hypothesis is supported.

Values and Attitudes are related to Revealed Job Preference in Public Sector.

7.1 Summary

This research study is worked in Hong Kong based on two fundamental overarching theories from past researches. These theories are Value-attitude-behaviour theory and Person-organisational fit theory that have developed various concepts on values and value congruence in relation to personal behaviours. Based on these background theories, we studied the related topics on work values, employer attractiveness and individuals' job choice decisions.

Corporate social responsibility orientation is the area that I am most interested in especially in the context of employer attractiveness under the highly competitive human resources market. We are now living in a volatile, uncertain, and complex world with a new generation of employees who are technology advanced and social conscious. The stakeholders in the society have greater demand on corporate social responsibilities from the businesses. The recruitment of talents becomes important to the business success as human resources are the competitive advantage of an enterprise. On the other hand, the image of Government as the choice of employer has deteriorated in various countries and this has caused concerns to the human resources experts in either attracting the new generation of employees or retaining the existing workforce in the public sector. All these recent developments have drawn our attention and thus direct this research study to the related focus areas when conducting the research.

This study collected the responses from a total of 219 participants in Hong Kong who answered the questions in the google web survey during the period from July 2021 to December 2021. All the respondents are selected from those who are working or have worked in Hong Kong. We started the initial contact with 21 persons in July 2021 who are the close family members, relative or close friends of the researcher. This forms the pilot test of the survey questions and the questionnaire was further modified before it was subsequently distributed to other respondents. Snowball sampling was adopted as it relied on the referrals from initial contact to generate additional respondents. This non-probability sampling method has the benefit of being cheaper to administer but the researcher has less control on the actual choices of respondents. The responses to the questionnaire were kept anonymous and were handled in aggregate in the research reporting. We have complied with the ethical guidelines throughout the whole process in the conduct of research.

For the constructs on Values and Attitudes under this research study, we adopted the measuring instruments used in the past literature. We had confidence on using these measuring instruments as the validity and reliability of the measuring instruments were proven in the past. As the measuring instruments are the same, our research results could be directly compared with the past research results for analysis purpose.

We adopted the deductive research strategy and performed hypothetical tests to prove whether values and attitudes have relationships with the revealed job preference in public sector in the context of Hong Kong. The values and attitudes under study are General values, Corporate social responsibility orientation, Public service motivation, Employer attractiveness attitude and Person-organisational fit attitude. For the dependent variable under study, revealed job preference in public sector refers to (a) civil service in the government; and (b) jobs in non-governmental organisations (NGOs) and other organisations that are involved in social projects but are not controlled by the government.

We adopted the correlational research and binary logistic regression as the research methodology for this study. The dependent variable of the correlation is revealed job preference in public sector. The binary choice of revealed job preference is private sector or public sector. On the other hand, the independent variables of the correlation research are General values, Corporate social responsibility orientation, Public service motivation, Employer attractiveness attitude and Person-organisational fit attitude. A correlation value measures and describes the direction and degree of relationship between the two variables. The correlation coefficient is a numerical value that measures and describes the relationship between the variables. The sign of the correlation (+/-) indicates the direction of the relationship. The numerical value of the correlation (0.0 to 1.0) indicates the strength or consistency of the relationship.

We used Statistical Package for the Social Science ("SPSS) to test the hypotheses and interpret the sample results. The regression coefficient "B" indicates the predicted change in the log odds of falling into the target group (public sector) per one unit change in the predictor. And the odd ratio "Exp(B)" is interpreted as the multiplicative change in odds for every one unit increase on the predictor. We select the statistically significant items of the independent variables based on forward, backward and stepwise regression. By converting the odds

obtained from logistic regression to the probability, we can see the relationship and the likelihood between the independent variables and the dependent outcome.

Values and attitudes are the independent variables under this study. Values are enduring beliefs that a specific mode of conduct or end-state is preferable to its opposite, thereby guiding individual's attitudes, judgements, and behaviours. Corporate social responsibility orientation measures the respondent's orientation towards corporate social responsibility practices by the firms and covers all dimensions of corporate social responsibilities in the Carroll's CSR pyramid. Public service motivation is related to employer attractiveness of public administration because of attraction to policy making, commitment to public good, compassion for welfare and well-being, and self-sacrifice for the country. Employer attractiveness attitude is the attitude on envisioned benefits that a potential employee sees in working for an organisation. Person-organisational fit attitude is related to signalling theory and social identity theory that job seekers prefer to join the organisations where their personal characteristics are aligned with organisational attributes.

The objectives of this empirical study in Hong Kong are to prove whether the values and attitudes have relationship with revealed job preference in public sector. Hypotheses testing is performed using the binary logistic regression. We have the following questions:

1. Are General values related to revealed job preference in public sector?
2. Is Corporate social responsibility orientation related to revealed job preference in public sector?
3. Is Public service motivation related to revealed job preference in public sector?
4. Is Employer attractiveness attitude related to revealed job preference in public sector?
5. Is Person-organisational fit attitude related to revealed job preference in public sector?
6. Are values and attitudes together with demographic items related to revealed job preference in public sector?

Based on the responses from 219 participants who are working or have worked in Hong Kong, we performed the correlational research by using binary logistic regression. We analyse and interpret the results by Statistical Package for the Social Science ("SPSS"). The research results were found to corroborate the Value-attitude-behaviour theory and Person-organisational fit theory. It is proved that values and attitudes are related to revealed job preference in public sector.

We conclude the findings as follows:

1. General values are related to revealed job preference in public sector.
2. Corporate social responsibility orientation is not related to revealed job preference in public sector.
3. Public service motivation is related to revealed job preference in public sector.
4. Employer attractiveness attitude is related to revealed job preference in public sector.
5. Person-organisational fit attitude is related to revealed job preference in public sector.
6. Values and attitudes are related to revealed job preference in public sector.

We identified the statistically significant items for values and attitudes respectively in the correlational research. The hypothesis testing was performed on value and attitude on individual basis. And the final hypothesis testing was performed on value and attitudes together with demographic factors on combined basis. Based on hypotheses testing performed, we conclude that values and attitudes are related to the revealed job preference in public sector.

Surprisingly, however, we noted in this study that Corporate social responsibility orientation is not related to revealed job preference in public sector. This is contrary to our belief that the intrinsic motivation in the corporate social responsibility orientation is related to job choice decision as shown in the revealed job preference in public sector. The sample under study in Hong Kong did not show evidence of a significant relationship between Corporate social responsibility orientation and revealed job preference in public sector. We are not sure whether Type II error has occurred as the researcher failed to detect a real effect. As the research results did not show a significant effect, we may choose to (1) abandon to continue the research project under the assumption that there is really no effect or the effect is so small to be of any significance; or (2) repeat the study, using a larger sample or with some refinements in the research methodology, in Hong Kong or other countries that may increase the likelihood of obtaining a significant result.

7.2 Contributions

The findings from the hypotheses testing in this research study contribute to the body of knowledge on whether values and attitudes are related to revealed job preference in public sector. The research suggests that individuals whose values and attitudes match with those of public sector will elect to work in the public sector, whereas individuals whose values and attitudes match with private sector will seek employment in the private sector. These findings will give insights to human resources experts in public sector for recruitment strategies, training and development programmes, and appraisal and remuneration policies. Human resources agents and personnel who are responsible for recruiting, hiring, training and evaluation of employees will benefit from the research findings.

The job seekers' subjective person-organisational fit emanates from the congruence between their perceptions of organisational values and their own values. Job seekers develop perceptions concerning the degree of fit with organisations. Job seekers would self-select if there is an adequate level of person-organisational fit. People's preferences for some organisations are a function of the congruence between organisations and themselves in terms of some attributes. Person-organisational fit and attraction-selection-attrition cycle specify the important "push" and "pull" factors for understanding why people may be attracted to certain organisations and jobs and in turn organisations and managers may prefer certain qualities, values, and skills in their hire decisions.

The formula on probability of an individual with job preference in public sector is as follows:

$$\text{Probability (Y = Public Sector)} = e^U / (1 + e^U) = 2.718^U / (1 + 2.718^U)$$

$$\text{Logit (Y=Public Sector)} = U = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_kX_k$$

The computed expected logit on revealed job preference in public sector using all significant items of values and attitudes under this study is as follows:

$$\text{Logit (Y = Public Sector)} =$$

$$\begin{aligned} & -5.289 + (-.690 * \text{GenValue_Pleasure_GV2}) + (1.240 * \text{GenValue_Pleasure_GV3}) + (-.521 * \\ & \text{GenValue_Pleasure_GV10}) + (.447 * \text{CSRO_PhilResp}) + (.579 * \text{PSM_Compassion}) + (-.725 \\ & * \text{EA_InterestValue}) + (2.574 * \text{Employment Sector}) \end{aligned}$$

The Value and Attitude items that are significant (or marginally significant) predictors of the probability of an individual with revealed job preference in public sector are as follows:

Items	Predictor		Significance	
		B		
GenValue_Pleasure_GV2	Negative	-0.690	Yes	0.006
GenValue_Pleasure_GV3	Positive	1.240	Yes	0.000
GenValue_Pleasure_GV10	Negative	-0.521	Yes (marginally)	0.056
CSRO_PhilResp	Positive	0.447	Yes	0.040
PSM_Compassion	Positive	0.579	Yes (marginally)	0.067
EA_InterestValue	Negative	-0.725	Yes	0.001
Employment Sector	Positive	2.574	Yes	0.000

Included in the above, the following Value and Attitude items are positive predictors of the probability of an individual with revealed job preference in public sector:

	Component	Description
<u>Positive predictors</u>		
GenValue_Pleasure_GV3	GV3	Pleasure and enjoyment of life.
CSRO_PhilResp	CSRO10	Companies should contribute resources to society.
CSRO_PhilResp	CSRO11	Socially responsible companies strive to provide for community betterment.
CSRO_PhilResp	CSRO12	Companies should actively promote volunteerism and charitable activities within local communities.
PSM_Compassion	PSM7	It is difficult for me to contain my feelings when I see people in distress.
PSM_Compassion	PSM8	I am often reminded by daily events how dependent we are on one another.
PSM_Compassion	PSM9	I feel sympathetic to the plight of the underprivileged.
Employment Sector		Private sector / Public sector / Others, e.g. NGO

An individual has positive probability to have revealed job preference in public sector when they have the above values and attitudes. The values and attitudes are (1) General values - Pleasure and enjoyment of life; (2) Corporate social responsibility orientation - Philanthropic responsibility; and (3) Public sector motivation - Compassion for welfare and well-being. This is in line with our general belief that these are the positive predictors for the revealed job preference in public sector.

Included in the above, the following Values and Attitudes items are negative predictors of the probability of an individual with revealed job preference in public sector:

	Component	Description
<u>Negative predictors</u>		
GenValue_Pleasure_GV2	GV2	Personal success through demonstrating competence.
GenValue_Pleasure_GV10	GV10	Safety and harmony of society.
EA_InterestValue	EA1	Working in a vibrant/challenging environment.
EA_InterestValue	EA2	Innovative employer - novel work practices/forward looking.
EA_InterestValue	EA3	The organisation both values and makes use of your creativity.

An individual has negative probability to have revealed job preference in public sector when they have the above values and attitudes. The values and attitudes are (1) General values - Personal success through demonstrating competence; (2) General values – Safety and harmony of society; (3) Employer attractiveness attitude - Interest value. This is in line with our general belief that these are the negative predictors for the revealed job preference in public sector.

7.3 Discussion

As found from the empirical study in Hong Kong workers, we have identified the positive predictors and negative predictors for the revealed job preference in public sector. They are generally in line with our understanding of values and attitudes of government employees. The positive predictors of values and attitudes are (1) General values - Pleasure and enjoyment of life; (2) Corporate social responsibility orientation - Philanthropic responsibility; and (3) Public sector motivation - Compassion for welfare and well-being. The negative predictors of values and attitudes are (1) General values - Personal success through demonstrating competence; (2) General values – Safety and harmony of society; (3) Employer attractiveness attitude - Interest value. To encourage the workers to join the civil service, we can recruit the candidates who have aligned values and attitudes. Socialisation of the values and attitudes can also take place during the assessment stage or the training and development stage.

All interviews and assessment processes are flawed as they are snapshot in time, and they are subject to all sorts of human biases. We can minimise these biases by using value-based recruitment (Blakeley, 2021). Using the Competency and Values Framework as a basis for professional development reviews, continuing professional development and other development tools such as 360° feedback, employees can self-reflect on their strengths and identify areas for improvements (College of Policing, 2018).

Values-based recruitment refers to an approach that attracts talent on the basis that their individual values and behaviours align with the values of a company or organisation. A value-based approach increases performance, enhances collaboration, reduces turnover, improves morale, and create stable culture (Blakley, 2021). When determining whether an applicant is a good fit for a role, government agencies should extend their thinking from skill set requirements to other factors such as the alignment of behaviours and value preferences. Strong alignment in these areas can lead to improved productivity and job satisfaction (Deloitte Insights, 2022).

What are the reasons for the challenge in attracting talent in civil service? It is the government still offering the same type of value proposition as it always has: below-market compensation for skilled professionals, but higher than typical job security, a secure retirement, and a strong sense of purpose. The shift in workers values in the young generations has made this value

proposition of public service less appealing to many people. The pandemic prompted reflection about what is most important in their lives. Work, it turns out, was not as important as many had thought, and people became less willing to centre their lives around their job (Deloitte Insights, 2022).

The past 20 years have seen a massive shift in the labour force – gradual at first, then drastic, as the COVID-19 pandemic amplified the existing trends. The shift in worker attitudes is remaking the workforce, as retiring baby boomers are replaced by Generation Z. The result is a massive shift in what workers want from their relationship with their employer. Today's younger workers often want flexibility across all dimensions, an opportunity to exercise entrepreneurial spirit, and an employer that promotes their well-being. They also care a great deal about compensations, and not as much as prior generations about a possible pension (Deloitte Insights, 2022).

Barriers such as slow hiring processes, low pay, and weak branding can all inhibit government's ability to compete with the private sector when it comes to hiring and retaining talents. To become competitive in today's labour market, government agencies should rethink how they will manage and reward workers using wage and non-wage incentives that align better with the new worker values. Focusing on recruiting and retaining the young workers can play a role in attracting the new ones. Young employees can be enlisted to serve as ambassadors to share their experience of working at the governments.

7.4 Limitations

A correlational research study can establish whether two variables are related, that is, changes in one variable tend to be accompanied by changes in the other variable. The correlational strategy simply describes relationships between variables, but does not explain or determine their underlying causes. Because of third-variable and directional problems, correlational research cannot be used to determine the causes of behaviour. The correlational research approach is useful as preliminary research and valuable as a source of basic knowledge. The correlational research can identify the relevant variables and describe the relationship between variables that suggest further investigation using experimental strategy to determine cause-and-effect relationships.

The sample selected for this study comprises only 219 respondents who are working or have worked in Hong Kong. Snowball sampling is adopted which relies on referrals from initial respondents to generate additional respondents. The limitation of this research study is that the sample size is small and the sample selected may not be representatives of the population. Sampling error occurs when there is difference between a sample statistic and the corresponding population parameter. In the field of statistics, the law of large numbers states that the larger the sample size, the more likely it is that values obtained from the sample are the same as the actual values for the population.

In this study, there is no longitudinal data to make comparison of the responses in different time periods. The hypotheses testing of the sample represents the result during one time period only. We cannot see the changes on the sample over a longer time period. Future studies can be conducted to follow up the new graduates after their employment for a ten-year period.

7.5 Future research and recommendations

To strengthen the research findings (Denzin, 2007), some future studies can be performed to triangulate the research data in values and attitudes by the respondents as follows:

1. Data triangulation
Gathering data from different times, places, and people, such as longitudinal study or make comparison of data from different locations.
2. Investigator triangulation
Multiple researchers collect and analyse the data and make comparison of the testing results on the samples collected.
3. Theory triangulation
Using different theories as the theoretical framework. The theories other than values-attitudes-behaviour and personal-organisational fit may be used.
4. Methodological triangulation
Using varying methods to approach the same topic, such as qualitative research by interviews with the respondents.

Future research can be performed on the antecedents and consequences of revealed job preference in public sector. Antecedents and consequences on the job choices between public sector and private sector can be analysed by quantitative research or qualitative research. Antecedents refer to employer attractiveness attributes and personal traits that affects the job choice decisions. Consequences of job choices refer to staff turnover, job satisfaction, and work performance of individuals after working in the organisations.

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Appendices	Page
I Questionnaire used by this research	177
II Descriptive statistics on Values and Attitudes	182
(a) General values	182
(b) Corporate social responsibilities orientation	183
(c) Public service motivation	184
(d) Employer attractiveness attitude	185
(e) Person-organisational fit attitude	186
III Reliability tests on Values and Attitudes	187
(a) General values	187
(b) Corporate social responsibilities orientation	188
(c) Public service motivation	189
(d) Employer attractiveness attitude	190
(e) Person-organisational fit attitude	191

Questionnaire used by this research

Part I General Values

Please evaluate the importance of the following general values to you.

- | | |
|------|---|
| GV1 | Social power and authority. |
| GV2 | Personal success through demonstrating competence. |
| GV3 | Pleasure and enjoyment of life. |
| GV4 | Excitement and challenge in life. |
| GV5 | Independence of thought and action. |
| GV6 | Appreciation of the welfare of all people and nature. |
| GV7 | Helpfulness and responsibility. |
| GV8 | Respect for customs and tradition. |
| GV9 | Control one's action to meet social expectations. |
| GV10 | Safety and harmony of society. |

Likert scale

- | | |
|---|----------------------|
| 1 | Not important at all |
| 2 | Not important |
| 3 | Neutral |
| 4 | Important |
| 5 | Very important |

Part II Corporate social responsibility orientation

To what extent do you agree with the following statements.

- | | |
|--------|---|
| CSRO1 | The primary goal of companies is to make as much as profit as possible. |
| CSRO2 | Companies should not be distracted from their economic functions by solving social problems. |
| CSRO3 | Corporate citizen should be defined as being as profitable as possible. |
| CSRO4 | Companies must operate strictly within the legal framework of the society. |
| CSRO5 | Companies have to adhere to all rules and regulations even though it may be costly for them. |
| CSRO6 | Compliance with the law shall be viewed as a useful measure of corporate performance. |
| CSRO7 | Companies should not compromise ethical norms of the society in order to achieve corporate goals. |
| CSRO8 | Socially responsible companies always do what is right, fair and just. |
| CSRO9 | It is important to perform in manner consistent with expectations of societal morals and ethical norms. |
| CSRO10 | Companies should contribute resources to society. |

- CSRO11 Socially responsible companies strive to provide for community betterment.
- CSRO12 Companies should actively promote volunteerism and charitable activities within local communities.

Likert scale

- 1 Strongly disagree
- 2 Disagree
- 3 Quite disagree
- 4 Neutral
- 5 Quite agree
- 6 Agree
- 7 Strongly agree

Part III Public sector motivation

To what extent do you agree with the following statements.

- PSM1 I am interested in making public programs that are beneficial for my country or the community that I belong to.
- PSM2 Sharing my views on public policies with others is attractive to me.
- PSM3 Seeing people get benefits from the public program I have been involved in brings me a great deal of satisfaction.
- PSM4 I consider public service my civic duty.
- PSM5 Meaningful public service is very important to me.
- PSM6 I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.
- PSM7 It is difficult for me to contain my feelings when I see people in distress.
- PSM8 I am often reminded by daily events how dependent we are on one another.
- PSM9 I feel sympathetic to the plight of the underprivileged.
- PSM10 Making a difference in society means more to me than personal achievements.
- PSM11 I am prepared to make sacrifices for the good of society.
- PSM12 I believe in putting duty before self.

Likert scale

- 1 Strongly disagree
- 2 Disagree
- 3 Neutral
- 4 Agree
- 5 Strongly agree

Part IV Employer attractiveness attitude

Please evaluate the importance of the following attributes when you are choosing a job.

- | | |
|------|---|
| EA1 | Working in a vibrant/challenging environment. |
| EA2 | Innovative employer – novel work practices/forward looking. |
| EA3 | The organisation both values and makes use of your creativity. |
| EA4 | Having a good relationship with your colleagues. |
| EA5 | Supportive and encouraging colleagues. |
| EA6 | Happy work environment. |
| EA7 | An organisation that gives back to society. |
| EA8 | There are opportunities to apply what we have learned in college/university. |
| EA9 | The products and services meet the needs and expectations of customers. |
| EA10 | Good promotion opportunities within the organisation. |
| EA11 | An above average basic salary. |
| EA12 | An attractive overall compensation package. |
| EA13 | Feeling more self-confident as a result of working for a particular organisation. |
| EA14 | Feeling good about yourself as a result of working for a particular organisation. |
| EA15 | Gaining career-enhancing experience. |

Likert scale

- | | |
|---|----------------------|
| 1 | Not important at all |
| 2 | Not important |
| 3 | Quite not important |
| 4 | Neutral |
| 5 | Quite important |
| 6 | Important |
| 7 | Very important |

Part V Person-organisation fit attitude

Please evaluate the importance of the following attributes when you are choosing a job.

- | | |
|------|---|
| POF1 | The things that I value in life are very similar to those that the organisation values. |
| POF2 | My personal values match my organisation's values and culture. |
| POF3 | My organisation's values and culture provide a good fit with the things that I value in life. |
| POF4 | There is a good fit between what my job offers me and what I am looking for in a job. |
| POF5 | The attributes that I look for in a job are fulfilled very well by my present job. |
| POF6 | The job that I currently hold gives me just about everything that I want from a job. |
| POF7 | The match is very good between the demands of my job and my personal skills. |
| POF8 | My abilities and training are a good fit with the requirements of my job. |

POF9 My personal abilities and education provide a good match with the demands that my job places on me.

Likert scale

- | | |
|---|----------------------|
| 1 | Not important at all |
| 2 | Not important |
| 3 | Neutral |
| 4 | Important |
| 5 | Very important |

Part VI

Please provide your personal information.

Gender

- | | |
|---|--------|
| 1 | Male |
| 2 | Female |

Age

- | | |
|---|-------------|
| 1 | Below 30 |
| 2 | 30-39 |
| 3 | 40-49 |
| 4 | 50-59 |
| 5 | 60 or above |

Education

- | | |
|---|--------------|
| 1 | Secondary |
| 2 | Tertiary |
| 3 | Degree |
| 4 | Above degree |

Current employment status

- | | |
|---|---------------|
| 1 | Employed |
| 2 | Self-employed |
| 3 | Unemployed |
| 4 | Retired |
| 5 | Others |

Job position (current employment, or last employment if currently unemployed)

- 1 Staff level
- 2 Supervisory level
- 3 Manager level
- 4 Management
- 5 Professional
- 6 Others

Number of years in employment

- 1 Below 10
- 2 10-19
- 3 20-29
- 4 30-39
- 5 40 or above

Employment sector (current employment, or last employment if currently employed)

- 1 Private sector
- 2 Public sector
- 3 Others, e.g. NGO

Preferred employment sector (if choosing a new job):

- 1 Private sector
- 2 Public sector
- 3 Others, e.g. NGO

Industry types (current employment, or last employment if currently unemployed)

- 1 Disciplined services provided by government departments
- 2 Health care and education (by public and private sectors)
- 3 Business and commerce
- 4 Others

Job performance based on past Appraisal forms / Promotion history

- 1 Below average
- 2 Average
- 3 Above average

Job performance based on self-assessment

- 1 Below average
- 2 Average
- 3 Above average

Descriptive statistics on Values and Attitudes

(a) General values - Descriptive statistics

Descriptive statistics on General values for the 219 responses are as follows:

	<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Skewness</u>	<u>Kurtosis</u>
Pleasure_GV1	4	1	5	3.87	0.805	-0.661	0.812
Pleasure_GV2	3	2	5	4.10	0.754	-0.493	-0.164
Pleasure_GV3	3	2	5	4.50	0.638	-1.007	0.434
Pleasure_GV4	3	2	5	3.87	0.768	-0.146	-0.541
Pleasure_GV5	2	3	5	4.37	0.661	-0.585	-0.666
Respect_GV6	4	1	5	4.40	0.731	-1.429	3.275
Respect_GV7	4	1	5	4.42	0.662	-1.109	2.228
Respect_GV8	4	1	5	3.88	0.906	-0.659	0.294
Respect_GV9	4	1	5	3.72	0.785	-0.257	0.027
Respect_GV10	3	2	5	4.33	0.732	-0.754	-0.250

The mean and range on responses of General values are normal. The skewness statistic and kurtosis statistic on responses of General values are normal except GV6 and GV7.

(b) Corporate social responsibility orientation - Descriptive statistics

Descriptive statistics on Corporate social responsibility orientation for the 219 responses are as follows:

	<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Skewness</u>	<u>Kurtosis</u>
EconResp_CRO1	6	1	7	5.08	1.263	-0.989	1.233
EconResp_CRO2	6	1	7	4.89	1.332	-0.770	0.494
EconResp_CRO3	6	1	7	4.15	1.585	-0.424	-0.511
LegalResp_CRO4	6	1	7	6.17	1.044	-1.429	2.542
LegalResp_CRO5	6	1	7	5.97	1.165	-1.598	3.397
LegalResp_CRO6	6	1	7	5.68	1.234	-1.164	1.761
EthicalResp_CRO7	6	1	7	6.21	1.104	-2.190	6.511
EthicalResp_CRO8	6	1	7	5.73	1.202	-0.970	0.841
EthicalResp_CRO9	5	2	7	5.95	0.978	-0.879	0.868
PhilResp_CRO10	6	1	7	5.62	1.172	-0.898	1.070
PhilResp_CRO11	5	2	7	5.82	1.032	-0.749	0.237
PhilResp_CRO12	6	1	7	5.60	1.174	-0.753	0.587

The mean and range on responses of Corporate social responsibility orientation are normal. The skewness statistic and kurtosis statistic on responses of Corporate social responsibility orientation are normal except CRO4, CRO5 and CRO7.

(c) Public service motivation - Descriptive statistics

Descriptive statistics on Public service motivation for the 219 responses are as follows:

	<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Skewness</u>	<u>Kurtosis</u>
Attraction_PSM1	4	1	5	3.61	0.868	-0.420	0.313
Attraction_PSM2	4	1	5	3.37	0.875	-0.093	0.168
Attraction_PSM3	4	1	5	3.95	0.839	-0.555	0.081
Commitment_PSM4	4	1	5	3.84	0.817	-0.309	-0.145
Commitment_PSM5	4	1	5	3.98	0.815	-0.624	0.351
Commitment_PSM6	4	1	5	3.66	0.998	-0.567	0.148
Compassion_PSM7	4	1	5	3.50	0.906	-0.269	-0.096
Compassion_PSM8	4	1	5	3.59	0.901	-0.397	0.239
Compassion_PSM9	3	2	5	4.15	0.684	-0.374	-0.188
SelfSacrifice_PSM10	4	1	5	3.48	0.974	-0.303	-0.249
SelfSacrifice_PSM11	4	1	5	3.12	1.029	-0.266	-0.251
SelfSacrifice_PSM12	4	1	5	3.53	0.930	-0.360	0.111

The mean and range on responses of Public service motivation are normal. The skewness statistic and kurtosis statistic on responses of Public service motivation are normal.

(d) Employer attractiveness attitude - Descriptive statistics

Descriptive statistics on Employer attractiveness attitude for the 219 responses are as follows:

	<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Skewness</u>	<u>Kurtosis</u>
InterestVal_EA1	6	1	7	5.21	1.087	-0.806	1.496
InterestVal_EA2	5	2	7	5.45	1.076	-0.622	0.653
InterestVal_EA3	6	1	7	5.47	1.055	-0.821	1.352
SocialVal_EA4	4	3	7	6.14	0.826	-0.812	0.478
SocialVal_EA5	4	3	7	6.13	0.886	-0.942	0.659
SocialVal_EA6	4	3	7	6.37	0.758	-1.192	1.560
ApplicationVal_EA7	6	1	7	5.58	1.061	-0.863	1.617
ApplicationVal_EA8	5	2	7	5.39	1.122	-0.664	0.626
ApplicationVal_EA9	5	2	7	5.84	0.932	-0.739	0.701
EconomicValue_EA10	4	3	7	5.88	0.993	-0.724	0.020
EconomicValue_EA11	5	2	7	5.79	0.960	-0.751	0.732
EconomicValue_EA12	4	3	7	5.94	0.878	-0.744	0.439
DevelopmentValue_EA13	6	1	7	5.73	1.017	-1.250	3.335
DevelopmentValue_EA14	5	2	7	5.81	0.932	-0.751	0.851
DevelopmentValue_EA15	4	3	7	5.92	0.905	-0.624	0.051

The mean and range on responses of Employer attractiveness attitude are normal. The skewness statistic and kurtosis statistic on responses of Employer attractiveness attitude are normal except EA13.

(e) Person-organisational fit attitude - Descriptive statistics

Descriptive statistics on Person-organisational fit attitude for the 219 responses are as follows:

	<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Skewness</u>	<u>Kurtosis</u>
ValueCong_POF1	4	1	5	3.70	0.771	-0.341	0.510
ValueCong_POF2	4	1	5	3.75	0.764	-0.350	0.257
ValueCong_POF3	4	1	5	3.73	0.751	-0.362	0.336
NeedSuppliesFit_POF4	4	1	5	3.80	0.744	-0.409	0.477
NeedSuppliesFit_POF5	4	1	5	3.79	0.781	-0.712	1.004
NeedSuppliesFit_POF6	4	1	5	3.53	0.853	-0.392	0.293
DemandAbilitiesFit_POF7	4	1	5	3.80	0.744	-0.477	0.590
DemandAbilitiesFit_POF8	4	1	5	3.89	0.699	-0.666	1.402
DemandAbilitiesFit_POF9	3	2	5	3.92	0.712	-0.265	-0.093

The mean and range on responses of Person-organisational fit attitude are normal. The skewness statistic and kurtosis statistic on responses of Employer attractiveness attitude are normal.

Reliability tests on Values and Attitudes**(a) General values - Reliability tests**

Reliability tests on General values for the 219 responses are as follows:

Reliability Statistics

No. of Items	Cronbach's Alpha
10	0.777

Item-Total Statistics

	Cronbach's Alpha if item deleted
GV1	0.773
GV2	0.767
GV3	0.758
GV4	0.761
GV5	0.749
GV6	0.755
GV7	0.752
GV8	0.748
GV9	0.762
GV10	0.757

The computed alpha coefficients on responses of General values have shown high internal reliability.

(b) Corporate social responsibility orientation - Reliability tests

Reliability tests on Corporate social responsibility orientation for the 219 responses are as follows:

Reliability Statistics

No. of Items	Cronbach's Alpha
12	0.804

Item-Total Statistics

	Cronbach's Alpha if item deleted
CSRO1	0.800
CSRO2	0.812
CSRO3	0.810
CSRO4	0.781
CSRO5	0.776
CSRO6	0.774
CSRO7	0.787
CSRO8	0.779
CSRO9	0.782
CSRO10	0.795
CSRO11	0.793
CSRO12	0.793

The computed alpha coefficients on responses of Corporate social responsibility orientation have shown high internal reliability.

(c) Public service motivation - Reliability tests

Reliability tests on Public service motivation for the 219 responses are as follows:

Reliability Statistics

No. of Items	Cronbach's Alpha
12	0.894

Item-Total Statistics

	Cronbach's Alpha if item deleted
PSM1	0.886
PSM2	0.889
PSM3	0.885
PSM4	0.879
PSM5	0.883
PSM6	0.882
PSM7	0.890
PSM8	0.890
PSM9	0.890
PSM10	0.880
PSM11	0.881
PSM12	0.885

The computed alpha coefficients on responses of Public service motivation have shown high internal reliability.

(d) Employer attractiveness attitude - Reliability tests

Reliability tests on Employer attractiveness attitude for the 219 responses are as follows:

Reliability Statistics

No. of Items	Cronbach's Alpha
15	0.908

Item-Total Statistics

	Cronbach's Alpha if item deleted
EA1	0.906
EA2	0.901
EA3	0.902
EA4	0.901
EA5	0.899
EA6	0.902
EA7	0.906
EA8	0.905
EA9	0.901
EA10	0.899
EA11	0.902
EA12	0.901
EA13	0.901
EA14	0.899
EA15	0.898

The computed alpha coefficients on responses of Employer attractiveness attitude have shown high internal reliability.

(e) Person-organisational fit attitude - Reliability tests

Reliability tests on Person-organisational fit attitude for the 219 responses are as follows:

Reliability Statistics

No. of Items	Cronbach's Alpha
9	0.900

Item-Total Statistics

	Cronbach's Alpha if item deleted
POF1	0.892
POF2	0.882
POF3	0.887
POF4	0.885
POF5	0.887
POF6	0.889
POF7	0.890
POF8	0.891
POF9	0.898

The computed alpha coefficients on responses of Person-organisational fit attitude have shown high internal reliability.

The End.