

The Heart of Enforcement: Exploring Public Service Motivation among Civil Servants

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Abstract: Public service motivation is a key component that ensures laws are implemented and enforced effectively. Fortunately, it is challenging to enforce the legislation and persuade companies to comply due to the differences in the motivations of civil servants. Through the use of meta-analysis methodologies, this study seeks to determine the components of public service motivation in the enforcement of law compliance by civil servants. Following a qualitative analysis, six elements of public service motivation in enforcement of law compliance by civil servants can be identified: (1) Attraction to Policy Making, (2) Commitment to the Public Interest, (3) Social Justice, (4) Civic Duty, (5) Compassion, and (6) Self-Sacrifice. The findings of this research demonstrate the significant influence of Public Service Motivation (PSM) on law enforcement activities. This implies that strengthening law enforcement procedures, refining current policies, and increasing compliance can be achieved by enhancing PSM among officers.

Keywords: Public Service Motivation, Law Compliance, Enforcement of Law, Government Employees, Motivational Factors

1. Introduction

This study presents meta-analysis research on Public Service Motivation (PSM) in law enforcement by civil servants. The current research contributes a new perspective to the discussion by exploring role distribution in the context of public service motivation in law compliance and enforcement by civil servants. Considering the legitimacy argument, this study explicitly looks at how government agencies, constitutions, and the judiciary are assigned duties related to enforcing laws. Finally, the study's recommendations, which focus on the application of law regulations, may provide crucial data and unique viewpoints that will reinforce the current legislation and establish the framework for developing an action plan aimed at enhancing public service motivation in enforcement.

1.1. Public Service Motivation

Public service motivation is currently an important issue in public sector organizations, and maintaining an efficient workforce in the public sector is an essential component of proactive management of human resources. Individual success is driven by aspects that motivate them to achieve a good level in work or social activities (S. Dweck, 2017). Thus, public service motivation aspects are factors that also contribute towards the enforcement of laws and policies among civil servants and the reduction or increase in their level of motivation to succeed. To guarantee that organizational productivity and goals may be met, motivation is equally crucial. The existence of motivation factors in public service is probably going to have an impact on how efficiently civil servants perform their jobs (Madugu et al., 2020). Productivity and the effectiveness of public service have long been important issues in many countries.

2. Public service motivation in the enforcement of law compliance by civil servants

The concept of public service motivation (PSM) is fundamental to the fields of governance and administration because it represents people's innate desire and commitment to working for the benefit of society. Motivated by an understanding of responsibility, altruism, and dedication to the public welfare, PSM encourages those working in the public sector to face issues immediately,

make wise judgments, and carry out policies with efficacy and honesty (Perry and Wise, 1990). Law enforcement's standing is directly linked to the social justice principle, which emphasizes the need for fair treatment and the elimination of institutional prejudices that negatively impact those with disadvantages

Several factors, both internal and external, such as organizational culture and work environment, the nature of the task being done, or the line manager's approach to management, might have an impact on an employee's motivation and work performance in the public sector (Ciobanu & Androniceanu, 2015). Public service motivation provides an optimistic view of human motivation and behavior, focusing special emphasis on the orientation towards the well-being of others, and helps to cultivate public management as a discipline with specific areas of identification, both conceptually and practically (Homborg & Costello, 2019).

Enforcement of law policies has shown that different enforcement strategies are used, and that adherence to such a labor standard acts as a crucial legislative tool to guarantee compliance with these laws. (Del Punta, 2021). According to recent studies, compliance is not simply a necessary strategy but also an enforcement requirement in the field of law, which involves organizations, government agencies, trade unions, and employees (Grgurev, 2021). Considering the real difficulties in implementing regulations and legislation is also crucial in this discussion.

A high degree of motivation is essential, particularly in the workplace, to ensure more productive and effective employment, and certain types of motivation derive their energy directly from the needs, values, and interests of the workers; this leads to high-quality, volitional motivation (Rigby & Ryan, 2018). Positive individual achievement is motivated by a series of processes that give an individual's conduct action and drive it towards a certain objective. It may result in more effective measures being taken to enforce the law regulations.

3. Methodology

This study aims to identify the elements of public service motivation in law compliance that are applied and practiced by civil servants. The keywords used in the search process of previous related studies include public service motivation, enforcement of law, and law compliance and enforcement by civil servants. Previous studies have been obtained through online databases such as ScienceDirect, Web of Science, Springer Link, and others. The following criteria were used to search for previous relevant studies:

1. Research on public service motivation in law compliance and enforcement
2. The study focuses on civil servants;
3. Studies published between 2014 to date; and
4. The study should indicate the method or element of public service motivation in law compliance and enforcement

The selection of research publications starting from 2014 to date is to ensure that these studies are current and updated. After a qualitative analysis, a meta-analysis of research- public service motivation in law compliance and enforcement among civil servants has been carried out, and a summary of the findings is provided in Table 1.

Table 1. The Meta-Analysis of Elements on Public Service Motivation in Law Compliance and Enforcement by Civil Servants

No.	Elements on Public Service Motivation in Law Compliance and Enforcement	Explication	Study
1	Attraction to Policy Making	Improve regulatory procedures and introduce novel enforcement tools	(Chris O’Leary, 2022; Ritz et al., 2016; van Loon et al., 2015)
		Influence policy or enhance social outcomes	
2	Commitment to the Public Interest	Social impact drives engagement	(Amegavi & Mensah, 2020; Mussagulova, 2021; Schwarz et al., 2020)
		Influenced by leadership actions and organizational culture	
3	Social Justice	Ensures fair treatment and advocacy for marginalized groups	(Politakis, 2019; Ritz et al., 2016; Songze et al., 2024)
		Drives effective enforcement, promoting fairness and accountability	
4	Civic Duty	Educational Support Programs	(Emerson, 2014; Harari et al., 2017; Piatak et al., 2020; Prysmakova, 2021)
		Responsibility to community service	
5	Compassion	Compassionate civil servants improve public interaction, satisfaction, and compliance	(Chiu et al., 2023; Prysmakova & Vandenabeele, 2020; Schott & Ritz, 2018; Wang et al., 2020)
		Resilience and job satisfaction in law enforcement are improved by compassion-driven motivation	
6	Self-Sacrifice	Law enforcement officers exhibit self-sacrifice, prioritizing public safety over personal convenience, fostering trust	(Gan et al., 2020; Min et al., 2021; Perry & Vandenabeele, 2015)
		Enhances Civil Servants' commitment, reduces turnover intentions, and improves overall service delivery effectiveness	
		Indicates a person's readiness to sacrifice financial gain to help the public and meet the needs of society	

4. Results and findings

Based on the study meta-analysis, there are six elements on public service motivation in law compliance and enforcement by civil servants can be identified. Together, these elements demonstrate how public service motivation influences effective and ethical law compliance and enforcement among civil servants who are responsible for enforcing the policies.

4.1. Attraction to Policy Making

According to research on decision-making under Public Service Motivation (PSM) frameworks, public servants who are motivated to influence policy are not only concerned with maintaining compliance but also with improving the systems they operate in (Chris O’Leary, 2022). Attraction to public policymaking describes this kind of drive, which pushes these workers to look for methods to enhance regulatory frameworks rather than only focusing on labor law compliance

and other procedural aspects of law enforcement. Their drive to influence policy drives a proactive strategy in which they seek to address inefficiencies, improve regulatory procedures, and introduce novel enforcement tools. In order to improve overall adherence to the enforcement of laws, these workers typically support reforms that increase the effectiveness of compliance systems by integrating data-driven strategies and cooperative efforts with stakeholders to encourage voluntary compliance.

Public servants motivated by policy impact strive to enhance the systems in which they work in addition to enforcing compliance, according to research on public service motivation (PSM). Studies demonstrating that employees' engagement and performance rise dramatically when they feel they can influence policy or enhance social outcomes provide credence to the link between PSM and system improvement (Ritz et al., 2016).

Additionally, PSM-related research shows that workers who are highly motivated to serve the public are more likely to be proactive and dedicated to their jobs, especially in fields where regulatory frameworks are essential, such as labor law enforcement (van Loon et al., 2015). These workers help create a more responsive and efficient system by concentrating on long-term objectives, which eventually improve social well-being and regulatory compliance.

4.2. Commitment to the Public Interest

When civil servants see a clear link between their work and positive social impact, their work engagement rises dramatically, and this is the key finding about public service motivation and commitment to the public interest (Mussagulova, 2021). The significance and worth of their contributions to society must be emphasized to encourage this involvement. This calls for emphasizing to the public how their work benefits society and serves the public interest.

Civil servants who are motivated by their commitment to the public interest are essential to the implementation of regulations, including the activities associated with law enforcement, according to research on Public Service Motivation (PSM) (Amegavi & Mensah, 2020). The motivation derives from a deeper desire to meet society's demands and enhance government structures, which goes beyond simply upholding legislation. This dedication is strongly influenced by organizational culture and leadership, according to the PSM study conducted in Ghana, which included semi-structured interviews and qualitative research with enforcement officers at the Financial Intelligence Centre emphasizes how organizational culture and leadership have a big influence on this commitment emphasizes how organizational culture and leadership have a big influence on this commitment.

Supportive environments encourage civil servants with high PSM to be more committed to their work, which results in more proactive enforcement tactics (Schwarz et al., 2020). These people endeavor to improve regulatory frameworks and guarantee compliance in areas like enforcement of law, which increases the overall effectiveness of public services. This is consistent with more extensive PSM research, which indicates that dedication to the public interest promotes long-term creativity and efficiency in public sector operations.

4.3. Social Justice

Public Service Motivation (PSM) plays an important role for government servants, especially when it comes to social justice and law enforcement. According to empirical research, civil servants who exhibit high levels of PSM are more likely to take activities that support equal treatment in the legal system and speak out for underrepresented groups (Ritz et al., 2016). An analysis of the literature shows that PSM is positively correlated with individual performance, organizational commitment, and job satisfaction, indicating that motivated public employees perform better in their positions. Furthermore, research indicates that PSM is higher among women in general and can be raised by factors including age, education, and good employee-leader relationships.

In addition to achieving individual and group objectives, this internal motivation upholds the commitment to social justice and guarantees equitable and just enforcement procedures. Thus, fostering PSM in the public sector is essential to promoting social justice through competent law enforcement, which will ultimately result in a suitable society (Songze et al., 2024).

Civil servants who are driven by social justice are crucial to the implementation of laws that support equity, especially for underrepresented communities. This conformity to the principles of Public Service Motivation (PSM), which prioritize the public good and helping others, implies an important alignment between personal drive and more general societal goals. Although these motivated civil servants play a vital role in upholding labor rules and promoting workers' rights, it is important to critically examine how well enforcement methods translate social justice ideals into reality. A strong sense of an obligation to further social welfare typically motivates civil servants to take the initiative to monitor compliance, look into misconduct, and hold offenders accountable (Politakis, 2019).

4.4. Civic Duty

To improve PSM among employees, the declaration highlights the significance of educational support programmes such as tuition reimbursement, flexible work hours, and wage incentives (Emerson, 2014). These initiatives are recommended as useful instruments for management to increase civil servants' motivation to assist the public.

PSM includes civic duty, which is the sense of duty and obligation to support one's community and further the common good. Management can cultivate and strengthen a sense of civic responsibility in its workforce by endorsing educational activities. Education can increase workers' awareness of social requirements and how they can contribute to meeting those needs, which will increase their dedication to public service (Piatak et al., 2020).

The key idea behind public service motivation theory is that people must contribute to the well-being of their group or society. This is especially true when considering civic duty. This drive stems from their understanding of their strengths, their awareness of the needs of the community, and the opportunities and obstacles that could stand in the way of them successfully carrying out their civic duty (Prysmakova, 2021). Civil Servants' commitment to serving the public and their alignment with the objectives and values of the organizations they work for are shaped in part by this understanding (Harari et al., 2017).

4.5. Compassion

The compassion component is particularly significant because it helps civil servants comprehend and sympathize with those impacted by rules and regulations. Incorporating compassion into public servant motivation promotes a more humanitarian approach to law enforcement, which in turn strengthens links between law enforcement and the communities they protect (Chiu et al., 2023; Prysmakova & Vandenabeele, 2020; Wang et al., 2020)

Compassion-driven civil servants are more likely to communicate effectively with the public, according to research. Regarding this, compassionate civil servants typically approach law enforcement with an attitude that emphasises comprehending unique situations, which results in more fulfilling encounters and results. According to a study by Wang et al. (2020), cultivating compassion in civil workers can strengthen their dedication to providing efficient public service by highlighting the direct effects of moral underpinnings, such as compassion, on PSM. Because people feel appreciated and valued rather than excluded or penalized, this human-centric approach can promote cooperation and compliance.

Furthermore, it is remarkable how compassion affects civil servants' self-efficacy and satisfaction with their work. Higher levels of PSM, especially those motivated by compassion, are associated with greater job satisfaction among law enforcement professionals (Police Officers), according to research by Prysmakova & Vandenabeele (2020). This contentment is

essential because it affects not only individual performance but also lowers levels of role stress and burnout, which are frequent problems in law enforcement. Organizations may develop a workforce that is resilient, effective, and driven by attending to the emotional and psychological requirements of civil servants.

In a post-COVID-19 setting, the study by Chiu et al. (2023) emphasizes the crucial relationship between job happiness and public service motivation (PSM) among police officers in Taipei City, Taiwan, highlighting the correlation between greater PSM levels and job satisfaction. Officers report higher job satisfaction, less role stress, and less job burnout when their motivations match their duties and organizational principles. This link is considerably influenced by person-job fit (PJF) and person-organization fit (POF). Since motivated law enforcers are more likely to carry out their enforcement responsibilities and interact with their communities in an efficient manner, which improves adherence to rules and regulations, these findings are especially significant to the field of law enforcement. Effective law enforcement and the implementation of services to the public as a whole thus depend upon establishing an atmosphere that promotes PSM and guarantees an ideal match between officers' motivations and their duties (Schott & Ritz, 2018).

4.6. Self-Sacrifice

Self-sacrifice is an essential element of public service motivation (PSM), highlighting the inner motivation of those who put the welfare of others before their interests. Among public sector workers, self-sacrifice has a significant impact on satisfaction with work. People who are willing to sacrifice financial gain to serve the public, in particular, report feeling greater fulfillment with what they do (Gan et al., 2020; Min et al., 2021; Perry & Vandenberg, 2015).

Public employees with high levels of public service motivation (PSM) in the law enforcement sector frequently demonstrate selflessness by putting the safety and well-being of the public before their own convenience or risk aversion. This sacrificial behavior is essential, especially in law enforcement positions where officers must enforce the law in the face of difficult situations like civil unrest or public health emergencies. Enforcement officers with a strong PSM, for instance, would willingly put themselves at higher risk for injuries, work longer hours, or handle challenging situations without expecting anything in return (Perry & Vandenberg, 2015). Because people believe that these officers are sincerely dedicated to promoting equity and the welfare of society, being self-sacrificing in the service of public safety not only guarantees uniformity in the enforcement of the law but also fosters public trust.

According to the meta-analysis by Gan et al. (2020), employees who demonstrate high levels of self-sacrifice are less likely to have intentions to leave their place, highlighting the complex relationship between self-sacrifice and enforcement in public institutions. Research has indicated that people driven by altruistic objectives are more dedicated to their jobs, which improves job satisfaction and overall performance within the organization. The results support the idea that fostering self-sacrifice in public organizations could decrease the negative effect of bureaucratic restrictions, thereby improving the efficiency of enforcement procedures and the delivery of public services.

A major predictor of satisfaction with work, with an effect size of 0.23, is the self-sacrifice (SS) dimension of public service motivation (PSM). This meta-analysis shows a slight to moderate positive correlation between job happiness and employees' prioritization of the welfare of others over their financial benefit (Min et al., 2021). According to the findings, selflessness is a powerful motivator in the public sector, and creating an atmosphere where workers feel empowered to contribute selflessly can improve their level of job satisfaction in general. Organizations in the public sector can increase employees' happiness and the efficiency of providing public services by coordinating individual motivations with organizational goals.

5. Suggestions

To improve compliance outcomes, it is essential to comprehend the role that public service motivation plays in motivating civil servants to stick to and perform well in the enforcement of laws. Despite its significance, organized approaches to enforcement are frequently lacking in various countries, producing variable outcomes. Therefore, it is important to develop better-organized and successful enforcement strategies based on knowledge of the elements that motivate individuals to perform duties in the public sector. Furthermore, there is still an inadequate amount of research on this subject in some areas, which emphasizes the need for more study and research to guide both policy and practice. In the long term, improving the understanding of what motivates people to perform public service can result in the development and implementation of more efficient enforcement procedures. Policymakers may develop targeted initiatives to strengthen the motivating factors that drive civil servants' work by thoroughly analysing the elements of public service motivation in law compliance and enforcement by civil servants.

A good level of motivation is very necessary, especially in the workplace, so that the work done is more effective and productive, especially towards the enforcement of the labor law policies. Both at the formal level, such as in the organization (or at the informal level, such as family and society), two-way interaction between leaders and employees is one of the activities that must be done efficiently in a work environment (Ganhao et al., 2021).

6. Conclusion

The meta-analysis of "The Heart of Enforcement: Exploring Public Service Motivation among Civil Servants" concludes with the identification of six crucial components. The following factors contribute to the motivation of civil servants: compassion, self-sacrifice, social justice, civic duty, commitment to the public interest, and attraction to policymaking. With the use of these elements, lawmakers and law enforcement officers in government departments can create strong implementation plans for strengthening law enforcement to become more successful. Enforcement officers, however, are frequently undervalued and cannot solve every problem on their own. People who enforce the law need resources and extensive support since the difficulties they face often transcend their organizational capabilities.

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