

THE INTERACTION EFFECT OF JOB DESIGN AND PUBLIC SERVICE MOTIVATION ON THE JOB PERFORMANCE OF MALDIVES CIVIL SERVICE EMPLOYEES

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Abstract: *Previous research has shown that people select public sector jobs for meaningful work. In this regard, the meaning of work comes from the way work is conceived, as represented by the model given by Hackman and Oldham (1975), which can have important implications for work-related behaviour. Therefore, this research analyses how job characteristics would influence civil servants' Public Service Motivation and how this leads to the interaction between job characteristics and job performance of those working in the Maldives Civil Service. This research used a quantitative design approach and a cross-sectional data collection approach. Data were collected from 370 employees from different public service offices in the Maldives Civil Service. The findings from this research indicate a positive association between job characteristics and job performance. Similarly, job characteristics positively impact public service motivation (PSM), which also affects job performance. In addition, an interaction was observed; detailed findings are given in the research paper. The findings of this research suggest significant implications to those who implement HR, thereby providing insights to improve the job design and human resource management functions of civil servants. In addition, the study presents essential findings on the importance of job characteristics on job performance from the context of the public sector of South Asian countries. It also highlights the need to improve job characteristics to increase the motivation of public sector employees.*

Keywords: *Job characteristics, Job performance, Public Service Motivation (PSM)*

Introduction

The reason to join the public sector is to contribute to society, do meaningful work, and give meaning to life. In this sense, those with public service characteristics join public sector jobs (Naff & Crum, 1999; Perry & Wise, 1990, p.368) because a sense of altruism enables these people to play a better role (Ritz et al., 2021). As a result, scholars of public administration believe that greater public service motivation (PSM) leads to the improved job performance of individuals (Lauritzen & Pedersen, 2021), and PSM has become a research area of interest to public sector researchers (Vandenabeele & Schott, 2020). To this end, the achievement of meaningful work lies in how work is designed, so the model of work characteristics proposed by Hackman and Oldman (1975) creates meaningfulness in work and, as stated by Kiyak and Karkin (2022), increases PSM and results in higher performance. As Public Service Motivation (PSM) is, context-dependent civil servants cannot perform their duties well if the job characteristics do not create intrinsic motivation, and job design cannot provide opportunities for meaningful work, as Wright (2004) argues. Since job design is central to improving performance in the public sector, this study uses the job characteristics model theory and PSM to enhance the job performance of civil servants in the context of Maldives. The job analyses conducted by the United Nations Development Program and the Maldives Civil Service Commission have identified significant areas of concern related to job design, such as; titles that do not reflect job content, unnecessary oversight, and confusion over departmental unit responsibilities as per a report prepared by Cote (2011). Henceforth indicates that job design is an important area of research. As the Maldives is a developing country and a tiny economy, there is a need to study how job design improves job performance and how job design improves the PSM of Maldivian workers compared to

more established civil servants in Western countries. While public administration scholars are now calling for the study of PSM from the perspective of developing countries (Gupta et al., 2020; Kiyak & Karkin, 2022) and South Asian countries (Hameduddin & Engbers, 2021), this study weights how job design influences on improving levels of PSM and how this affects the performance of those working in the Maldives Civil Service. As such, this research contributes to existing research and provides targeted recommendations to the Maldives Civil Service Commission to improve its work and human resource management within these bureaucratic structures.

Literature Review and Development of Hypothesis

Job Characteristics and Job Performance

Work plays a significant role in a person's life, and there is no debate regarding achieving a purposeful life through meaningful work design for public sector employees. In this respect, the model proposed by Hackman and Oldman (1975) can lead to critical outcomes such as "high intrinsic motivation", "job satisfaction", "high role performance", "low absenteeism", and "turnover". Improving job design leads to critical psychological states given by the model, such as working being meaningful, showing responsibility for the work undertaken and having adequate information about the work undertaken. Therefore, using job characteristics makes it possible to create job enlargement and enrichment, as argued by Hackman and Oldman (1975). Essential characteristics of jobs that would improve psychological work conditions include "skill variety", "task identity", "task significance", "autonomy", and "feedback from the job" (Hackman & Oldham, 1975).

"Skill variety", "task identity", and "task significance" are responsible for creating meaningful work (Hackman & Oldham, 1975). Skill variety is about having different tasks that require considerable skills. Skill variety is vital to improve the intrinsic motivation of an employee. Task identity requires undertaking a whole identifiable task, which implies performing a complete task. Task significance indicates whether the job provides an opportunity to create a difference in other people's lives, within or outside a person's work organisation. The next element of job design involves autonomy in work undertaken, which is an employee's freedom regarding organising tasks and undertaking work. Finally, feedback involves providing clear information concerning the effectiveness of the work performed. These job elements are significant for an employee who needs to grow. Literature on public sector studies has mainly been centred around the motivation of public sector employees (Bright, 2013; Leisink & Steijn, 2009; Ritz et al., 2021; Van Loon et al., 2018). However, Johari et al. (2018) argue that less attention is paid to the job's motivational aspect. The relevance of job design is highly significant in the public sector, as the job becomes a motivational force for public sector employees. As extrinsic rewards may not work well in public sector offices, improving job design could become an important motivational force for public sector employees.

Over the years, few studies have examined the impact of job characteristics on performance, such as on the creative performance of employees (Zhang & Zhao, 2021), and studies conducted in the Malaysian public sector (Johari et al., 2018; Johari & Yahya, 2016), the Korean public sector (Kim, 2016), and a study on Gen Z (Prasetyaningtyas et al., 2022) employees performance. In this regard, this study aims to bridge the research gap by focusing on how job design can improve the job performance of civil servants in the Maldives.

Job performance is the ability of employees to add value to the organisation through various tasks and employee behaviours. Thus, according to Motowidlo and Kell (2012), job performance is the total value contributed to the organisation through employee aggregated behaviour. Job performance can include various dimensions such as contextual, task, adaptability, creativity, and agility. However, in this research task, adaptive performance is taken as a measure of job performance. Task performance consists of being able to undertake specific tasks given by the job description and is related to the technical characteristics of the job (Pavithra & Deepak, 2020). Adaptive performance refers to a person's flexibility in modifying their work and work-related behaviour to respond to changes coming from the work organisation (Pavithra & Deepak, 2020).

The job characteristics model proposes that by designing practical jobs, public sector managers can create intrinsic motivation and improve the productivity of public sector employees. Johari and Yahya

(2016) study showed that having a variety of skills impacts the work performed, while Johari et al. (2018) could not observe any significant effect on those working in government institutions of Malaysia. Likewise, task identities can provide complete services that are more fun to perform than parts of them (Hackman & Oldman, 1975; Morgeson & Humphrey, 2006) than doing only a part of it.

Similarly, previous research indicates that task significance positively impacts job performance (Uruthirapathy & Grant, 2015). These three characteristics create meaningful work, while feedback and autonomy are essential in creating professional knowledge and responsibility. Autonomy is substantial even in bureaucratic structures because they want discretion in their work (Hassan, 2014). Similarly, employees who know their actions lead to behavioural attitudes and performance (Johari et al., 2018; Sabra, 2020). In this regard, based on previous studies, this research formulated the following hypothesis.

H1: Job Characteristics have a direct positive effect on the job performance of employees of Maldives Civil Service.

Job Characteristics and Public Service Motivation

Wright (2004) claims that a job's characteristics are related to a person's motivation level. Accordingly, the process theory (Perry, 2000) explains how the environment of an organisation and the attributes of jobs would affect the level of PSM among employees. Therefore, this study analyses the impact of job characteristics on promoting public service motivation of Maldivian workers in the civil service sector and how this affects the job performance of these employees. Therefore, public service motivation is used as an intermediate variable between job characteristics and job performance.

Public Service Motivation (PSM) has become a favourite topic among public administration researchers, especially in studying the relationship between PSM and job performance (Fan et al., 2022). The Public Service Motivation construct was formulated by (Perry & Wise, 1990) Perry and Wise (1990, p.368) and defined as "an individual's tendency to respond to motives to the public institutions they are serving" (Perry & Wise, 1990, p.368). This study used the definition given by Vandenabeele (2007, p.547), where PSM is defined as "beliefs, values and attitudes that transcend personal interest and organisational interests, influence the interests of larger political entities and motivate individuals to act as directed" (Vandenabeele, 2007, p.547). Public administration scholars believe that PSM can influence the behaviour and attitudes of public sector employees because it is a needs-based theory. Public sector workers have essential needs that can be met by public services, such as rational, normative and emotional (Perry & Wise, 1990, p.368). PSM is considered to be a multidimensional construct with four crucial elements that comprise the structure of PSM: "attraction to public policy", "commitment to the public interest", "compassion", and "self-sacrifice". Among them, attraction to public policy is associated with rational motivation, commitment to a public interest is associated with normative needs, and compassion and self-sacrifice are associated with Affective motivation.

Most researchers have linked PSM with individual performance, but the debates surround whether the effect is direct or indirect. This study uses PSM as an intervening variable to mediate the relationship between job characteristics and performance. Institutional and person-environment fit theories can improve PSM and performance (Ritz et al., 2021). As PSM can also be context-driven, it is essential to understand how specific job characteristics can increase levels of PSM and whether the jobs themselves can be designed to increase levels of PSM among Maldivian civil servants. Limited research has been undertaken to test job characteristics' effect on PSM, such as Kim (2016) and Kiyak and Karkin (2022). As there are few studies undertaken to establish how job design can enhance PSM levels and improve the performance of public sector employees, this study fills this research gap by analysing whether well-designed jobs increase the levels of PSM of Maldivian civil servants and impact job performance. We, therefore, proposed the hypothesis given below;

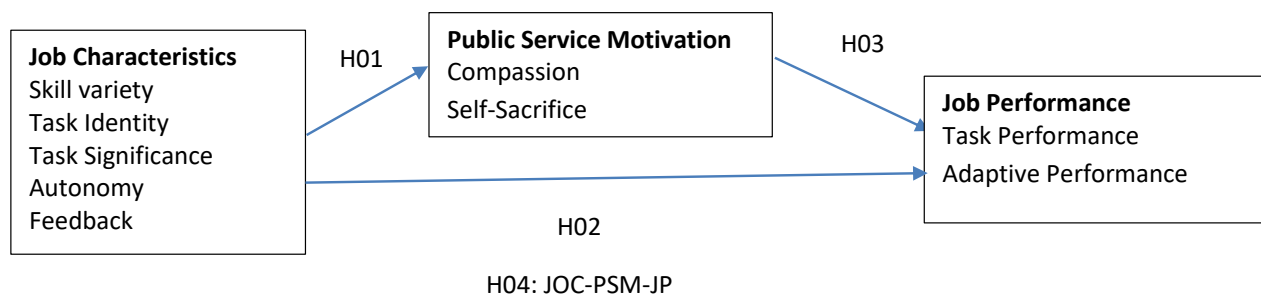
H2: Job Characteristics have a positive direct effect on Public Service Motivation of the employees of Maldives Civil Service

H3: Public Service Motivation has a positive direct effect on the Job Performance of the employees of Maldives Civil Service

H4: Public Service Motivation Mediates the relationship between Job Characteristics and Job Performance of the employees of Maldives Civil Service

The diagram below presents the conceptual framework of the study based on the literature.

Diagram 1- Conceptual Framework



Methods and Data Collection

In this research quantitative data analysis method is used. Therefore hypothesis was tested using structural equation modelling. Next, we deliberate the formulation of the measures in this research, the sampling technique, and the data analysis in this study.

Measures

The Job characteristics were measured by the Job Design Questionnaire developed by Morgeson and Humphrey (2006) based on Hackman and Oldman (1975) Job Diagnostic Survey. There were a total of 24 items in five dimensions for job characteristics. Public Service Motivation was measured by the original scale developed (Perry, 1997) and used in other studies, such as (Stefurak et al., 2020), with 24 items. However, after exploratory factor analysis, only two dimensions fit the data: compassion and Self-Sacrifice. Job performance as a dependent variable of the study included task and adaptive performance dimensions developed by (Koopmans et al., 2013) through the Individual Work Performance Questionnaire (IWQP) 1.0.

Methods

Data collected from the Maldives Civil Service comprises government agencies and ministries, with a total population of 24,516 based on those employed in 2020. Thus, after excluding the health and education sectors, 9,968 individuals were included in the study population, which gives a sample size of 370 according to Krejcie & Morgan (1970) and Cohen (1969) as stated in Sekaran and Bougie (2020) 370. The permanent secretaries of the various ministries shared the online questionnaire with 579 employees. A total of 409 employees returned the completed questionnaire, which is a response rate of 70.63%. Data collection continued from January 2021 to June 2021. Of the 409 responses, 370 were used in the analysis after accounting for missing and illogical responses.

Results

After cleaning the data and removing outliers, the first check of normality, linearity, homoscedasticity, and multicollinearity was performed. Then, demographic and descriptive analyses were performed. Factor analysis was performed on all measures to verify the factor structure of the data obtained from the Maldives Civil Service, followed by confirmatory factor analysis and structural equation modelling to test the article's hypotheses.

Demographic Analysis

The following tables are an overview of the participants' demographics in this research. In the demographic survey results, the gender, age, education and experience of Maldivian civil servants were considered.

Table i Demographic Analysis

	Minimum	Maximum	Mean	Std. Deviation
Gender	1	2	1.56	0.496
Age	1	5	2.49	0.949
Education	1	8	4.74	1.369
Experience	1	7	3.71	1.653
Worked in the Private Sector	1	2	1.61	0.489
Sufficient Skills and Knowledge to undertake the work	1	2	1.06	0.247

Among the respondents, Maldives Civil Service is dominated by females as the mean indicates 1.56, leaning towards 2, where 1 is for males, and 2 is for females. Previous research (Maczulskij, 2017) has also shown that more females prefer government employment. The age structure highlights that Civil Service consists of a younger workforce, as the mean is 2.49, which shows that most belong to the 25 to 35 age categories. Education level reveals that most hold a diploma or a higher-level certificate, which means 4.74, where 4 is for a diploma, and 5 is for a degree. This reason for having highly educated employees in the Maldives Civil Service is, as Asim (2018) stated, recruitment is based on merit, and promotion is also tied to a certificate. The work experience shows that the majority have worked at least more than one year, with one to four years as the mean is 1.61, where 2 is for 1 to 4 years. Following descriptive analysis of the constructs of the study is presented.

Table ii Descriptive

Variables	Mean
Job Characteristics	3.84
Task Independence	3.75
Feedback from Job	3.65
Skill Variety	4.12
Task Significance	4.17
Autonomy	3.57
Public Service Motivation	3.99
Attraction to Public Policy	3.78
Commitment to Public Interest	4.02
Compassion	4.1
Self-Sacrifice	4.06
Job Performance	4.12
Task Performance	4.05
Adaptive Performance	4.27

The overall job characteristics average was 3.84, close to 4, with most respondents agreeing that job design elements exist while some respondents were neutral, suggesting that job design elements in the Maldivian civil service can be improved. To this, while looking into the specific aspects of job characteristics, for some of the dimensions, the overall mean is 4, while for others, it's less than 4. For instance, for task identity, the overall mean is 3.75, where most do not agree with being able to undertake a whole and identifiable task. Feedback from the job is 3.65, whereas most do not agree with receiving good feedback on the task undertaken. An average of 4 and above is reported by skill variety and task significance; hence, most agree that different skills are available and that the job is

essential. On the other hand, the overall mean is 3.57; most do not agree with having autonomy in how the work is undertaken.

The overall mean for the variable public service motivation is 3.99, closer to 4, hence showing the attributes of the public service identity. The overall average for job performance was more significant than 4, while for specific dimensions of job performance, tasks and adaptive performance, the overall average was more significant than 4. Hence, respondents agreed to be able to perform tasks and have an adaptive work environment.

Factor Analysis

For the three variables of this study, factor analysis was performed to identify the factor structure of the data collected for the Maldives Civil Service. Job Characteristics, a multidimensional construct of five dimensions and twenty-four items, were taken to see how the factors emerged using Principal Component Analysis and the Varimax Rotation. In this initial stage, no items were removed as an adequate threshold was met. Therefore, the KMO value of 0.915 and 0.8 and Bartlett's sphericity test for sample adequacy was significant at less than 0.05, indicating sample adequacy. The Eigenvalue is 9.72, greater than 1, and the cumulative variance explained by the factor is 72.04%, which is also greater than 60%, which is acceptable (Hair et al., 2010).

On the other hand, all items are loaded to their respective dimensions, with no cross-loading. Exploratory factor analysis performance on Public Service Motivation led to two dimensions being retained: Compassion and Self-Sacrifice, with 9 items being retained. The KMO value was 0.854, more significant than 0.8; Bartlett's test of sphericity is significant at less than 0.05. The total cumulative variance explained by this factor was 56.55%, or less than 60%, but according to Hair et al., as TVE closer to 60% is acceptable in the social sciences, Hair et al. (2010) threshold is met. The Eigenvalue is 3.7, which is more than 1. Hence threshold is met. Therefore, the Public Service Motivation of civil servants in the context of the Maldivian civil service is interpreted to be compassion and self-sacrifice.

For Job performance, the exploratory factor analysis retains two dimensions with 14 items. The KMO used for sample fit was 0.926, and Bartlett's test for sphericity was significant at less than 0.05. Overall Cumulative Variance was 59.9%, close to 60% hence considered acceptable by Hair et al. (2010). The Eigenvalue is 7.01, greater than 1, so this threshold is reached. As all items loaded to their respective factor with factor loadings more than 0.5 and correlations between items more than 0.30, no items were removed at this analysis stage.

Measurement Model

The measurement model was tested for unidimensionality, verified by examining the factor loadings, where a value of 0.6 is considered good (Awang, 2015). The validity and reliability of the measurement model were assessed. Construct validity, convergent validity and discriminant validity were assessed to check validity. Factor loadings of most of the items are more than 0.6, except for a few items from the construct Public Service Motivation and one from Job Characteristics. As it is still more than 0.5, and the fitness index meets the requirement, these items were not dropped. However, at this stage, one item from the adaptive performance was dropped, as the item was considered redundant. Reliability is assessed by Cronbach alpha, and an alpha value greater than 0.7 is considered good, according to Hair et al. (2010). Composite Reliability (CR) is also used to assess reliability, and a value of 0.7, is considered good, according to Hair et al. (2010). The alpha value of all constructs exceeds 0.7, and composite reliability exceeds 0.7.

Chi-square ratio (χ^2/df), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA) to assess model fit. The Chi-square ratio (χ^2/df) is 1.809, and CFI is 0.923; hence both incremental fit and parsimony are achieved (Bentler, 1990; Marsh & Hocevar, 1985). In the measured model, the RMSEA value was 0.047, indicating a good model fit (Browne & Cudeck, 1992). Therefore, the goodness-of-fit measures of the models indicate the presence of structural validity. The following

table depicts related to convergent and discriminant validity. The latent variables shown in the table are named as 1= JC, 2=PSM and 3=JP

Table iii Convergent Validity and Discriminant Validity

Convergent Validity			Discriminant Validity		
	Cronbach's Alpha	CR	AVE	1	3
JC	0.934	0.97	0.645	0.802	
PSM	0.818	0.873	0.438	0.72	0.661
JP	0.912	0.906	0.549	0.66	0.7

Note(s): CR= Composite Reliability; AVE= Average Variance Extracted;

PSM = Public Service Motivation; JC = Job Characteristics;

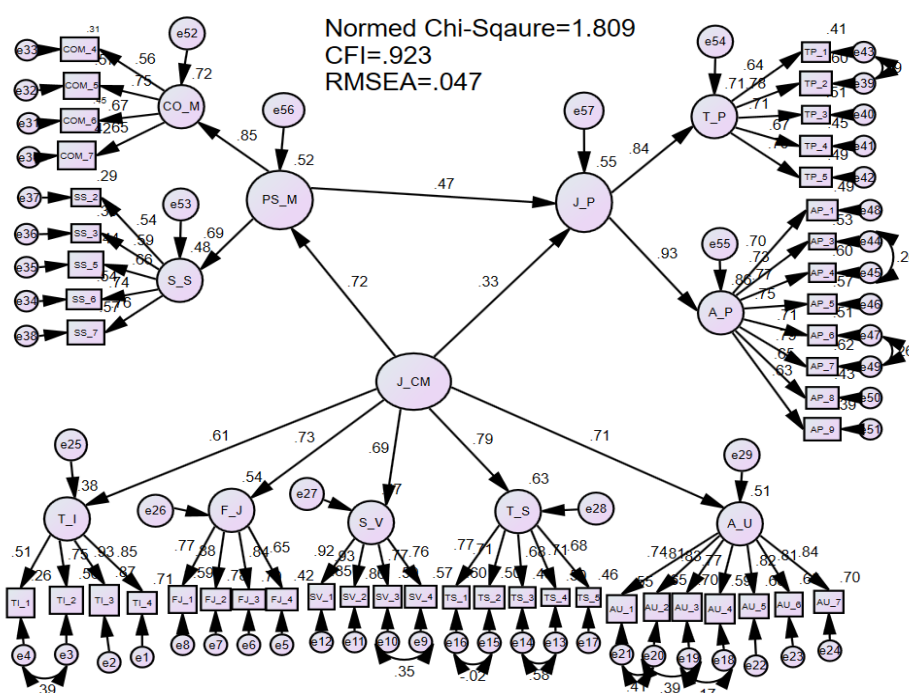
JP= Job

Performance

As per Hair et al. (2010), Cronbach alpha value needs to be more than 0.7, and composite reliability of more than 0.7 is the acceptable threshold. Similarly, an AVE value of more than 0.5 is recommended; however, given that the CR value is 0.6, an AVE value of more than 0.4 is considered acceptable, as per Fornell and Larcker (1981). Therefore, in this regard, convergent validity was confirmed by evaluating the three measures. According to Awang (2015), discriminant validity can be evaluated by comparing the correlation of the variables, which should be less than 0.85 or by comparing the square root of the AVE with a correlation of the constructs, where the square root of AVE should be more excellent as recommended by Fornell and Larcker (1981). The square root of AVE of PSM is less than the correlation between the constructs, however the correlation between the variables is less than 0.85; hence discriminant validity is considered to be present. Next, the structural equation model of this research is presented.

The Structural Model of Study

The following figures show the structural model of this research. Goodness-of-fit measures assessed structural models, and validity and reliability were assessed by confirmatory factor analysis.



Results indicate that job characteristics and motivation for public service can explain 54.7% of job performance. The table below presents the results of the tests for the first three hypotheses of the study.

Table iv Structural Model Test Results

Hypothesis	Standardised Estimate	t-values	Hypothesis Supported
H1: Job Characteristics → Job Performance	0.327	3.038	Supported
H2: Job Characteristics → Public Service Motivation	0.719	7.822	Supported
H3: Public Service Motivation → Job Performance	0.469	3.977	Supported
Squared Multiple Correlation (R²):			
Public Service Motivation	0.516		
Job Performance	0.547		

Model Fit Statistics: $\chi^2 = 1752.498$, $df = 969$, $p < .001$, CFI = .923, IFI = .923, RMSEA = .047

The first hypothesis, that job characteristics have a positive direct effect on Maldivian civil servants' job performance is supported by the t-value and the significance level, which is more than 1.96 and less than 0.05. Therefore, for every one-unit increase in job characteristics, the job performance of Maldivian civil servants can increase by 0.327 units.

The study's second hypothesis that job characteristics positively affect the motivation of Maldivian civil servants for public service is also supported based on the t-value and p-value less than 0.05. The third hypothesis of the study that public service motivation has a positive direct effect on the work performance of public service employees in the Maldives is also supported by considering the t-value and p-value less than 0.001. The final hypothesis of this research is presented below.

H04: Public Service Motivation Mediates the relationship between Job Characteristics and Job Performance of Civil Service Employees of Maldives.

Relationships	Direct Effect	Indirect Effect	Confidence Interval		P- Value	Conclusion
			Low	High		
Job Characteristics-- >Public Service Motivation- ->Job Performance	0.306 (3.038)	0.316	0.164	0.718	< 0.001	Partial Mediation

Note: Unstandardised coefficients reported. Values in parentheses are t-values. Bootstrap sample = 5,000 with replacement

Results from hypothesis testing indicate that PSM played a crucial mediating role in the relationship between job characteristics and job performance, as the indirect effect is greater than the direct effect, and the bootstrap p-value is less than 0.001. The analysis shows that the direct effect size is more significant than 1.96, partially mediating.

Discussion of Results

The findings of this study have important theoretical and practical implications for the Maldivian civil service. First, this study of the Maldives Civil Service highlights the importance of improving job design elements to create meaningful jobs. As demonstrated in previous studies, job characteristics can improve job performance (Ebrahim et al., 2019; Johari et al., 2018; Kaya & Demirer, 2021). Thus, the results of this study are consistent with Hackman and Oldham (1975) thesis on improving three psychological conditions: experiencing meaningful work, accepting responsibility for results, and

ultimately understanding work so that employees' performance increases. Most researchers focus on the non-public sector when analysing the relationship between job characteristics and job performance, but even in the public sector, improvements in job design are significant. Especially in the context of Maldives, as a previous reflection on the public sector by Cote (2011) has highlighted that jobs are poorly designed.

The results of this study shed light on the relationship between motivation and job characteristics of civil servants. Therefore, creating three psychological conditions through job design is expected to increase public service motivation (PSM), improving people's job performance in the Maldivian civil service sector. Therefore, this study shows to a greater extent that job characteristics can increase civil servants' public service motivation (PSM) in the Maldives and that for every unit increase in job characteristics, there may be a 0.719 unit increase in public service motivation. The findings from this research are consistent with previous research (Kim, 2016; Kiyak & Karkin, 2022), which suggested that job design can improve the relationship between job characteristics and public service motivation. Results from this research are an essential finding in the context of public services in the Maldives from the perspective of South Asia and developing countries, as limited research has been undertaken in this context (Hameduddin & Engbers, 2021). The results of this study also highlight the importance of public service motivation in improving job performance, which is supported by the third hypothesis. Mediating effects indicate partial mediation; thus, job characteristics, directly and indirectly, affect job performance through public service motivation.

Limitation

The results should be interpreted cautiously, and this study also has limitations that could be improved in future, such as self-reported performance and cross-sectional data. Self-reported performance can create a bias in how performance is given. However, this method has been used by many other researchers, and using other methods to measure performance is challenging as performance evaluation is not undertaken effectively in the Maldives Civil Service. Similarly, as stated by Kim (2016), using cross-sectional data may have some constraints on concluding the direction of the causality. Hence, a longitudinal study and supervisor rating scale are recommended for future research. Despite these limitations, this study has important theoretical and practical implications for improving job design in the Maldivian civil service and provides insight into how to improve job performance in the Maldivian civil service.

Conclusion

This study examines the relationship between job characteristics and job performance through the impact of public service motivation. Practical Implications and recommendations to improve the human resource management of the Maldives Civil Service are presented below.


- Descriptive findings of the study indicate that Task Independence, feedback from Job and Autonomy is lacking. These are, therefore, the elements of the job characteristics that need to be improved in the Maldivian Civil Service. Hence these findings show that a lack of autonomy leads to a lack of accountability for work results, which is essential for effective performance. Periodic feedback is essential to self-regulate the work undertaken by Maldives Civil Service employees. Not having task independence, especially in how work is undertaken, would reduce meaningfulness in the job. Therefore as mentioned earlier, this shows a red tap and high formalisation and centralisation in the Maldives Civil Service, which needs to be addressed.
- The direct impact of job characteristics on job performance is observed. Thus, enhancing all the elements of job characteristics, such as skill variety, task independence, task independence, feedback, and autonomy, improves task and adaptive performance in the case of Maldives Civil Service. Therefore, HR practitioners of Maldivian civil servants must create more fulfilling job opportunities. Thus, this research recommends that Maldives Civil Service undertake a job analysis and address specific elements of job design to modernise the Maldives Civil Service.

- Finally, job characteristics can reinforce public service motivation, which affects job performance. Public service motivation is enhanced when employees feel that they need to use multiple skills, that their tasks have meaning, and that they can have autonomy and independence from tasks in their work. Also, timely feedback is essential. Public Service Motivation has remained a vital determining factor in influencing work-related attitudes; just recruiting those possessing public service traits is insufficient unless the work design elements can support these employees' desire to participate in the public service provision. Therefore altruism may be overshadowed due to poorly designed jobs.

In conclusion, Maldives Civil Service must modernise the job to retain and support a highly educated workforce. Those who join the Maldives Civil Service are selfless and highly educated, so there remains a need to improve elements of job design to reduce bureaucracy and a higher level of formalisation and centralisation to create a modern public sector.

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