APPENDIX

Measurement of trust in top management (3 items)

1. Top managers trust employees in our agency.
2. We trust the top management in our agency.
3. In our agency, the top managers take responsibility for employees' lives.

Measurement of performance-driven culture (2 items)

1. In our agency, employees are encouraged to continuously improve performance.
2. In our agency, employees are rewarded for excellent performance.

Measurement of ethics-driven culture (3 items)

1. In our agency, someone misused confidential information (reverse coding).
2. Our agency sometimes acquires the budget inappropriately from above and/or outside the organization (reverse coding).
3. In our agency, someone took credit for another's work performance (reverse coding).

Measurement of rational public service motivation (3 items)

1. In essence, I have a negative perception of politics (reverse coding).
2. The compromises that are involved in public policymaking don't appeal to me (reverse coding).
3. I don't care much for politicians (reverse coding).

Measurement of norm-based public service motivation (3 items)

1. I unselfishly contribute to my community.
2. Meaningful public service is very important to me.
3. I consider public service my civic duty.

Measurement of affective public service motivation (5 items)

1. Making a difference in society means more to me than personal achievements.
2. I believe in putting duty before self.
3. Much of what I do is for a cause bigger than myself.
4. Most social programs are too vital to do without.
5. To me, patriotism includes seeing to the welfare of others.