Prosocial Dr. Jekyll, meet Deviant Mr. Hyde: Exploring the Confluence of Other-oriented Public Values and Self-centered Narcissism

Robert K. Christensen, rkchristensen@gmail.com
Justin Stritch, jstritch@asu.edu

Abstract. Elliott Spitzer, Helen Chenoweth, David Vitter and Mark Sanford are but a few examples of those who have dedicated years of their lives towards public service. Yet these named—and many, many more unnamed—examples, have been embroiled in some variety of scandal that simultaneously reveals a certain and profound self-centered disregard for others – whether family, colleagues, political party or constituents. How might we begin to understand and relate self-centered public value destruction against a backdrop of public value creation of a career of public service? The purpose of this paper is to extend the nomological map of public service motivation in ways that will promote a better understanding of what appears to be a juxtaposition of the values of self-centered narcissism and other-oriented altruism. As an exploratory study focused on the correlation of these seemingly contrary values in ordinary workers, we use survey data from field respondents via Mechanical Turk. Our findings confirm the makings of a complicated relationship: PSM is positively and consistently correlated with narcissism in one dimension (*authority*), consistently and negatively correlated in one dimension (*entitlement*), inconsistently and negatively correlated in two other dimensions (*self-sufficiency and exhibitionism*), and uncorrelated in narcissism's remaining subdimensions.

INTRODUCTION

Meynhardt (2012, 2) observed that public value creation encompasses, "overcoming individualistic tendencies … [but also] draws our attention to mechanisms of how people draw value from the collective, and how the collective emerges out of individual interaction." (Meynhardt 2012, 2).

In this paper we explore a particular facet of the confluence and emergence of collective and individualistic tendencies. We look at the extent to which aspects of individuals' other-oriented, prosocial motives relate to their own self-centered tendencies or even pathologies. Towards the former we focus on public service motivation (PSM). Towards the latter we focus on narcissism, measured with the narcissistic personality inventory (NPI). Our initial intuition suggested that an individual's PSM would bear a strong inverse relationship with NPI, but our past exploratory studies suggest a much more nuanced picture. We use a survey design to extend PSM's nomological map across the sub-dimensions of NPI. Our contribution is intended not only to advance recent interest in the relationship between PSM and public value creation (e.g., Andersen, et al. 2012) but also to confront and illuminate the inherent conflict in reconciling individual, i.e., self-focused, and collective, i.e., other-focused, values.

Our paper is organized as follows. We preface our review of the literature by noting the distinction and overlap between PSM and public values and our focus on the former. We then briefly review narcissism and PSM, then focusing on the theoretical potential for intersection/correlation. We then describe the data and method used to test these potential intersections and present the results of our analyses. We conclude with a discussion of implications and future research.

A Prefatory Note on Public Service Motivation and Public Service Values

We preface our literature review by recognizing some of the demonstrated overlap between PSM and public values (PV) in the work of researchers like Andersen et al. (2012) and Witesman et al. (2013).   In this paper we can do little more than recognize the "constructive interplay in which separate empirical measures of PV and PSM are used together or apart." For parsimony our own study focused on PSM, apart from PV. However, we are operating under the general assumption that PSM generally correlates with key public values (with exceptions like self-sacrifice, see Andersen et al. 2014, 10-11).

LITERATURE REVIEW

Narcissism

Narcissism is frequently characterized as an anti-social or deviant disposition, with potentially negative and harmful social and organizational consequences (Baumeister, Campbell, Krueger, & Vohs, 2003; Emmons, 1987; Kernberg, 1975; Stucke & Sporer, 2002). We recognize, of course, a great volume of literature that differentiates primary and secondary narcissism in Freudian terms. Across this spectrum the former is conceptualizes narcissism as normal and healthy – key to the development of self. The latter—secondary narcissism--is considered deviant, and even pathological in the extreme. The distinction is illustrated in many ways, but we include the following descriptions to bring the contrast into relief:

- "Healthy narcissism is the foundation for self-esteem and balances independence with dependence on others. But a narcissistic personality is maladaptive and contradictory" (Williamson 1997).

- "[T]he normal person believes that he or she needs to live up to certain standards, to "become somebody" in order to attain the ego ideal. The narcissist, maintaining an infantile orientation to the world, believes that he or she is already the ego ideal and in one way or another denies those elements of reality that contradict this referred vision" (Schwartz, 1992, p. 110).

- "True reactive narcissists . . . have a grandiose sense of self-importance. They habitually take advantage of others in order to achieve their own ends." (de Vries, Doyle, & Loper, 1994, p. 86)

We use a common operationalization of narcissism that is intended to identify narcissistic tendencies in the middle of the spectrum that are neither healthy nor clinical/pathological. The narcissistic personality inventory (NPI) "was originally developed to explore individual differences in narcissism, as those differences may be expressed in nonclinical populations" (Raskin and Terry 1988, 892).

Raskin and Terry's frequently used index captures narcissism multi-dimensionally, underscoring seven "oblique dimensions" of narcissism: Authority, Self-Sufficiency, Superiority, Exhibitionism, Exploitativeness, Vanity, and Entitlement (Auerbach 1993, 75). Each dimension warrants a brief description. Authority captures one's perceived privilege or right to exercise power. Self-sufficiency reflects one's perceived independence from others.   Superiority reflects one's perceived relationship to others as higher than or better than other. Exhibitionism captures what we might commonly call a range of "showing off" or non-consensual exposure of one's self to others. Exploitativeness captures one's perceived privilege or right to use, in a deceptive manner, others for personal gain or advantage. Vanity captures one's perception of self as particularly or uncommonly pleasing, desirable or beautiful. Entitlement capture one's perceived deservingness as consistently higher than others' deservingness.

The (primarily negative) effects of narcissistic personality have been widely studied in organizations (e.g., Judge et al. 2006; Fox and Freeman 2011) and scholars have found the narcissistic tendencies of succeeding generations to be rising (Twenge et al. 2008).

Public Service Motivation

Public service motivation (PSM) is frequently associated with prosocial attitudes and dispositions that can have positive consequences for individuals, organizations, and society. While PSM certainly shares some of the same conceptual space as altruistic motivation (Rainey & Steinbauer, 1999) and individual self-determination (Deci and Ryan, 2002) the development of PSM as a distinct concept stems, in part, from critiques (Perry & Porter, 1982; Shamir, 1991) that classic theories of motivation—presumably including altruistic motivation—paid too much attention to rational, self-centered dynamics, and too little attention to prosocial and institutions-conscious dynamics (Perry, 2000; Vandenabeele 2007).

Public service motivation conceptualized in this way seems to energize many of the more prosocially- and institutionally-conscious concepts covered in public values work: a focus on the public at large, rule abidance including adhering to norms of professionalism, balancing interests, and a focus on citizens as users (see Andersen et al. 2012). At the root of any conceptualization of PSM, however, whether one is macro (institutions/society) or micro (individual) focused is a focus on otherness.

 In the public management literature, PSM has been linked to "serving the public good" (Perry & Hondeghem, 2008, p. 3) and has generally been defined as the "motivation to serve the interests of a community of people" (Rainey and Steinbauer 1999, 23) or the "motives and action in the public domain that are intended to do good for others and shape

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the well-being of society'' (Perry & Hondeghem, 2008, p. 3). The contemporary definitions

of prosocial motivation from the general management literature closely mirror our

understanding of PSM as a concept and of its consequences. An empirical correlate of PSM

(Wright, Christensen, & Pandey, Forthcoming), prosocial motivation is "the desire to

benefit other people" that can "enhance persistence, performance, and productivity by

enabling dedication to a cause" (Grant, 2008a, p. 48).

THE JEKYLL AND HYDE INTERSECTION? NARCISSISM AND PSM

Defined in the preceding ways we might intuitively expect PSM to exhibit strong

negative relationships with the antisocial and self-centered attitudes and tendencies of a

narcissistic personality. However, some of the anecdotes (e.g., Spitzer, Vitter, Chenoweth)

and our own earlier (and limited) exploratory studies (Christensen and Stritch 2013;

Christensen and Wright 2012) suggest the possibility of a more nuanced landscape.

We are unaware of any quantitative studies that seek to document the particular

relationship between PSM and Narcissism.[1] We see utility in doing so – not only to extend

PSM's nomological map (Wright and Pandey 2005) – but also to better understand a

potentially important dynamic in public service work. For example, to the extent that

public organizations and certain types of jobs are more likely to attract workers high in

PSM, managers may have lesser/greater need to manage the effects of narcissism as a

potential correlate of PSM.

We do not formalize hypotheses at this point, but we do see two, broad and

countervailing propositions regarding the potential PSM/Narcissism intersection. The first

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[1] Although we do note calls to do so, for example, with respect to narcissism and altruism (Campbell, Goodie, & Foster, 2004). Our own exploratory work used samples of students and local government workers to explore whether further data collection was warranted.

proposition is that narcissism and PSM are negatively correlated and perhaps strongly so. Perry and Wise's (1990) original conceptualization of PSM was, in part, a reaction to the view that "self interest is at the root of human behavior" (367). They partly proposed, instead, that "public organizations that attract members with high public service motivation are likely to be less dependent on utilitarian incentives" (371). This perspective provides some support for the notion that a narcissistic personality (1) would prioritize self-interest over self-sacrifice for social-good, and (2) would draw less utility from identification with a broader organizational mission than from individual monetary incentives. Some empirical support for this proposition is found in developmental psychology where researchers found that perceptions of pro- and anti-social behaviors are largely mutually exclusive (Veenstra, et al. 2008) – the presence of one provides information about the absence of the other.

The second proposition, on the other hand, entertains the possibility that PSM and narcissism are largely unrelated, and potentially independent and non-mutually exclusive. Perry and Wise's (1990) early work also provides some support for this approach. In founding PSM on rational, affective and normative motives, Perry and Wise explicitly recognize—at least at the subdimensional level—that PSM may not be "wholly altruistic" and via rational bases, can be "grounded in individual utility maximization" (368). They observe, for example, that "participation in the [rational-based] process of policy formulation can be exciting, dramatic, and reinforcing of an individual's image of self importance [and that] participat[ion] in policy making may therefore be satisfying personal needs while serving social interests" (368).

Again we find analogous support for this proposition outside of public management. Psychologists, taking altruism as an example of prosocial orientation, found evidence that pro- and anti-social dispositions are uncorrelated as "independent tendencies with unique personality correlates and distinct etiologies" (Krueger, Hicks, & McGue, 2001).

Research Question

We focus these propositions into a single research question that is somewhat parallel to the theme explored by Stevenson in his novella, *Strange Case of Dr. Jekyll and Mr. Hyde*: to what extent is the duality of personalities, e.g., good and evil, in human nature best described as interdependent or independent? In this case, we probe to what extent prosocial PSM is interdependent or independent of narcissism. Because PSM and narcissism are both multidimensional constructs, our exploration includes attention to subdimensional relationships.

DATA AND METHOD

Our data were collected from Amazon's Mechanical Turk platform in early December of 2015. Participation was limited to Turkers located in the United States. We created a HIT accessible to Turkers with a link that directed participants to our survey. After reading a description of survey, participants who consented proceeded to complete the survey. We received approximately 600 usable responses over a period of 5 days. Some basic demographics revealed that our respondents were approximately 55 percent female, had an average age of around 37 years, and were about 79% Caucasian—relatively consistent with past Mturk based samples[2].

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[2] Ross and colleagues (2010) looked only at HIT responses from Turkers located in the United States. The average Turker's age was 31, 55 percent were female, more than half had a college degree, and the median income was between $20,000 and $30,000.

While the Mechanical Turk platform is relatively new to public management and administration research (Jilke, Van Ryzin, & Van de Walle, 2015; John D. Marvel, 2015; John D Marvel, 2015), it has been used increasingly in both behavioral and social science research (Berinsky, Huber, & Lenz, 2012; Crump, McDonnell, & Gureckis, 2013; Johnson & Borden, 2012; Mason & Suri, 2012; Paolacci, Chandler, & Ipeirotis, 2010). The use of the MTurk platform has several observable advantages in terms of data collection for our examination of the narcissism and public service motivation constructs. First, Mechanical Turk provides a geographically diverse conveniences sample. Second, since both PSM and narcissism are motivation and personality constructs thought to be present in a general population, studying them in a broader public setting, such as Mechanical Turk, provides us as researchers with an ability to study these constructs outside of specific institutional context. For instance, in an organizational (public or private) setting a survey examining both narcissism and PSM might be problematic as individuals might not respond honestly.

We will now provide a brief description of the items we use to operationalize our measures.

PSM-Attraction to Public Service

We use the following four items to measure PSM's attraction to public service subdimension:

- I admire people who initiate or are involved in activities to aid my community
- It is important to contribute to activities that tackle social problems
- Meaningful public service is very important to me
- It is important for me to contribute to the common good

The items have a an alpha coefficient of .86

PSM-Commitment to Public Values

We use the following four items to construct our measure of PSM's commitment to public values subdimension:

- I think equal opportunities for citizens are very important
- It is important that citizens can rely on the continuous provision of public services
- It is fundamental that the interests of future generations are taken into account when developing public policies
- To act ethically is essential for public servants

These items have an alpha coefficient of .79

PSM-Compassion

We use the following four items to measure PSM's compassion subdimension:

- I feel sympathetic to the plight of the underprivileged
- I empathize with other people who face difficulties
- I get very upset when I see other people being treated unfairly
- Considering the welfare of others is very important

The items have an alpha coefficient of .86.

PSM-Self-Sacrifice

We use the following four items to measure the self-sacrifice subdimension of public service motivation:

- I am prepared to make sacrifices for the good of society
- I believe in putting civic duty before self
- I am willing to risk personal loss to help society
- I would agree to a good plan to make a better life for the poor, even if it costs me money

The items have an alpha coefficient of .87.

Unidimensional Public Service Motivation

In this study we operationalize two global measures of PSM. First, we operationalize Kim et al.'s (2013) "New International" 16-item measure of PSM service motivation. This is a 16-item measure that consists of four PSM subdimensions described

above (Attraction to Public Service, Commitment to Public Values, Self-Sacrifice, and

Compassion). Together the items have an alpha value of .931.

We also examine the relationship between a shortened unidimensional measure of

PSM, referred to colloquially as the MSPB5, as this shortened measure was used by the U.S.

Merit Service Protection Board to operationalize PSM on its employee survey. The items

have been frequently used in previous PSM research (Alonso & Lewis, 2001) and have been

analyzed and validated as an equivalent measure of the PSM construct (Wright,

Christensen, & Pandey, 2013).

- Meaningful public service is very important to me
- I am not afraid to go to bat for others, even if it means I will be ridiculed
- I am often reminded by daily events about how dependent we are on one another
- I am prepared to make enormous sacrifices for the good of society
- Making a difference in society means more to me than personal achievement

Narcissism

Narcissism is measured using a multidimensional, 40 question narcissistic

personality inventory (NPI) (Raskin & Terry, 1988).The NPI subdimensions include

authority, self-sufficiency, superiority, exhibitionism, exploitativeness, vanity, and

entitlement. We provide a complete description of the forced choice sets used to construct

each of these sub dimensions in Appendix A.

Social Desirability

One of the concerns with both our variables of interest, PSM and narcissism, is that

responses might be driven to some extent by respondents' perceptions social desirability.

To control for the fact that some individuals might be more likely than others to provide

responses they believe to be the most socially desirable, we include a set of items

developed to indicate the degree to which a respondent's responses might be susceptible to social desirability biases developed by Hays, Hayashi, and Stewart (1989). The following items are used and the extreme socially desirable response is in parentheses and given a value of 1 while all other values given a value of 0:

- I am always courteous even to people who are disagreeable. (SA=1).
- There have been occasions when I took advantage of someone. (SD=1)
- I sometimes try to get even rather than forgive and forget. (SD=1)
- I sometimes feel resentful when I don't get my way. (SD=1)
- No matter who I am talking to, I'm always a good listener. (SA=1)

Following Hays et al. (1989) we rescaled the values of the measure to range between 0-100.

Controls

In our multivariate analyses, we include a number of controls that might affect an individual's level of PSM, including age, race, gender, political liberalism/conservatism, religious affiliation, and personal income.

In Table 1, we provide a descriptive summary of some sample characteristics along with descriptive descriptions of our measures of PSM and narcissism, along with the subdimensions of each. We present the bivariate relationships among all the PSM and narcissism global measures and constructs in Table 2.

ANALYSIS

To examine the independent relationship of each narcissism subdimension with PSM, we conduct basic OLS regression analysis and present them in Table 3. In our models we include controls for gender, age, employment status, religious affiliation, personal income,

political liberalism/conservatism, and race. Additionally, we present models both with and without our social desirability control to demonstrate any effect it could have on the model.

--Insert Table 3--

Narcissism and Compassion

Models 1 and 2 examine the relationship among the narcissism subdimensions and the compassion subdimension of PSM. The authority subdimension of narcissism is both positive, and significantly related to the compassion subdimension of PSM. Alternatively, we see that self-sufficiency, exhibitionism, and entitlement dimensions of narcissism subdimensions are each negatively related to compassion.

Narcissism and Self-Sacrifice

Models 3 and 4 estimate the independent relationships of the dimensions of narcissistic personality with the self-sacrifice subdimension of PSM. The models show that authority has a positive, significant relationship with self-sacrifice. Self-sufficiency and entitlement are both negative and significantly related to the self-sacrifice subdimension of PSM.

Narcissism and Attraction to Public Service

In Models 5 and 6, we see that the authority subdimension of narcissism is positively related to the attraction to public service subdimension of PSM, while entitlement is negatively related to the attraction to public service.

Commitment to Public Value

Finally, the last of the PSM subdimensions we examine is commitment to public values. In Models 7 and 8, we see that authority is positively related to this dimension of PSM. At the same time, both exhibitionism and entitlement are both significantly and negatively related to the commitment to public value.

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Unidimensional Measures of PSM

We also examine the relationships among the NPI subdimensions and unidimensional

measures of PSM. Models 9 and 10 demonstrate the independent relationships between

the NPI subdimensions and the New International PSM scale (Kim et al., 2013). As with the

subdimensions of PSM, we see that authority is positively related to this PSM measure.

Likewise, we see that both self-sufficiency and entitlement are negatively related to the

measure. Similar relationships exist for the second global measure of PSM, the MSPB5, and

are demonstrated in Models 11 and 12.

Several themes and patterns emerge across the models presented in Table 3. First,

the NPI dimension of authority is positively associated with all PSM subdimensions and

each of the unidimensional measures. Second, the entitlement dimension of narcissism is

negative across all of these models. While other dimensions are occasionally significant—

these two aspects of narcissistic personality operate in consistent and predictable ways.

Finally, we see that while our measure for social desirability is positively associated with

all PSM subdimensions and measures, controlling for it does not eliminate the significant

relationships with the narcissistic personality subdimensions.

DISCUSSION AND CONCLUSION

Stevenson's Dr. Jekyll opined that "man is not truly one, but truly two." In seeking to

untangle the duality of human nature, Jekyll uncovered his own alter ego: the evil Mr. Hyde.

The manifestation of one prevented the emergence of the other. The relationship between

PSM and narcissism is more complicated and in some ways does not appear to be limited to

the mutually exclusive independence proposed earlier. Because PSM and narcissism are

both multidimensional constructs we find a multi-dimensional analysis to be most instructive.

Evidence of Interdependence. Across PSM's multiple sub-dimensions, narcissism's authority dimension is *positively* related to PSM. This is also true when PSM is measured unidimensionally. What does this suggest? PSM is not – in any of subdimensions – inhospitable to what be more rational motives as embodied in a narcissistic desire to have or be entitled to authority. In fact, we see strong evidence that Perry and Wise (1990) were correct in postulating that "participation in the [rational-based] process of policy formulation can be exciting, dramatic, and reinforcing of an individual's image of self importance ... policy making may therefore be satisfying personal needs while serving social interests" (368). This raises some broader implications for those that study PSM: while frequently conceptualized as being other-focused, PSM may be actualized through a more self-centered focus on authority and power. This appears, in turn, to reinforce some institutional implications raised in political philosophy

> As a psychological phenomenon, narcissism acquires political significance to the extent that it is recapitulated within political systems characterized by the concentration of authority within a very limited number of individuals. This approach can explain much about the nature of ... authority with regard to the deeply rooted human needs it satisfies. In this context . . . narcissism is a defining feature . . . of all concentrated and consecrated forms of political authority (Schwartz 1989, 266-267).

In short, to the extent we can better understand how PSM and narcissism shape an attraction to political or bureaucratic authority, the better we might understand institutions (and people in those institutions) of public service. Our evidence suggests some interesting interdependence along these lines: higher narcissistic attraction to authority is related to higher PSM – whether measured uni- or multi-dimensionally. At the

very least, this suggests to us the central role of institutional (e.g., political/bureaucratic) authority in fulfilling any of PSM's needs, whether compassion, self-sacrifice or commitment to public values.

On the other hand, we see a similarly consistent but *negative* relationship between PSM—again both uni- and sub-dimensionally—and narcissism's entitlement dimension. The more one feels to be deserving above others, the lower their PSM. This confirms some earlier intuition about other-oriented PSM and self-oriented narcissism. The more one feels self-entitled, the less report feeling other-oriented through PSM and its subdimensions.

How do we reconcile these two seemingly contradictory interdependent relationships between PSM and narcissism? After all narcissistic authority and narcissistic entitlement seem to overlap conceptually and are correlated empirically (0.46). While entitlement captures an extraordinary level of deservingness, authority captures a specific deservingness or entitlement to power. Further work is needed, of course, but one explanation seems quite plausible. The rational motives proposed by Perry and Wise as part of PSM (e.g., attraction to policy making) can be fulfilled through attraction to power/authority in order to serve others. In short *authority* seems to be a selfish mean to a selfless end. However, a general feeling of *entitlement* holds no similar promise; it is a selfish mean with selfish ends. The instrumentality of authority seemingly sets it apart, in other words, as a positive correlate of PSM.

Evidence of Independence. Our analysis also reveals that PSM is independent of many of narcissism's other subdimensions—yielding little or no consistent relationships. This suggests the possibility of independent coexistence between self-focused narcissistic

tendencies and other-focused public service tendencies. What can be learned from this?

One lesson is that perhaps public service motives are not insurance against narcissistic

behaviors. Public servants may be just as susceptible to a variety of narcissism's siren

songs including exhibitionism (e.g., Anthony Weiner), self-sufficiency (e.g., Nixon),

superiority (e.g., Trump) and vanity (e.g., Putin).

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Table 1. Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
PSM Unidimensional (16 item)	603	5.28	0.94	1	7
PSM Unidimensional (5-item)	603	4.69	1.12	1	7
PSM-Attraction to Public Service	603	5.36	1.07	1	7
PSM-Commitment to Public Values	603	5.71	0.98	1	7
PSM-Compassion	603	5.57	1.07	1	7
PSM-Self-Sacrifice	603	4.49	1.27	1	7
Narcissism (Unidimensional)	603	0.29	0.19	0	0.98
Narcissism-Authority	603	0.37	0.29	0	1
Narcissism-Self-Sufficiency	603	0.41	0.25	0	1
Narcissism-Superiority	603	0.32	0.29	0	1
Narcissism-Exhibitionism	603	0.17	0.23	0	1
Narcissism-Exploitation	603	0.28	0.28	0	1
Narcissism-Vanity	603	0.25	0.33	0	1
Narcissism-Entitlement	603	0.23	0.23	0	1
Age	603	36.98	13.11	18	78
Female	603	0.54	0.50	0	1
Caucasian	603	0.79	0.41	0	1

Table 2. Bivariate Relationships Among PSM, Narcissism, and Subdimensions

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 PSM Unidimensional (16 item)	1.00													
2 PSM Unidimensional (5-item)	.84	1.00												
3 PSM-Attraction to Public Service	.90	.77	1.00											
4 PSM-Commitment to Public Values	.82	.52	.71	1.00										
5 PSM-Compassion	.90	.69	.77	.74	1.00									
6 PSM-Self-Sacrifice	.80	.84	.61	.43	.61	1.00								
7 Narcissism (Unidimensional)	-.12	.06	-.08	-.25	-.17	.06	1.00							
8 Narcissism-Authority	.02	.13	.04	-.12	-.02	.13	.82	1.00						
9 Narcissism-Self-Sufficiency	-.11	-.03	-.08	-.16	-.12	-.04	.62	.47	1.00					
10 Narcissism-Superiority	-.01	.10	-.01	-.12	-.04	.11	.72	.49	.35	1.00				
11 Narcissism-Exhibitionism	-.12	.05	-.09	-.26	-.18	.07	.74	.47	.29	.48	1.00			
12 Narcissism-Exploitation	-.09	.04	-.04	-.20	-.13	.03	.69	.53	.33	.38	.46	1.00		
13 Narcissism-Vanity	-.07	.05	-.04	-.15	-.11	.02	.56	.31	.22	.44	.47	.25	1.00	
14 Narcissism-Entitlement	-.25	-.10	-.20	-.29	-.29	-.08	.69	.46	.34	.42	.49	.39	.33	1.00

Table 3. Narcissism and PSM—Multivariate Models.

	Compassion		Self-Sacrifice		Attraction to Public Service		Commitment to Public Values		Unidimensional (New Int'l PSM)		Unidimensional (MSBP-5)	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	b/se	b/se	b/se	b/se	b/se	b/se	b/se	b/se	b/se	b/se	b/se	b/se
Authority	0.806***	0.790***	1.032***	1.008***	0.737***	0.730***	0.486***	0.474**	0.765***	0.750***	0.740***	0.725***
	(0.19)	(0.18)	(0.24)	(0.23)	(0.20)	(0.20)	(0.17)	(0.17)	(0.17)	(0.16)	(0.21)	(0.21)
Self-Sufficiency	-0.325+	-0.372*	-0.562*	-0.594*	-0.297	-0.334+	-0.240	-0.275	-0.356*	-0.394*	-0.384+	-0.423*
	(0.19)	(0.18)	(0.24)	(0.23)	(0.20)	(0.20)	(0.17)	(0.17)	(0.17)	(0.16)	(0.21)	(0.21)
Superiority	0.152	0.124	0.249	0.205	0.033	0.003	0.049	0.032	0.121	0.091	0.177	0.139
	(0.18)	(0.18)	(0.22)	(0.22)	(0.19)	(0.19)	(0.16)	(0.16)	(0.16)	(0.16)	(0.20)	(0.20)
Exhibitionism	-0.555*	-0.523*	0.211	0.288	-0.311	-0.276	-0.692***	-0.666***	-0.337	-0.294	-0.000	0.054
	(0.24)	(0.24)	(0.30)	(0.30)	(0.25)	(0.25)	(0.22)	(0.22)	(0.21)	(0.21)	(0.27)	(0.26)
Exploitativeness	-0.205	-0.187	-0.247	-0.227	-0.039	-0.024	-0.325+	-0.311+	-0.204	-0.187	-0.005	0.017
	(0.19)	(0.18)	(0.23)	(0.23)	(0.20)	(0.20)	(0.17)	(0.17)	(0.17)	(0.16)	(0.21)	(0.21)
Vanity	-0.086	-0.057	-0.129	-0.123	0.013	0.043	-0.094	-0.075	-0.074	-0.053	0.113	0.131
	(0.15)	(0.15)	(0.19)	(0.19)	(0.16)	(0.16)	(0.14)	(0.13)	(0.13)	(0.13)	(0.17)	(0.16)
Entitlement	-1.078***	-0.995***	-0.959***	-0.874***	-0.889***	-0.822***	-0.624***	-0.568***	-0.888***	-0.815***	-0.850***	-0.756***
	(0.22)	(0.22)	(0.28)	(0.27)	(0.23)	(0.23)	(0.20)	(0.20)	(0.20)	(0.19)	(0.25)	(0.24)
Social Desirability		0.009***		0.010***		0.007***		0.007***		0.008***		0.010***
		(0.00)		(0.00)		(0.00)		(0.00)		(0.00)		(0.00)
Controls	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Constant	3.094**	4.414***	3.152*	3.814***	2.547*	3.458***	3.668***	5.142***	3.115***	4.207***	2.678*	3.802***
	(1.12)	(0.91)	(1.41)	(1.15)	(1.19)	(0.98)	(1.02)	(0.84)	(1.00)	(0.81)	(1.25)	(1.02)
Observations	601	595	601	595	601	595	601	595	601	595	601	595
R-squared	0.274	0.315	0.188	0.219	0.183	0.210	0.276	0.306	0.251	0.295	0.168	0.209

="+ p<0.10   * p<0.05   ** p<0.01   *** p<0.005

Appendix A. Narcissism Measures (Raskin and Terry)

Item	Choice Set	Narcissism Indicator
narc_1	1-I have a natural talent for influencing people; 2-I am not good at influencing people. (authority)	choice 1
narc_2	1-Modesty doesn't become me; 2-I am essentially a modest person. (exhibition)	choice 1
narc_3	1-I would do anything on a dare; 2-I am a fairly cautious person. (exhibition)	choice 1
narc_4	1-The thought of ruling the world frightens the hell out of me; 2-If I ruled the world it would be a better place. (entitlement)	choice 2
narc_5	1-I can usually talk my way out of anything; 2-I try to accept the consequences of my behavior. (exploitative)	choice 1
narc_6	1-When people compliment me I sometimes get embarrassed; 2-I know I am good because everyone keeps telling me so. (superiority)	choice 2
narc_7	1-I will be a success; 2-I am not too concerned about success. (authority)	choice 1
narc_8	1-I prefer to blend in with the crowd; 2-I like to be the center of attention. (exhibition)	choice 2
narc_9	1-I am not better or worse than most people; 2-I think I am a special person. (superiority)	choice 2
narc_10	1-I am not sure if I would make a good leader; 2-I see myself as a good leader. (authority)	choice 2
narc_11	1-I am assertive; 2-I wish I was more assertive. (authority)	choice 1
narc_12	1-I like to have authority over people; 2-I don't mind following orders. (authority)	choice 1
narc_13	1-I find it easy to manipulate people; 2-I don't like it when I find myself manipulating people. (exploitative)	choice 1
narc_14	1-I insist upon getting the respect that is due to me; 2-I usually get the respect I deserve. (entitlement)	choice 1
narc_15	1-I don't particularly like to show off my body; 2-I like to show off my body. (vanity)	choice 2
narc_16	1-I can read people like a book; 2-People are sometimes hard to understand. (exploitative)	choice 1
narc_17	1-If I feel competent I am willing to take responsibility for my decisions; 2-I like to take responsibility for making decisions. (self-sufficiency)	choice 2
narc_18	1-I just want to be reasonably happy; 2-I want to amount to something in the eyes of the world. (entitlement)	choice 2
narc_19	1-My body is nothing special; 2-I like to look at my body. (vanity)	choice 2
narc_20	1-I try not to be a showoff; 2-I showoff if I get the chance. (exhibition)	choice 2
narc_21	1-I always know what I am doing; 2-Sometimes I am not sure what I am doing. (self-sufficiency)	choice 1
narc_22	1-I sometimes depend on people to get things done; 2-I rarely depend on others to get things done. (self-sufficiency)	choice 1
narc_23	1-Sometimes I tell good stories; 2-Everyone likes to hear my stories. (exploitative)	choice 2

narc_24	1-I expect a great deal from other people; 2-I like to do things for other people. (entitlement)	choice 1
narc_25	1-I will never be satisfied until I get all that I deserve; 2-I take my satisfactions as they come. (entitlement)	choice 1
narc_26	1-Compliments embarrass me; 2-I like to be complimented. (superiority)	choice 2
narc_27	1-I have a strong will to power; 2-Power for its own sake doesn't interest me. (entitlement)	choice 1
narc_28	1-I don't care about new fads or fashions; 2-I like to start new fads or fashions. (exhibition)	choice 2
narc_29	1-I like to look at myself in the mirror; 2-I am not particularly interested in looking at myself in the mirror. (vanity)	choice 1
narc_30	1-I really like to be the center of attention; 2-It makes me uncomfortable to be the center of attention. (exhibition)	choice 1
narc_31	1-I can live my life in any way I want to; 2-People can't always live their lives in terms of what they want. (self-sufficiency)	choice 1
narc_32	1-Being an authority doesn't mean that much to me; 2-People always seem to recognize my authority. (authority)	choice 2
narc_33	1-I would prefer to be a leader; 2-It makes little difference to me whether I am a leader or not. (authority)	choice 1
narc_34	1-I am going to be a great person; 2-I hope I am going to be successful. (self-sufficiency)	choice 1
narc_35	1-People sometimes believe what I tell them; 2-I can make anybody believe anything I want them to. (exploitative)	choice 2
narc_36	1-I am a born leader; 2-Leadership is a quality that takes time to develop. (authority)	choice 1
narc_37	1-I wish somebody would someday write my biography; 2-I don't like for people to pry into my life for any reason. (superiority)	choice 1
narc_38	1-I get upset when people don't notice how I look when I go out in public; 2-I don't mind blending into the crowd when I go out in public. (exhibition)	choice 1
narc_39	1-I am much like everyone else; 2-I am an extraordinary person. (superiority)	choice 2
narc_40	1-I am more capable than other people; 2-There is a lot that I can learn from other people. (self-sufficiency)	choice 1

APPENDIX B: ADDITIONAL DETAIL ON CORRELATIONS

Table 1. Bivariate Pearson Correlations Among Global Constructs

Unidimensional PSM	NPI-Global
PSM-MSPB5	.060
PSM-New International 16	-.116*

+ p<.10; *p<.05; **;p<.01; p***p<.005

Table 2. Bivariate Correlation: NPI Global and PSM Subdimensions

PSM Dimensions	NPI-Global
Attraction to Public Service	-.076
Commitment to Public Values	-.254***
Compassion	-.169***
Self-Sacrifice	.060

+ p<.10; *p<.05; **;p<.01; p***p<.005

Table 3. Correlations Among PSM Global Constructs and Narcissism Subs

	PSM-New International 16	PSM-MSPB5
Authority	.019	.126+
Self-Sufficiency	-.114	-.026
Superiority	-.010	.103
Exhibitionism	-.122+	.048
Exploitativeness	-.091	.036
Vanity	-.075	.048
Entitlement	-.247***	-.095

+ p<.10; *p<.05; **;p<.01; p***p<.005

Table 4. Bivariate Pearson Correlations Among NPI and PSM Subdimensions

	Public Service Motivation (New International)			
NPI-Dimensions	Commitment to Public Values	Compassion	Attraction to Public Service	Self-Sacrifice
Authority	-.115	-.022	.036	.134*
Self-Sufficiency	-.157***	-.122+	-.083	-.043
Superiority	-.119+	-.042	-.011	.106
Exhibitionism	-.260***	-.181	-.087	.067
Exploitativeness	-.197***	-.127+	-.043	.027
Vanity	-.148+	-.106	-.041	.017
Entitlement	-.295***	-.294***	-.203***	-.082

+ p<.10; *p<.05; **;p<.01; p***p<.005