**How Do Policy Environments Shape Public Service Motivation during the National Disaster? Evidence from Large-Scale Survey Experiments**

**Online Appendix**

**Table A1.** Correlation Matrix: Variables in Statistical Models

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|   | PSM | T1 | T2 | T3 | T4 | Female | Age group | Education | Job type | Rank | Recruitment | Private |
| PSM | 1 |  |  |  |  |  |  |  |  |  |  |  |
| T1 | -0.077 | 1 |  |  |  |  |  |  |  |  |  |  |
| T2 | -0.033 | . | 1 |  |  |  |  |  |  |  |  |  |
| T3 | 0.038 | . | . | 1 |  |  |  |  |  |  |  |  |
| T4 | 0.064 | . | . | . | 1 |  |  |  |  |  |  |  |
| Female | -0.104 | -0.004 | 0.020 | 0.019 | 0.044 | 1 |  |  |  |  |  |  |
| Age group | 0.256 | 0.000 | -0.002 | 0.010 | 0.015 | -0.209 | 1 |  |  |  |  |  |
| Education | 0.069 | -0.002 | -0.025 | -0.010 | -0.031 | 0.002 | 0.091 | 1 |  |  |  |  |
| Job type | 0.010 | -0.034 | -0.013 | 0.000 | 0.030 | 0.215 | -0.026 | -0.053 | 1 |  |  |  |
| Rank | 0.208 | -0.007 | 0.011 | 0.015 | 0.039 | -0.171 | 0.410 | 0.156 | 0.016 | 1 |  |  |
| Recruitment | -0.088 | 0.023 | 0.041 | 0.017 | 0.034 | 0.030 | -0.154 | -0.128 | 0.163 | -0.012 | 1 |  |
| Private | 0.064 | -0.001 | -0.013 | 0.034 | -0.026 | -0.063 | 0.143 | 0.163 | -0.228 | -0.047 | -0.246 | 1 |

**Table A2.** OLSRegression Analysis: Policy Environments and Various Dimensions of PSM

|  |  |  |  |
| --- | --- | --- | --- |
|  | **DV: Commitment to public values** | **DV: Attraction to public service** | **DV: Compassion & Self-sacrifice** |
|  | **(1)** | **(2)** | **(3)** |
| T1: Deduction of Compensation | -0.049\* | -0.045 | -0.036 |
|  | (0.029) | (0.034) | (0.031) |
| T2: Working Extended Hours | -0.062\*\* | -0.015 | -0.014 |
|  | (0.028) | (0.032) | (0.030) |
| T3: Domestic Positive Evaluation  | 0.009 | 0.049 | 0.033 |
|  | (0.030) | (0.030) | (0.031) |
| T4: International Recognition | 0.018 | 0.049\* | 0.030 |
|  | (0.029) | (0.030) | (0.029) |
| Gender (female) | -0.017 | -0.056\*\* | -0.089\*\*\* |
|  | (0.021) | (0.023) | (0.021) |
| Age group | 0.091\*\*\* | 0.146\*\*\* | 0.154\*\*\* |
|  | (0.014) | (0.016) | (0.015) |
| Education  | -0.004 | 0.018 | 0.0004 |
|  | (0.021) | (0.021) | (0.021) |
| Job category | 0.009 | 0.010 | 0.018 |
|  | (0.022) | (0.024) | (0.022) |
| Civil service rank | 0.172\*\*\* | 0.206\*\*\* | 0.201\*\*\* |
|  | (0.025) | (0.029) | (0.027) |
| Recruitment path | -0.035 | -0.063\*\* | -0.077\*\*\* |
|  | (0.027) | (0.028) | (0.027) |
| Private sector experience  | 0.056\*\*\* | 0.063\*\* | 0.067\*\*\* |
|  | (0.021) | (0.025) | (0.022) |
| Intercept | 3.658\*\*\* | 3.277\*\*\* | 3.048\*\*\* |
|  | (0.064) | (0.068) | (0.071) |
| Organization Fixed Effect | Yes | Yes | Yes |
| N (Organization) | 287 | 287 | 287 |
| N (Individual) | 4,248 | 4,248 | 4,248 |

*Notes*: T1 is a group of the total deduction of annual leave compensation treatment. T2 is a group of the working extended hours treatment. T3 is a group of the positive evaluation from domestic citizens treatment. T4 is a group of the recognition from the Western world treatment. Agency fixed effects are included in all models. A baseline category is a control group. Robust standard errors in parentheses. \*\*\**p*<0.01, \*\**p*<0.05, \**p*<0.1.

**Table A3.** Causal Mediation Analysis: Mediated Assessment and PSM

|  |  |
| --- | --- |
|  | **Deduction of Compensation** |
|  | **First-stage Model** | **Second-stage Model**  |
|  | **DV: Assessment** | **DV: PSM** |
|  | **(1)** | **(2)** |
|  | Est. | S.E. | Est. | S.E. |
| Deduction of Compensation Treatment (T1) | -0.400\*\*\* | 0.046 | -0.013 | 0.028 |
| Assessment |  |  | 0.198\*\*\* | 0.014 |
| Intercept | 3.910\*\*\* | 0.032 | 2.955\*\*\* | 0.060 |
|  |  |  |  |  |
|  | **Working Extended Hours** |
|  | **First-stage Model** | **Second-stage Model**  |
|  | **DV: Assessment** | **DV: PSM** |
|  | **(3)** | **(4)** |
|  | Est. | S.E. | Est. | S.E. |
| Working Extended Hours Treatment (T2) | -0.008 | 0.043 | -0.037 | 0.026 |
| Assessment |  |  | 0.241\*\*\* | 0.014 |
| Intercept | 3.910\*\*\* | 0.030 | 2.790\*\*\* | 0.061 |
|  |  |  |  |  |
|  | **Domestic Positive Evaluation** |
|  | **First-stage Model** | **Second-stage Model**  |
|  | **DV: Assessment** | **DV: PSM** |
|  | **(5)** | **(6)** |
|  | Est. | S.E. | Est. | S.E. |
| Domestic Positive Evaluation Treatment (T3) | 0.009 | 0.042 | 0.040 | 0.025 |
| Assessment |  |  | 0.202\*\*\* | 0.014 |
| Intercept | 3.910\*\*\* | 0.029 | 2.941\*\*\* | 0.060 |
|  |  |  |  |  |
|  | **International Recognition** |
|  | **First-stage Model** | **Second-stage Model**  |
|  | **DV: Assessment** | **DV: PSM** |
|  | **(7)** | **(8)** |
|  | Est. | S.E. | Est. | S.E. |
| International Recognition Treatment (T4) | 0.162\*\*\* | 0.040 | 0.037 | 0.025 |
| Assessment |  |  | 0.218\*\*\* | 0.015 |
| Intercept | 3.910\*\*\* | 0.028 | 2.878\*\*\* | 0.063 |

*Notes*: T1 is a group of the total deduction of annual leave compensation treatment. T2 is a group of the working extended hours treatment. T3 is a group of the positive evaluation from domestic citizens treatment. T4 is a group of the recognition from the Western world treatment. Agency fixed effects are included in all models. A baseline category is a control group. Robust standard errors in parentheses. \*\*\**p*<0.01, \*\**p*<0.05, \**p*<0.1.

**Table A4.** Difference in Mean Responses within and between Treatment Groups: Civil Servants’ PSM

|  |
| --- |
| **Within Treatment Groups** |
| **Internal Conditions** | **External Conditions** |
| T1 | T2 | **Difference** | T3 | T4  | **Difference** |
| 3.64 | 3.69 | **-0.05\*** | 3.77 | 3.80 | **-0.03** |
| (0.02) | (0.02) | **(0.03)** | (0.02) | (0.02) |  **(0.02)** |
|  |  |  |  |  |  |
| **Between Treatment Groups** |
| **Internal versus External Conditions I** | **Internal versus External Conditions II** |
| T1 | T3 | **Difference** | T1 | T4  | **Difference** |
| 3.64 | 3.77 |  **-0.13\*\*\*** | 3.64 | 3.80 |  **-0.16\*\*\*** |
| (0.02) | (0.02) | **(0.03)** | (0.02) | (0.02) |  **(0.03)** |
| **Internal versus External Conditions III** | **Internal versus External Conditions IV** |
| T2 | T3 | **Difference** | T2 | T4  | **Difference** |
| 3.69 | 3.77 |  **-0.08\*\*\*** | 3.69 | 3.80 |  **-0.11\*\*\*** |
| (0.02) | (0.02) | **(0.03)** | (0.02) | (0.02) |  **(0.03)** |

*Notes*: T1 is a group of the total deduction of annual leave compensation treatment. T2 is a group of the working extended hours treatment. T3 is a group of the positive evaluation from domestic citizens treatment. T4 is a group of the recognition from the Western world treatment. \*\*\**p*<0.01, \*\**p*<0.05, \**p*<0.1.