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## **Playing a role - but which one? : how public service motivation and professionalism affect decision-making in dilemma situations**

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## **Propositions**

1. In order to understand the meaning and behavioural consequences of public service motivation in the context of dilemma situations, individuals' personal interpretations of the public interest need to be considered.
2. An employee's inability to deal with the daily work demands – because of a lack of clear organizational and job expectations – can help to explain post-entry PSM dynamics.
3. Because professionals within a certain occupation have different perceptions of their professional role – which implies different decision-making – they do not develop one shared professional identity with which their behaviour is always consistent.
4. Supervisors play a crucial role in ensuring (organizational) values and consistent behaviour because they are frequently contacted by public professionals in dilemma situations and so influence public servants' decision-making
5. The concept of public service motivation has over the past 20 years been rather hyped up by Public Administration scholars, because it helps to distinguish Public Administration as an academic discipline distinct from the other social sciences.
6. The growing focus on experimental research in Public Administration increases the risk that we lose sight of a crucial aspect of the discipline: the often very complex context.
7. Good governance needs good internal supervision.
8. The decision to reject a paper for publication should not primarily hinge on the fact that the dependent and independent variables have been measured on the basis of one common data source.
9. A visit to a slaughterhouse in which 200,000 animals are slaughtered per day is an effective way to raise general awareness of industrial livestock farming.
10. There is a limit to socialization: even after they have lived in the Netherlands for ten years, Germans would never support “Oranje” during an important soccer game against Germany, and neither would they agree that “pindakaas” goes with everything.

