

Integrative Approach to Effective Performance Management in the Public Sector: Linking Public Service Motivation and Transformational Leadership for Future Research

Juliana Abagsonema Abase^{*} Boon-Anan Phinaitrup

Graduate School of Public Administration, National Institute of Development Administration 118 Seri Thai
Bangkok, 10240, Thailand

Abstract

The purpose of the conceptual framework is to demonstrate how an integrative approach can help explain effective performance management in the public sector using the mediating role of public service motivation and transformational leadership. To help achieve the objective of the paper, a systematic review of the literature on both organisational and environmental factors which are perceived as drivers of an effective performance management was selectively done. The analysis of these variables led to the development of the conceptual framework. The results of the review indicate that an effective performance management in the public sector depends on how public service motivation and transformational leadership mediate the relationship between organisational and environmental factors. The integrative approach to effective performance management explored non-rational variables that can improve performance management policies.

Keywords: Effective Performance Management; Environmental Factors; Individual-Level Factors; Integrative Approach; Organisational Factors

1. Introduction

Effective performance management is a set of managerial performance improvement reforms which are adopted to achieve the overall organisational goals and strategy. It also involves the managing of individual and organisational performance (Armstrong, 2009; Furnham, 2004; Lee, 2005). More specifically, effective performance management may be a developmental tool for building the capacities and competencies of individual employees to improve task performance (Rice, 2007).

After the use of the term 'performance management' by Beer and Ruh in 1976, there has been a large volume of research on the subject, especially in private sector organisations to explain why successful firms have increased their asset value and their profits margins than less successful firms (Biron, Farndale, & Pasmwe, 2011). However, the evolution of performance management systems in the public sector in the 1980s was due to the emergence of the new public management (NPM) and the reinventing government doctrines (Denhardt & Catlaw, 2015). These two doctrines though similar, brought in the managerial philosophies of the private sector into the management of public organisations (Dreveton, 2013; Hood & Peters, 2004; Kelly, Doyle, & O'Donoghue, 2015; National Performance Management Advisory Commission, 2010; Williams, Rayner, & Allinson, 2012). Therefore, NPM opened the debate on whether private ethos could be used to improve service delivery in public organisations (Walle & Hammerschmid, 2011). Since then, there have been attempts to develop conceptual frameworks to explain its effectiveness in the management and organisation literature (Ferreira & Otley, 2009; Kennerley & Neely, 2002; Lee, 2005; Otley, 1999). Yet these frameworks provide little guidance for empirical research on how non-rational theories could contribute to the debate. Likewise, research on performance management has mostly looked at its effectiveness in improving policy goals (Newcomer & Caudle, 2011; Spekklé & Vorbeeten, 2014), performance information use (Moynihan, Pandey & Wright, 2012a; Kroll & Vogel, 2013), performance measurements (Ammons & Roenigk, 2015; De Lancer Julnes, 2006; Yang & Hsieh, 2007) and drivers (Ittner, Larcker, & Randall, 2003; Kroll, 2016; Liang & Nan, 2014). Clearly, previous studies have concentrated more on rationality and economic efficiency by looking at accountability factors and principal-agent explanations to study the rational decision-making processes in the public sector as a way of checking the self-interest behaviour of public managers (Kroll & Vogel, 2013; Moynihan et al., 2012a; Wright, Moynihan, & Pandey, 2012; Ter Bogt, 2008). And downplaying the role that non-choice behaviour of employees may affect organisational outcomes (Grant, 2012).

Even though non-rational theories may contribute to explain the complexity of the performance doctrine, there is little attempts to explore the non-rational actions of the agent which are considered as altruistic and self-sacrificing (Caillier, 2014). These motives are central to organisational performance because they are not subject to rational processes but grounded in public service motivation and transformational leadership style (Wright et al., 2012). To this day, there are few studies that have explored the relationship between performance management and public service motivation (PSM) which form the core motives of public managers other than external rewards (Kroll & Vogel, 2013; Moynihan & Pandey, 2010; Moynihan et al., 2012a). Despite the substantial evidence provided by these studies on performance information use, there is little if any conceptual

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Jeremy G. Thorn



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Monitoring and ensuring effective efficient and economic use of resources in the public sector is addressed in this critical analysis The importance of tracking performance for good governance is considered as are the benefits of designing a departmental and human performance management system Particular attention is paid to the difficult task of measuring worker performance in the public sector where a wide array of unquantifiable variables must be examined Various performance models such as the Excellence Foundation and the Balance Scorecard provide an invaluable resource of concepts considerations and challenges for improving public sector performance *More Effective Public Service* , 1974 **EBOOK: Financial Management for the Public Services** John Wilson, 1998-08-16

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Human Resource Management in the Public Sector Ronald J. Burke, Andrew Noblet, Cary L. Cooper, 2013-01-01

An impressive collection of authoritative treatments of major current and ongoing topics in public sector human resource management provided by both well established experts and up and coming scholars who are becoming leaders in the field A valuable resource for courses on the topic and an important reference for scholars and those seeking to

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Human Resource Management in Public Service Evan M. Berman, James S. Bowman, Jonathan P. West, Montgomery R. Van Wart, 2019-03-04 Recognizing the inherent tensions and contradictions that result from managing people in organizations Human Resource Management in Public Service Paradoxes Processes and Problems offers provocative and thorough coverage of the complex issues of management in the public sector Continuing the award winning tradition of previous editions this Sixth Edition helps students to understand complex managerial puzzles and explores the stages of the employment process including recruitment selection training legal rights and responsibilities compensation and appraisal Grounded in real public service experiences the book emphasizes hands on skill building and problem solving New to the Sixth Edition Ethics case studies have been added to all the chapters enabling students to learn about a variety of ethical situations that come up in management Updated and consolidated recruiting strategies offer students a window into the most current methods used in the recruitment process and provide insight into the job seeker's perspective New examples from a broad range of local state federal and international settings enable students to apply key concepts to common management issues

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