

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

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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, & Pasmaw, 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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maintain expert knowledge about it Hal G Rainey The University of Georgia US This insightful book presents current thinking and research evidence on the role of human resource management policies and practices in increasing service quality efficiency and organizational effectiveness in the public sector Internationally public sector organisations face enormous challenges including increasingly uncertain political and economic environments more vigilant and cost conscious governments rapidly evolving community needs and an ageing workforce This collection examines a range of HRM related topics that will influence the capacity of public sector agencies to negotiate and respond to the challenges ahead These topics include managing public sector human resources during an economic downturn enhancing the satisfaction and motivation of public sector employees attracting and retaining talent leadership development and case studies in successful public sector organizational change With each chapter drawing on the latest research but also emphasizing the practical implications this collection is suitable for practitioners researchers and students alike It will also be valuable for HR specialists and managers of HR units in the public sector

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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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Denmark: Efficient e-Government for Smarter Public Service Delivery OECD, 2010-11-22 This review is the first to analyse e

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Public Administration and Nonprofit Management in Practice Aimee L. Williamson,Marc Holzer,2025-10-01 This insightful text edited by two renowned experts provides students of public administration and nonprofit management with a collection of relevant global case studies and corresponding activities The chapters are structured around common themes and concepts across the field including the foundations of public administration managing people and administering public services and improving efficiency and efficacy The cases which are derived from countries around the world focus on building the knowledge skills and abilities needed by public and nonprofit administrators globally providing a much needed supplement to many of the introductory texts in public administration Each case is contextualized by a short synopsis reflective questions references further reading and learning activities The compact case format helps students focus on a specific area of public management with organization by chapter giving instructors choices among cases and the ability to group related topics The discussion questions in the cases will develop students analytical thinking of real scenarios for the application of course content Public Administration and Nonprofit Management in Practice should be used as either core or recommended reading for courses on public and nonprofit management at both the undergraduate and graduate levels including Master of Public Administration MPA courses and related degree programmes Instructors will find comprehensive teaching notes online to support this case based approach to learning **Strategic Management for the Public Services**

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Managing Risks to Improve Public Services Great Britain: National Audit Office,2004 In recent years a great deal of effort has been put into improving risk management in departments and in 2002 this was given further impetus when a two year risk programme was launched by the Prime Minister This report looks at the progress made since the previous NAO report in 2000 HC 864 1999 2000 ISBN 0105569488 It is based on a survey of the 20 main Whitehall departments focus groups of 27 departmental risk managers comparisons with the private sector academic research and five case studies The general conclusion is that significant improvement has been made but more needs to be done to make effective risk management a central part of general management processes The ability to take risks and innovate keep projects on track and handle complex service delivery needs to be further developed **The Public Service : Issues Affecting Its Quality, Effectiveness, Integrity, and Stewardship** United States. General Accounting Office,1989

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