

# 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, & 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 & Nozly, 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; Speklé & Vorbeetsen, 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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## **Table of Contents Effective Management In The Public Service**

1. Understanding the eBook Effective Management In The Public Service
  - The Rise of Digital Reading Effective Management In The Public Service
  - Advantages of eBooks Over Traditional Books
2. Identifying Effective Management In The Public Service
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Effective Management In The Public Service
  - User-Friendly Interface
4. Exploring eBook Recommendations from Effective Management In The Public Service
  - Personalized Recommendations
  - Effective Management In The Public Service User Reviews and Ratings
  - Effective Management In The Public Service and Bestseller Lists
5. Accessing Effective Management In The Public Service Free and Paid eBooks

- Effective Management In The Public Service Public Domain eBooks
  - Effective Management In The Public Service eBook Subscription Services
  - Effective Management In The Public Service Budget-Friendly Options
6. Navigating Effective Management In The Public Service eBook Formats
    - ePub, PDF, MOBI, and More
    - Effective Management In The Public Service Compatibility with Devices
    - Effective Management In The Public Service Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Effective Management In The Public Service
    - Highlighting and Note-Taking Effective Management In The Public Service
    - Interactive Elements Effective Management In The Public Service
  8. Staying Engaged with Effective Management In The Public Service
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Effective Management In The Public Service
  9. Balancing eBooks and Physical Books Effective Management In The Public Service
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Effective Management In The Public Service
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Effective Management In The Public Service
    - Setting Reading Goals Effective Management In The Public Service
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Effective Management In The Public Service
    - Fact-Checking eBook Content of Effective Management In The Public Service
    - Distinguishing Credible Sources
  13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development



- Exploring Educational eBooks

### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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