

Public Management, Motivation and Organizational Performance

Kenneth J. Meier

October 4, 2013

Copenhagen Business School

Seven Findings from a Research Agenda

- The Human Side is the Key
- Middle Managers are Overlooked
- Organizational Stability is Beneficial
- Organizational Capacity Matters Sometimes
- Organizational Strategy has a role
- Networks Are Important
- Context Matters a Great Deal

The Human Side

- Quality of Personnel Largest Influence on Performance
- Skills, Values, and Motivation
- Training Your Replacement
- Focusing on Turnover
- Turnover as nonlinear?

The Middle Manager

- Overemphasis on Top Management
- Johansen Comparison Studies
 - US Salary Based Studies
 - Nonsalary studies Turnover, Strategy, Networks
- NYC Management Study
 - Clear & Ambitious Goals, Credible Commitment, Participation, Feedback
 - Assessed via subordinates
- Unique to Education?

The Value of Stability

- Change is not always good
- Low personnel turnover
- Stable Long term leadership
- Promotion from within
- Stable Programs (curriculum); no policy churn
- Impact on Disadvantaged
- Nonlinearities?

Bureaucracy or Organizational Capacity?

- Stress on lean government
- Negative correlations versus timing
- Crises Situations
 - Natural Disasters, Immigration, Budget Cuts
- Capacity → Central Office Bureaucracy, Low turnover, managerial experience
 - Mitigates negative impact
 - Quality decisions

Organizational Strategy

- Miles and Snow
 - Prospecting, Defending, Reacting
- Buffer or Exploit?
 - Two examples
- UK Studies on Prospecting
 - Limits on always working
- US Studies on Defending/Buffering
 - Top management
 - Middle management
- Flink → Need for Consistency

Networks

- Creation of network implementation
 - Agencies, nonprofits, private organizations
- Use of networks by hierarchies
 - Managing in the network
- Positive impact on performance
 - US, the Netherlands, but not Denmark
- Pragmatic Politics Administration Dichotomy

Context is Important

- Quality management studies in few locations
- Concepts used comparatively PSM
- Inconsistent Results
 - Managerial education
- Need Comparative Studies on Management
- Specify the context
 - Political
 - Environment
 - Internal

Management and Performance: What We Need

- Multilevel Studies
 - Top management, Middle management, Street level
- Multimethod Studies
 - Systematic data analysis with cases
 - Experimental studies
- Contextual Studies
 - Defined Context or Comparative
- Studies that Do Not Work