Managing Organizations to Sustain Passion for Public Service

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MANAGING ORGANIZATIONS TO SUSTAIN PASSION FOR PUBLIC SERVICE

James L. Perry
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PREVIEW

- Foundational principles
- Social and behavioral science origins
- Making public service central to civil service design
FOUNDATIONAL PRINCIPLES

• *Public service* as a touchstone for all management policy and practice (Perry, 2021)

• Creating a culture to support a public service ethic (UNDP, 2015)

• Strong ties to mission, public values and employee needs (Perry, 2021)
THE EVIDENCE:
FOUR RESEARCH STREAMS

• Public service motivation
• Prosocial motivation and behavior
• Altruism
• Positive organizational psychology
EMERGING INFERENCES FOR CIVIL SERVICE DESIGN

- Comprehensive
- Coherent
  - Institutional
  - Theoretical
  - Synergy
MAKING PUBLIC SERVICE CENTRAL

1. Recruiting and selecting for high public service motivation
2. Leveraging the meaningfulness of public work
3. Creating a supportive work environment
4. Aligning rewards to reinforce public service motivation
5. Socializing newcomers to public service values
6. Leading with mission, inspiration and communication
NOVEL PROPOSALS

• *Explicitly selecting* for public service motivation (Christensen, Paarlberg and Perry 2017)

• Using *self-persuasion* to increase the meaningfulness of work (Bellé 2013)

• *Total compensation* as benchmark for rewards (Schuster and Zingheim 1992)

• *Low-powered* rather than high-powered *incentives* (Burgess and Ratto 2003)
TRADITIONAL PROPOSALS

- Law-based merit systems (Dahlström, Lapuente, and Teorell 2012)
- Onboarding (Booz Allen Hamilton 2008)
- Mentoring (Bozeman and Feeney 2009)
- Charismatic and servant leadership (Shamir, House, and Arthur 1993; Greenleaf 1970)
“IMPORTED” PROPOSALS

- Relational job design (Grant 2007)
- Job crafting (Berg, Dutton and Wrzesniewski 2008)
- Career counseling (Dik, Duffy and Eldridge 2009)
CONCLUSION

• Emerging intellectual capital has created a foundation for a public service motivational model
• Implications for all HRM functions
• Positive consequences for individuals, programs, organizations and citizens
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Selecting for High Public Service Motivation Is a Priority
The Pandemic, the Protests and the Commission: Healing Our Divided Society

Organizational Management to Preserve Passion for Public Service

Managing Organizations to Sustain Passion for Public Service

Aligning Compensation Systems and Service Motivation

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