

Abstract

Production or Regulation of Public Services: Differences in Public Service Motivation?

Ulrich Thy Jensen, associate professor,
School of Public Affairs,
Arizona State University, ujensen@asu.edu

Nina Mari van Loon, assistant professor,
Department of Political Science,
Aarhus University, nina@ps.au.dk

Wouter Vandenaabeele, associate
professor, Utrecht University of Governance,
w.v.vandernaabeele@uu.nl

Existing research shows a number of positive effects of public service motivation (PSM) in public organizations, and it is therefore a core challenge to understand why some public employees exhibit higher levels of PSM. This article contributes to this question by comparing the PSM of public employees working in organizations producing and regulating public services in two countries, Denmark and the Netherlands. Contrary to previous expectations, the results demonstrate that employees working in organizations regulating public services (local government civil servants) display higher levels of PSM compared to employees working in organizations producing public services (schools). The results are robust across the two countries with similar welfare state regimes, Denmark and the Netherlands, indicating that public managers oversee a workforce strongly motivated by public service even though day-to-day contact with recipients of services can be impersonal and

work tasks include participating in decision making processes and regulating access to public services rather than producing them.

Stable or dynamic? The importance of work context for public employees' public service motivation

Anne Mette Kjeldsen, associate professor,
Department of Political Science,
Aarhus University, annemette@ps.au.dk

Stefan Boye, M.Sc. student, Department
of Political Science, Aarhus University,
sboye@ps.au.dk

Morten Brænder, associate professor,
Department of Political Science,
Aarhus University, mortenb@ps.au.dk

Christian Bøtcher Jacobsen, associate
professor, Department of Political Science,
Aarhus University, christianj@ps.au.dk

Ulrich Thy Jensen, associate professor,
School of Public Affairs,
Arizona State University, ujensen@asu.edu

Whether individual motivation to do good for others and society is a stable or dynamic trait has been widely debated in the literature on Public Service Motivation (PSM). This article reviews five recent Danish studies of the development in public service providers' PSM over time and suggests an analytical framework for explaining such develop-

ments. The Danish studies show that PSM is, in fact, dynamic and that changes in motivation can be explained by factors at three analytical levels: individual, organizational, and political factors. Hence, an important task for future research in the dynamics of PSM is to scrutinize explanatory factors at these three levels, and to examine how the interaction between these factors shapes public service providers' motivation to do good for others and society.

One time public employee, always public employee? Public service motivation and sector switching

Christian Bøtcher Jacobsen, associate professor, Department of Political Science, Aarhus University, christianj@ps.au.dk

Anne Mette Kjeldsen, associate professor, Department of Political Science, Aarhus University, annemette@ps.au.dk

The literature on Public Service Motivation (PSM) expects individuals who are highly motivated to contribute to society and help others to be more attracted to public sector employment. This expectation implies that we would also expect private employees with high PSM to be attracted to public sector employment, and we would expect highly public service motivated public employees to stay within this sector over time. However, very few studies have actually tested these expectations regarding the impact of PSM on sector switch decisions. This article utilizes panel survey data with 2,100 publicly and privately employed Danish physiotherapists in 2011 and 2013. The analysis shows that for this occupational group performing very similar work tasks across sectors, PSM does *not* predict sector switch. Contrary, long-term experience in a given sector is positively associated with the likelihood of staying within that sector.

How are perceptions of managerial tools shaped over time? An Analysis of perception and use of Performance Management in Daycare

Caroline Howard Grøn, associate professor, Department of Political Science, University of Copenhagen, cg@ifs.ku.dk

How are perceptions of a management tool shaped and what happens with perceptions once a tool is put to use? These are the questions this paper wishes to address. Managerial tools can have positive or negative performance effects, partly depending on the way employees perceive them as either supportive or controlling. By analyzing how daycare workers perceive a performance management tool over a two year period, this paper illustrates how perceptions are shaped and reshaped over time. The paper finds that the perception is primarily shaped by the way the local manager handles implementation. The perception of the managerial implementation changes over time, not least by their experiences using the tool. On this basis, the paper points to the importance of a more dynamic view of how perceptions are formed as well as the important role of local managers in forming perceptions.

Leadership and employee motivation: Results from Danish and international research

Lotte Bøgh Andersen, professor, Department of Political Science, Aarhus Universitet, lotte@ps.au.dk

Christian Bøtcher Jacobsen, associate professor, Department of Political Science, Aarhus University, christianj@ps.au.dk

Ulrich Thy Jensen, associate professor, School of Public Affairs, Arizona State University, ujensen@asu.edu

Leadership often aims at motivating employees, and transformational and transactional leadership are both directed towards increasing employee motivation – although through different mechanisms. Transformational leadership aims to increase the employees' different types of intrinsic motivation by clarifying the vision, while transactional leadership primarily is directed towards increasing their extrinsic motivation linked to salary and recognition. The article discusses Danish and international literature, also addressing how the two types of leadership can supplement each other to create employee motivation and ultimately high goal attainment in public organizations. Key insights are that the leadership strategies must be adjusted to fit the organizational context and that the degree of value conflict and the level of existing motivation are important for their applicability.

Professions, motivation and leadership in hospitals: Inspiration from Florence Nightingale?

Lotte Bøgh Andersen, professor,
KORA and Department of Political Science,
Aarhus University, lotte@ps.au.dk

Mikkel Munk Quist Andersen, projectleader,
KORA, mian@kora.dk

Marie Henriette Madsen, senior projectleader,
KORA, mama@kora.dk

Katrine Nøhr, projectleader, KORA,
kano@kora.dk

How willing are different health professionals to step in if work planning requires it, and how do we understand this varying wil-

lingness based on their motivation? These questions are important both for hospital wards and for this article. Empirically, the analyses are based on 51 qualitative interviews and questionnaire responses from 942 hospital employees from 12 different wards. In addition to identifying a positive association between willingness to step in and public service motivation, the article also shows interesting differences between professions in relation to these two factors which are positively correlated with professional quality and job satisfaction. Florence Nightingale is relevant for these results, symbolizing both the willingness to step in and the motivation to make a societal difference. Her leadership has also been called transformational. Especially the use of transformational leadership can inspire hospitals and other public organizations.

Review Article: Diplomacy in an Urban Age

Anne Bach Nielsen, PhD-fellow,
Department of Political Science,
University of Copenhagen, abn@ifs.ku.dk

With roots in Renaissance Italy, modern city diplomacy is re-shaping the international landscape. In pursuit of new and innovative solutions to sustainable urban transformation, cities have become international actors in their own right. In a world that seems un-governable, cities have the advantage of being the closest link to citizens, companies and local communities. Cities create new inclusive spaces for local-global cooperation and city diplomacy offers new and innovative partnerships and coalitions, through which cities can support local interests and agendas.