

Public service dynamics



Key points

- 49,611 PSA members
- Supported with a very effective marketing campaign
- 15,762 responses
- A response rate of 32 per cent
- 5 point Likert scale

Strongly disagree		Neutral		Strongly agree
1		3		5

PSA members ... are committed and motivated

- Motivated (M = 4.04, SD = .54).
- Committed to their organisation (M = 3.59, SD = .88).
- But more to making a difference to society (87.9%) or their job (84.5%) than their org (67.9%)

Mediocre (and declining?) experience of HRM practice

	PSA 2013	Macky Boxall (2008) data from 2002 - 1004 random NZ employees	
		Public	Private
Authority	3.57	4.16	4.11
Information	3.00	3.57	3.59
Rewards	2.64	3.13	3.33
Knowledge	3.16	3.62	3.54

Clear(ish) organisational goals, weak systems and processes

- Org goals – M = 3.56, SD .81
 - 58.1% can “clearly explain the direction (mission, values, mission) of this org...”
- Communication and co-operation M = 2.73, SD .92
- Innovation – M= 2.81, SD .86
- Processes M = 3.27, SD .87
 - Clear policies procedures – 55.3%
 - Efficient and well designed – 37.1%

Weak managers - risk averse, overly political and not strong on development

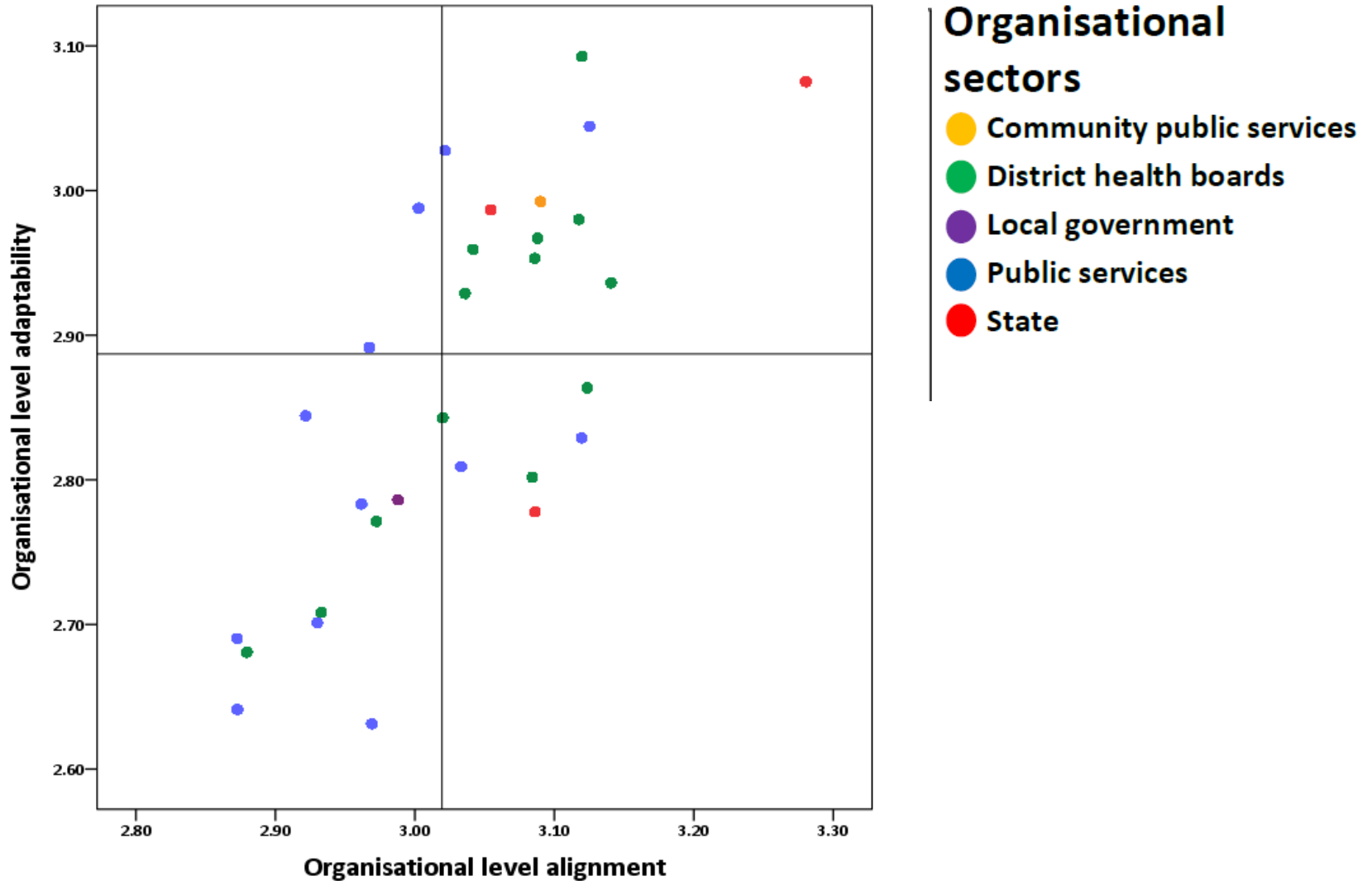
Per cent



Organisational performance

- Organisational performance rated poorly ($M = 2.79$, $SD = .81$). An example item is “This organisation is achieving its full potential.”
- Adaptability – also poor ($M = 2.90$, $SD = .88$). E.g. “The management systems in this organisations are flexible enough to respond quickly to changes”
- Alignment – slightly better ($M = 3.04$, $SD = .79$). E.g. “My organisation wastes resources on unproductive activities”

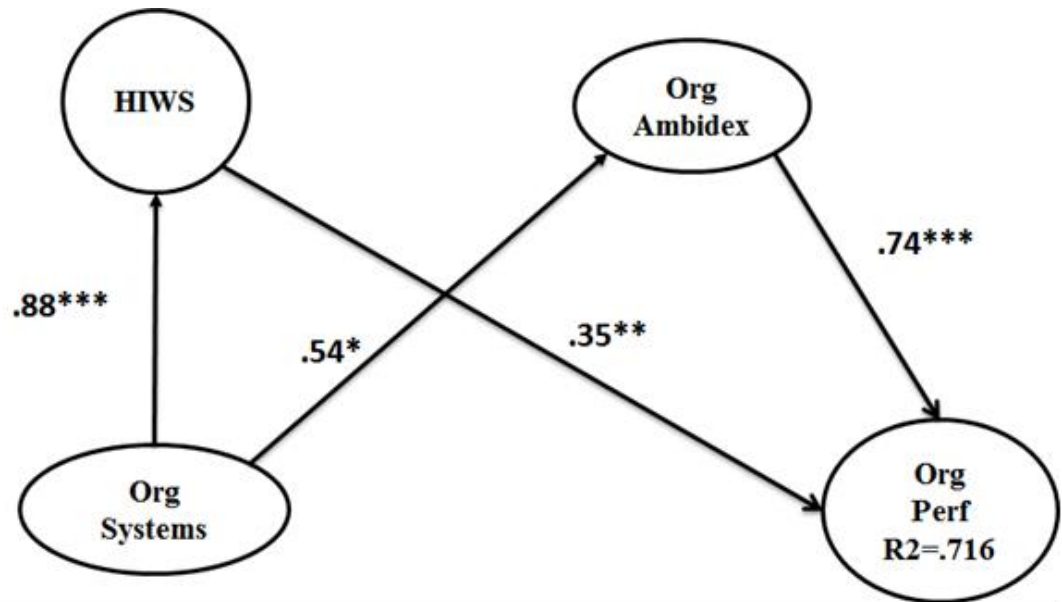
Ambidexterity



Organisational level analysis

In an analysis across 56 public sector orgs

- Performance comes from ambidexterity AND high involvement work systems
- But high involvement work systems is very associated with organisational systems – efficient processes, assigned responsibilities, managerial trust and support
- HIWS systems supports ambidexterity but (oddly) does not seem related to ambidexterity



Conclusion

Focus on:

- Org goals
- Consideration, stand taking and “walking the talk”, upward feedback
- Organisation processes that are efficient, allocate responsibilities and help rather than hinder
- Management support and trust
- Wider competencies, such as top team integration
- High involvement work practices

Reference

Presentation based on:

Plimmer, G., Wilson, J., Bryson, J., Blumenfeld, S., Donnelly, N., & Ryan, B. (2013). *Workplace Dynamics in New Zealand Public Services*.

Wellington: Industrial Relations Centre, Victoria University of Wellington.