



**O'NEILL**

SCHOOL OF PUBLIC AND  
ENVIRONMENTAL AFFAIRS

# **MANAGING ORGANIZATIONS TO SUSTAIN PASSION FOR PUBLIC SERVICE**

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# PREVIEW

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



## MANAGING ORGANIZATIONS

TO SUSTAIN PASSION  
FOR  
PUBLIC SERVICE

JAMES L. PERRY



# FOUNDATIONAL PRINCIPLES

- Creating a culture to support a public service ethic (UNDP, 2015)
- Public service as wellspring for management policy and practice (Perry, 2021)
- 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 HR functions
- Positive consequences for individuals, programs, organizations and citizens

