

# Index

- allocative efficiency, 64
  - in developing countries, 73
  - performance information and, 69, 71–73
- annual goals, 46
  - performance and, 46, 51–52
  - vs. long-term goals, 46
- assessment year, 49
- authority, hierarchy of, 92
  - measuring, 99, 100
- autoregressive nature of organizations, 130, 131, 134–35, 276
- balanced budgets, 80
- Better Regulation Executive, 116
- Blau Index of Dissimilarity, 182–84
- budgeting
  - budget growth, 68–69, 207–08, 215
  - incrementalism, 68
  - limited allocations, 69
  - management self-interest, 68, 215
  - performance information, 72
  - red tape and, 115, 119, 120
- bureaucratic autonomy, 276
- centralization, 90
  - combined effect, 104, 270
  - commitment and, 104–05
  - degree of, 92
  - evidence, 100–01
  - goal ambiguity and, 36
  - measuring, 99–100
  - organizational growth and, 104
  - performance and, 94–95, 104
  - red tape and, 95, 122
  - strategic stances and, 235, 244, 247
- collaboration
  - levels of management, 258–59
  - measurement issues, 262–63
  - performance and, 255
- commitment
  - organizational structure and, 104–05, 274
  - public service motivation and, 164–65, 167–68, *see also* public interest
- commitment to communications
  - goal ambiguity and, 37
  - red tape and, 115, 119, 120
- compassion, 170, 172, 270
- congressional salience, 41
- content analysis, 265
- contingency theory, 8
- crisis management, 133–34
  - budget cuts, 140, 141
  - future research, 147
  - hurricane recovery, 141
  - managerial capacity and, 141, 146, 147
  - networking and, 139, 273
  - workforce stability and, 141
- data
  - archival vs. perceptual, 11–13, 271–72
  - availability, 268
  - dataset development, 262–63
  - from surveys, 263
  - independence of observations, 256
  - sample structure, 278–79
  - sources, 13–14
- decision making, participation in, 92
  - measuring, 99–100
- 'Determinants of Performance in Public Organizations', 3
- development culture, 120
- direct programmes, 48, 50
- directive goal ambiguity, 39, 40, 42
- diversity
  - behavioural lens, 181
  - benefits, 26, 179, 189–90, 191, 197–98
  - business case for, 190–91
  - causal effects, 274
  - deep-level dimensions, 180, 188–89, 190
  - definition, 179–82
  - effect of time on performance, 188–89, 198
  - emotional conflict, 188

- empirical evidence, 194–97
- evolution of approaches, 192–93
- faulty work processes, 185–86, 187, 189, 197
- frameworks, 184–91
- future research, 197–200
- group outcomes, 180
- implications, 25, 178
- increases in, 25, 178
- information and decision-making theory, 189–90, 191, 198
- issues, 26, 179, 191
- legalistic approach, 178–79, 192, 193
- link to other processes, 199
- management, 191–93, 196, 198
- managerial lens, 181
- measuring, 182–84
- new perspectives through, 189, 190–91
- performance and, 181, 191–93, 200
- public vs. private organizations, 185
- representation compared, 181–82
- salience, 181
- similarity/attraction theory, 187
- social categorization theory, 179–80, 185–87
- stability and, 143
- surface-level dimensions, 180, 188, 190
- task complexity and, 189–90
- 'valuing diversity' programmes, 193
- duplicate goals, 46
- employees
  - altruistic/prosocial, 154, 158
  - 'extra-role' behaviour, 158–59
- endogeneity, 254–55
- environment management
  - future research, 145–48
  - hypotheses, 146–47
  - importance, 127–28
  - model, 130–31
  - performance and, 16, 18–19
  - political instability, 142–43
  - quantitative research, 129, 140–44
- environmental turbulence, 143
- ethical behaviour
  - experimental methodology, 261
  - of individuals, 159
- evaluative goal ambiguity
  - definition, 39
  - performance and, 40
  - political salience and, 42
  - public programmes, 47
  - work type and, 42–43
- executive succession, 276
- experimental methodology, 29, 259–62
  - advantages, 260
  - ethical issues, 261
  - limitations, 262
  - reasons for lack of use, 260
- external red tape, 112, 113, 115, 122–23
- financial flexibility, 77–80
- financial management, *see* budgeting; public financial management systems
- fiscal discipline, 64, 66, 70
- formalization, 90, 93
  - combined effect, 104, 270
  - commitment and, 104–05
  - evidence, 101–02
  - measuring, 99–100
  - organizational growth and, 104
  - performance and, 95–96, 104
  - red tape compared, 112
- goal ambiguity, 19–20
  - analysis, 38–41
  - antecedents, 39
  - definition, 38
  - effects, 36–37, 212
  - measures, 38–39
  - performance and, 39–41, 52–53
  - political influences, 41–42, 49, 50, 52
  - in public programmes, *see* programme goal ambiguity
  - research, 37–43
  - strategy–performance relationship and, 248
  - work type and, 42–43
- goals
  - nature of, 35–36
  - public vs. private organizations, 34, 35, 185
  - in reform initiatives, 34
  - vagueness of, *see* goal ambiguity
- governance, 10
- Government Performance and Results Act (GPRA) 1993, 38, 70
- Herfindahl-Hirschman Index (HHI), 182, 183–84
- hierarchical linear modelling, 29, 256–59
- human resources
  - performance and, 16
  - red tape and, 115, 119, 120, *see also* public service motivation
- immigration, 178, *see also* diversity
- incentives, 67–69
  - budgetary, 215
  - equity and, 216–17, 222

- incentives (*cont.*)  
 fair allocation, 215–16  
 individual performance and, 165–66, 215–16  
 pecuniary, 215–16  
 performance and, 215–16, 222
- information and decision-making theory,  
 189–90, 191, 198
- information systems, 115, 119, 120
- internal red tape, 112–13
- IOO model, 9–10
- job autonomy  
 benefits, 96  
 in formalized organizations, 93, 102  
 measuring, 100
- job codification, 93  
 effects, 102  
 measuring, 99, 100, *see also* formalization
- job satisfaction, 164–65, 167–68
- lagged dependent variables, 255
- leadership, 15–16, 275–76
- linear regression techniques, 254, 256–57
- logic of governance framework, 7
- long-term goals, 46  
 performance and, 52  
 vs. annual goals, 46
- loose coupling, 133, 147
- management  
 causal relationships, 274  
 complex effects, 273–74  
 disaggregation, 270–71  
 elements, 132  
 measuring activity, 262–63  
 moderation of effects, 274  
 multiple level models, 257–59  
 performance and, 15–16, 132, 272–73  
 PFM flexibility, 77
- management stability, 132  
 diversity and, 143  
 managerial quality and, 143  
 measuring, 133  
 networking and, 138  
 performance and, 143
- managerial buffering, 132, 147  
 measuring, 133  
 performance and, 143–44
- managerial capacity, 132  
 crisis management and, 141, 146, 147  
 goal ambiguity and, 47, 50  
 measuring, 133–34  
 networking and, 137, 141–42, 146, 274  
 trade-off with high-end performance, 142, 146
- managerial gaming, 213–14, 222, 274
- managerial networking, 23  
 across organizational levels, 139–40, 145  
 autoregressive nature of organizations and,  
 134–35  
 capacity and, 137, 141–42, 146, 274  
 constraints and, 135, 146  
 context, 139  
 equity and, 271  
 future research, 145–48  
 hypotheses, 145–46  
 importance, 127–28, 136–37  
 limits, 136, 146  
 as long-term strategy, 139, 146  
 as management choice, 139  
 measuring, 132–33, 138–40, 262–63  
 modelling, 130–31  
 non-linear relationships, 135–36, 272  
 organizational effectiveness and, 271  
 performance and, 24, 129, 134–38, 271  
 political stability and, 142, 146  
 previous research, 128–29  
 privilege and, 137, 147  
 proactive vs. reactive, 137–38  
 quantitative research, 129  
 resources, 135, 146  
 stability and, 138, 142, 143  
 time expenditure, 138–39
- managerial quality  
 networking and, 136  
 stability and, 143
- markets  
 goals and, 36  
 performance impact, 15, 18
- measurements  
 aggregating, 270–71  
 methods, 262–63  
 objectivity, 12–13  
 quality, 12, *see also* data
- media salience, 41–42
- methodologies  
 content analysis, 265  
 diversification, 253, 254  
 endogeneity issues, 254–55  
 experimental methods, 29, 259–62  
 fixed effects, 28–29  
 hierarchical linear modelling, 29, 256–59  
 independence of observations, 256  
 issues, 28, 254–56  
 mixed methods, 264–65  
 non-linear relationships, 255  
 qualitative methods, 264–65  
 reciprocal relationships, 29  
 strengthening, 277–79

- structure of samples, 278–79
- training, 264
- units of analysis, 263, 278–79
- Miles and Snow framework, 27, 231–32
- independent effects studies, 240–42
- measurement issues, 236–38
- multiple contingencies, 234–35, 244–45, 247–48
- performance hypothesis, 233–35
- red tape, 119
- research propositions, 246–48
- mission comprehensive ambiguity, 39
- mission effectiveness, 119, 120
- money
  - importance, 20, 60, *see also* budgeting; public financial management systems
- motivation
  - budgetary incentives, 215
  - goal ambiguity and, 45
  - pecuniary incentives, 215–16, *see also* public service motivation
- multilevel modelling, 256–59
  - of diversity, 184
  - of organizational structures, 105
- National Administration Studies Project (NASP), 118, 121
- networks
  - definition, 127
  - diverse, 147
  - managing, *see* managerial networking
  - sources, 127
  - stability and, 143
- nonprofit-making organizations
  - ethical behaviour, 159
  - PSM and, 173
- occupational complexity, 94, 99, 103
- occupational diversity, 180
- organizational culture, 16
- organizational performance
  - definition, 208
  - dimensions, 10
  - judgements on, 10
  - measurement, 166–67, 168, 239
- organizational red tape, 112–13
- organizational structure, 89–90
  - alignment with strategy, 232
  - characteristics, 89–90
  - conceptual models, 91–92
  - empirical studies, 97–99
  - evidence, 100–03, 105
  - functions, 21, 89, 91, 94
  - future research, 103–05
  - managerial control, 89, 90, 91
  - meaning, 90–92
  - measuring, 99–100
  - multilevel modelling, 105
  - performance and, 15, 94–97
  - performance-based budgeting and, 76
  - red tape and, 122
  - structural characteristics, 21, 89–90, 91
  - structuring characteristics, 21, 89, 90, 91, *see also* centralization; formalization; specialization
- performance
  - dimensions of, 271–72
  - non-linear effect of management, 272–73
- performance assessment, 36, 51
- performance indicators
  - adjusted, 212
  - criticisms, 210
  - distortion of data, 213–14
  - further research, 219
  - non-targeted, 213, 219–20, 221–22, 271
  - non-linear effects, 272–73
  - number, 211
  - organizational performance and, 217–19
  - outcome-focused, 210–11
  - public programmes, 45
  - purpose, 210
  - raw, 211–12
  - selection, 210–12
  - stakeholder interpretation, 212
  - targets and, 213, *see also* targets
- performance information, 20, 69–77
  - allocative efficiency and, 69, 71–73
  - ambiguity, 75
  - performance and, 71–72
  - political influence, 75–77
  - technical efficiency and, 73–75
  - use, 13–14, 229
- performance management
  - concept, 26, 208
  - criticisms, 223
  - elements, 209
  - empirical evidence, 217–22, 223–24
  - future research, 224
  - ‘high stakes’ regimes, 215
  - management perception, 220
  - managerial action, 214–17
  - organizational performance and, 209–10, 223
  - purpose, 209, 223
  - selection of indicators, 210–12
  - target setting, 212–14
  - theoretical effects, 209–17
  - worldwide use, 207

- performance-based budgeting, 70–71, 72–73, 75  
 ambiguity of definition, 63  
 legislators' views, 73, 75  
 organizational structure and, 76
- performance-informed budgeting, 71
- planning capacity, goal ambiguity and, 47–48, 50
- policy making, attraction to, 167, 170, 172
- political influence  
 experimental methods, 261  
 goal ambiguity and, 41–42, 49, 50, 52, 54  
 public financial management, 63, 65–66, 75–77, 82–84
- political salience, goal ambiguity and, 41–42, 52, 54
- political stability  
 environment management and, 142–43  
 networking and, 142, 146
- political support, 277
- presidential salience, 41
- principal-agent theory, 95, 97, 104, 207–08
- priority goal ambiguity, 39, 40, 42
- procurement, 115, 119, 120
- professional diversity, 180
- professionalization, 94, 99, 100, 103
- Program Assessment Rating Tool (PART), 43–44  
 goal ambiguity and, 51  
 goals, 45, 46  
 performance assessment, 51  
 performance indicators, 45  
 targets, 45  
 use in budgeting, 72–73
- programme evaluation goal ambiguity, 47, 50, 51–52
- programme goal ambiguity, 43–44  
 antecedents, 44, 47–49, 53  
 definition, 44–45  
 dimensions, 45–47  
 performance and, 50, 51, 53, 54  
 research results, 49–50
- programme size, 49
- Programming Planning Budgeting System (PPBS), 65, 70
- public choice theory, 207–08, 215
- public financial management systems  
 ambiguity of comparison, 63  
 contextual factors, 80–84  
 design vs. practice, 63  
 evolution, 66–67  
 flexibility, 77–80  
 formal controls, 77, 78–80  
 incentives, 67–69  
 incrementalism, 68  
 information from, *see* performance information
- level of aggregation, 63–64, 83  
 manager's control, 77  
 modelling, 61  
 performance and, 60–61, 64–66  
 political influences, 63, 65–66, 82–84  
 reforms, 20, 60, 66–67, 79, 82, 84  
 variations, 80–82
- public interest, commitment to, 153, 164, 167, 170, 172, 270
- public management  
 growth of field, 253, *see also* management
- public programmes  
 evaluation, 47  
 goal ambiguity, *see* programme goal ambiguity  
 performance measurement, 43–44, 51
- public service motivation  
 affective motives, 154  
 conceptions, 155, 170, 172–73  
 definition, 153, 155, 157–58  
 development, 153–57  
 dimensions, 170, 172–73, 270  
 empirical evidence, 24–25, 152, 153–57, 159–68, 174  
 experimental methods, 261  
 future research, 25, 171–73, 174  
 in government, 158  
 hypotheses, 154, 155  
 individual performance and, 24–25, 152, 155, 160–66, 169, 171–72  
 measuring, 154, 155–56, 157, 166, 169  
 mediating variables, 172, 173–74  
 norm-based motives, 153–54  
 organizational performance and, 25, 152, 156–57, 166–68, 169, 171–72  
 origin, 153  
 perceptions, 155  
 propositions, 171–73  
 PSM-Fit, 164  
 public vs. private sector, 153, 156, 158, 173  
 rational motives, 153  
 study findings, 24–25, 168–70  
 targets and, 274  
 variable nature, 170–71  
 whistle-blowers, 154–55
- public service performance  
 environmental effects, 8  
 factors affecting, 1–2, 7, 14–16  
 governance and, 10  
 importance, 1  
 modelling, 8–10  
 as service production function, 6–7, 8  
 theories, 6–8
- qualitative methods, 264–65

- red tape
- alleviating, 23, 110–11
  - centralization and, 95, 122
  - definition, 93, 110, 111–12, 118
  - development culture and, 120
  - effects, 23, 112, 117, 119, 122
  - elimination strategies, 115–16, 119, 120, 122
  - empirical evidence, 117–20
  - formalization compared, 112
  - future research, 123
  - importance, 111
  - measurement of, 110, 114–15, 121
    - behavioural approach, 114, 121
    - perceptual approach, 114, 121
  - perceived harmful nature, 22, 111–12, 115–17
  - performance and, 110–11, 116–17, 122–23, 270
  - political support and, 120
  - positive impact, 119
  - previous studies, 22–23, 110–11, 120–21
  - public vs. private organizations, 110, 117
  - reducing, 113
  - strategy and, 110–11, 119, 120, 243, 245, 274
  - sub-dimensions, 114–15, 119
  - as subject-dependent concept, 113–14, 121–22
  - types, 112
- regulation
- goal ambiguity and, 49, 50, 52
  - performance and, 15, 18
  - as source of red tape, 113, 115
  - strategy and, 242–43, 245
- representation, 181–82, 195
- representative bureaucracy, 182, 194–95
- strategy and, 243, 245
- research
- breadth of study, 277–78
  - cross-policy/service, 277
  - implicit assumptions, 269–70
  - increased importance, 268
  - management dimensions, 270–71
  - non-linear relationships, 255, 272–73
  - performance dimensions, 271–72
  - theoretical issues, 275–77,
    - see also* methodologies
- resources, 15, 20–21
- allocation, 70–71
  - stability, 142, *see also* budgeting; public financial management systems
- role ambiguity, 96
- rule observation, 93
- effect of, 102
  - measuring, 99, 100, *see also* formalization
- rules
- goal ambiguity and, 36
  - mutation into red tape, 22, 111, 112–13
  - purpose, 111, *see also* red tape
- self-sacrifice, 153, 154, 155, 170, 172
- similarity/attraction theory, 187, 188, 191, 195–96, 197
- social categorization theory, 179–80, 185–87, 188, 191, 195–96, 197
- social diversity, 180
- specialization, 90, 93–94
- benefits, 96–97
  - combined effect, 104, 270
  - commitment and, 104–05
  - evidence, 103
  - measuring, 99–100
  - organizational growth and, 104
  - performance and, 96–97, 104
  - in professional bureaucracies, 94, 97
  - reducing, 97
- stability
- autoregressive nature of organizations and, 131
  - networks and, 143
  - performance and, 143
  - privilege and, 147
- stakeholder red tape, 113–14, 121–22
- stakeholders
- judgements by, 11–12
  - theory of, 10–11
- strategic management
- definition, 27, 227
  - goal ambiguity and, 37
  - importance, 229
  - performance and, 16
  - research, 228
  - strategic processes, 27, 227–28, 229
  - strategy content, *see* strategy content
- strategy content
- alignment with structure, 232, 247
  - as categorical variable, 236, 246
  - contingent relationship with performance, 245, 247–48
  - as continuous variable, 238, 246
  - datasets, 240
  - definition, 27, 228
  - empirical evidence, 240–45
  - environmental characteristics and, 235
  - generic models, 231–33
  - goal ambiguity and, 248
  - independent effect studies, 240–42
  - measurement issues, 235–39, 246
  - mediating variables, 242–45, 247–48
  - Miles and Snow framework, 231–32
  - models, 229–39, 246
  - performance and, 233–35, 240–45

Cambridge University Press

978-0-521-11663-3 - Public Management and Performance: Research Directions

Edited by Richard M. Walker, George A. Boyne and Gene A. Brewer

Index

[More information](#)strategy content (*cont.*)

Porter model, 233, 246, 247  
 proactive strategies, 246, 247, 248  
 public management models, 229, 236  
 red tape and, 110–11, 119, 120, 243, 245, 274  
 regulation and, 242–43  
 representative bureaucracy and, 243, 245  
 research agenda, 245–48  
 sustainable management and, 241  
 variation within organizations, 246  
 sustainable management, 241  
 sustainable performance, 241

target-specification goal ambiguity, 45–46, 50, 51–52

## targets

benefits, 212–13  
 distortion of data, 213–14  
 incentives, 215–16, 274  
 managerial gaming, 213–14, 222  
 non-linear effects, 213, 221, 222, 272–73  
 number, 213, 220–21, 222

performance and, 212–14, 219–22, 271  
 public programmes, 45  
 staff consultation, 214, 221, 222  
 technical efficiency, 64–65  
 organizational factors, 74  
 performance information and, 69, 73–75  
 third-party programmes, goal ambiguity and, 48, 50  
 ‘3Es’ model, 8  
 time-specification goal ambiguity, 46, 50, 51–52

units of analysis, 263, 278–79

whistle-blowers, 154–55, 159  
 work alienation, red tape and, 118  
 workforce diversity, 180, *see also* diversity  
 workforce stability, 132  
 crisis management and, 141  
 diversity and, 143  
 managerial networking and, 143  
 measuring, 133  
 performance and, 143