Leadership Challenges in a Small Society: The Case of Trinidad and Tobago

By Ann Marie Bissessar, PhD

The debate on New Public Management (NPM) reform is still relevant and opposing views as to whether it is a passing “fad”\(^1\) as well as whether it is a serious paradigm in the making is still ongoing.\(^2\) The comparative experiences of countries have also been explored in a number of works (McLaughlin, Osborne and Ferlie;\(^3\) Christensen and Laegreid\(^4\)). However, much of the literature on NPM reforms has focused on the broader goals of these reforms rather than on the reform mechanisms themselves. In this paper, I am going to focus on one specific issue of reform, namely, leadership transformation in the public sector of Trinidad and Tobago, West Indies.
The Study of the Antecedents and Outcomes of Attitude Toward Organizational Change

By Wen-Hai William Chih, Feng-Hua Yang and Chih-Kai Chang

This study sampled volunteer non-commissioned officers of R.O.C. Air Force Headquarters and used their views to examine whether or not employees’ job satisfaction and organizational commitment will affect their attitude toward organizational change and further influence their organizational citizenship behavior (OCB) during the implementation of “Streamlining Program of Armed Forces.” This study adopted the questionnaire survey method and random sampling of volunteer officers in the R.O.C. Air Force Headquarters. Effective samples totaled 345, and structural equation modeling was used to test the research hypotheses. Empirical findings showed that 1) Organizational commitment had the highest direct effect on attitude toward organizational change, followed by job satisfaction; 2) Attitude toward organizational change had the highest direct effect on OCB, followed by job satisfaction; 3) Organizational commitment did not have a significant direct effect on OCB, but a significant indirect effect could be reached thorough the support of attitude toward organizational change; and 4) Attitude toward organizational change had the highest total effect on OCB, followed by job satisfaction. According to the research framework and empirical results, several managerial implications and suggestions for future studies were subsequently proposed.

Key words: Job satisfaction; Organizational commitment; Attitude toward organizational change; Organizational citizenship behavior
A Fire Bell in the Night: Unfunded Liability and Local Government Retiree Health Care Benefits

By Dennis M. Daley, PhD

Funding provided by a research grant from the Center for State and Local Government Excellence; North Carolina State University research project members are Robert L. Clark (College of Management), Jerrell D. Coggburn (School of Public and International Affairs), Dennis M. Daley (School of Public and International Affairs), and Richard C. Kearney (Director, School of International and Public Affairs) with graduate assistants Amber Mattox (School of Public and International Affairs) and Christina Robinson (College of Management).

This paper reports on a survey on retiree health care benefits in the American local governments. With GASB 45 requiring reporting of their unfunded liabilities for other (non-pension) post employment benefits, local governments are now challenged with a dilemma of finding funds or reducing benefits. The survey examines perceived effects of health care benefits on human resources goals (recruitment, retention, and retirement), the current structure of local government retiree health care programs, and measures under consideration and/or adopted to deal with retiree health care costs. Survey results show that the local governments have adopted cost containment strategies and cost-sharing programs. With financial options limited, programmatic choices focus on termination, cost shedding, cost sharing, and preventive and wellness. They have slowly begun to introduce preventive medicine and wellness efforts while continuing with further cost sharing. A few local governments have even begun to contemplate major cost shedding options (although very few are considering terminating benefits).
The study examines the relationships between perceived stress and performance appraisal discomfort with core self-evaluations and gender as moderating variables. It also asks the question to what extent do these variables predict perceived stress. The study is a cross-sectional survey that used structured questionnaires to obtain data from a sample of 300 managers in Gaborone, Botswana. Usable data was obtained from 167 managers. A negative and insignificant association was found between performance appraisal discomfort and perceived stress. Neither core self-evaluations nor gender significantly moderated the relationship between performance appraisal discomfort and perceived stress. Women earned less income and their perceived stress was significantly higher than men’s. Also gender, core self-evaluations and then performance appraisal discomfort (in that order of strength) were significant predictors of perceived stress accounting for 12 percent of its variance. The findings also suggest that HR practitioners need to consider individual characteristics more than organizational policy in effective implementation of performance appraisals and stress reduction strategies and as a consequence worker-related interventions may be particularly pertinent. Finally, it presents data for a relatively under-explored area of behavioral research focusing on appraisers’ (as opposed to appraisee) discomfort and core self-evaluations as a moderator variable of perceived stress.

**Key words:** Botswana, core self-evaluations, gender, perceived stress, performance appraisal discomfort
Public sector organizations are experiencing incredible pressures to become more efficient, while simultaneously maintaining a high level of responsiveness to public constituents. These pressures are translated into intense demands placed on public sector employees and their collective performance. The purpose of this article is to examine important perceptions about key organizational phenomena and related employee attitudes in the context of performance in public sector organizations. Specifically, the implications of perceived organizational support (POS) and perceived psychological contract support (PSCS) are explored, leading to the development of a conceptual model which embodies non-task behaviors of organizational citizenship behaviors and counterproductive work behaviors, as well as cynicism and embeddedness as salient attitudes that should be considered in conjunction with POS and PSCS as antecedents of job performance in public sector organizations.
Implementation of an HRIMS at the Personnel Board of Jefferson County, Alabama: A Case Study in Process Reengineering

By Roger McCullough and Ronald R. Sims

This paper presents a case study of how a human resource information management system (HRIMS) was implemented in a civil service agency. The paper first describes the five-phases of the business reengineering process used to implement the HRIMS. It concludes with lessons learned for implementing an HRIMS in public sector organizations.
This research draws upon a survey of nonprofit and state government managers to examine the role service motivation plays in both sectors. The research addresses three main research questions: 1) What are the main motivational dimensions and constructs of managers in the public and nonprofit sectors? 2) How are these different types of work motivations related to each other? and 3) What differences exist between these sectors in terms of level of intrinsic and extrinsic work motivation? Our findings suggest there are four different motivational constructs and in many ways public and nonprofit managers are similar in terms of the importance of intrinsic rather than extrinsic motivation. While the mean level of extrinsic motivation in the public sector is statistically higher than in the nonprofit sector, certain types of extrinsic motivation such as advancement motivation and WLB motivation are highly correlated with intrinsic motivation in both the public and nonprofit sectors. Finally, directions for future research and practical implications are also discussed.

Key words: intrinsic motivation; extrinsic motivation; public human resource management; nonprofit management; organizational behavior
The Quality of Enterprise Human Capital: Empirical Evidence Based on Enterprise Survey in China

By Min Wang, PhD, Xiaoling Lu, PhD, and Yanyun Zhao, PhD

Based on the classical human capital theory, we propose the connotation of human capital quality which is the combination of knowledge; techniques, capability and health etc. that are embedded in labor and with economic values. According to this concept, we put forward the three-dimensional structure of human capital quality which is constructed by health awareness, education effect and family background. And on the ground of our hypotheses, we set up theoretical models of second-order CFA and get perfect fit by using enterprise survey data of Dongguan city in China. Furthermore, we adopt multiple-group CFA model to test the invariance across sub-sample of workers and sub-sample of managers and technical staff. Implications of the results for public personnel management are discussed at the end.
Diversity Management: Development, Practices, and Perceptions among State and Local Government Agencies

By Heather Wyatt-Nichol, PhD, and Kwame Badu Antwi-Boasiako, PhD

As diversity increases among citizens and employees, human resource practitioners in the public sector have come to view diversity management strategies as essential for the effective performance of organizations. An examination of best practices among private and public organizations reveals common components necessary for successful diversity initiatives. While there have been numerous studies on diversity management in the federal government, far less is known about diversity management at the state and local level. In light of the best practices research on the factors necessary for successful diversity management, this study examines the extent of diversity initiatives at various state and local government agencies. Measures used to develop diversity strategies, diversity management practices, professional development initiatives, organizational policies, and perceptions of effectiveness are considered. The findings demonstrate a few variations based on level of government, region, and size of agency. In addition, the majority of respondents believed that the organization’s diversity strategy was effective at recruitment, retention, development, and promotion; however, there was uncertainty about the effectiveness of the diversity strategy on organizational performance.