

Public administration

Business



Unit V-Article Review Article Review This study was conducted with the purpose of identifying how managers in public administration settings can motivate their subordinates to perform actions that are backed with purpose. The study was empirical in nature and tried to answer various research questions. The first question that the study aims at answering is whether the managers or leaders in public organization need to focus more on internal or external motivational factors and to what degree should these factors be taken into consideration (Wright et al., 2012). The second question that the study aimed at answering what are the contributions that leaders need to make in public organizations to motivate their workforce (Wright et al., 2012). The specific purpose of the study was to identify the methods through which leaders following transformational leadership style can use internal and external motivational factors to increase their employee's focus and attention towards the mission of the organization.

In order to conduct this study data was collected through a survey in which the respondents included different senior level managers in the public organization and the total size of those who were surveyed was more than 50, 000 senior level managers (Wright et al., 2012). The survey was supplied with the help of the internet and the survey was posted on the website of the study. Out of those individuals who responded to the survey a total of 1, 538 were considered as valid for the study (Wright et al., 2012). The majority of the respondents were male and they belonged to the White race and they had attained higher level education. The study was conducted with the help of a statistical tool called correlation and regression and the validity of the responses was analyzed through the statistical tool of Cronbach Alpha (Wright et al., 2012).

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With the help of the study the researchers identified that leaders who practice transformational leadership style can help in elevating worker's motivation towards providing public services (Wright et al., 2012). The researchers even identified that this form of leadership provided employees with clearly and well defined goals. The third main finding of the study was that worker's motivation towards providing public services and clearly defined roles are two important factors that attract employees towards the mission of the organization (Wright et al., 2012). Furthermore the researchers identified that leaders in public organizations that provide their followers with a vision, led by setting an example, encourage creativity and even instill feeling of proudness for the organization can motivate employees to think positively regarding public services. The researchers even identified that clarity of organizational goals was achieved in an effective manner due to transformational leadership and not due to motivation towards providing public services (Wright et al., 2012). Furthermore, clarity of organizational goals had a major impact on attracting employees towards organizational mission and had a lower impact on motivating employees towards public services. The researchers even identified that there is a weak relationship between transformational style of leadership as well as attraction towards organizational mission in case of public organizations as compared to privately operated organizations.

References

Wright, B. E., Moynihan, D. P., & Pandey, S. K. (March 01, 2012). Pulling the Levers: Transformational Leadership, Public Service Motivation, and Mission Valence. *Public Administration Review*, 72, 2, 206-215.