

ENHANCING PUBLIC SECTOR MOTIVATION THROUGH MANAGERIAL INNOVATION: A LITERATURE REVIEW

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Abstract

continuously evolve. Today's human capital needs to feel constantly comfortable, valued, and surrounded by managers and leaders who take care of their needs at work, which highlights their crucial role in the company. However, employee's motivation was always an important card essential for strengthening his performance and improving the overall quality of public services. So what can improve it? Or does progress toward this objective remains limited?

Recent studies reveal that this sector keep decade after decade facing persistent, new, and complicated problems challenges related to employee engagement and job satisfaction in public services in general.

This research explores the role of managerial innovation as a factor in stimulating and enhancing the motivation of public sector employees. The approach we adopted is purely theoretical and relies on a deep review of the existing literature, focusing on the most influential studies. The study examines theoretical perspectives exploring the role of managerial innovation as a catalyst for motivation among public employees.

The findings show that the different managerial innovation practices that we found, when adapted to the specificities of public sector, can, improve workplace well-being, improve employee's intrinsic motivation, improve workplace well-being, and foster a sustainable culture of performance. Therefore, the studies emphasize the importance of transformational leadership, Public Service Motivation (PSM), and knowledge management as key drivers to achieve employees motivation in the public service.

The transformation of the public
sector is crucial and must

Introduction:

In a constantly progressing economic environment, the importance of motivation in the public sector has created a significant and complicated debate. A managerial challenge has emerged; the need to reinvent or change the existing management practices. This necessity had different reasons such as unexpected citizen expectations, increasing budgetary constraints, and especially, continuous pressure to improve the quality of public services. Consequently, the

major issue lies in the motivation of public sector employees, with the ultimate objective of achieving successful public sector transformation.

Public organizations are therefore required to develop new working methods, adapt to societal changes, digital and economic transformations, and meet rising expectations in order to improve service quality, employee engagement, motivation, and satisfaction, so it can improve little by little public sector performances.

The present study seeks to examine the contribution of managerial innovation to employee motivation, drawing on an in-depth review of existing literature. The aim of this study is to explore how managerial innovation can influence the motivation levels of public sector employees, as well as to identify the specific practices and forms of managerial innovation that have had a significant impact on their motivation.

The literature offers many definitions of both motivation and managerial innovation, while research highlights the multifaceted role of these phenomena. Building on this body of knowledge, this study seeks to answer the following central question: **How can managerial innovation contribute to enhancing the motivation of public sector employees?**

This article relies on a literature review that analyzes the different existing studies found on the role of managerial innovation in motivating public sector staff. The goal is to examine the main theoretical contributions found in academic research, using recognized scientific resources. Although this approach is rigorous, it does not claim to be exhaustive or systematic. Instead, the objective is to show the different forms of managerial innovation considered effective in improving motivation based on a structured review of prior researches, rather than empirical data collection.

To address our research question, the article is structured as follows: we begin by defining the key concepts of our study, along with the theories and approaches mobilized. We then analyze the contribution of managerial innovation to the motivation of public sector employees, before presenting the different forms of innovation identified in the literature that have had a significant impact on motivation levels in the public sector.

1. Theoretical and conceptual framework of motivation and managerial innovation

Based on existing research, this section seeks to analyze the key concepts related to our topic. The objective is to highlight the main studies surrounding the theories and approaches addressing both motivation and managerial innovation. It is important to note, however, that this analysis does not claim to be exhaustive; rather, it aims to present the most influential definitions put forward by leading theorists.

1.1 Definitions and theoretical framework of motivation

The definitions of work motivation found in the literature, particularly those formulated before the 21st century, focused on the definition of effort and the forces leading individuals to achieve their objectives. For example, Claude Levy-Leboyer (1983) defined motivation as a process that can be broken down into three stages within the framework of actions directed toward the pursuit of a given result, namely performance:

- The choice of a goal, or the acceptance by the individual of an assigned objective.
- The decision regarding the intensity of effort the individual is willing to dedicate to achieve that objective.(often implicit)
- The perseverance in maintaining effort as the process unfolds, depending on the feedback received concerning progress toward the goal. (Levy-Leboyer, 1983)

From the 2000s onwards, other theorists further expanded their reflections and incorporated the mental strength. They also emphasized the importance of employee motivation and its meaningful relationship with the work environment. As Woodman (2006) notes, “the term motivation refers to the forces acting on, or within, a person to push them to behave in a specific way, oriented toward an objective” (Woodman, 2006).

In addition, for Elliot and Covington (2001), motivation can be defined as an orientation toward an individual’s behavior, or the underlying cause that drives a person to want to repeat that behavior. In the organizational context, motivation can therefore be interpreted as the lever that leads individuals to carry out their work (Elliot & Covington, 2001).

According to Jean-Marie Peretti (2021), motivation results from the interaction between internal factors (such as personal needs) and external factors (such as the work environment), both of which influence an individual’s commitment toward achieving a goal (Peretti, 2021).

1.1.1 Theories of motivation

Within the theoretical framework, several researchers have studied the concept of motivation, approaching it from different perspectives. The following section examines the main theoretical approaches in this field.

1.1.1.1 Elton Mayo: the founder of the human relations movement

Considered as one of the pioneers of the human relations approach to organization, and building on the principles of Taylorism, which emphasized the relationship between individuals and their work, the Australian psychologist, industrial researcher, and organizational theorist Elton Mayo (1880–1949) conducted a series of observations at the Hawthorne plant. The experiment was 1927 and 1932, and focused on two groups of workers: the first group benefited from better working conditions, especially better lighting, while the second group continued to work under the original conditions, serving as a control group.

Findings of the experiment: The first group who had improved conditions experienced a 20–30% increase in productivity compared to the factory average. These results motivated Mayo to extend his research by testing other factors that could enhance work quality, such as scheduled breaks, free beverages, more comfortable chairs, and flexible remuneration. As a result, workers' productivity continued to rise, and staff turnover decreased significantly.

These findings created the Human Relations Movement, emphasizing the importance of paying attention to the needs and expectations of individuals. Mayo's findings inspired numerous researchers who studied motivation from different perspectives, including goals, processes, and emotions.

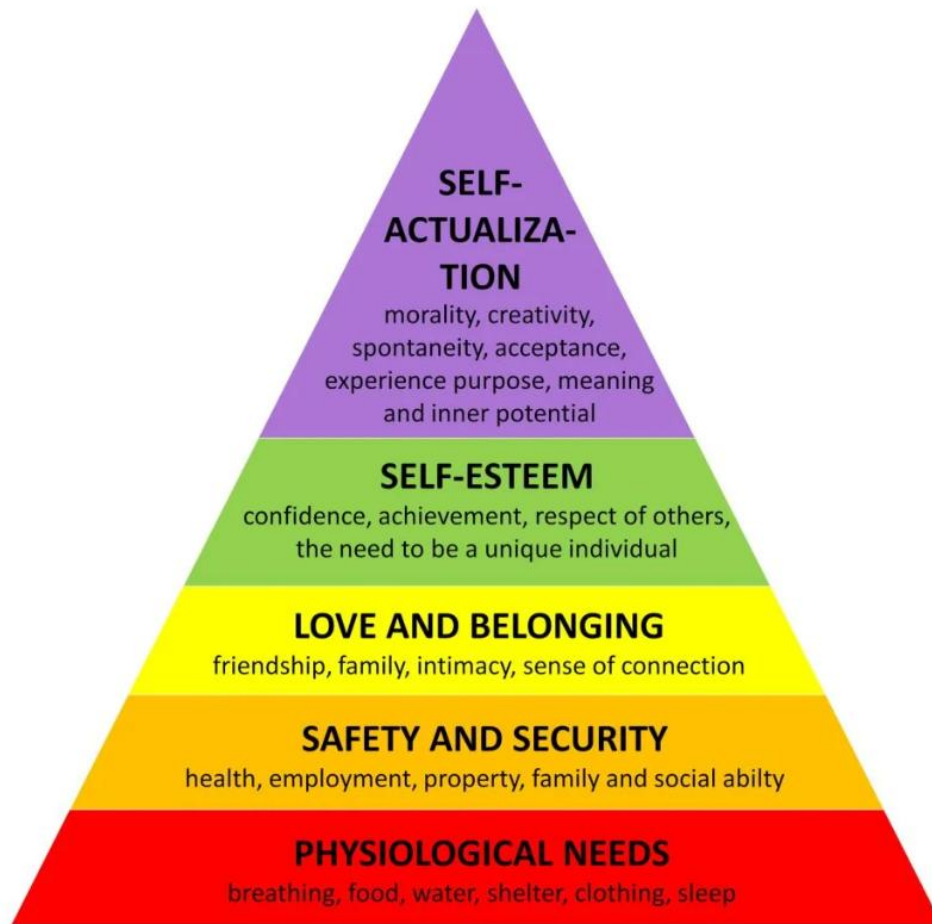
1.1.1.2 Maslow's hierarchy of needs

Building on Elton Mayo's findings, Abraham Maslow (1908–1970) proposed a model of human needs to illustrate human psychology and the fundamental causes behind motivation. His well-known Hierarchy of Needs, often represented as a pyramid, is based on two main principles:

1. Human needs structured into five levels in the pyramid, are not fulfilled all at once
2. An individual can only progress to a higher level or the higher needs once he satisfied the needs of the lower level (survival needs).

Maslow's hierarchy of needs can be illustrated as follows:

Figure 1: Maslow's Hierarchy of Needs



Source: McLeod, S. (2007, April 18). Maslow's hierarchy of needs. Simply Psychology. <https://www.simplypsychology.org/maslow.html>

The **physiological needs** correspond to essential requirements such as food, sleep, and rest. The **safety needs** are divided into two dimensions: physical security (protection against discrimination, disorder, injustice, etc.) and economic security (the fear of losing one's job, salary, etc.).

At the higher levels of the hierarchy, known as **needs of being**, individuals seek deeper fulfillment. The **need for belonging** reflects the social nature of human beings, who cannot live or feel complete in isolation. The **need for esteem** is associated with the pursuit of goals, career development, as well as the desire to be recognized and valued for your skills, your efforts and work. Finally, the **need for self-actualization** represents the aspiration for personal growth, self-fulfillment, and the realization of one's potential.

However, Maslow's model has not escaped criticism. One of its main limitations is that some individuals may satisfy "higher-level" needs even if the "lower-level" ones have not yet been fulfilled.

1.1.1.3 Frederick Herzberg

According to Herzberg's theory, individuals seek the satisfaction of higher-level psychological needs linked to the nature of their work itself, level of responsibility assigned to them, achievements, and the recognition they receive.

According to a study based on the critical incident method conducted with a sample of 200 accountants and engineers, Herzberg observed recurring patterns during the interviews and identified two types of motivational factors:

- **Hygiene factors:** These basic elements when present do not generate motivation, but when absent, lead to a sort of dissatisfaction and demotivation among employees. Herzberg identified six hygiene factors: company policy and administration, supervision and managerial control, relationships with superiors, physical working conditions, and finally, the salary.
- **Motivators (motivational factors):** They represent the practices that organizations in general should adopt in order to motivate their staff, including opportunities for progress and career development, responsibilities, the nature and content of the work, recognition of skills and the fulfillment of individuals' potential.

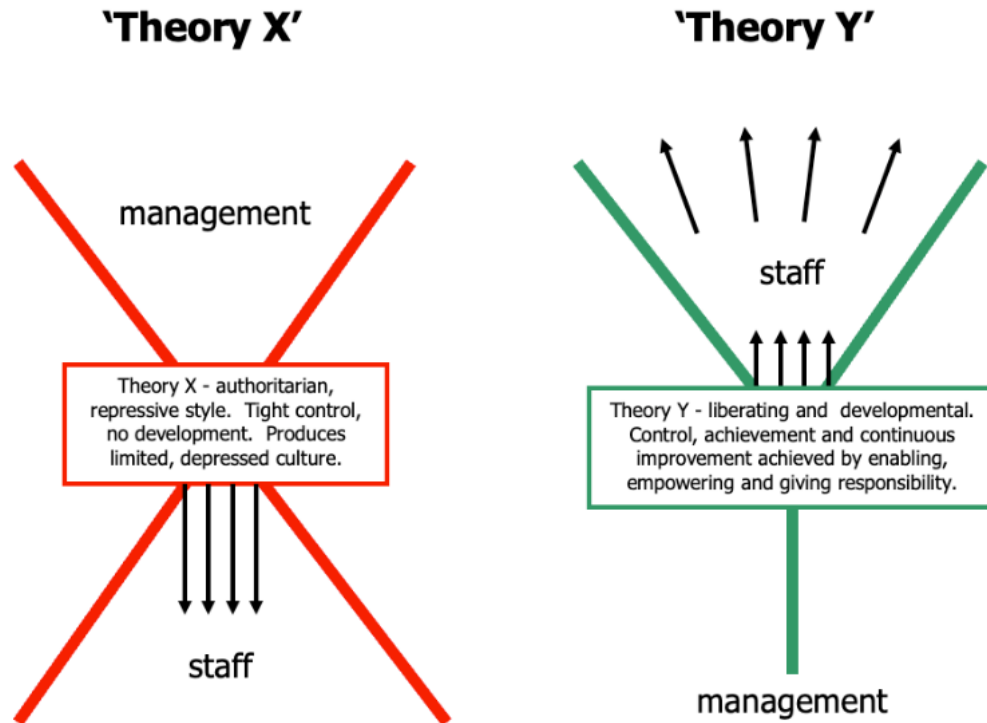
Herzberg argued that, in order to apply these factors well, organizations must stop following the Taylorism model of work and instead prioritize some specific practices, such as: eliminating and removing rigid control systems, encouraging individuals' initiative, allowing employees to complete entire tasks rather than fragmented parts by aligning objectives with available resources, according more (autonomy ↔ freedom), make periodic feedback reports, introducing new tasks, and suggest projects that can help employees gain expertise and develop their skills and therefore their career.

1.1.1.4 Douglas McGregor (1906–1964)

Douglas McGregor is one of the first theorists to find a direct connection between two key components: management style and employee motivation. In his work, he rejected what he named **Theory X**, an approach rooted in traditional perspectives just like Taylorism, Fordism, and Weber's bureaucratic model. In opposition, he proposed **Theory Y**, which is based on the development of human potential. Notably, Theory Y was the first to emphasize personal fulfillment and self-motivation as a fundamental driver of performance at work.

To illustrate this conceptual opposition, the following table summarizes the important differences between Theory X and Theory Y:

Figure 2: Theory X and Theory Y



Source : Alan Chapman, 2001-4 Based on Douglas McGregor's X-Y Theory

1.2 Definitions and Theoretical Framework of Management innovation

Management innovation involves the introduction of novelty in an established organization, and as such it represents a particular form of organizational change. In its broadest sense, then, management innovation can be defined as a difference in the form, quality, or state over time of the management activities in an organization, where the change is a novel or unprecedented departure from the past (Hargrave & Vande Ven, 2006; Van de Ven & Poole, 1995: 512)

On the basis of this high-level definition, we identified four distinct perspectives on management innovation in the literature, as summarized in Table 2. These four should be seen as the dominant perspectives around which research has clustered in the past, rather than as theoretically comprehensive in terms of the domain that they cover. (Birkinshaw, Hamel, & Mol, 2008)

Table 1: Key Features of Four Perspectives on Management Innovation

Features	Institutional Perspective	Fashion Perspective	Cultural Perspective	Rational Perspective
Representative papers	Barley & Kunda (1992), Bendix (1956), Cole (1985), Guillén (1994), Kossek (1987), Strang & Kim (2005), Weitz & Shenhav (2000)	Abrahamson (1991, 1996), Abrahamson & Fairchild (1999), Clark (2004), Huczynski (1993), Kieser (1997), Mazza & Alvarez (2000), Staw & Epstein (2000)	Gill & Whittle (1992), Knights & McCabe (2000), Knights & Murray (1994), McCabe (2002), Stjernberg & Philips (1993), Zbaracki (1998)	Alänge, Jacobsson, & Jamehammar (1998), Chandler (1962), Damanpour (1987), Kaplan (1998), Kimberley & Evanisko (1981), Tichy & Sandstrom (1974), Yorks & Whitsett (1985)
Core question	What institutional conditions give rise to the emergence and diffusion of management innovations?	How do aspects of the supply of and demand for new management ideas affect their propagation?	How do management innovations shape, and get shaped by, cultural conditions inside an organization?	What is the role of managers in inventing and implementing new management practices?
Key factors influencing the innovation process	Institutional conditions and attitudes of major groups of influencers	Suppliers of new ideas and the legitimacy of their proposals	Culture of the organization in which the innovation is introduced	Actions of key individuals driving the process inside or outside the organization
Role of human agency in driving the process	Rarely discussed	Rarely discussed	Agents are important but constrained by power relations and traditions	Agents initiate and drive the process within an organizational context
Level of analysis	Firm plus industry/country	Firm plus market for new ideas	Firm plus individual	Individual plus firm
Process of change and outcome of innovation	Progressive changes in management ideology and/or practice, sometimes toward more effective ways of working	Cyclical process of hype then disillusionment; no evidence that innovation leads to long-term benefits	Socially constructed change process; usually very little change in way of working and perpetuation of existing power relations	Progressive changes in management practice toward more effective ways of working; success not guaranteed

Source : Birkinshaw, J., Hamel, G., & Mol, M. J. (2008). Management innovation. *Academy of Management Review*, 33(4), 825–845. <https://doi.org/10.5465/amr.2008.34421969>

For Hamel (2006), “A managerial innovation can be defined as a modification of traditional managerial principles, processes, and practices, or of usual organizational forms that can significantly alter the way managerial work is conducted. Simply put, a managerial innovation changes the way managers carry out their responsibilities.”

Therefore, Birkinshaw et al. (2008) define management innovation as: “the generation and implementation of a management practice, process, structure, or technique that is new to the state of the art and is intended to further organizational goals.” (Birkinshaw et al., 2008).

According to Mol and Birkinshaw (2009), a key aspect of managerial innovation lies in the motivation to drive to organization's performance toward progress and improvement.

Damanpour and Aravind (2012) take the same view by establishing a direct relationship between managerial innovation and performance. "Managerial innovation is a new organization, a new administrative system, new managerial practices, or new techniques that can create value for the organization adopting them." (Damanpour and Aravind, 2012).

1.2.1 Approaches of Managerial innovation

When reviewing the literature in order to identify the factors leading to the success of managerial innovation, two main approaches can be discussed: a voluntarist approach and a determinist approach (Perret & Josserand, 2003).

The first approach is based on the idea that each organization had special internal specificities inherent to its system. Its theorists adopt a change-oriented perspective and emphasize the crucial role of leadership and decision making to make and drive meaningful change. Within this view, the theories of strategic choice, organizational development, and embeddedness represent three distinct perspectives in management sciences (Guilmot, 2016).

The theory of strategic choice emphasizes deliberate strategic decision-making, where organizations evaluate alternatives to make rational choices and achieve their objectives (Daft, 1984). In addition, the theory of organizational development highlights the need for firms to constantly adapt through planned interventions in order to remain competitive. It underscores the importance of change management and the continuous development of organizations (Burgelman, 1996). Finally, Firm-based embeddedness plays a critical role in an organisation's ability to adapt and respond to challenges. Embeddedness however has tended to be researched and framed from the perspective of a resource or input which firms leverage to their advantage via social relations and networks (Baum et al., 2000; Burt, 2000). Less attention within these debates has focussed on embeddedness in another form; that of the values around which firms develop identities and shape strategic or operational responses (Hueso et al., 2020).

The second approach, called determinist, suggests that there are key variables which can predict and explain the degree of innovation within an organization. Managerial innovation here is defined by exogenous factors linked to the external environment of the organization (Perret & Josserand, 2003). Pioneers of this school consider the organization as an open system that evolves and interacts with its environment.

The well-known theories of this stream include population ecology, neo-institutional, and contingency theories. Population ecology, developed by Hannan and Freeman (1977), views organizations as species evolving in a competitive ecosystem, stressing the importance of adaptation for organizational survival. Neo-institutional theory, advanced by theorists such as

Scott and DiMaggio (1983), highlights the influence of social and institutional norms, shedding light on the fact that organizations often imitate legitimized practices to ensure credibility. Finally, contingency theory, developed notably by Woodward and by Lawrence & Lorsch (1967), asserts that no universal organizational model exists and stresses the need to adapt organizational structures to specific internal and external contingencies.

These theories converge on the idea that organizations and their environments do not share an optimal relationship. Population ecology emphasizes competition and adaptation, neo-institutionalism underlines the impact of social norms, and contingency theory highlights the importance of adjusting organizational structures to particular circumstances.

1.2.2 Managerial innovation in the private sector: technological vs. organizational logic

Management innovation has been defined as ‘the generation and implementation of a management practice, process, structure, or technique that is new to the state of the art and is intended to further organizational goals’ (Birkinshaw et al., 2008, p. 829) and is associated with changes in a firm’s social system (Černe et al., 2016). Typically more diffused, continuous and incremental than technological innovation, it is more contingent upon actors, their interrelationships, and the connections making up an organisation’s complex social system (Birkinshaw & Mol, 2006).

Management innovation can complement technological innovations’ effects on firm outcomes (Damanpour, 2014; Damanpour et al., 2009) by providing a fertile organizational context to better assimilate and apply technological knowledge. Empirical studies show that management innovation contributes to firms’ performance and helps leverage technological innovations to capitalize on the market (Černe et al., 2015; Walker et al., 2011).

Hamel argues that organizational performance primarily depends on the ability to create and develop managerial innovation, which remains a more endogenous, original, and less mastered process (Hamel, 2009). In the same vein, Birkinshaw and Mol highlight that among 12,774 articles published in scientific journals on technological innovation, only 114 address managerial innovation (Birkinshaw & Mol, 2006).

Management innovation thus emerges as a complement to technological innovation. It is broader in scope, as it may also concern organizational culture. Rogers (1995) and De Lancer Julnes (2008) demonstrate this by defining managerial innovation as the generation and/or adoption by an organization of new ideas or behaviors. In this sense, it does not merely represent invention but also the adaptation of innovations already implemented elsewhere to the specific context of an organization.

Managerial innovation, being more complex, subjective, and adapted to the specific characteristics of each organization, differs from technological innovation, which is more tangible and easier to control. This difference is mainly due to the tacit nature of knowledge, its link to individuals, the absence of patent protection, and its strong impact on the social system (changing interactions, values, and perceptions among actors).

1.2.3 Innovation in the public context: territorial vs. managerial logic

In the public sector, Managerial innovation has received little specific attention. Much like technological innovation in its early stages in the private sector, public innovation is usually viewed from an external perspective, focusing on social or territorial dimensions.

Because the focus is mostly territorial, managerial innovation is often overlooked. Yet, just as in the private sector, it needs to be defined clearly, especially since societal (external) innovations can influence managerial (internal) ones. Based on previous studies, we define management innovation as not only proposing (inventing) or transferring practices into a new context, but also as implementing (adopting, integrating) local strategies, structures, rules, cultures, tools, and practices in public services.

In this way, managerial innovation in local public services can take several forms: strategic, organizational, behavioral, cultural, or instrumental. It is also connected to broader societal innovations, which are more external and aim to help public services adapt to the evolving needs of the territory.

2. Research Methodology

In this article, the literature review follows an approach that tend to better understand what role can management innovation play in improving the motivation of public sector employees. The objective is to provide a comprehensive understanding of the key factors that determine motivation among public officials, as well as to examine the forms of managerial innovation that may positively influence their engagement.

2.1 Selection Criteria and Sources Used

2.1.1 Selection Criteria

Type of documents selected: The documentary selection for this literature review focuses on the following sources:

- **Academic articles and scientific journals:** Present in-depth research and analyses on the concepts of motivation and management innovation.
- **Doctoral theses:** Written by PhD students, these theses provide original and targeted studies, offering renewed and often contextualized perspectives.

Language: The selected publications are written in French and English, which are widely used in academic research as well as in institutional reports and studies.

1.1.2 Sources Used

This literature review, focused on managerial innovation and the motivation of public sector employees, relies on several recognized databases:

- **Google Scholar:** Provides access to a wide variety of academic publications (articles, theses, books).
- **Scopus:** An international bibliographic database useful for identifying recent and validated studies.
- **Emerald Insight:** Specialized in management and organizational innovation, offering publications on managerial practices and motivational dynamics.
- **HAL Archives:** An open archive providing access to French-language research, particularly on the modernization of public services and employee engagement.

2.2 Data Collection Techniques

Initial search: A preliminary exploration was carried out across various academic databases to identify relevant publications addressing our topic.

Database access: Searches were conducted on platforms such as Google Scholar, Scopus, Emerald Insight, and HAL Archives.

Thematic filtering: The search process was refined using available filtering tools (year, field, type of publication) in order to target works focusing on public sector employee motivation and management innovation.

The selected documents scientific articles, and theses were compiled into a reference database for subsequent analysis.

Keywords used: To optimize the relevance of the results, several keyword combinations were employed during the search: *public sector motivation, managerial innovation in the public sector, motivation, management innovation*.

Evaluation of results:

Once the initial documentary search was completed, the results underwent a rigorous evaluation to ensure their relevance and quality:

- **Title screening:** Each document was examined to verify its alignment with our study and concepts.
- **Abstract analysis:** Abstracts were reviewed to identify the main findings, methodologies, and results or conclusions.
- **Selection criteria:** Documents were retained according to type of publication, language, publication period, and thematic relevance. Sources that did not meet these criteria were excluded.

3. Results and Discussion

3.1 Variables Influencing the Motivation of Public Sector Employees

One of the main questions in public management concerns the nature of individual behavior: do people behave the same in the public and private sectors, or in different ways? (Brewer & Brewer Jr., 2011).

According to certain theories, public sector employees lack commitment and effectiveness in carrying out their missions. This may have a link with the absence of drivers that motivates employees to deliver high-quality work, or, to the bureaucratic systems of the public sector.

Some theories even suggest that public sector employees are generally lazy, insufficiently involved in their work, and therefore inefficient. This inefficiency is linked partly to the lack of appropriate motivators driving them to achieve flawless performance, and partly to the bureaucratic systems of public organizations, which have failed to establish as structured and efficient an institutional framework like private organizations (Brewer & Brewer Jr., 2011).

However, this stereotypical view of public organizations has been widely criticized and rejected by many authors in public management (Rainey, 1982; Perry & Wise, 1990; Balfour & Wechsler, 1990; Crewson, 1997; Rainey & Steinbauer, 1999; Hondeghem & Andenabeele, 2005; Brewer, 2007; Perry et al., 2010; Brewer & Brewer Jr., 2011). Research instead suggests that the motivation of employees and managers in the public sector is fundamentally different from that of their colleagues in the private sector (Perry & Porter, 1982; Ambrose & Kulik, 1999; Rainey & Bozeman, 1991, 2000; Wright, 2001).

3.2 Motivation in the public sector vs. motivation in the private sector

As already highlighted, research conducted over the past decades in both the private and public sectors tends to show the idea that motivation results from the interaction between employees' individual characteristics and their organizational environment (Perry & Porter, 1982; Wright, 2001; Miner, 2005).

Research on the determinants of work motivation in the public sector can be further classified into two major streams, one that focuses on employee characteristics and the other that focuses on the organizational environment. Two basic types of employee characteristics have been suggested to be determinants of work motivation: Employee motives and job satisfaction. While employee motives represent what employees want or expect from their jobs, job satisfaction reflects the employees' reactions to what they receive. Similarly, two characteristics of the environment have been suggested to influence work motivation: job characteristics and work context. Job characteristics describe aspects of the job or task an employee performs, while work context pertains to characteristics of the organizational setting (e.g., the organization's reward

systems, goals, or degree of formalization) in which the employee must perform the work. (Wright, 2001)

3.2.1 Employee motives

Research generally has suggested that employees in one organization may differ from employees in another because of attraction-selection-attrition (Schneider 1987) or even adaptation processes (Hall, Schneider, and Nygren 1975; Hinrichs 1964)

Although employee characteristics may be shaped by the organization (Cherniss and Kane 1987; Guyot 1960; Posner and Schmidt 1996; Rainey 1983; Wittmer 1991), public administration scholars have tended to view employee motives as inputs "brought to the work situation" that represent "the raw materials in the public sector motivational processes" (Perry and Porter 1982, 90; see also Bozeman 1987; Lawler 1971; Perry and Wise 1990; Rainey 1982; Rawls, Ullrich, and Nelson 1975). Indirect support for this emphasis on self-selection (i.e., that individuals sort themselves into employment sectors) has been provided by studies indicating that employees tend to work for organizations that they feel will satisfy their most important needs (Graham and Renwick 1972; Lawler 1971)

Other studies have further demonstrated that public sector employees place greater emphasis on higher-order needs (achievement, autonomy, self-actualization, and development) than their private sector counterparts (Jurkiewicz et al., 1998; Houston, 2000; Frank & Lewis, 2004). Overall, these individual differences in needs, values, and preferred rewards have been considered the primary cause of variation in work motivation (Wright, 2001).

Empirical support for these differences, however, has not always been consistent. Several studies have failed to find public employees (Newstrom, Reif, and Monczka 1976; Rainey 1982; Wittmer 1991) value differences in preference for monetary rewards (Crewson 1997; Gabris and Simo 1995; Maidani 1991; Schuster 1974), while others have suggested that, regardless of how public employees may value monetary rewards relative to private employees, such financial incentives still highly. Evidence also has suggested that public employees do not value opportunities to benefit society (Jurkiewicz, Massey, and Brown 1998) or to help (Gabris and Simo 1995) any more than those in the private sector.

3.2.2 Work Context

The work context of public-sector organizations often has been perceived to be fundamentally different from that of organizations in the private sector (Baldwin and Farley 1991; Fottler 1981; Rainey 1989; Whorton and Worthley 1981). Such differences typically have been attributed to the function each sector serves in society. Public organizations address complex social functions, providing goods and services that cannot be easily packaged for exchange in economic markets (Baldwin 1987; Rainey 1983).

Although the assumption of sectoral differences in work context especially organizational goal clarity or goal ambiguity has been accepted generally in the public-sector literature, surprisingly little empirical research has established these differences empirically (Baldwin and Farley 1991; Rainey 1989). Much of what does exist provides conflicting evidence. Several researches find no differences (Rainey, Pandey, and Bozeman 1995), (Rainey 1983)

Research has also found that public organizations exhibit higher levels of formalization (rules and procedures), paperwork, and centralization than private enterprises (Rainey & Bozeman, 2000; Rainey, 2003). In such a context, it becomes challenging for public managers to grant their subordinates significant discretion or flexibility to adapt services to citizens' specific needs or to engage in innovative behavior (Fernandez & Moldogaziev, 2011).

Regarding organizational rewards, two studies have shown that employees in public organizations perceive a weaker relationship between extrinsic rewards such as pay and job security and performance than do employees in private-sector organizations (Porter and Lawler 1968; Rainey 1983)

3.2.3 Job Characteristics

If sector differences occur in work context, they may, in turn, influence important aspects of the job or task an employee performs at work. For example, some theorists have suggested that public employees may experience greater task significance and job challenge than private-sector employees because public organizations provide employees with opportunities to address important social issues (Baldwin 1984; Perry and Wise 1990). Other scholars, however, have suggested that any benefits of such missions are offset by the multiple, ambiguous, and conflicting goals held by public-sector organizations, which make performance difficult to direct and measure (Baldwin 1984).

While one study found that public-sector employees perceived that the private sector had the best capacity to provide exciting and challenging work (Gabris and Simo 1995), other studies have found that public employees experienced the same level of task difficulty as (Rainey 1983) or even greater job challenge than their private sector counterparts (Posner and Schmidt 1982).

3.2.4 Job Satisfaction

A number of researchers have studied the public-sector employees' attitudes about work or organizational systems, with job satisfaction perhaps the most commonly assessed attitude (Wright, 2001). Turned out that these attitudes reflect the level of interaction between employees and their work environment, reflecting the degree of congruence between what employees seek from their jobs (their motives) and what they perceive they actually receive (the work environment).

The sector differences in the characteristics of the employee and work environment are important in influencing work attitudes such as job satisfaction (Rainey 1989) Public employees according to researchers have been the most unsatisfied with their jobs, due to the very structure of these organizations that hinders the opportunities for employees to achieve higher-order or altruistic

needs, and what makes it more difficult for employees to understand or make their contributions to the accomplishment of these goals (Baldwin 1984) is the compensation policies (Blank 1985; Fogel and Lewin 1974) and nature of organizations goals (often ambiguous or conflicting).

Although such mixed findings severely restrict the ability to infer a great deal about public-sector employees in general based solely upon their attitudes toward their organizations or jobs, they certainly do not suggest a widespread pattern of dissatisfaction with public-sector employment (Wright, 2001)

3.3 Forms of Managerial Innovation Influencing the Motivation of Public Sector employees

In a context where managerial innovation has become essential for the public sector, many constraints are pushing public administrations to reconsider their modes of functioning, to design more suitable strategies, and to manage change processes. Until recently, these organizations had few obligations to engage in such transformations.

From our analysis, managerial innovation in the public sector appears to be multidimensional, encompassing strategic, organizational, behavioral or cultural aspects as well as concrete tools and methods. It is also closely connected to societal innovation, which seeks to adapt public services to the evolving needs of territories, thereby contributing to a broader dynamic of territorial innovation. Furthermore, managerial innovation is influenced by various factors, whether contextual, organizational, or related to the internal dynamics of innovation within public administrations.

According to the literature reviewed, several forms of managerial innovation have been identified as having a positive impact on the motivation of public sector employees. The findings often stem from diverse international contexts, reflecting the global relevance of these approaches. However, for the purpose of this review, we have selected a number of forms that are particularly significant and applicable to our analytical framework.

The following table summarizes the forms of managerial innovation implemented in selected public organizations across different countries:

Table 2: Forms of management innovations influencing public sector employee's motivation

Innovation	Findings	Reference
Public Service Motivation (PSM)	Civil servants motivated by a general interest and the desire to serve the public and assist citizens are more likely to engage in innovative activities aimed at improving citizens' comfort with respect to public services. They are therefore more committed to their missions and perceive their utility for the public and	Lee & Kim (2024); Miao et al. (2018); Lee et al. (2020); Nguyen et al. (2023)

	society in general more directly.	
Transformational Leadership	Transformational leaders stimulate, broaden, and elevate employees' interests, encouraging them to transcend personal goals and, in other words, motivating them to "achieve performance beyond expectations." They guide employees to pursue ambitious collective objectives rather than personal ones. The impact of this type of leadership is strong and significant on organizational performance, which is particularly encouraging for the public sector.	(Vaccaro, Jansen, Van Den Bosch, & Volberda, 2012; (Yousaf, Majid, & Yasir, 2019)
Knowledge Management	Findings shows that the four knowledge management processes which are : knowledge creation, knowledge capture and storage, knowledge sharing, and knowledge application and utilization, have a positive and significant impact on performance, the quality of services delivered to citizens, innovation capacity, and, of course, the motivation of public sector employees. Knowledge management promotes the optimization of knowledge resources to enhance performance and innovation, enabling the sector to fully leverage the intellectual capital of its civil servants.	Al Ahbabi, S. A., Singh, S. K., Balasubramanian, S., & Gaur, S. S. (2019).

Source: by the authors

Our research findings provide evidence that transformational leadership contributes to management innovation. Transformational leaders who inspire team success and develop trusting and respecting relationships based on common goals enable organizations to pursue changes in management practices, processes, or structures. They consider organizational members individually and generate greater predisposition to experiment with changing organizational tasks, functions, and procedures. (Vaccaro, Jansen, Van Den Bosch, & Volberda, 2012) This has significant impact on employees' motivation and lead to satisfaction and better performance. Moreover, employees motivated by a desire to serve the public are more inclined to engage in innovative activities aimed at making citizens more comfortable with public services (Miao et al., 2018; Lee et al., 2020; Nguyen et al., 2023). This relationship underscores the importance of intrinsic motivation in fostering an environment conducive to innovation, particularly in the public sector. (Lee G and Kim C, 2024) this what PSM can give.

In Addition, KM processes, was found to have the strongest impact on innovative performance, followed by quality performance and operational performance (Al Ahbabi et al., 2019)The findings show that all four KM processes (knowledge creation, knowledge capture and storage, knowledge sharing and knowledge application and use) had a positive and significant impact on operational, quality and innovation performance of public sector in the UAE.(Al Ahbabi et al., 2019)

Conclusion and Perspectives

The literature review highlights that managerial innovation, which continues to represent a challenge for public organizations but is nonetheless progressing and attracting increasing interest from both the public and private sectors, constitutes a key lever for strengthening the motivation of civil servants in the public sector. Research has shown that motivation is neither simple nor easy to achieve, particularly in an environment that primarily requires performance and commitment. Thus, by introducing new management practices, more participatory, flexible, and especially centered on recognition and skills development, while focusing more on intrinsic factors influencing employee motivation, organizations can generate outcomes that address contemporary challenges while enhancing human capital. However, the effects of such innovations vary across organizational, cultural, and institutional contexts, and therefore require tailored change management strategies to avoid resistance.

Future research could be directed toward several avenues:

- **Qualitative studies:** Fieldwork with public sector employees is needed to closely examine and gather their perceptions of managerial practices (both new and traditional). This would provide deeper insights into the drivers of motivation and the barriers to adopting managerial innovations.
- **Comparative analysis:** Conduct comparative studies on managerial innovation practices implemented in different countries, particularly within the public sector, to identify the most effective and context-appropriate approaches.
- **Impact evaluation:** Assess the actual impact of managerial innovation practices adopted in the public sector through impact studies, measuring levels of satisfaction, performance, and employee well-being.

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