

## REVIEWER'S REPORT

Manuscript No.: IJAR-53717

Date: 09/09/2025

**Title: Enhancing Public Sector Motivation Through Managerial Innovation: A Literature Review.**

**Recommendation:**

**Accept after minor revision.**

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality	✓			
Clarity	✓			
Significance		✓		

Reviewer Name: Dr. Bishwajit Rout

Date: 09/09/2025

**Reviewer's Comment for Publication.**

*(To be published with the manuscript in the journal)*

*The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.*

- Significance:** This paper is significant as it explores how managerial innovation can enhance motivation among public sector employees, a critical factor for improving service quality and institutional performance. By reviewing influential studies, it highlights practices such as transformational leadership, public service motivation, and knowledge management, offering valuable insights for governments and policymakers seeking to strengthen employee engagement and modernize public administration sustainably.
- Strength:** The strength of this research lies in its comprehensive literature review that synthesizes diverse theoretical perspectives on motivation and managerial innovation. It bridges public and private sector insights, contextualizes findings within evolving societal and organizational challenges, and identifies key innovation practices applicable to public services. This integrative approach enhances clarity, offers actionable guidance, and enriches scholarly understanding of motivation in the public sector.
- Key Insight:** The key insight is that managerial innovation through participatory practices, leadership transformation, and effective knowledge management directly fosters intrinsic motivation and well-being among public employees. Unlike traditional bureaucratic models, innovative approaches align organizational goals with employee needs, creating a culture of engagement and adaptability. This demonstrates that sustained motivation in the public sector depends on flexible, people-centered management rather than rigid control systems.

## **REVIEWER'S REPORT**

### ***Reviewer's Comment / Report***

The paper titled “*Enhancing Public Sector Motivation Through Managerial Innovation: A Literature Review.*” synthesizes studies on managerial innovation's impact on public sector motivation, emphasizing PSM, transformational leadership, and knowledge management as catalysts for well-being, engagement, and performance. It contrasts public-private dynamics and suggests contextual adaptations. Strengths: comprehensive theoretical framework, global perspectives; weaknesses: no primary data, selection biases, formatting errors (e.g., unrelated agribusiness images). Overall, a solid foundation for HRM in public services, advocating qualitative/comparative future research for practical validation.

#### **Suggestions for Improvement:**

1. Simplify sentence structures for readability. Explicitly highlight the research gap earlier in the introduction (e.g., lack of integrative reviews on managerial innovation and motivation in the public sector).
2. State contributions in a concise bullet-style summary at the end. Reduce over-reliance on textbook-style explanations.
3. Add comparative discussion of which theories best explain public sector motivation.
4. Integrate recent scholarship (e.g., digital-era governance, hybrid motivation models).
5. Add PRISMA-style flow or table summarizing selection process.
6. Clarify how sources were evaluated for credibility (e.g., peer-reviewed vs. grey literature).
7. Strengthen integration: show how identified innovations directly link to motivation outcomes.
8. Use sub-tables or figures to summarize findings across contexts.
9. Critically assess contradictions in the literature (e.g., mixed evidence on public employee job satisfaction).
10. Provide sharper conclusions tied to the research question.
11. Highlight practical implications for policymakers and managers (e.g., how to implement PSM or KM effectively).

# International Journal of Advanced Research

**Publisher's Name: Jana Publication and Research LLP**

*www.journalijar.com*

---

## **REVIEWER'S REPORT**

This paper addresses an important topic by linking managerial innovation with public sector motivation through a literature review. Its strengths lie in comprehensive theoretical grounding and highlighting three key drivers (PSM, transformational leadership, knowledge management). However, it suffers from verbosity, lack of methodological transparency, and descriptive rather than critical synthesis. With improved clarity, methodological rigor, and sharper analysis, it has strong potential for publication. With these refinements, the paper has strong potential for publication. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.