

Efficiency in Continually Operating Public Organizations: A Case Study

By Christopher Barnum

This article reports the findings of a case study that examines the effect of compressed work scheduling on the overall organizational efficiency of a medium size police department. An efficient scheduling design is one that utilizes a high percentage of employees during busy times and fewer employees during slower times. Efficient scheduling is important because it can mitigate the problems associated with understaffing including tired employees, increased overtime and strained officer and citizen relations. This investigation examined the efficiency of four work scheduling proposals. Two of these were compressed scheduling plans and two were traditional designs. The examination found that a proposed 8-hour plan was the most efficient schedule analyzed. Its staffing patterns closely followed fluctuations in call volume, with more officers working during busy times and fewer during slower times. Statistical analysis establish that this model is significantly better than a 12-hour model currently used by the department, or a 8-hour scheduling plan used by the department in 1999. A proposed 10-hour model was found to be the second most efficient. Although not statistically different from other models, its staffing levels generally followed call volume patterns especially during late night peak times.

Workplace Violence: Awareness, Prevention, and Response

By Mary D. Bruce, PhD, MPA, and William A. Nowlin, PhD

The purpose of this study is to determine if formal organizational policies on workplace violence (WV) influence hiring practices, employee training, and ability to manage violent situations. A sample of 72 members of the Industrial Relations Research Association, which has been renamed Labor and Employment Relations Association, completed an Internet original survey on WV, with 40 organizations having these types of policies. Findings indicated that organizations with formal policies on WV were more likely to have heightened awareness of issues involving WV than organizations without these types of policies. WV policies generally are zero tolerance; however, they may lack enforcement by supervisors. Having a formal policy on WV may indicate that organizations are more aware of and concerned with protecting their employees and clients from violent situations.

Diversity Management in the Public Sector: Moving from Hobbyism Toward Integration

An Exploratory Case Study in The Netherlands

By Coen Heijes, PhD

In research on diversity management we find a great deal of attention to be directed on tools and personnel issues. What we rarely come across are historical analyses of diversity management within organizations. In this paper we fill this gap and discuss the various stages an organization goes through in developing and implementing diversity policy. We do so by way of an in-depth, narrative case-study of the Internal Revenue Service (IRS) in The Netherlands. We show how ethnic diversity management has evolved within this organization over the past two decades and what pitfalls were encountered, while at the same time discussing the dilemmas which underlie successful implementation of diversity within organizations.

The Influence of Employee Referrals on P-O Fit

By An Tien Hsieh, EdD, and Ying Yu Chen, PhD

Kristof noted that employees recruited through special programs have a higher P-O fit than those recruited through general approaches. However, the study of Saks and Ashforth found that employees recruited by informal methods have a poorer person-organization fit (P-O fit). The essence of special and informal recruitment methods should be similar, but the employee referrals (ER) program is an informal recruitment method frequently adopted by businesses. What, then, is the P-O fit of employees that are recruited through ER? This study discovered that the work-related information provided at the time of making the referral easily causes a substantial perceptual gap in employees, leading to a poor P-O fit. As those that make referrals are not professional recruiters, they may not provide the essential information relevant to the firm's recruitment. Consequently, the job applicant would likely form a mistaken perception and join the firm under erroneous expectation, resulting in poor P-O fit after entering the company.

Keywords: employee referrals, P-O fit, realistic jobs preview, informal recruitment, expectation gap, work-related information.

Whistleblower Retaliation in the Public Sector

By Katie Lee and Brian Kleiner, PhD

“Blowing the whistle” has never been an easy decision whether an employee is from the private sector or the public sector. Laws to protect employees from the private sector had been long established while whistleblowers from the public sector may have been scrutinized. After the media aired many high profile cases in which federal whistleblowers go through a series of retaliations by their supervisors, laws have been introduced to protect government whistleblowers as well. Although these laws have significantly given courage to whistleblowers, it is not without its flaws. There are still agencies that ignore these laws or find ways around these laws in order to cover up some of their own mistakes. The government must continue to find ways to encourage more people to step up and expose wrongdoings for the good of society.

Keywords: Whistleblower, discrimination, public sector, retaliation

Promoting and Auditing Affirmative Action in the South African Public Service

By Danny Sing, D. Admin

The South African Constitution and concomitant legislation lay the policy foundations for promoting, monitoring and evaluating affirmative action in the South African Public Service which is the largest employer in the country. In 2006, the Public Service Commission, which is a principal oversight state institution, published as part of its Constitutional mandate, a major document entitled: **An Audit of Affirmation Action in the Public Service**. Its findings and recommendations pose significant challenges for legislators and public managers.

Factors Leading to Corrections Officers' Job Satisfaction

By Seung-Bum Yang, Gregory C. Brown and Byongook Moon, PhD

This study explores the determinants of job satisfaction of corrections officers. Using a survey data collected from 400 South Korean corrections officers, we tested the effect of five factors on job satisfaction. The five factors were identified from the Job Descriptive Index (JDI). We used a single item approach and employed ordered logit regression analysis to ensure advance and sophisticated statistical analysis of survey research. The empirical analysis confirmed that pay, promotion, job itself, supervisor, and coworkers were all significant factors that lead to job satisfaction. The findings in this research are consistent with the extant research on job satisfaction. The results of this research can improve public managers' understanding of employee job satisfaction.