

ORGANISATIONAL BEHAVIOUR IN THE PUBLIC SECTOR

A Critical Introduction

JOHN FENWICK

ORGANISATIONAL BEHAVIOUR IN THE PUBLIC SECTOR



ORGANISATIONAL BEHAVIOUR IN THE PUBLIC SECTOR

A Critical Introduction

BY

JOHN FENWICK

Northumbria University, UK



United Kingdom – North America – Japan – India Malaysia – China Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

Copyright © 2022 John Fenwick. Published under exclusive licence by Emerald Publishing Limited.

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. No responsibility is accepted for the accuracy of information contained in the text, illustrations or advertisements. The opinions expressed in these chapters are not necessarily those of the Author or the publisher.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80071-421-2 (Print) ISBN: 978-1-80071-420-5 (Online) ISBN: 978-1-80071-422-9 (Epub)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985 ISO 14001







CONTENTS

List	of Cases	ix
About the Author		xi
Acknowledgements		xiii
1.	Scope and Purpose	1
2.	Power and Control	11
3.	Voice and Blame	27
4.	Leadership	47
5.	Structure and Culture	65
6.	Ethics and Values	81
7.	Conclusions: Challenging the Public Organisation	91
Ind	lex	103



LIST OF CASES

2.1	Even the Berlin Wall can Crumble.	13
2.2	Nineteen Eighty-four.	23
3.1	A Case of Bullying in Further Education.	29
4.1	The Shock of the New.	51
4.2	An Elected Councillor on Power and Local Democracy.	56
5.1	A Critical View from a Senior University Manager.	72



ABOUT THE AUTHOR

John Fenwick is an Emeritus Professor of Public Management and Leadership at Newcastle Business School, Northumbria University, UK. He has worked in Policy Research in Local Government and has taught at Hull University and Northumbria University. John has published widely in the fields of local public policy and public service reform. Previous books include *Managing Local Government* (1995), the jointly edited *Public Management in the Postmodern Era* (2010) and the jointly authored *Public Enterprise and Local Place* (2020) and *Leading Local Government: The Role of Directly Elected Mayors* (2020).



ACKNOWLEDGEMENTS

Several factors and numerous people have influenced the discussion of organisational behaviour in this book and have provided inspiration, knowingly or otherwise, for the perspective I adopt. The first influence was the inadequacy of many existing textbooks in the classroom setting, especially when teaching students who had come into the university for afternoon and evening classes after a morning at work in the local public sector. I felt that the available sources had relatively little to say to the needs and experience of such students and that even avowedly 'critical' sources tended towards the overly-theoretical or the dogmatic. The second factor was my own experience of working in local government and in higher education where it was clear that the organisations concerned were under considerable pressure both from expanding expectations and from reduced funding. An increasing obsession with 'line management' throughout the public sector has done little to address these pressures or to enhance the quality of the services provided. The third factor was my personal body of research with a range of colleagues over many years, comprising discussions with managers and employees in the public sector, along with many management development sessions for staff of local public organisations.

I would also like to thank the necessarily anonymous authors of the practical 'cases' which feature throughout the book and I wish to acknowledge the support given by Kirsty Woods and other staff at Emerald. I also wish to acknowledge with thanks the responses of Dr Lorraine Johnston and Dr Guy Brown to a pre-publication draft of this book.

My debt to all these sources is gratefully acknowledged. Needless to say, any errors in the text are mine alone.

Professor John Fenwick Newcastle upon Tyne 2021