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## Editorial

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**Biographical notes:** Solange Hernandez is an Associate Professor in the Public Management and Territorial Governance Institute (IMPGT), Aix-Marseille University (AMU) since 2007. She works mainly about comparative territorial management, implementation of strategic management in local governments, territorial ideologies and sustainable development.

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The present issue of *IJPSM* gets together some managerial and academic papers for the first time.

Among the four academic contributions, two concern human resources management and public service.

In the first article, David Giauque, Simon Anderfuhren-Biget and Frédéric Varone try to analyse the conditions under which different human resources management practices can be considered as organisational antecedents of public services management in public administrations. Their first research question is *to what extent do HRM practices influence the PSM level of public employees?* The authors have chosen to rely on the person-organisation fit (P-O fit) approach, which captures one particular dimension of the more general concept of person-environment fit (Giauque et al., 2014). They postulate that while some HRM practices might increase congruence between individuals' and their organisation's values (i.e., higher P-O fit), others can also be detrimental to P-O fit perception. So, their second research question is *to what extent does the P-O fit of public employees mediate the influence of HRM practices on their PSM level?*

In their article, David Giauque, Simon Anderfuhren-Biget and Frédéric Varone use quantitative survey data from municipal and cantonal civil servants in Switzerland. And the empirical evidence of this article suggests, in contrast to current management orthodoxy, that intrinsic HRM practices might be more in line with public employees' professional expectations.

The second contribution deals with emotion work in the public sector, with a focus on the essence of public service.

Myung Hun Jin, Jaehye Park and HyeonUk Bak want to evaluate the relationship between individual characteristics of emotion work, emotion work requirements, and false face acting, and their impact on pride in work and burnout. So, to better explicate the effect of emotion work in the public sector, this research proposes to test seven hypotheses related to emotion work.

The authors use the GNM Emotional Labour Questionnaire to examine the relationship between the constructs of emotional labour and pride in work and burnout (Guy et al., 2008). And to explore the costs and benefits of performing emotion work, the survey tool has been utilised to study a variety of occupations, including the staff at the Cook County Office of Public Guardian in Illinois, the staff of the Illinois Department of Corrections, and the 911 dispatchers for the Tallahassee, Florida Police Department.

This research showed that the process of emotional labour in general and its impact are not as simple and straightforward as previous findings suggest.

The next academic contributions call the performance of educational organisations to mind.

The third article of this issue was written by Aki Jääskeläinen, Antti Lönnqvist and Harri I. Kulmala. The authors want to design a performance measurement system (PMS) to support outsourcing decisions in a Finnish university.

The contribution of the paper is to extend the existing understanding about public sector performance measurement system, especially regarding two key points:

- 1 to understand the impact of different purposes for measurement (in this case the outsourcing context) on the PMS development process
- 2 to understand the need to align the PMS system with the organisational culture and other managerial control systems in order to achieve desired performance outcomes.

In order to learn more about the situation-specific issues related to PMS development, a qualitative case approach was selected. The authors took part in the case organisation's development group aiming to design a new performance measurement approach to the management of a Finnish university's administrative activities. Data gathering was conducted by on-site observations and participating in the meetings and development work of the project team at the university.

In the fourth article, Tommaso Agasisti and Piergiacomo Sibiano concentrate on standard costs for Italian primary public schools. They propose a simulation through a cost function approach.

In Italy, the process of devolving more powers on educational matters to regions and schools poses some relevant policy challenges, among which the necessity to determine 'standard' costs for schools stands as a major priority. The authors apply some statistical techniques to a sample of 587 public primary schools in an Italian region (Lombardy). On the basis of estimations, they simulate school-level standard costs, cost indexes, and discusses the potential reallocation of resources across schools. And they also formulate hypotheses about the additional costs required to provide adequate educational standards in terms of achievement scores.

Finally, this present issue proposes two practitioner papers.

Martin Karlberg, team leader for methodology and research at Eurostat (the statistical office of the European Union), discusses the differences between production and workload in the public translation services.

Lastly, Odd J. Stalebrink and Velda Frisco offer insight into how the US system of separation of power may have interfered with the implementation of the Office of Management and Budget's programme assessment rating tool.

**References**

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