CONTENTS

page

List of figures and tables vii

Acknowledgments ix

Introduction 1

1. Post-bureaucratic models: a systematic literature review

1. Premise 9
2. The phenomenon of complexity 10
3. The phenomenon of bureaucracy 12
4. First responses to bureaucracy in literature 15
5. Research method 19
6. Results 21
6.1. The classic bureaucracy 26
6.2. The professional bureaucracy 27
6.3. The reflexive bureaucracy 29
6.4. The New Public Management 32
6.5. The New Public Governance and the collaborative/representative approach 35
6.6. Hybrid models 38
6.7. The behavioral approach 41
6.8. A chronological allocation of contributions 42
7. Discussion 43
8. References 45

2. Developing a behavioral approach in public administrations

1. Introduction 53
2. The behavioral approach in the private sector 54
3. The behavioral approach in the public sector 59
4. A proposed framework for studying the behavioral approach in the public sector 63
5. Locating the behavioral approach in the evolution of public administration 68
6. Final remarks 74
7. References 77

page

3. Bureaucracy, post-bureaucracy, or anarchy? Evidence from the Italian setting

1. Introduction 87
2. Research design and hypotheses 88
3. Results 91
3.1. Descriptive statistics 91
3.2. Correlation test 96
3.3. Linear regression 101
3.4. Answers to the research hypotheses 102
3.5. Focus groups: solutions proposed by the participants 104
4. Discussion 108
5. Final remarks and research limits 110
6. References 112

Conclusions 117

LIST OF FIGURES AND TABLES

Figures

Figure 1.1.	Literature review results per year of publication	21
Figure 1.2.	Time allocation of contributions	42
Figure 2.1.	Framework proposed by Huse (2007)	54
Figure 2.2.	Proposed framework for the adoption of the behavioral approach in public organizations	63
Figure 3.1.	Mintzberg's job specialization matrix	103

Tables

Table 1.1.	The two main approaches to solve performance issues within bureaucracies	15
Table 1.2.	Empirical studies per country	22
Table 1.3.	Focus per public administration observed	23
Table 1.4.	Categorization of papers per approach	24
Table 1.5.	Pearson's correlation test between approach, year, country, and PA observed	25
Table 1.6.	Studies focusing on classic bureaucracy	26
Table 1.7.	Studies focusing on professional bureaucracy	28
Table 1.8.	Studies focusing on reflexive bureaucracy	30
Table 1.9.	Studies focusing on New Public Management	32
Table 1.10.	Studies focusing on New Public Governance and collaborative/representative approaches	35
Table 1.11.	Studies focusing on hybrid models	39
Table 1.12.	Studies concerning the behavioral approach	41
Table 2.1.	Studies emerging from the research	60
Table 2.2.	Solutions proposed by the behavioral approach	69
Table 3.1.	Participants' age	91
Table 3.2.	Years in service	92
Table 3.3.	PA of affiliation	92
Table 3.4.	Job qualifications	92
Table 3.5.	Horizontal specialization degree	93
Table 3.6.	Vertical specialization degree	93
Table 3.7.	Personal motivation	93
Table 3.8.	Solutions to improve personal motivation	94
Table 3.9.	Formalization degree	94
Table 3.10.	Public administration's priority	95

page

Table 3.11. Managerial styles 95
Table 3.12. Conflict degree 96
Table 3.13. Personal targets 96
Table 3.14. Results from Pearson's correlation test 98
Table 3.15. Results from the regression 101
Table 3.16. Information regarding the answer to H1 102
Table 3.17. Interventions in the horizontal job specialization degree 105
Table 3.18. Interventions in the vertical job specialization degree 106
Table 3.19. Interventions in the formalization degree 106
Table 3.20. Desired managerial styles 107
Table 3.21. Conflict resolution 107
Table 3.22. Solutions to improve motivation 107
Table 3.23. Solutions for overcoming bureaucracy's inefficiencies 108

Boxes

Box 1.1. Journals reviewed 19