

How Well Has Local Government Human Resource Management Been Discussed? Looking at the Global Practice

Studia Regionalne i Lokalne

Nr 3(93)/2023

© Autorzy 2023



ISSN 1509-4995

E-ISSN 2719-8049

doi: 10.7366/1509499539302

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Abstract

Human resource management (HRM) studies have been continuously developed to serve as a reference for enhancing the quality of public services. This includes the case in local government where it is important to have highly competent resources, because civil service personnel are the door that deals directly with local communities. Using bibliometrics and analysing previous research coherently, this study focuses on identifying the development of HRM discussions on local governance at the global level, both in developed and developing countries. As a result, although in general, the topics raised included managerial and personnel issues. There are certain issues raised by developed countries, such as innovation to contemporary social issues. Meanwhile, in developing countries discussed challenges faced by local governments in managing their resources. This study contributes to the development of HRM concern-mapping in local government globally and can be used as a reference for increasing the capacity of human resource management in local government.

Keywords

developed countries; developing countries; human resource management; human resources; local government

Introduction

One of the demands of the development of the government system is related to managing human resources. The development of agile government requires personnel in various administrative government departments, from service at the front to policy formulation at the back end in order to be able to develop as well as to be innovative and futuristic. However, managing human resources in the public organisations is not simple. Ramachandran et al. (2019) discuss the most recent innovations in human resource management while addressing a variety of issues, from competitive challenges such as globalisation to technological developments, human-resources-related issues, to recruitment to training; as well as employer concerns such as workers' rights to privacy issues. In the public sector, the government also faces challenges in developing human resources in local government. Due to the scarcity of trained personnel and increasing demands for enhanced effectiveness and efficiency, local governments continue to face a number of challenges in managing

their workforce (Goodman et al., 2015). Moreover, local governments in developed and developing countries have different characteristics. Developed countries typically possess well-established governance systems with solid legal frameworks, efficient administrative structures, and mature institutions (Ermini & Fiorillo, 2008; Gugler et al., 2003). Thus, local governments in these nations, as in Europe, focus on rebuilding the problem-solving capacity and ability for societal challenges as well as strengthening management capacity and structures to make public administration more effective and efficient, including exploiting technological potentials in terms of electronic government (Proeller, 2006). In contrast, local governments in developing countries face governance issues such as weak institutions, fragmented political systems, and limited resources (Shamsul Haque, 1997). In addition, there are obstacles faced by developing countries' adoption of sophisticated technology and digital infrastructure, which has a negative impact on their local government operations.

National reinvention programmes and various state and local initiatives have strengthened public officials and administrators' accountability for their performance and outcomes, changing the public sector of HRM throughout the past several decades (French & Goodman, 2011). That is why it is important to see how it develops in different countries, because there is a demand for increased personnel capacity. This, in turn, is because effective human resource strategies are needed to negotiate the legislative, policy, and technology changes required by this increased emphasis on performance and results-oriented government services, rising costs, as well as better performance control and efficiency (French & Goodman, 2011). This research aims to examine the development of HRM in local government in various countries by using a bibliometrics study. Research on similar topics and methods has been carried out several times. For example, Boselie et al. (2021) discuss how human resource management (HRM) is becoming more prevalent in public management and public administration studies. Then, at the local government level, Harris (2004) examines how local government HR practices are being affected by the externally-enforced best value review performance evaluation process and how much they are evolving to support the high-performance paradigm represented in central government performance interventions. Others (Kravariti & Johnston, 2020) redefine talent management in the public sector and investigate the opportunities and issues impacting its implementation. Also, Piatak et al. (2020) focus on the connection between public service motivation (PSM) and HRM. However, prior research tended to concentrate on HRM in the public sector as a whole, or, if local government was brought up theoretically, the study was limited and unable to explain how HRM evolved in local government in various regions. Therefore, this study compares how human resource management in local governments in various countries from the public sector is done, which is supposed to close this research gap. This could be achieved by identifying the development of HRM discussions in local governance at the global level, both in developed and developing countries. It is important to review the extent to which HRM is developing and how the future direction of this topic of study looks like.

Defining Human Resources Management

As many public organisations shift towards a performance-oriented approach to providing public services, human resource management (HRM) employees are expected to make substantial contributions to choices concerning staff management and the key goals of the governing body (French & Goodman, 2012). According to Järvalt (2012), changes in administrative systems on a larger scale are associated with the implementation of strategic HRM in the public sector. The process of improving employees' capacity to carry out various public duties is known as „human resource capacity building” (Kiragu & Mambo, 2002; Pallangyo & Rees, 2010). The main goals of the governmental entity and choices involving staff management are expected to benefit greatly from the expertise of HRM experts. To better support and advance the operational and strategic goals of public entities, the evolving nature of work in public entities needs a renewed emphasis on human resource management (Bertucci, 2006; French & Goodman, 2011; Snavelly & Desai, 2010). Human resource management (HRM) entails managerial choices regarding the laws and customs that collectively form the work relationship and serve to accomplish specific objectives (Boselie, 2014; Boselie et al., 2021).

In order to better understand HRM in the public sector, we can identify how it differs from the private sector. Human resource management (HRM) in the public and private sectors is distinct in a number of significant ways. The primary objective of the private sector is to maximise profits, whereas the objective of the public sector is to serve the public interest (Harel & Tzafirir, 2001). Human resource management in the private sector focuses on attracting candidates who align with organisational requirements, whereas HRM in the public sector prioritises fairness and equal opportunities (Boyne et al., 1999). The private sector frequently bases compensation on performance (Harel & Tzafirir, 2001), whereas the public sector relies on structured schedules and benefits. In the private sector, employee relations emphasise individual performance, whereas in the public sector, unions and collective bargaining are prevalent. Human resource management in the private sector focuses on individual performance evaluations, whereas the public sector evaluates service delivery and outcomes. In the context of human resource management in local government, Jacobson and Sowa (2015) mentioned that it frequently lagged behind state government practices. Since old days, HRM in local government have been facing challenges with regard to restricted resources. This leads to obstacles in clear strategic thinking (Perlman, 2016). As a result, operational evaluations' number, breadth, and frequency will be uncertain. Local-government HRM will use routines and processes that can be tweaked to solve challenges. Therefore, the study of HRM in local government with more points of view is also needed.

Methods

Using bibliometric analysis, this study aims to synthesise literature on HRM in local government. Bibliometrics has been widely employed to create a comprehensive map of knowledge (Sajida, 2022). Science-mapping using bibliometric methods helps researchers quickly understand the research network of a topic and adds objectivity to literature analyses (Zupic & Čater, 2015). Bibliometric studies quantitatively assess bibliographic data using verifiable values and markers of scientific output (Cancino et al., 2020; Pedraja-rejas, 2022) as well as enhance the subject of research by highlighting trends and knowledge gaps (Pedraja-rejas, 2022). These bibliometric tools might establish a systematic, transparent, and repeatable review procedure, enhancing review quality. They help researchers find the most significant publications and map the study field, reducing subjective bias in literature evaluations (Fachada et al., 2022). However, in designing this study, researchers attempted to examine as comprehensively as possible the development of the subject of local-government HRM. Several stages were involved in the preparation of this study, which was preceded by bibliometric research (Chae et al., 2020; Fachada et al., 2022)

The analysis in this study draws from various literature sources that can be reached by researchers. In keeping with the goals of this study, Scopus was selected for its high quality and comprehensive coverage of information (Herrera-Franco et al., 2020). Then, the inclusion criteria were set up to find the right scientific work to analyse and to leave out literature that has nothing to do with the topic at hand. In this analysis, the phrases „human resource” and „local government” are used as keywords. The literature search became the first stage after the keywords were compiled, a total of 30,554 publications were found from database sources. We do not limit the time of publication, publisher, nation or subject area, affiliation, or any other factors. However, we limited this study with regard to articles type and the English language. This second filterisation finds 19,672 publications. The second stage after this literature searching involved inclusion and exclusion process. We only included keywords related to „human resource” and „local government”. In this step, we found 159 publications. Next, an assessment of the availability of complete documents was also carried out. The results of the screening provided 80 publications that can be accessed openly. The title and abstract were then read to locate the appropriate article. Several findings from the literature, articles, and book chapters followed the including and excluding of the article, after which we found 62 articles related to this focus of study, and this only included those papers which examine the practice of local-government HRM. In this study, the mapping in the literature is visualised using VOS-Viewer 1.6.17 (Van Eck & Waltman, 2021) that is commonly used to assist in knowledge visualisation. In line with the goals of this study, keyword-mapping and content analysis were also carried out to review issues or topics were brought up in discussions about local-government HRM in developed

and developing countries. Full reading analysis of the articles was carried out to find out the discussion focus of the 62 included articles so that the patterns of topics could be identified extensively.

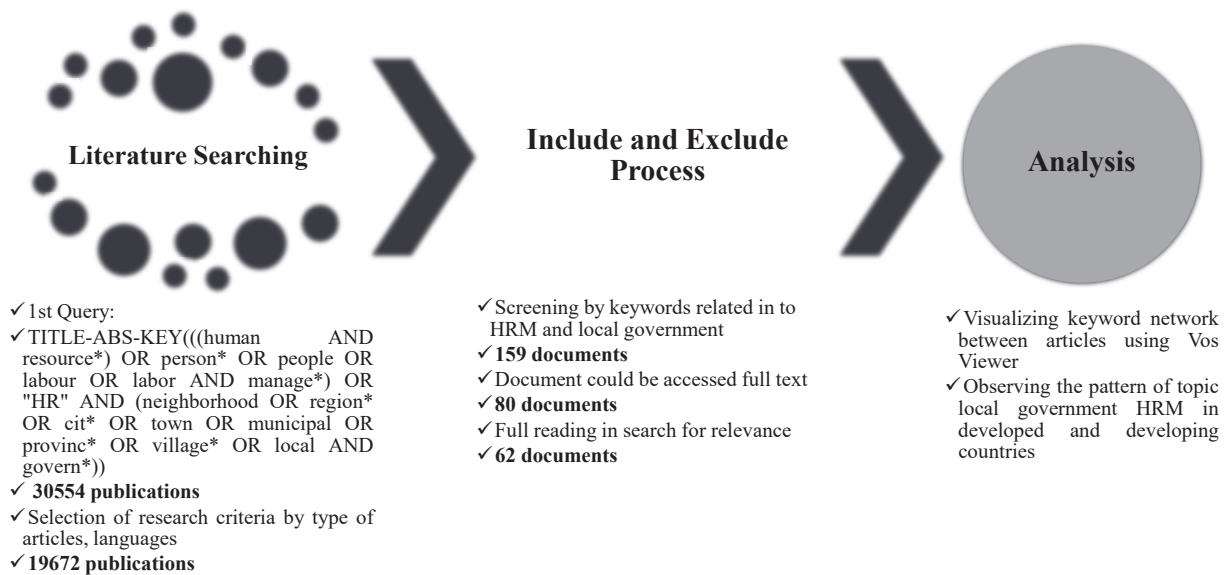


Figure 1. Method

Source: Created by authors.

Results – literature development

The 62 publications that were part of the preliminary screening process provided the source material for the data that was used in this study. To begin, if we look at the year of publication, the findings of the first literature that discusses HRM in local government began in 1994, discussing a series of innovative programmes carried out by the Brazilian state government, where strong employee commitment to work influences enhanced performance in a health programme in Northeast Brazil (Tendler & Freedheim, 1994). Jumping ahead to two years later, visionary research from Steel and Lovrich (1996) provided research that examined how human resource management in local government has developed rapidly with the diversity of gender and minority populations that have penetrated local-government election offices. This has contributed to the establishment of measures such as the official affirmative action, sexual harassment policy, and collective bargaining, and Employee Assistance Programs (EAPs). In 2013, the peak year for local government HRM publications, there were six publications. One research (Gnan et al., 2013) analysed certain management methods that may be utilised to improve the quality of corporate governance in Local Public Utilities (LPU) in Italy. This is also one of the most often quoted studies on HRM in municipal government (see Figure 3).

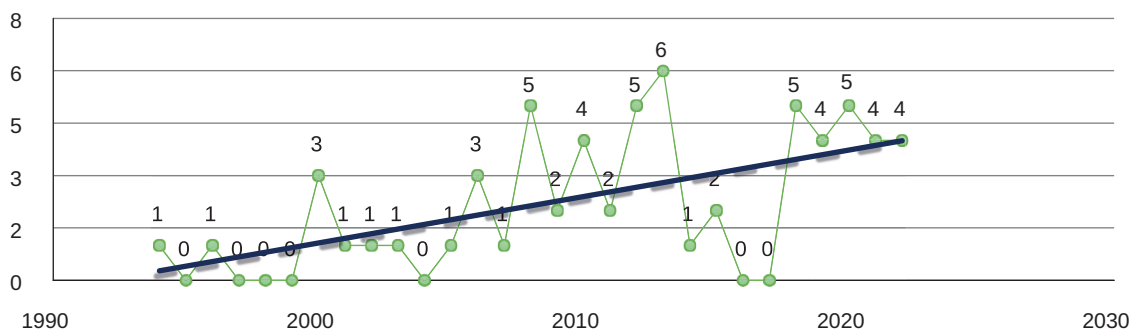


Figure 2. Number of HRM in local government publications 1994–2022

Source: Created by authors.

Then, at the beginning of this decade, there was a research by Kong and Su (2020), demonstrating that merit selection is the most important approach to obtaining a government position and the foundation of successful HRM. In the end of 2022, the final year of this research Monang et al. (2022) determine which abilities are necessary for excellent performance at three levels of management, from senior to medium to lower-level executive offices of province governments in Indonesia.

In addition, a search of the literature that was most frequently mentioned was carried out to identify the publications that were most often referred to as sources of information while discussing HRM in local government. The authors used the VOS Viewer as part of their investigation into the possible existence of a citation network, which included a study of the interrelationships that exist between the various papers. The outcome can be seen in Figure 3. The process of mapping reveals that several papers are regarded equivalent, because they reference the same article.

One of the publications that has had a significant impact on this subject is provided by Gould-Williams (2003), who demonstrates the significance of HR policies for performance improvement in enterprises that are run by local governments. In addition, the author discussed how 'high' exchange links may result in greater discretionary effort and worker motivation, but they do not result in increased levels of work-related stress, a decrease in quality of life, or a desire to leave organisations. On the other hand, 'negative' exchanges had the opposite effect, decreasing workers' motivation and quality of life while simultaneously raising stress levels and the likelihood that they would leave their jobs (Gould-Williams, 2007). Other findings (Walker & Boyne, 2006) revealed that the importance of management and reform can make a difference to public services' performance. Innovative companies that employ performance management systems and collaborate closely with service consumers tend to attain high performance standards.

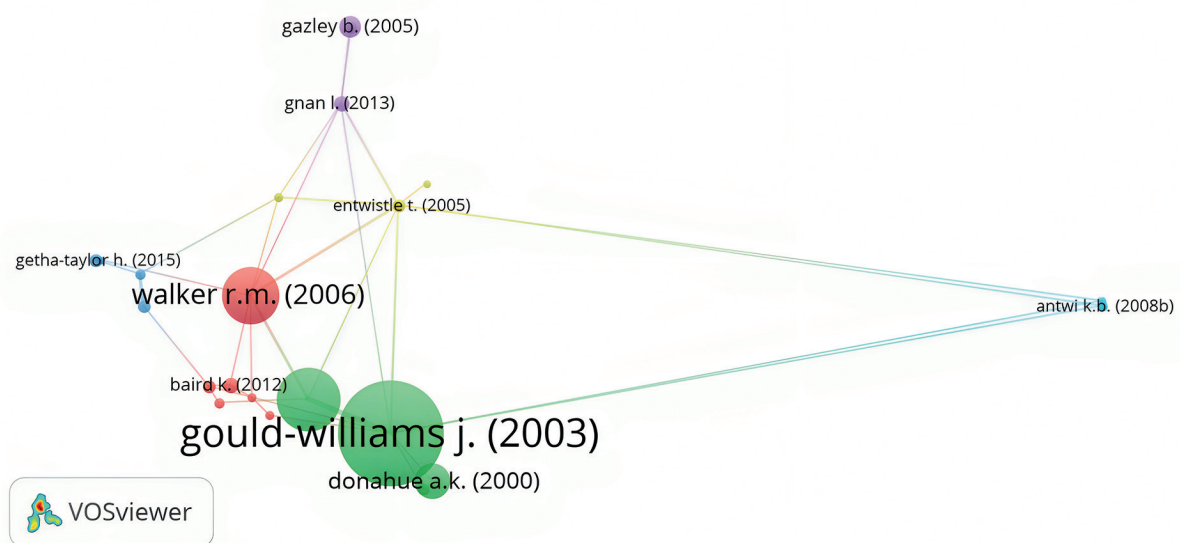


Figure 3. Network of document citation of HRM in local government publications

Source: Created by authors using VOS Viewer, 2022.

Discussion – local government HRM in developed and developing countries

As was stated earlier, the analysis that is included in this study examines the topic of local-government HRM in both developed and developing nations through the lens of two distinct approaches. The advancement of HRM topics in local governments can be deduced from the keywords that are used in research discussions taken from publications that have been subjected to a screening and reading procedure. Using the help of the VOS Viewer, we look at the density of keywords that appear, and then we observe the patterns that appear from these keyword schemes

and categorise them into group 'developed' and 'developing' countries, as shown in Figure 4. The representation of the keywords that appear are keywords that appear more than twice in the visualisation tools, so we cannot yet describe the important topics raised by previous authors in depth. Therefore, data extraction was also carried out to analyse the contents of the articles. The results of data extraction show that there were 11 countries in the 'developed' group (Sweden, the United States, the United Kingdom, Australia, Spain, Brazil, Italy, South Korea, Poland), and 12 countries in the 'developing' group (South Africa, Malawi, Ghana, Lithuania, Indonesia, Malaysia, Zimbabwe, Sri Lanka, Tanzania, Thailand, Vietnam, Serbia) which have discussed HRM in local government with various focuses raised (see: Table 1 in Appendix). Thus, the authors will analyse the pattern of discussion development in these groups of countries.

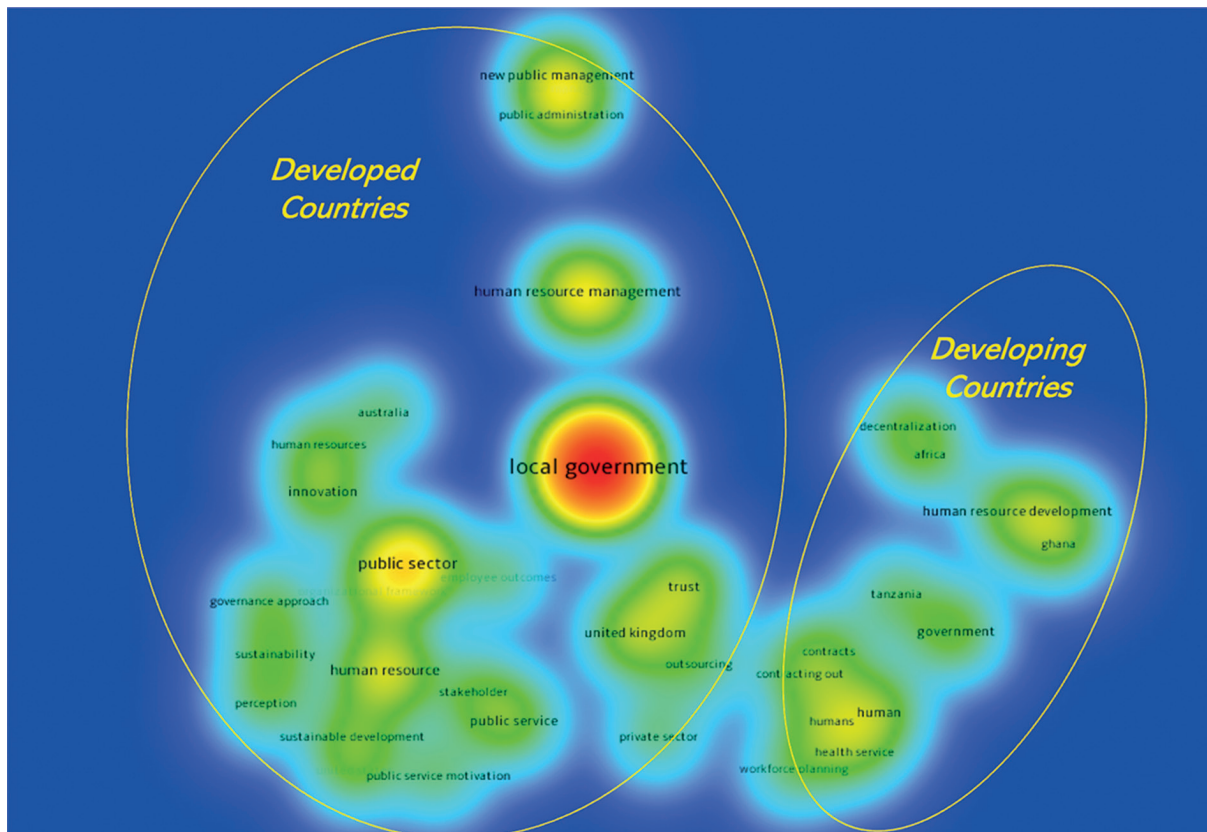


Figure 4. Grouping of local government HRM keywords in developed and developing countries

Source: Created by authors using VOS Viewer, 2022.

Developed countries

We identify the first core density as a group of developed countries because of the emergence of the two countries shown in Figure 4, namely Australia and the United Kingdom, which are loci where HRM in local government has been studied extensively. In this group, the dominant one is local government and surrounded by keywords such as new public management, innovation, or trust in public service motivation. This is influenced by research that discusses how the development of new concepts of payroll appraisal and performance rewards is influenced by the emergence of new concepts of public management (Duckett & Langford, 2013).

Based on our preliminary research, we determined that issues concerning managerial reform were being discussed in developed countries. To begin, there are reviews done by Huff (2011), who measures the impact of reforms in the local government of the United States by system-level performance results. With regard to the United Kingdom, Walker and Boyne (2006) conducted an analysis of the Labour government's approach to the improvement of the public service as part of their programme to reform public management. Concern on the assessment of the public sector's

pay reform for public servants emerged some time later, according to Perkins and White (2010). Then, Gill-McLure (2014) writes reviews of managerial reforms in local government in England from the post-war period to the contemporary period.

Next, the governance approach in HRM is another topic that is brought up in conversations between the local governments of developed countries. Governance approach in this case is similar to the findings of Wright and Reames (2020) in the United States, who demonstrate how community engagement, human resource capability, district/local government collaboration, government support, and revenue diversification are significant indicators of community sustainability success in local economic development. Meanwhile, research was undertaken on the joint network of homeless help in Warsaw, involving social welfare facilities and voluntary groups (NGOs) (Opolski et al., 2019). It demonstrates a number of relationships between trust and satisfaction from collaboration, as well as contentment from job, system evaluation, and impacts.

As was mentioned in the Introduction, the discussion of HRM in local government is not only about administrative or managerial issues, but also about personnel elements (Hidayah & Zarkasyi, 2017). The term „personnel” in this context refers to the operational aspects of recruiting, assessing, training, and compensating employees. The „staff” function played a significant role in the majority of organisations (Taslim Ahammad, 2017). This personnel refers to discussions revolving around capacity management, public service motivation, and leadership. This may be demonstrated by looking at the developed-countries grouping. This is the scenario in the Australian local government, where the amount of training, collaboration, and respect for people has a big effect on staff accomplishment of intended outcomes, and when results orientation has a substantial influence on staff attainment of desired levels of performance (Baird et al., 2012). Then, in South Korea, if e-government leadership training and a clear vision are what it takes to motivate employees, and how e-government innovation requires strong IT education management, HRM capacity, and citizen capacities, one should consider work by Kim (2008). Continuing with the topic of capacity-building through training, local governments in the United States understand the significance of leadership development training for the purpose of organisational growth in order to meet the challenges of the future (Getha-Taylor et al., 2015; Goodman et al., 2015).

It is interesting that the development of local-government HRM studies in developed countries does not only wrap managerial issues or administrative resource arrangements. This is one of the things that makes this aspect of the development captivating. However, it does bring up some issues, such as the need for innovation in HRM, as Figure 4 demonstrates. According to Timeus and Gascó (2018), the presence of innovation labs in Barcelona contributes to idea production, knowledge management, and an innovation-focused HR strategy. This article was written to discuss how the presence of innovation labs in Barcelona boosts innovation capabilities within a public organisation. Then, consider an alternative viewpoint (Ko et al., 2021) that discusses how, in South Korea, the National Assembly demonstrates the benefits for local agencies to emphasise the capacity of innovation in the process of resolving policy issues. This contrasts with the situation in Sweden; Nählinder (2013) finds that practitioners’ lack of understanding of innovation will reinforce the public sector’s image of being non-innovative and will hinder its use as a tool for human resources management.

In addition, social concerns regarding the establishment of secure and welcoming environments have been brought up in several developed countries in recent years. It was also the case in the United States, where policies on sexual harassment in the formal sphere, affirmative action, and collective bargaining in organisations were also raised alongside an increase in the number of roles played by women in the public sector of the County Government (Steel & Lovrich, 1996). Others (Wyatt-Nichol & Antwi-boasiako, 2016) brought up the topic of diversity in their research. The findings investigate how effective the organisation’s diversity strategy was for attracting, keeping, developing, and promoting people; yet, the approach had a significant influence on the organisation’s performance.

Developing countries

The second grouping of visualised keywords, found in Figure 4, is one that we understand to include representations of developing nations. This is due to the fact that the emergence of three countries – Africa, Tanzania, and Ghana – is surrounded by concepts such as decentralisation, human resource development, health services, and contracts to health services. The findings indicate, in general, that the problems that are faced in developing countries are not that dissimilar to the issues that are encountered in developed countries. For example, Ncoyini and Cilliers (2020) review the influencing factors of knowledge management systems for the purpose of improving knowledge transfer in local government as part of the management sub-discussion in South Africa. The next step is to look at the factors that influence the organisational culture with regard to talent for a local government (Masale et al., 2021). This should be done specifically in Botswana. There is a case study in the Limpopo province, South Africa, which looks at records of management practices in public schools. These schools are expected to have uniform standards, which is one of the interesting things about HRM in the local agencies in developing countries. Another interesting thing about this topic is that it does not only focus on local government as an administrative service provider (Mojapelo, 2022). In developing countries, discussions on governmental reform are similar to those that take place in developed countries, albeit from a slightly different perspective. For instance, the Tanzanian Local Government Reform Program (LGRP) boosted HR capability, but also faced challenges such as insufficient training coordination, difficulty with attracting and keeping essential personnel, and bad working conditions in rural and lowest LGA levels (Pallangyo & Rees, 2010).

In keeping with the theme of the capability of human resources, discussions pertaining to personnel, similar to those from earlier, are continued here. However, our findings also show that the development of HRM in the local governments of developing countries faces several challenges at the personnel level. These challenges are related to the fact that there are fewer people working in these governments. In Ghana, for example, challenges in the public sector reform in local government in the early 2000s included decreased work satisfaction as a result of low salaries, insufficient funds for training and development, and imbalanced training and development opportunities for all employees (Antwi & Analoui, 2008a, 2008b). Similar personnel constraints are experienced in Malawi, where capacity issues such as a lack of trained personnel and a lack of funds severely hinder the effective delivery of public services. The same can be said about Zambia (Kennedy Hussein, 2006). South Africa, which is located on the same continent, is also dealing with several challenges, the most significant of which are connected to a lack of trust and issues that were discovered during the process of performance management and evaluation, both of which are negatively affecting the performance of the municipality's staff (Ndevu, 2019).

The difficulties in HRM that are experienced by the local governments of developing countries also extend into the realm of health service provision. Maluka (2018) discovered that the various stakeholders' opinions were in conflict, just as they were in Tanzania, which organises its health services using service agreements and contracts (SA). According to the government, SA were able to improve access to primary healthcare in areas that lacked public hospitals; however, funding delays, partner distrust, and inefficient contract enforcement processes led to negative opinions from the SA. Not only that, but a study that measured community satisfaction in Zimbabwe (Marumahoko, 2020) found significant public discouragement regarding the provision of local public services. This is thought to be due to the city's poor performance in the Mutare City.

Conclusion

The above findings show how HRM in local government on a global scale has a certain pattern between developed and developing countries. If we look at comparative studies between countries' HRM in the private sector, we will see how HRM in different continents (Asia, Europe, and North America) has sub-discussions that are different from one another (Uysal, 2009). This also applies to local-government HRM studies. Although globally the sub-discussion discusses managerial and personnel, the focus of the discussion between the two groups of countries seems quite contrasting.

In developed countries, HRM in the local government is discussed with regard to innovation, managerial reform, and how to manage human resources better by focusing on personnel or social issues, so that it can become a lesson for local governments to improve the management of their direction. Social issues that are also brought to the fore today, such as creating a safe workspace for women, had been discussed decades before now. The focus is quite different from the discussion on HRM in local government in developing countries, where various previous studies explored different problems and challenges faced by developing countries in advancing their organisations. Local-government HRM in developed and developing countries yield important lessons. Australia and the UK emphasise new public management and managerial reforms to improve HRM. HRM success relies on capacity-building and leadership development. HRM innovation could boost organisation growth, and diversity and security can improve employee satisfaction and performance. Meanwhile, developing countries must overcome resource and personnel constraints. Addressing stakeholder conflicts and streamlining contract processes improves health services. These lessons from developed and developing countries can improve local-government HRM. Understanding the discussion focus in local-government human resources management between developed and developing countries really matters. First, it optimises resource allocation in developing countries. Also, it identifies specific capacity-building needs to improve recruitment, training, and performance management practices. Then, it also promotes international collaboration and knowledge-sharing, helping developed countries improve their human-resources-management practices.

This study can ultimately serve as a lesson for local governments in various countries to see how far their organisations have developed. Like other studies, this study is also limited to some extent. The authors acknowledge its limitations, including its reliance on secondary analysis and a single database source, namely Scopus. Therefore, future research should conduct empirical research or expand the database to provide a more exhaustive analysis. As a consequence, it is possible that the findings do not adequately represent the breadth of the relevant literature. In addition, the study concentrates predominantly on identifying the primary subtopics and discussions in local-government human resource management in both developed and developing nations. Therefore, a comprehensive analysis of lessons learned is not included in this study. However, the research provides significant insights and suggests potential future research directions. Further research may use a variety of approaches or methods to explore the same topic empirically. It will help to see how the practice fits our findings. Moreover, examining the impact and effectiveness of managerial reforms might serve as a future research direction. This study could evaluate the effectiveness of reform initiatives in terms of performance, efficiency, citizen satisfaction, and service delivery. Furthermore, subsequent studies could investigate the adoption of innovative practices such as technology-enabled processes, data-driven decision-making, and agile workforce management. In the context of developing countries, capacity-building and training in human resource management should be explored, with a focus on the challenges and opportunities faced by the local governments. Other future studies could investigate recruitment and retention challenges, training and development opportunities, and effective performance management systems, as well as the impact of local-government reform initiatives in developing countries.

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Table 1: APPENDIX

Countries	Focus	Authors
Developed Countries	Sweden	The level of understanding of the concept of innovation by local officials in managing the public sector (Nählinder, 2013)
	The United States	Application of sexual harassment policies in formal settings, affirmative action, collective bargaining in organizations. (Steel & Lovrich, 1996)
		City leaders with high management capacity view human capital as a resource and not a burden. (Donahue et al., 2000)
		Deregulation of public personnel in the context of developing a high performing workforce in new england states (Lynn, 2000)
		Various outsourcing practices in urban government management. (Bradbury & Waechter, 2009)
		Salary, the opportunity to use one's talents at work, job security, and the ability to make a meaningful impact in one's region or community all influence the job satisfaction of district managers. (West & Berman, 2009)
		Volunteer contributions and capacity management in local government in ohio (Choudhury, 2010)
		The importance of personnel planning in dealing with the labor crisis in north carolina (Jacobson, 2010)
		Consideration of organizational culture and personnel system structure in administrative reform (Huff, 2011)
		The importance of traditional functions and activities in the hrm approach in local government is still important (French & Goodman, 2011, 2012)
		The importance of training and development, information management, managing diversity, trade unions, and board-manager forms of government in workforce planning (Goodman et al., 2015)
		The impact of leadership training on the effectiveness of conceptual and interpersonal skills (Getha-Taylor et al., 2015)
		Assessment of the effectiveness of the diversity strategy in the process of recruitment, retention, development and promotion of organizational performance (Wyatt-Nichol & Antwi-boasiako, 2016)
		Factors that facilitate and/or hinder public service motivation (PSM) are local government (lg) employees in oregon
		As a result of the reduction in managerial personnel during the great recession in cases of layoffs of public employees. (Piatak, 2019)
Merit-based selection constitutes the most significant means to obtain public jobs (Kong & Su, 2020)		
Use of community engagement strategies, human resource capacity, collaborative networks with district/ local government actors, government funding, and income diversification are all important predictors of community sustainability performance (Wright & Reames, 2020)		
The United Kingdom	Evaluate best value as a policy that reconfigures service delivery by local government, with local authorities taking on a support role rather than service provider. (Jaconelli & Sheffield, 2000; Sheffield & Coleshill, 2001)	
	The importance of hr practices for performance improvement in local government organizations (Gould-Williams, 2003)	
	Consideration of local authorities for externalization (Entwistle, 2005)	

Countries	Focus	Authors
		Absenteeism management and disciplinary action processes in local authorities. (Cunningham et al., 2006)
		The importance of management and reform that affect the performance of public services (Walker & Boyne, 2006)
		Improving employee attitudes and behavior from positive social exchange relationships in local government (Gould-Williams, 2007)
		Impact of compulsory competitive tendering (cct) on the labor processes of local government workers at the school cleaning and maintenance level. (Gill-McLure & Seifert, 2008)
		Critical assessment on public sector pay reform for public servants (Perkins & White, 2010)
		The effect of turnaround management strategies on group-level organizational citizenship behavior (Beeri, 2012)
		Policy interventions in procurement and management of agencies or temporary social workers (Cornes et al., 2013)
		New payroll appraisal and performance reward concept (Duckett & Langford, 2013)
		Managerial reforms in local government in england from the post-war period to the present (Gill-McLure, 2014)
		The importance of trusting local government workers who use e-working practices. (Beadle, 2018)
	Australia	The role of the general manager in leading proactive managerial in sydney (Jones, 2002)
		Identification of coordination, accountability, and new organizational forms for local government water authorities to improve service delivery (Ryan et al., 2008)
		Relationship between multidimensional performance measures, performance-to-rewards, training, and two organizational culture factors on pms effectiveness (Baird et al., 2012)
	Spain	The development of innovation labs to promote innovation capacity within a public organization in barcelona (Timeus & Gascó, 2018)
	Brazil	Key into high performance of workers in northeast brazil (Tendler & Freedheim, 1994)
	Italy	Changes in the quality of public services due to turnover in mayoral politics in brazil (Akhtari et al., 2022)
	South Korea	Implementation of quality management and tools in italian local utilities (lus) (Gnan et al., 2013)
		E-government and management capacity building citizen-centered local government innovation under executive leadership. (Kim, 2008)
	Poland	Policy capacity and innovation are the main focus of administrative capacity (Ko et al., 2021)
		Interorganizational trust relationships with perceptions of interorganizational effectiveness of other actors in networks in warsaw, poland (Opolski et al., 2019)
	Georgia	Effects of furloughs on management and employee performance in public organizations (Lee & Sanders, 2013)
	South Africa	The municipality's employee performance is negatively affected by the presence of mistrust and some problems. (Ndevu, 2019)
Developing Countries		Knowledge management systems are affected by factors which are personal, organizational, social, technical and political. (Ncoyini & Cilliers, 2020)

Table 1 – continuation

Countries	Focus	Authors	
			(Masale et al., 2021)
			(Mojapelo, 2022)
Malawi			(Kennedy Hussein, 2006)
Ghana			(Antwi & Analoui, 2008b, 2008a)
Lithuania			(Druskienė & Šarkiūnaitė, 2018)
Indonesia			(Hidayah & Zarkasyi, 2017)
			(Roreng et al., 2021)
			(Monang et al., 2022)
Malaysia			(Abdul Manaf et al., 2020)
Zimbabwe			(Marumahoko, 2020)
Sri Lanka			(Rajapakse, 2013)
Tanzania			(Pallangyo & Rees, 2010)
			(Maluka, 2018)
Thailand			(Rohitarachoon & Hossain, 2012)
Vietnam			(Luu, 2021)
Serbia			(Mitrović et al., 2018)