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Linking Change Readiness, Organizational Agility, Organizational Structure and Public Value-Driven Innovation Performance: An Integrative Framework

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Abstract:

The purpose of this paper was to develop a research framework for exploring the relationship among four pertinent constructs for public service management: change readiness, organizational agility, organizational structure, and public value creation. Over the last couple of decades, the public management literature has been enriched by a plethora of theoretical and empirical studies. However, there remain significant gaps in the field about the relationship between change readiness, organizational agility, organizational structure, and public value-driven innovation performance. The current study aims to address these gaps and develop propositions and a framework to guide future research.

Keywords: Public service innovation, Information and communication technology, Change readiness, Organizational agility, Organizational structure, Public value-driven innovation performance.

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1.0 Introduction

Over the last four decades or so, public service management has undergone substantial changes in terms of meaning, rubric, and *modus operandi* across the globe. The old mode of public service management was largely guided by the supremacy of the state. It faced two major criticisms. First, the state was overburdened with too many responsibilities that resulted in the poor performance of government organizations. Second, the classical mode of management, particularly the Weberian bureaucracy, resulted in many issues, such as inefficiency, rigidity, lack of accountability, corruption, and lack of innovativeness (Carstensen et al., 2022; Lapuente & Van de Walle, 2020). These two sets of criticisms played an instrumental role in rethinking the role and scope of the state in society and the mode of managing public services. Initially, the Western states responded to these criticisms through the deregulation of the economy and the introduction of managerial precepts, including corporatization, outsourcing, strategic management, quality management, marketing orientation, results-oriented performance management, and decentralization in managing public service delivery (Ohiole & Ojo, 2015; Rkein, 2020). The new way of managing public service delivery became known as new public management (NPM), entrepreneurial government, or managerialism. The NPM model came into prominence in the 1980s in the West. Subsequently, the rest of the world has embraced the model under the auspices of the World Bank and the International Monetary Fund.

Because change is omnipresent in the contemporary public sector environment (Hemme et al., 2018), the NPM model came under criticism because of its excessive focus on efficiency, the neglect of public managers as value-producing actors, and the disregard for democratic and other

substantive societal values (Osborne, 2020; Osborne et al., 2022). In addition, the almost insurmountable social, economic, and environmental problems facing contemporary society made a rethink of public management governance absolutely essential (Ansell et al., 2023). The new millennium began with a plethora of new models, such as new public governance, collaborative governance or co-production, digital governance, and the public value framework (Bryson et al., 2017; Hafer, 2022; Osborne, 2021; Voorberg et al., 2015). The dominant models, such as collaborative governance and public value framework, have provided glimpses of hope for the future (Bryson et al., 2017; Moore, 1995, 2013; Stoker, 2006).

The main objective of this article was to develop a research framework and propositions. To realize this objective, three sub-objectives were set. First, an extensive review of pertinent managerial variables was carried out. Second, this study explored the impact of the interplay of readiness for change (CR), organizational agility (OA), and organizational structure (OS) on public value-driven innovation performance (PVDIP). Third, an understanding of PVDIP as an outcome required an exploration of the interplay among the most pertinent constructs, such as CR, OA and OS, which added value to the existing research agenda.

This paper is structured as follows. After a brief review of the methodology, the third section contains an extensive review of existing literature about the recent trends of public service innovation, CR, OA, OS and PVDIP. The fourth section focuses on the development of the research propositions. The fifth section presents the research framework. The sixth section provides an overall discussion. The paper concludes with a summary and future directions for research.

2.0 Methodology:

Research design is of critical importance because it delivers proper answers to the questions posed in a credible way (Ragin, 1994, p. 191). Research design can be empirical or conceptual. Conceptual research differs significantly from empirical research. While empirical research overwhelmingly deals with data validation, conceptual research delves into concepts and theories (Hirschheim, 2008). In that sense, "conceptual papers are not without empirical insights but rather build on theories and concepts that are developed and tested through empirical research" (Jaakkola, 2020, p. 19). There are some key elements for conceptual research. First, appropriate theories and concepts must be chosen and analyzed, focusing on their pros and cons to gain a deeper understanding of the core subject matter. Second, the scholar must synthesize and integrate the findings from the literature, culminating in the development of a conceptual framework and propositions. Third, the conceptual framework emerges from the synthesis and integration of the findings. Fourth, a conceptual research article may build a theory with the development of previously untested propositions (Weick, 1989).

The current study followed a conceptual research design, as stated above. Keeping in view the relevant constructs in the central theme of the article, this study explored the available literature in books and articles in leading academic journals. Search engines, including Scopus, Google Scholar, ProQuest, and Ebsco, were used to find the most appropriate research sources using keywords and the combination of keywords pertaining to the main theme of inquiry.

This study adopted a multidisciplinary approach as per the demands

of the research theme. Therefore, the research articles from public sector management, business management, and information technology were selected for review. However, unlike a review paper that provides a qualitative overview of the extant literature in a specific field of study with a critical appraisal and summary of the articles, this study—as a conceptual research paper—reviewed research articles and identified critical areas ingrained in the research themes from a theoretical lens (Gilson & Goldberg, 2015).

3.0 An Overview of the Literature

3.1 Changing Dimensions of Public Management

Rapid environmental changes and uncertainties have affected all kinds of organizations in the contemporary world. The oil price shock in the mid-1970s, followed by economic recessions throughout the 1970s, the global financial crisis of 2007–2010, the deteriorating performance of public service organizations, and the recent Covid-19 Pandemic have exacerbated the turbulent environments of public organizations and, therefore, alternative solutions are required (Carstensen et al., 2022; Mohieldin, 2021). The initial response culminated in NPM, which was influenced by the public choice theory. It called for a small but efficient public sector and a large private sector (Sanabria-Pulido & Bello-Gómez, 2021). NPM was first implemented in the 1980s in developed countries and spread to the rest of the world under the auspices of global multilateral agencies (Sarker, 2006). NPM is an umbrella term that stipulates business management precepts and tools such as competition, strategic and market orientation, entrepreneurial character, results in orientation, and so forth (Hood, 1991; Swann, 2017; Wegrich, 2021; Wirtz & Müller, 2019).

Unprecedented developments in ICT triggered further transformations in the economy and society. Following in the footprints of the corporate sector, public sector organizations embraced ICT. The integration of ICT with innovative structures and processes has revolutionized almost the whole public sector (Almheiri & Zaid, 2022; Al Athmay et al., 2020; Cinite et al., 2009; Dunleavy et al., 2006). Nascent e-government has passed through many stages and has now entered a new discursive agile phase of government (Awamleh et al., 2022; McBride et al., 2022; Mergel et al., 2018; Rahman & Sarker, 2022). Various government agencies are investing in the infrastructure of e-government and e-services with increasing "people-readiness." Most importantly, public values as outcomes driven by diverse innovations have received the increased attention of scholars. In fact, many scholars opine that the public value framework has fundamentally altered the theory and practice of public sector management (Bryson et al., 2017; Moore, 1995; Osborne et al., 2022; Stoker, 2006).

3.2 Concepts and Existing Models

3.2.1 Public Value-driven Innovation Performance (PVDIP) as an Outcome:

The measurement of public service performance has always been an intriguing issue. Conventionally, efficiency, effectiveness, and citizen satisfaction were used as indicators of public service performance (De Vries et al., 2016; Pollitt & Bouckaert, 2011). Howevrer, the post-NPM age has clearly indicated that alternative measures are impacting citizenry and society. The term "public value" has become the latest catchphrase in both academic and practical domains of public management (Bryson et al., 2017; Stoker, 2006). To Chen et al. (2020, p. 3), "public value refers to desirable outcomes relating to the quality of individual and collective life

for citizens shaped by the normative consensus of society, policies, and governance". According to Moore (1994, p. 296),

"…. most public executives find the idea that they should be responsible for creating public value quite obvious. Their daily experience teaches them that it is the government, acting through the efforts of public managers, that shields the country from foreign enemies, keeps the streets safe and clean, educates the children, and insulates citizens from man-made and natural disasters that have impoverished the lives of previous generations. To them, it seems obvious that government activities create value. That is the whole point of their work".

Moore (1995) proposed his full-fledged public value framework through his seminal book "*Creating Public Value: Strategic Management in Government*" and provided the foundation for the workable treatment of public value. Moore was categorical about the distinctiveness of public sector management vis-à-vis the private sector and attempted to develop the public value framework specifically for public sector organizations in the way that private enterprises do for their shareholders. In addition, Moore went on to incorporate public value within a strategic triangle. Thus, "a strategy for a public sector organization must meet three broad tests: it must be legitimate and politically sustainable, be aimed at substantively creating value and be operationally and administratively feasible" (Hoglund et al., 2021, p. 1612).

Moore's public value framework opened a new era in the post-NPM period. The framework has instigated both theoretical debates and empirical research. For many studies, the public value framework has heralded new trends in the academic and practical domains of public sector

management (Bozeman, 2007; Bryson et al., 2017; Hafer, 2022; Hoglund et al., 2021; Meynhardt, 2009; O'Flynn, 2021). Moore's framework has even prompted political economists to develop a broader theory of collective public value creation. The focus is on "the role of government in shaping effective markets and wider public outcomes that are broadly recognized as desirable. Such outcomes would include ecological sustainability, a more even distribution of wealth and income, high-quality care for the elderly and fulfilling work" (Mazzucato & Ryan-Collins, 2022, p. 354).

Although Moore (1995) started with a normative perspective, in the subsequent years he developed public value measures and operationalized the measures (Lindgreen et al., 2019; Moore, 2013). Despite disputes about the actual measures of public value, several empirical studies have been conducted in the Western world (Hoglund et al., 2021; Lindgreen et al., 2019; Sillanpää, 2013). The study of Meynhardt and Jasinenko (2020) is a milestone in this regard. Their study reflects the individual–society relationship. Based on four dimensions of the relationship, namely moral–ethical, political–social, utilitarian–instrumental, and hedonistic–aesthetical, the authors have empirically validated 12 items of public value. Thøgersen et al. (2021) also empirically attested four public values through innovations in the Danish public service.

Innovativeness in the public sector through diverse forms of collaborative governance engagement has facilitated the realization of public values (Ojasalo & Kauppinen, 2016; Scognamiglio et al., 2023; von Heimburg & Wiesche, 2023). The diversity in the public networks has encouraged creativity and innovativeness. Dos Reis and Gomes (2018) observe that public value can be achieved through public–private partnerships. Public participation boosts innovativeness in dealing with ambiguity, unexpected

change, and uncertainty (Moore, 1995). Interestingly, collaborative governance may create public value but it can also trigger "value destruction" (Cui & Osborne, 2022; Dudau et al., 2019).

3.2.2 Change Management and Readiness for Change (CR):

Substantial attention was paid to the change management discourse in the 1980s when NPM became a catchphrase in the public sector reform movement. Since then, the study of organizational change and its implications for public service performance has received increasing attention from scholars. Successful change management results in positive organizational outcomes. CR refers to initiating and responding to changes continuously to create a competitive advantage, reduce significant risks, and sustain performance in an organization (Lokuge et al., 2019; Sawitri & Wahyuni, 2018). The adoption of e-government in the public sector has been sparked by innovations, thus increasing people's readiness. Success in the public sector is facilitated by assigning a high priority to CR (Kosasih et al., 2020; Duxbury et al., 2018). Organizations respond and adapt to the changes in the environment by creating various strategies for the change process. Recent studies focused on CR have indicated that the factor has facilitated technological change and integration in public service organizations, thus improving organizational performance (Ceiik & Ozsoy, 2016; Hameed et al., 2019; Sawitri & Wahyuni, 2018). CR has been shown to be a critical variable in enhancing service delivery in the public sector (Jonathan, 2020; Krlev et al., 2014; Vaishnavi et al., 2019).

3.2.3 Organizational Agility (OA):

Initially developed in software engineering, OA has rapidly made inroads into the corporate sector as a powerful tool to respond to critical

environmental turbulence quickly and develop organizational adaptability (Mergel et al., 2018). In the simplest terms, OA is defined as the capability of an organization to rapidly respond, change, and adapt to critical environmental changes and challenges (Melián-Alzola et al., 2020). According to Walter (2021, p. 379), OA is a dynamic capability that can "be performed to a necessary degree quickly and efficiently, and whenever needed to increase business performance in a volatile market environment." Therefore, OA is of paramount significance for modern organizations confronting volatile and changing conditions (Arokodare et al., 2019; Bahrami et al., 2016; Cegarra-Navarro et al., 2016; Gusmita & Sudhartio, 2020). While ICT plays an important role in the agility of organizations, contemporary research has underscored the need to rethink leadership, strategy, and structure to reap the full benefits of agile government (Rahman & Sarker, 2022).

Environmental challenges, including Covid-19 pandemic, have posed both threats and opportunities. The emerging literature signifies a proliferation of interest in organizational agility among public service organizations in many Western as well as non-Western countries. Its efficacy has been reported in numerous studies over the last few years (Kirkpatrick et al., 2020; Mergel et al., 2018; Mergel et al., 2021; Miller & Terragnoli, 2021; Moon, 2020; Van der Voet & Steijn, 2021; Vivona et al., 2020).

3.2.4 Organizational Structure (OS):

OS provides the foundation within which an organization functions. It is essentially the anatomy of the organization and influences the behavior of employees (Dalton et al., 1980). OS creates a framework or a system in an organization to respond and adapt to changes. It assembles a system that is suitable for making strategic decisions that are crucial for the operations

of an organization (Benzer et al., 2017; Crosby et al., 2017; Johari & Yahya, 2019; Kosasih et al., 2020). There are different types and dimensions of OS. Following Burns and Stalker (1961), the current study focuses on two dimensions: formalization and centralization. Formalization refers to the degree to which organizations conform to elaborate written rules, regulations, and procedures to establish the reliability of behavior and the operational jurisdictions of organizational members. Centralization implies the locus of authority to make decisions within the organization (Pugh et al., 1968). The available literature suggests that in conditions of rapid change and uncertainty, archaic bureaucratic structures characterized by high degrees of formalization and centralization impede the implementation of innovations. Mergel et al. (2018) argue that there is a need to better understand how government structures and characteristics—centralization, size, engagement with public-private partnerships, innovation efforts, technological maturity, and others—impact the ability of governments to engage in agile methods. It may be that differing conditions within governments can influence the success and extent of agility in government settings.

3.2.5 Existing Models and Limitations:

Performance, CR, OA, and OS, as well as their interrelationships, are widely studied in a private sector context (Arokodare et al., 2019; Cegarra-Navarro et al., 2016; Celik & Ozsoy, 2016). There is no denying that the scholarly interests in CR, OA, OS, and performance in the public sector have largely been influenced by the managerial and technological developments in the private sector (Janssen & Van Der Voort, 2020; Mahmoudi, 2015).

In the public sector context, there are many discrete studies on CR, OA, OS, and public values (Demircioglu, 2020; Gusmita & Sudhartio,

2020; Moore, 2019; Pollanen et al., 2017; Yean et al., 2022). Before the public value framework came to prominence, performance in the public sector was measured in terms of efficiency, effectiveness, clients' satisfaction, partnerships, etc. (Pollitt & Bouchaert, 2011; De Vries et al., 2016), although efficiency measurement has always remained problematic. Most studies on public value creation focus on public values as outcomes (Meynhardt, 2019; Meynhardt & Jasinenko, 2020; Moore, 1995). In recent years, numerous scholarly works have shown how diverse innovations, including collaborative governance (outsourcing, co-production, and public–private partnership), and ICT-enabled organizational agility, contribute significantly to the realization of public values (Deng et al., 2018; Gil-Garcia et al., 2018; Jaspers & Steen, 2022; Osborne et al., 2022; Panagiotopoulos et al., 2019; Scupola & Mergel, 2022).

While all these studies provide valuable insights, further research is required to analyze the enablers of innovations that ultimately lead to public value creation. The change management literature, particularly CR, gives some vital insights into the dynamics of the innovation process and public value creation (Napier et al., 2017; Ojiako et al., 2022). In addition, it is also important to examine the role of organizational structure in the linear relationships between CR and OA, and OA and PVDIP.

4.0 Development of Propositions and Research Framework

4.1 Change Readiness and Organizational Agility

Environmental uncertainties propel organizations to find ways to respond rapidly. CR affects the ability of an organization to adapt or change to environmental uncertainties. This ability of the organization is known as OA (Lokuge et al., 2019). The extant literature in the business, information

systems, non-profit, and public management sectors shows that CR has an impact on the development of agility in organizations (Duygan et al., 2023; Keramati et al., 2018; Kirkpatrick et al., 2020; Miller & Terragnoli, 2021; Van der Voet & Steijn, 2021). Based on the current review, the following proposition is developed:

Proposition 1: Change readiness (CR) positively affects organizational agility (OA)

4.2 Organizational Agility and Public Value-Driven Innovation Performance

With its dynamic capability, OA can optimize current business approaches, work efficiently on new decisive commitments and evolving strategies, and capitalize on new opportunities quickly in response to the dynamics in the sector (Gusmita & Sudhartio, 2020; Rahman & Sarker, 2022). There are ample empirical studies that show the positive impact of OA on organizational performance (Koellinger, 2008; Walter, 2021). Walter (2021) reports that "increasing the agility level is aimed at increasing the business performance of the organization, which, in turn, can strengthen its competitiveness." In addition, Koellinger (2008) asserts that "innovation is mediating the effect of technology investments on performance." These studies are consistent with what has been proposed by Plattfaut et al. (2015). Also, recent studies on the impact of OA in the public sector on PVDIP have shown positive results, particularly during the Covid-19 pandemic (Janssen & Van Der Voort, 2020; Krlev et al., 2014; Mergel et al., 2021; Phillips et al., 2023; Schuurman & Tõnurist, 2016). Janssen and Van Der Voort (2020) present examples of the emergence of bureaucracies for effective adaptation of governance towards COVID-19. For example, the Dutch government adopted a crisis management protocol for coordinating

tasks and delegating duties, thus improving the decision-making process and service delivery to the public. This is consistent with the development of an agile environment in South Korea and elsewhere (Awamleh et al., 2022; Chatfield & Reddick, 2018; Criado & Guevara-Gómez, 2021; Kim, 2021; MacLean & Titah, 2022; Panagiotopoulos et al., 2019; Rukanova et al., 2023). It is, therefore, proposed that:

Proposition 2: Organizational agility (OA) affects Public Value-Driven Innovation Performance (PVDIP)

4.3 Change Readiness (CR) and Public Value-Driven Innovation Performance (PVDIP)

CR encompasses initiating and responding to organizational change while ensuring the safety and sustainability of performance. The variable measures the abilities and confidence of the employees in adopting and willingly responding to change effectively. Establishing CR entails adopting or using efficient approaches to solve emerging problems, and promoting quality performance (Ansell et al., 2021; Benzer et al., 2017; Bryson et al., 2017; Dudau et al., 2019). It has been established that policy innovation and public organizational performance are reached through the stratification of an organization by initiating and responding to the change process (Alford & O'Flynn, 2009). The benefit of the change is personal valence or the expectations about the value of the results that are associated with improved performance (Meynhardt & Jasinenko, 2020; Osborne et al., 2021). Public value creation is linked to enhanced performance in the public sector that improves networking strategies (dos Reis & Gomes, 2022). These findings have demonstrated various opportunities for change in organizations, prompting PVDIP (Arokodare et al., 2019; Lokuge et al., 2019; Mergel, 2018; Osborne et al, 2021; Pluchinotta et al., 2021; Stoker, 2006). It is, therefore, proposed that that:

Proposition 3: Change readiness (CR) impacts Public Value-Driven Innovation Performance (PVDIP)

4.4 Organizational Structure (OS), Change Readiness (CR), and Public Value-Driven Innovation Performance (PVDIP)

The quest to realize public values in public service delivery in response to robust changes in socio-cultural, political, economic, and climatic spheres is a 21st-century phenomenon (Ansell et al., 2023; Benington & Moore, 2011). To materialize public values-driven public service delivery, a CR mindset and organic OS are of the utmost importance. Hierarchical, bureaucratic, and rule-driven OS is antithetical to the whole meaningful change process, resulting in unmet public value (Benzer et al., 2017; Bason & Austin, 2022; Hardyman et al., 2019; Kosasih et al., 2020; Meynhardt & Jasinenko, 2020). To achieve public value, the necessary resources and actions drawn from the public, private, and non-profit sectors facilitate the enhancement of the design for organizations (Benington & Moore, 2011). OS establishes an existing framework to promote innovation and change to improve organizational outcomes in the public sector (Demircioglu & Audretsch, 2017; Moore, 2013; Osborne et al., 2022; Powell et al., 2019). It is, therefore, hypothesized that:

Proposition 4a: A high degree of formalization results in a less positive relationship between change readiness (CR) and Public Value-Driven Innovation Performance (PVDIP)

Proposition 4b: A high degree of centralization results in a less positive relationship between change readiness (CR) and Public Value-Driven Innovation Performance (PVDIP)

4.5 Organizational Structure (OS), Organizational Agility (OA) and Public Value-Driven Innovation Performance (PVDIP)

An organic structure coupled with an agile working environment is associated with service innovation and value creation in the service sector, including public organizations (Quintana-García & Benavides-Velasco, 2008; Yang & Liu, 2012). Research findings have shown that enhanced value creation is not possible without a conducive OS. The old-fashioned bureaucratic system is a serious hurdle to be becoming an innovative and public-value-creating entity (Crosby et al., 2017; Dahmardeh & Pourshahabi, 2011). The impact is further intensified by embracing agility (Powell et al., 2019; Rukanova et al., 2023; Scognamiglio et al., 2023; Vivona et al., 2020; Walter, 2021).

It is further reported that OS creates a positive environment for change through legitimacy, resource allocation, relevance, and perceived need for change (Bozeman, 2007; Bryson et al., 2017; Kosasih et al., 2020). ICT adoption in the public sector facilitates improved service delivery, and, hence, increased performance and accountability. Kirner et al. (2009) further opine that innovation creates an agile environment that impacts organizational performance, which is corroborated by other studies (Alford & O'Flynn, 2009; Criado & Guevara-Gómez, 2021; dos Reis & Gomes, 2022; Lokuge et al., 2019; Vivona et al., 2020; Vaishnavi et al., 2019). Agile and adaptive governance has been adopted in the service sector, especially in critical times like responding to the pandemic (dos Reis & Gomes, 2022; Kim et al., 2022; Powell et al., 2019; Scognamiglio et al., 2023). The digitization of public services coupled with favorable OS affects the innovation performance of public service organizations (Bozeman, 2007; Clarke, 2020; Fleischer & Carstens, 2021). With these findings, there

is evidence of a potential relationship between OA and PVDIP with an influence from OS. It is, therefore, proposed that:

Proposition 5a: A high degree of formalization results in a less positive relationship between organizational agility (OA) and Public Value-Driven Innovation Performance (PVDIP)

Proposition 5b: A high degree of centralization results in a less positive relationship between organizational agility (OA) and Public Value-Driven Innovation Performance (PVDIP)

4.6 Organizational Structure, Readiness for Change, and Organizational Agility

Contemporary dynamics in and around the public sector is so complex that the development of one variable requires other variables to act. Agility is more than an IT application in public service delivery. For agile government, organizations also need agile structure, agile clients, agile leadership and so forth. However, agility does not require a blueprint approach. For Kim et al. (2021, p. 364), "public managers may concurrently apply the organizational routines of algorithmic bureaucracy such as collective intelligence, collaboration to their work, and equality of outcomes while they try to balance out the demands of the procedural equality emphasized in traditional bureaucracy as well". Nevertheless, a rethinking of structure including self-managing autonomous and empowered teams and the interactive communication system—both formal and informal—are of paramount importance for agile management in the public sector (Mergel et al., 2018; Vogl et al., 2020).

Ansell et al. (2021) reported that the turbulent times in public administration necessitated the adoption of robust governance, resulting in new designs in the public sector (Bason & Austin, 2022; Clarke, 2020).

Creating value in public organizations is effectively achieved through collaborative innovation (Crosby et al., 2017) and an agile environment (Fleischer & Carstens, 2021; Hamad & Yozgat, 2017; Jacobsen & Bøgh Andersen, 2017; Mergel et al., 2018, 2021). Change in the organization influences the development of new approaches to governance to ease and improve service delivery approaches. For instance, Moon (2020) demonstrates that the adoption of agility, transparency, and participation in public administration facilitates the addressing of policy problems and governance challenges. Other studies have shown that such changes and innovativeness are impacted by the OS through decision-making, strategic performance measures, and the public service logic of value creation (Osborne, 2020; Osborne et al., 2022; Pollanen et al., 2017; Vaishnavi et al., 2019; Werder et al., 2021). More research findings highlight that OS may influence the relationship between readiness for change and OA (Liang et al., 2019). It is, therefore, hypothesized that:

Proposition 6a: A high degree of formalization results in a less positive relationship between change readiness (CR) and organizational agility (OA)

Proposition 6b: A high degree of centralization results in a less positive relationship between change readiness (CR) and organizational agility (OA)

5.0 Research Framework

Based on the extensive review of the literature and the development of propositions with supporting literature, the following research framework is proposed. Figure 1 shows that PVDIP hinges on several critical variables. In this study, CR, OS, and OA were identified as significant constructs that had an impact on PVDIP.

The framework was developed by taking into account the recent intellectual developments in the field. Change management in the public sector was reinvigorated with the advent of NPM, ICT-enabled digital and agile governance, and the attainment of public values as outcomes. Although there are many discrete studies on these constructs, there remain significant gaps in understanding how recent innovations facilitate the realization of public values. This is the single most important contribution of this paper. Propositions have been drawn in clear terms that are convenient for vigorous empirical research.

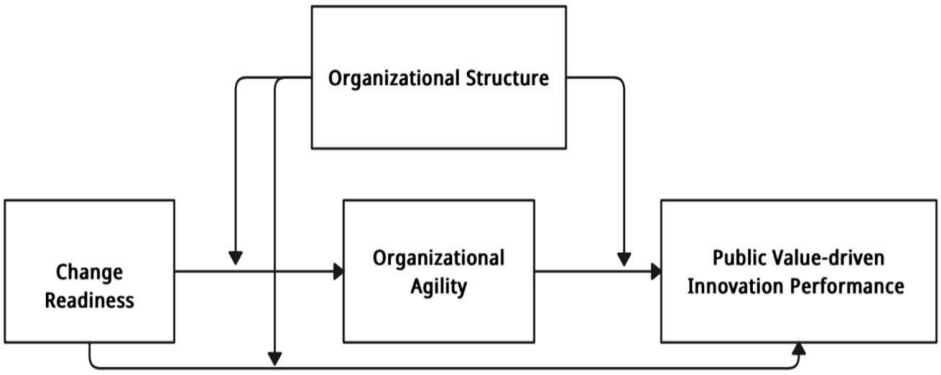


Figure #1: Research Framework

(Source: Authors' contribution)

6.0 Discussion

This study was undertaken in response to the need for a conceptual framework that could help analyze the relationships among some key variables such as change readiness, organizational agility, public service performance, and organizational structure. PVDIP, as an outcome, is a recent addition to public sector management scholarship. Organizational

change is a generic concept that applies to all kinds of organizations. With the advent of NPM and digital government, change management has taken a radical turn in public organizations. In addition, given the turbulent organizational environments, a rapid response to changes and adaptability requires system-level changes including to institutional structures and organizational agility (Hamad & Yozgat, 2017; Hameed et al., 2019; Kirkpatrick et al., 2020). Changes in organizations, for example, the observed responses to COVID-19, reflect the utilization of agility and adaptive governance for progress (Janssen & Van Der Voort, 2020). These findings show a possible relationship between change and public service performance, with agile governance playing a critical role in the public sector.

Hameed et al. (2019) showed that successful change efforts in the public sector are linked to the creation of a readiness perspective. The beliefs of the recipients in change have a major impact on change adoption and implementation (Cui & Osborne, 2022). For example, most public organizations learned from private entities about efficient and effective approaches for improved service delivery. These approaches contributed to the integration of private sector strategies into the public sector to improve service delivery. The convergence of the public and private sectors has enhanced service delivery to the public through collaborations and intensification of approaches that improve service delivery. For example, the NPM and collaborative governance models facilitated collaboration between the public and the private sectors in responding to the COVID-19 crisis (Elnaghi et al., 2019; Jiang & Tang, 2022; Lapuente & Van de Walle, 2019; Øygarden & Mikkelsen, 2020).

The public sector has embraced ICT which has significantly improved

public service delivery. CR has been facilitated through change projects driving the participants or the stakeholders to build readiness perceptions. ICT innovations achieved in the public sector have resulted in the establishment of an agile environment, which in turn enables the service delivery system to act swiftly. Mergel et al. (2018) observed that an agile setting is based on the procurement, design, and implementation of IT-enabled services and resources, which amount to a transition in public management and is described as a change process. These transformations contribute to higher efficiency among the employees, thus improving service delivery through innovative measures. While technology is a critical factor, it is not enough to enable organizations to become agile. Stability, structure, and regulations are also important for organizational agility (McBride et al., 2022).

While adapting to the ever-changing work setting, public organizations deploy multiple approaches and technologies that favor their transition process (Ansell et al., 2021; Cui & Osborne, 2022; Elnaghi et al., 2019; Li, 2009; Mann et al., 2020; Mergel, 2018). The emergence of NPM reforms, coupled with the adoption of ICT in the public sector, has revolutionized service delivery by promoting quality, efficiency, and effectiveness (dos Reis & Gomes, 2022; Mergel, 2016; Stoker, 2006). Changes in the public sector are attributed to developments in science and technology, especially ICT, that contribute to the dynamic progress of organizations (Cui & Osborne, 2022; Lu et al., 2019; Mergel et al., 2018).

The extant literature review also revealed that the achievement of PVDIP was an ardous task in public service organizations. The public value framework is a tremendous contribution to public sector management literature. However, public values embodied in nomenclatures such as

efficiency, effectiveness, security, social cohesion, and clients' satisfaction cannot be realized without radical innovations in public organizations (Geuijen et al., 2022; Meynhardt, 2019; Meynhardt & Jasinenko, 2020; Moore 2019). The development of CR and agile structures, and the subsequent growth of organizational agility are important innovations in the public sector that can result in the achievement of PVDIP.

7.0 Conclusion and Future Direction of Research

The integrative framework proposed in this study highlighted the relationships among CR, OS, OA and PVDIP. Unprecedented environmental changes have driven all kinds of organizations to fundamentally rethink their structure, processes and outcomes. In the context of the public sector, radical transformation has become inevitable given its critical role in society. In the 1980s, the old mode of governance was supplanted by NPM to a large extent. However, because of increased dependence on the neo-liberal market ideology, its relevance began to wane. The new millennium began with a plethora of models, including digital-era governance, new public governance, collaborative governance, and public value models. The public value framework proposed by Moore (1994, 1995, 2019) underscored the need to achieve outcomes by public service providers. These outcomes pertain to the expectations of citizens at both the individual and collective levels (Meynhardt & Jasinenko, 2020).

It was identified from the review of the literature that PVDIP was only possible through the formulation and implementation of radical innovations. CR, OS in rejuvinated form and OA have worked as catalysts of PVDIP. The achievement of an agile environment has been demonstrated to be an outcome of the readiness for change that promotes

the adoption of technological strategies to facilitate improved public service delivery. Studies have shown that the adoption of technology such as ICT in the public sector has enhanced organizational agility that makes a major contribution to diverse changes leading towards effectiveness and efficiency in service delivery (Mergel, 2016). Public service organizations have developed resilience through technological adoption and innovations that have shown their importance in responding to emerging changes and crises, and achieving the outcomes that citizens value (Bryson et al., 2017; Dudau et al., 2019; Hardyman et al., 2019; Liang et al., (2019); Osborne, (2021) .Øygarden & Mikkelsen, 2020; Pugh et al., 2018).

This paper primarily focused on the development of a research framework and propositions for empirical investigation. The framework will be a springboard to clearly identify the interplay of critical variables such as OS, CR, and OA, which have an important bearing on enhancing public values. The framework can be applied to any context to validate the propositions empirically.

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إطار بحثي لربط العلاقة بين: الجاهزية للتغيير، المرونة التنظيمية، الهيكل التنظيمي، وخلق القيمة المجتمعية.

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ملخص البحث:

يهدف هذا المقال إلى تقديم إطار بحثي لاستكشاف العلاقة بين أربعة مفاهيم مترابطة: الجاهزية للتغيير، والمرونة التنظيمية، والهيكل التنظيمي، وخلق القيمة المجتمعية. على مر العقدين الماضيين، تم إثراء الأدبيات العلمية في مجال الإدارة العامة بدراسات نظرية وتجريبية عديدة. ومع ذلك، لا تزال هناك فجوات كبيرة في الدراسات التي تتناول العلاقة بين الجاهزية للتغيير والمرونة التنظيمية والهيكل التنظيمي وأداء الابتكار بالقيمة المجتمعية. تهدف هذه الدراسة إلى سد الفجوات البحثية لمجال الابتكار الحكومي بصورة عامة وعلى اداء الابتكار بالقيمة المجتمعية بصورة خاصة، وتقديم مقترحات من خلال إطار بحثي متكامل

الكلمات الدالة: الابتكار في الخدمات العامة؛ تكنولوجيا المعلومات والاتصال؛ الجاهزية للتغيير؛ المرونة التنظيمية الهيكل التنظيمي؛ أداء الابتكار بالقيمة المجتمعية

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