

Green service innovation, organizational flexibility, and empowerment for human resource efficiency: a case of public sector in Beijing China

Li Fang Zhou

Manipal International University. MALAYSIA

1987521032@qq.com (corresponding author)

Abstract

This paper aims to observe the determinants of empowerment towards the prediction of human resource efficiency in public sector, China and explicate the role of empowerment and the potential mediation role of empowerment. With the prediction that the empowerment role in mediating the determinants and the subject of investigation is worth to call for a further investigation. Hence, the main motive of the study focusses on the mediation of empowerment role in two ways; (i) empowerment mediate the green service innovation and human resource efficiency in public sector and (ii) empowerment mediate the organizational flexibility and human resource efficiency in public sector. The context of the study in the scope of Beijing state of China, which also justified as the capital city of China that concentrated with public services and agencies in governing the administration matters throughout the country.

Keywords: *service innovation, organizational flexibility, empowerment, Human resource efficiency, China*

1.0 BACKGROUND

The study of China public administration as an academic discipline has expanded throughout the years. In China, public administration as an academic discipline is still in its infancy; yet, the philosophical underpinnings of public administration may be traced back at least a thousand years (Holzer & Zhang, 2002). The conquest of China by Qin Shi Huang in 221 BC resulted in the development of the first organised China bureaucracy, which made it possible for the emperor of China to exercise authority over such a large region. This particular civil service system was designed with the intention of selecting candidates for open positions on the basis of their performance on exams rather than their familial relationships. More than 1,300 years ago, civil workers in China were chosen for their posts according to the results of imperial examinations (Roberts, 1993). In the latter half of the nineteenth century, Kang Youwei was responsible for introducing Japan to many of Germany's ideals and ideas of public administration (Harris, 2002).

According to the records kept by the Guangdong Province School of Law and Politics, public administration was first introduced to the China educational system in the year 1905 as a subfield of political science (Wang, 2006). During the early 1950s, however, the government of Mao Zedong believed that the Communist Party's primary role should be to resolve class conflicts. As a result, it viewed public administration and other social science fields as being

unimportant to the socialist model that they were attempting to implement. As a direct consequence of this, the field of public administration, along with a great number of other academic specialisations, almost died out in China during the three decades that passed between 1952 and 1982.

In China, the study of public administration did not become an accepted academic discipline again until the 1980s (Yu, Rubin, & Wu, 2012). The government of China participated in a meeting in 1985 with the purpose of discussing ways to enhance the country's public administration. Soon after the conclusion of the meeting, the State Council granted authorization to establish the China Public Administration Society. The 1980s marked the beginning of a period of rapid expansion for China's state administration (Zhang, 1993). At the beginning of the 1990s, there were over a thousand books produced on various aspects of public administration. These volumes covered a broad variety of subjects. Both the number of scholarly publications and the number of research groups increased significantly. More than two million state personnel received training in public administration via a variety of channels between the years 1984 and 1992. (Zhang, 1993). It was in 1994 that the China National School of Administration (CNSA) was established. Since 2010, the "China National Security Academy" has been referred to by its new name, the "China Academy of Governance." On January 1, 2002, a total of 24 PRC colleges offered MPA programmes to government and non-profit personnel. In 2015, the PRC government gave official approval to 228 of these institutions to grant these degrees. This was the result of the establishment of several state-owned public administration schools at the provincial and city-levels (National MPA Education Steering Committee, 2015).

As a point of contrast, the United States (US) had 197 MPA-related programmes that were certified, according to (NASPAA, 2018), and just as many more provided the MPA without NASPAA certification (but in colleges and universities accredited by regional higher education associations, as are virtually all higher education institutions in the US.). The Maxwell School of Citizenship and Public Affairs at Syracuse University was the first institution in the United States to offer a Master of Public Administration degree. In comparison, the PRC has developed 228 MPA programmes in less than 15 years, indicating the compelling need for skilled public officials to deal with the increasingly complicated challenges of governance in a society that is rapidly evolving.

The study of public administration places a strong emphasis on the importance of comparative research (Fritzen, 2010). In spite of this, there have been very little attempts made with regard to China up to this point. The majority of the research that has been done in this field so far has focused on making parallels between the experiences of public administration in other democracies (for examples, see Grimmelikhuijsen, Porumbescu, Hong, and Im, 2013; Kim et al., 2013).

Authoritarian states, such as the People's Republic of China (PRC), get less attention from academics. Given that globalisation has fundamentally altered the responsibilities that governments play in society, comparative public administration is an unavoidable aspect (Holzer & Kasymova, 2012). The welfare state has given way to a "hollow state" (Frederickson, 2006), a "contracting state" (Farazmand, 1999; Smith & Lipsky, 2009), or a "corporate administrative state" as a direct result of globalisation (Farazmand, 1997a, 1997b, 1999). Jreisat (2005) contends that while investigating a specific administrative reform, it is necessary to take into account not only the national environment but also the international environment.

According to Riggs (1961), academics can no longer afford to base their ideas on the unusual American experience since doing so restricts the study of comparative public administration to the examination of governments in other countries. Instead, Riggs (1961) contends that the process of defining the principles of public administration and obtaining accurate information is fundamentally comparative. As a result of the United States government's expanding role in the governing of the globe, Kettl (2000) comes to the conclusion that comparative public administration is more important than ever.

According to Heady (2001), the comparative approach is crucial to the process of developing administrative theory and refining its implementation. It has been suggested by Collier (1993) that comparison is one of the most important aspects of a successful analysis, and this is supported by the fact that the scientific process inherently involves comparison. According to research conducted in a variety of different areas, the vast majority of social scientists believe the comparative technique to be the epicentre of both the humanistic and scientific methodologies (Almond & Verba, 2015). Aberbach and Rockman (1987) argued that it is very difficult to achieve a clear understanding with noncomparative studies of public administration and that comparative study advances scholarship to the level of conceptual and methodological self-consciousness. Aberbach and Rockman indicated that comparative study advances scholarship to the level of conceptual and methodological self-consciousness.

Comparative public administration is also a topic of interest because of the wider social and political repercussions it can have. More specifically, it assists public servants in developing a deeper comprehension of their own organisations, the shifting demographics of their communities, and "the various political contexts" in which they must operate (Khademian, 1998, p. 273).

Efficiency at all levels is one of the imperatives of public administration. Public organisations are tasked with the responsibility of providing vital public goods and services to people. The aims of public administration require that performance be measured not just in terms of cost–benefit analysis but also in terms of giving value to residents. In an age where few resources have grown even scarcer, it is critical to revisit historical perspectives on public administration efficiency and try to forecast its future.

1.1 Problem statement

It is fair to do so while operating inside a system that has quantitative input and output measurements. In other words, the system should be able to measure both input and output. However, when taken into consideration in the context of usually quantifiable parameters inside a system that is mostly reliant on ideas, inspirations, and human opinions, efficiency takes on a new meaning and may be viewed in a different manner. This novel viewpoint on the inefficiency of public administration is made possible by the introduction of a "value" component, which does not already exist (Manzoor, 2014).

In addition, there is a dearth of study in the existing body of literature that identifies the factors that drive the expansion of human resources efficiency in the public sector, as well as the value contribution that this efficiency has to make from the perspective of efficiency. According to Guglielmi et al., self-efficacy is the most significant unique resource since it has an influence on the activities that individuals engage in (2012). Those individuals who have a robust sense of self-efficacy are able to take on challenging job because they have a larger resource pool at their disposal (Hobfoll 2001). According to Salanova et al. (2005), the association between

self-efficacy and job engagement has not received sufficient attention from researchers (Wibawa & Takahashi, 2021). In a nut shell, there is still a lack of research that identify the factors that drive the rise of human resources efficiency in the public sector and its crucial contribution to the perspective of efficiency. This is another area where there is a scarcity of study. This corpus of research has a serious gaping hole in it.

2.0 LITERATURE REVIEW

2.1 Service innovation

The goals of the corporations may lead to inventions with a longer shelf life, which will provide them an edge over their rivals in the markets in which they compete. From this perspective, innovation is seen as a valuable asset that, when used inside an organisation, would result in increased competitiveness and positive returns on investment. When discussing the business of providing services to customers, the term "service innovation" refers to the process of conceptualising, marketing, and implementing fresh service concepts with the goal of enhancing the competitive advantages enjoyed by service-based businesses (Jian and Wang, 2013). As the managerial and operational environment becomes more dynamic and as competition between organisations develops, the innovation of services provided by public sector corporations is becoming more important to the continued growth and success of such corporations. This is because such corporations must compete with other organisations in order to maintain their growth and success (Tajeddini and Martin, 2020)

2.2 Empowerment

As the new century began, the need to modify administrative work procedures became more important as a result of the rapid advancement of technology and the explosion of information. This was a consequence of both the information explosion and the progression of technology (Shih and Tsai, 2016). In today's modern businesses, there has been an effort made to alter the way in which human resources are managed. This has been accomplished through the adoption of human resource-focused strategies, which emerged alongside the development of managerial ideology. This has been done in an effort to win the allegiance and support of individuals in order to realise the objectives of the business (Meyerson and Dewettinck, 2012).

Empowerment may be defined as the degree to which people and groups are able to exercise their own freedom and make decisions for themselves. This enables people to represent their interests in a responsible and self-determined way while also providing them the capability to act on their own behalf. Additionally, this enables persons to represent their interests in a manner that is consistent with the law. It is the process of becoming more strong and self-assured, especially in terms of taking responsibility of one's life and expressing one's legal rights. Specifically, it is the process of getting more powerful in terms of taking charge of one's legal rights. People are able to overcome feelings of helplessness and lack of influence, as well as become aware of and make use of their own resources, through the process of self-empowerment as well as through the professional assistance of other people, which is referred to as empowerment as action. Self-empowerment allows people to become aware of and make use of their own resources; it also enables people to become aware of and make use of their own resources.

2.3 Organizational flexibility

HR flexibility is an organisational capability that can be conceptualised as follows: 1) the degree to which human resources possess a variety of skill and behavioural repertoires; and 2) the degree to which HR practises effectively utilise those human resources to build organisational flexibility, responsiveness, agility, and success in a dynamic environment.

Specifically, HR flexibility refers to the degree to which human resources possess a variety of skill and behavioural repertoires (Bhattacharya, Gibson, & Doty, 2005; Wright & Snell, 1998). The flexibility of human resources may be broken down into two categories: resource flexibility and coordination flexibility (Way et al., 2015). The adaptability of an organization's resources to meet the requirements of a wide range of tasks and conditions is what we mean when we talk about resource flexibility (Sanchez & Heene, 1997). The importance of having adaptability in one's area of employment

The need for organisational adaptability is of utmost significance. When considering the reasons why there is a need for flexibility in the workplace, there are a number of variables that are contributing to the development of this need. Because of the constant flux of events, it is necessary for every organisation to have the flexibility to adapt to new circumstances. Because the social, technical, economic, legal, and political elements, as well as other worldwide aspects, in which a company operates are always changing, organisations should be ready to adapt whenever these changes take place. Therefore, to put it another way, they need to be adaptable. According to what is said, there is a need for flexibility in the workplace; nevertheless, there is also a need for flexibility in the workforce, which is another term for the personnel. Because the manner in which work is performed is subject to change as a result of change, the workforce itself need to be adaptable.

Those characteristics, including the component of change that necessitates adaptability in the workplace, were discussed above. Another aspect that I believe should not be overlooked is the workforce. The people around us are evolving. Their requirements and preferences, as well as the manner in which people go about their daily lives, their places of employment, and the manner in which they do their jobs, are all subject to change. As a result, there are certain individuals who do not want to perform a typical job consisting of 9 to 5 hours, Monday through Friday. People want to have more control over how they spend their time, and as a result, they want to work less hours, on particular days of the week, take more time off, or do whatever else they can think of. As a result, there are certain organisations that may stand to profit from being more flexible in the sense of making these items available to their staff members. Therefore, this aspect of the job should allow for some degree of adaptability.

2.4 Human resource efficiency

In talking about organisational performance, managers often cite employee morale as one of the most important variables. Even Napoleon said, "The efficiency of an army is dependent on its numbers, training, experience, and morale, and morale is more important than the other qualities combined." Recent evidence suggests that managers like to deal with individuals who have a positive outlook on the job and are content with their employment.

Workers with a high degree of job satisfaction often like their jobs; they believe that their work environment is fair, and that their jobs provide them with benefits such as variety, challenge, decent income and security, autonomy, and friendly coworkers, among others.

Technology and the economy, both of which are dependent on growth in a global setting, tend to scale up and become increasingly complicated in their organisational structures and systems of operation. As a direct consequence of these advances, administrators now have advanced notice of the dangers and opportunities that lie ahead. They will confront in order to expose the performance of the company, they need to identify what those challenges will be in generating forecasts, the logical tactics, and must successfully practise these techniques. As a result,

strategic management is no longer considered a strategic partner in the context of organisation; this department is referred to as human resources (Birdal and Aydemir, 1992).

As the influence of globalisation becomes more prominent, it can be seen that the company that successfully grabbed an advantage worldwide level of accomplishment, and shown that the key to this degree of achievement is "growing the significance of the use of human resources (Tikici and Akdemir, 2002). During this procedure, as a result of the highly difficult environmental circumstances, human resource management became important. Moreover, the majority of the managers started to understand that human resource man began to play a vital role.

3.0 RESEARCH METHODOLOGY

The sampling is carried out by several government-owned institutions in Beijing, China, which are run as part of the public service. Participants in this research were required to have worked for the company for at least a year. The organisation chart is used to decide on departments and sub-divisions inside the company. The population for this study is comprised of workers who have been assessed using a performance assessment application that is carried out in the firm on a periodic basis. The minimum organisational tenure required for participation in this study is one year.

This study makes use of both the real performance assessment data gathered in the firm on a regular basis and the data gained via the use of questionnaires. In addition to the demographic data of the participants, a scale for group performance as well as a scale for the effectiveness of human resource management are used using the 5-degree Likert scale. When examining the prior year, assessing the effectiveness of human resource management from the many aspects of human resource management using an organisational tenure of one year is necessary. Therefore, assessing the performance of the department of human resources may be accomplished in a straightforward manner.

The supervisors of working groups at the first and second levels of a hierarchical structure are the ones responsible for assessing the groups' levels of productivity. In the first step, participants use a scale devised by a reputable researcher to assess the performance of perceptual groups. This rating system is intended to be used for assessing individual performance. Therefore, the word "individual" will be substituted with the word "group" so that collective performance may be evaluated.

Efficiency of human resource management: 16 item scales were produced by modifying Chen and Huang (2009), Eryigit (2015), and Mazzanti et al. (2006), Delery and Doty (1996), and Khilji and Wang's previous work (2007). The scale allows for the comparison of human resource practises over a one-year period as well as the evaluation of an increase or decrease in satisfaction resulting from human resource applications.

4.0 CONCLUSION

By analysing the problem within the context of that setting, this research provides a contribution to the efficiency perspective for China's public administration. This study makes an effort to shed light on previously unknown information by presenting voluminous amounts of literature that has been gleaned from previous experiments. This is done with the goal of providing value and introducing innovation to the process. The study looks at the factors that lead to effective public administration, such as the development of new services, the digitization of established processes, and the flexibility of organisations. In addition, the

research added fresh information to the body of research that had previously been conducted on the moderating impact of self-efficacy on the efficiency of public administration, which resulted in a deeper degree of understanding.

List of references

- Aberbach, J. D., & Rockman, B. A. (1987). Comparative administration methods, muddles, and models. *Administration & Society*, 18(4), 473–506. doi:10.1177/009539978701800405
- Acquah, T. A. A., & Xing, H. (2021). Female Leadership as a Moderator on Human Resource Flexibility Affecting Firm Performance. *Journal of Human Resource Management*, 9(3), 94-101.
- Akmehmet, Duygu, A. Salih Uğur & Pınar Kurt; “Stratejik İnsan Kaynakları Yönetiminde Eğitim ve Geliştirme”, <http://www.insankaynaklari.gokceada.com>, 28.02.2003.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice Hall.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: Freeman.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84, 191-215.
- Bhattacharya, M., Gibson, D. E., & Doty, D. H. (2005). The effects of flexibility in employee skills, employee behaviors, and human resource practices on firm performance. *Journal of management*, 31(4), 622-640.
- Birdal, İlker & Nilgün Aydemir; *Yönetim Teorileri*, Sistem Yayıncılık, İstanbul, 1992.
- Blau, G. J. (1986). Job involvement and organizational commitment as interactive predictors of tardiness and absenteeism. *Journal of management*, 12(4), 577-584.
- Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of business research*, 62(1), 104-114.
- Collier, D. (1993). The comparative method. In A. W. Finifter (Ed.), *Political science: The state of discipline II*. Washington, DC: American Political Science Association.
- Collier, D. (1993). The comparative method. In A. W. Finifter (Ed.), *Political science: The state of discipline II*. Washington, DC: American Political Science Association.
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. In *Handbook of social psychology* (pp. 61-88). Springer, Dordrecht.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.

Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, 11(1), 479-516.

Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*, 39(4), 802-835.

Eryigit, N., & Özcüre, G. (2015). Eco-Innovation as modern era strategy of companies in developing countries: Comparison between Turkey and European Union. *Procedia-Social and Behavioral Sciences*, 195, 1216-1225.

Farazmand, A. (1997a). From civil to non-civil administration: The biggest challenge to the State and Public Administration. Paper presented at the national conference of the American society for public administration, Philadelphia, July.

Farazmand, A. (1997b). Institutionalization of the new administrative state/role. Paper presented at the Annual Conference of the American Political Science Association (APSA), Washington, DC, August.

Farazmand, A. (1999). Globalization and public administration. *Public Administration Review*, 59(6), 509–522. doi:10.2307/3110299

Grimmelikhuijsen, S., Porumbescu, G., Hong, B., & Im, T. (2013). The effect of transparency on trust in Government: A cross-national comparative experiment. *Public Administration Review*, 73(4), 575–586. doi:10.1111/ puar.2013.73.issue-4

Harris, P. (2002). The origins of modern citizenship in China. *Asia Pacific Viewpoint*, 43(2), 181–203. doi:10.1111/ apv.2002.43.issue-2

Hmieleski, K. M., & Baron, R. A. (2009). Entrepreneurs' optimism and new venture performance: A social cognitive perspective. *Academy of management Journal*, 52(3), 473-488.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied psychology*, 50(3), 337-421.

Holzer, M., & Kasymova, J. (2012). Restating the relevance of comparative Public Administration. *Public Administration Review*, 72(1), 162–164. doi:10.1111/j.1540-6210.2011.02516.x

Holzer, M., & Kasymova, J. (2012). Restating the relevance of comparative Public Administration. *Public Administration Review*, 72(1), 162–164. doi:10.1111/j.1540-6210.2011.02516.x

Holzer, M., & Zhang, M. (2002). China Public Administration review: An introduction. *China Public Administration Review*, 1(1), 5–8. doi:10.22140/cpar.v1i1.1

Jian, Z., & Wang, C. (2013). The impacts of network competence, knowledge sharing on service innovation performance: Moderating role of relationship quality. In LISS 2012 (pp. 569-576). Springer, Berlin, Heidelberg.

Jeisat, J. E. (2005). Comparative Public Administration is back in, Prudently. *Public Administration Review*, 65(2), 231–242. doi:10.1111/puar.2005.65.issue-2

Khademian, A. M. (1998). What do we want public managers to be? Comparing Reforms. *Public Administration review*, 58 (3), 269–273.

Khilji, S. E., & Wang, X. (2007). New evidence in an old debate: Investigating the relationship between HR satisfaction and turnover. *International Business Review*, 16(3), 377-395.

Kim, H. G., Lee, J., Kim, J., Park, H., Oh, H. S., Lee, W. J., ... & Jung, H. K. (2013). Effects of a health education program based on social cognitive theory on the health promotion of university students with metabolic syndrome. *Journal of Korean Academy of Community Health Nursing*, 24(4), 451-460.

Kim, S., Vandenberg, W., Wright, B. E., Andersen, L. B., Cerase, F. P., Christensen, R. K., & Liu, B. (2013). Investigating the structure and meaning of public service motivation across populations: Developing an international instrument and addressing issues of measurement invariance. *Journal of Public Administration Research and Theory*, 23(1), 79–102. doi:10.1093/jopart/mus027

Manzoor, A. (2014). A look at efficiency in public administration: Past and future. *Sage Open*, 4(4), 2158244014564936.

Mazzanti, M., Pini, P., & Tortia, E. (2006). Organizational innovations, human resources and firm performance: The Emilia-Romagna food sector. *The Journal of Socio-Economics*, 35(1), 123-141.

Meyerson, G., & Dewettinck, B. (2012). Effect of empowerment on employees performance. *Advanced research in economic and management sciences*, 2(1), 40-46.

National MPA Education Steering Committee (2015). Explanation to several issues about the guidelines of educational plans for MPA degree program. Retrieved July 19, 2018, from www.mpa.org.cn/displaynews1.asp?id=76

Newman, A., Herman, H. M., Schwarz, G., & Nielsen, I. (2018). The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership. *Journal of Business Research*, 89, 1-9.

Riggs, F. W. (1961). *Ecology of Public Administration*. Cambridge, MA: Asia Publishing House.

Riggs, F. W. (1961). *Ecology of Public Administration*. Cambridge, MA: Asia Publishing House.

Roberts, J. M. (1993). *A short history of the world*. London, UK: Oxford University Press.

Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of applied Psychology*, 90(6), 1217.

Sanchez, R., & Heene, A. (1997). Reinventing strategic management: New theory and practice for competence-based competition. *European management journal*, 15(3), 303-317.

Sharma, G. D., Shah, M. I., Shahzad, U., Jain, M., & Chopra, R. (2021). Exploring the nexus between agriculture and greenhouse gas emissions in BIMSTEC region: The role of renewable energy and human capital as moderators. *Journal of Environmental Management*, 297, 113316.

Sigala, M., & Chalkiti, K. (2015). Knowledge management, social media and employee creativity. *International Journal of Hospitality Management*, 45, 44-58.

Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107.

Smilansky, Jonathan; *Yeni İnsan Kaynakları: Performansı Artırmak İçin Etkin Çözümler* (Çev: D. Atakan), Epsilon Yayınları, İstanbul, 2002.

Tajeddini, K., Martin, E., & Altinay, L. (2020). The importance of human-related factors on service innovation and performance. *International Journal of Hospitality Management*, 85, 102431.

Tikici, Mehmet & Bünyamin Akdemir; "Stratejik İnsan Kaynakları ve İş Tatmini Üzerine Bir Uygulama", 10. Ulusal Yönetim Organizasyon Kongresi Bildiri Kitabı, Akdeniz Ün. İ.İ.B.F. Yayınları, Antalya, 2002.

Todisco, L., Mangia, G., Canonico, P., & Tomo, A. (2022). Effects of Covid-19 on Public Administration: Smart Working as an Organizational Revolution. In *HR Analytics and Digital HR Practices* (pp. 51-72). Palgrave Macmillan, Singapore.

Tsai, T.J. and Shih, Y.C., (2016). Teacher Professional Development: Remote Podcasting and Metacognitive Strategies. In *Leadership and Personnel Management: Concepts, Methodologies, Tools, and Applications* (pp. 1803-1832). IGI Global.

Wang, L. (2006). A probe into China's public administration education and the construction of the subject of public administration. *China Public Administration Review*, 1 (1), 31–36. doi:10.22140/cpar.v1i1.8

Wibawa, W. M. S., & Takahashi, Y. (2021). The Effect of Ethical Leadership on Work Engagement and Workaholism: Examining Self-Efficacy as a Moderator. *Administrative Sciences*, 11(2), 50.

Wright, P. M., & Snell, S. A. (1998). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of management review*, 23(4), 756-772.

Yu, W., Rubin, M., & Wu, W. (2012). An Executive MPA program for China: Lessons from the field. *Journal of Public Affairs Education*, 18(3), 545–564. doi:10.1080/15236803.2012.12001699

Yükçü, S., & Atağan, G. (2009). Etkinlik, Etkililik Ve Verimlilik Kavramlarının Yarattığı Karışıklık. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 23(4), 1-13.