Making Bureaucracy Work: A study of personnel incentives and disincentives in USA

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Abstract

Having a Government that works is one of the biggest challenges before all countries of the world. Typically, one of the main objectives of administrative reform is to foster a more productive workforce. While formulating reforms, however, one must understand what it is that motivates a public employee. Various scholars have done significant research on this topic. The Federal Government of the United States passed the Civil Service Reform Act in 1978, which sought to introduce new personnel incentives for performance and disincentives for non-performance.

In this paper the effectiveness of civil service reform measures of 1978 has been examined critically in light of the findings of some of the latest research on the topics of motivation, job characteristics, work context and organizational commitment. The paper concludes with a description of Indian personnel administration, and the lessons that can be drawn for India from the U.S. reforms.