The Effect of Collaboration on Performance in Public Management Based on Community Policies

Crystal Smith

South University

5/4/2021

The Effect of Collaboration on Performance in Public Management Based on Community Policies

Collaboration in modern organizations and communities is vital in accomplishing the set goals. From ancient times, collaboration has helped different governments, agencies, and organizations to achieve efficiency. A recent view of collaboration can be noted by the public-private collaboration between the federal government and different pharmaceutical companies in ensuring there are enough vaccines available for all Americans. The outcome of the collaboration helps in ensuring the issue on Covid is addressed and there is a full opening of the economy (Baxter & Casady, 2020). Working as a single entity, it would be hard to achieve the objective or take a long time. Another effective approach to collaboration is in the American emergency management system. During the inauguration of President Biden, he stated that collaboration between different emergency healthcare stakeholders is essential.

Collaboration is viewed as an organizational imperative that helps in solving complex issues. Research indicates that the capacity to collaborate enables organizations and agencies to achieve better effectiveness and accomplish tasks facing them while solving complex problems. This is because collaboration provides decision-makers with different perspectives of resolving unstructured problems. Thus, collaboration can be viewed as a useful tool for solving complex public issues and as a solution to enhance performance.

**The problem**

The project will focus on collaboration and its application in several practitioner domains and academic disciplines. From different fields, collaboration can be termed as a partnership, coalition, alliances, and partnership. In supply chain management, healthcare delivery, and state interagency operations, collaboration is viewed as a positive approach and helps individuals and organizations to achieve the set goals. However, several literature studies indicate that collaboration can lead to adverse effects. Through this approach, collaboration is viewed as a paradoxical tension. An example of a paradoxical tension is when companies collaborate with other companies in the same industry. In this approach, the company will have both mutual and self-interest. When organizations attend to both interests a paradoxical tension arises due to autonomy, accountability, and interdependence. The main reason for the tension is the struggle between control and collaboration. Thus, the paradox can lead to both positive and negative outcomes. Another example is the approach of evaluating the return on investment for the collaboration approach. The approach used is based on the cost-benefit evaluation. The benefits of collaboration can be noted in the literature review while stakeholders are impacted by the cost directly. Therefore, the forecasted cost can lead to a low acceptance rate hence preventing collaboration. Other cause of fail include conflict based on different leadership approaches unforeseen cost and divergence from self-interest to mutual interest.

Another public management issue is performance. To provide a better overview, the project focuses on performance, performance management, and performance measurement. The most common method used to measure performance is the level of input, output, and outcome. However, the approach has proved to be insufficient in addressing the measurement due to hampered equity. On the other hand, performance management involves measuring the outcome from objective to subjective. Qualitative variables can be used as indicators of quality of performance. The section evaluates the measurement of collaboration and performance. From organization performance and managerial responsibility for performance management outcome, one can note that performance is reliant on multiparty collaborations.

In literature and praxis, collaboration and organization performance are viewed as theoretical contributions to higher performance. A good example is a collaboration in the field of academics. One of the challenges of measuring collaboration is the literature approach of viewing collaboration as a transient or emergent phenomenon that appears in multiple settings. Therefore, the multiple settings are often not observable.

There is also a research gap in collaboration as literature fails to explain how the elements of collaboration link together and how it leads to the performance outcome. The project will also provide an overview of why most agencies are involved in competition rather than collaborating and benefiting from the approach (Ansari, 2021). Also, there is a need for explaining why collaboration occurs in certain stages. On community policy, the project will conduct an evaluation of the current policy model and the early 1990s model which favored segregation. The segregation approach separated the police from the community as a way of enforcing the law. However, social unrest in the 1960s could not be fully addressed by the model. This caused police administrators to look for a new model. The model created focused on solving problems through collaboration with the community (Kearns, 2017). Through this, police were able to control crime and disorder. Therefore, community policing provides the best example of collaboration between police and community in identifying and solving community problems.

In the past few years, there have been several issues in the last decade on policing. Therefore, there is a need for examining the efficacy of collaboration as part of community policing. Some of the notable differences in both parties can be noted in an increase in the level of riots, demonstration, and protest. The paper will use the report conducted in Ferguson on the shooting of Michael Brown by Darren Wilson. The DOJ report indicated that the shortcoming could have been led by inadequate communication, poor relationship between segments of the community and law enforcement; inconsistent coordination and leadership, failed reactive police response, and lack of consistency in law enforcement response (Ray et al., 2017). This is because factors can also be identified in different conflicts between police and citizens. With collaboration between the community and police, some of the shortcomings could have been mitigated and a solution found before the incident.

The findings indicate that there is a need for better training to ensure police learn more about the diverse community. The training program should also include educating police on topics on community policing, cultural diversity, biased habits considered implicit, and procedural justice. The outcome of the research will indicate how promoting community policy can help build trust and legitimacy (Peyton, Sierra-Arévalo & Rand, 2019). The overall results will also indicate collaboration is fundamental in local democracy operation between police, the governing body, the community, and the governed.

Police encounter unorganized citizens in their daily routine. Collaboration in this sector involves police working with different stakeholders in the community to solve the issue. Some of the main stakeholders in this field include citizens, other law enforcement, non-profit community organizing groups, business association, government agencies, and neighborhood associations. According to the Bureau of Justice Assistance “Community policing is, in essence, a collaboration between the police and the community that identifies and solves community problems. With the police no longer the sole guardians of law and order, all members of the community become active allies in the effort to enhance the safety and quality of neighborhoods. Community policing has far-reaching implications. The expanded outlook on crime control and prevention, the new emphasis on making community members active participants in the process of problem-solving, and the patrol officers’ pivotal role in community policing require profound changes within the police organization” (Bureau of Justice Assistance 1994). From this basis, researchers have associated collaboration with community policing. This can also be noted from different fields in the justice system such as criminology where collaboration is viewed as a core problem-solving element. In policing collaboration is evaluated based on precondition, processes, and outcome.

The hypothesis used in the project includes the approach of collaboration and its effect on reduction of fear, provision of services, and mobilization of the community. The second evaluation is determining how effective collaboration is in terms of reducing, preventing, and controlling crime. The first approach describes the role of collaboration in mobilizing police to take self-policing actions while the second approach is based on tracking crime. The approaches are discussed through the use of literature review since there is no statistical evidence.

Police performance is used to overcome the challenge of measuring community policing. Through this, the program is evaluated based on whether the identified objectives have been met. The determinant used in this process includes the public perception of police performance, the assistance provided by police to help in prosecution, and the clearance rate. The paper will also conduct an evaluation based on collaboration as a sole focus. In this approach, the study will involve collaboration with the public, intra-organization, and inter-organization. In inter-organizational the collaboration between police agencies is determined. The other approach can be noted in citizens' academics where stakeholders from different fields can be included in training sessions to help in developing a common language. There is also an evaluation of fusion centers which help in increasing information sharing. Another intra-organization is the commitment by the federal and state government to the implementation of community policing programs. For politicians, the utilization of resources available is the key to improving efficiency. A scholarly article notes that “collaboration is contradictory to the entirely hierarchal, bureaucratic model of traditional policing since it calls for negotiation, participation, and cooperation, free and unlimited flow of information, innovation, agreements based on compromises and mutual understanding, and a more equitable distribution and redistribution of power and resources” (Lira, 2016).

**Research questions**

* Will investing resources and developing the organization's capacity to collaborate increase reward?
* Is there any increase in return on investment or reward for further implementing collaborative effort?

The research contributes to the theory of collaboration and performance through the use of different literature. Through this, the research will provide an empirical contribution to the topic. The empirical contribution is based on linking qualitative observation with quantitative results. The results help in improving understanding of how collaboration capacity determines performance. There is a significant literature gap in determining the empirical bases for collaboration and its impact. The hypothesis used in this project includes collaboration which positively impacts performance and when it does not, there is a need of reviewing different elements and determining how they affect performance. Lastly, the mixed-method analysis will be used in confirming or disconfirming the impact of collaboration on organization performance. This helps in providing a conclusion on how collaboration capacity and action influence performance. There is also the issue of acceptance which indicates that most people are lucky to accept an approach developed collaboratively. This is because such a policy will include diversity and the opinions of each stakeholder are evaluated before the final implementation. In an organization, collaboration can also ensure there is effective communication which is essential in performance. Thus, collaboration can have a direct and indirect impact on performance.

**The research topic and State the general-purpose statement**

Most scholars have conducted research on the topic of inter-organization relationships. Early research indicates how organizations use available resources through the exchange to attain their objective. Organizational collaboration has been viewed as a strategic decision by management to help the company achieve the set goal most profitably. Through collaboration, different organizations can put resources together and increase their economies of scale, which allows them to attain the set goal. Companies can also gain a competitive advantage as collaboration helps in improving quality and exposure to new markets. Therefore, the research will evaluate how organization collaboration with different stakeholders can help performance. The paper will use policing department to provide and evidence-based practices that explain the role played by collaboration. The report will analyze the past performance of police during the segregation era, evaluating some of the social problems that can be addressed through the use of collaboration between police and the community. The introduction section provides several examples of these issues and how community policing has continued to improve.

**Literature review**

Bikard, Murray & Gans, 2015), in their article, provide a critic on the transitional concept of collaboration. The authors base their argument on the basis that the concept does not account for the integrative nature of the relationship. This can also be noted in Lira (2016), who states, "transactional studies under-represent the dynamic, emergent, and mutable character of inter-organizational relationships." However, current researches have shown a positive impact in addressing the bias by examining the dynamic relationships, outcomes, processes, preconditions on research on collaboration (Bingham, 2008). Rajalo & Vadi, 2017 states that collaboration capacity is vital for business performance. Therefore, they advocate for collaboration to be viewed as a long-term strategic decision in an organization that can help revolutionize industries. Collaboration also plays a significant role in smoothening the supply chain. According to Kumar et al., 2017, bottlenecks in the supply chain are the main concern for most managers. A cut in the supply chain means that a company's production will be negatively affected. Such a company will be unable to meet demand and have a negative reputation. For such organizations developing collaboration, capacity can help in improving their problem-solving abilities. Thus, collaboration can be defined as the potential and inherent ability of a business to collaborate with other companies.

The study will help provide insights on collaboration and how collaboration capacity looks like, and how its impact on performance can be measured. Van Hoof & Thiell 2014 states that collaboration capacity consists of ability, skills, craft, and various small practices in an organization. On performance measure, the most article proposes the use of objective and subjective components. In the subjective component, the team conducting the evaluation should quantify the relevant collaborating actors' expectations. In contrast, the objective component consists of quantification of technical capacity, training, resources, and personnel required in the implementation of a collaborating policy. Based on the literature review, one way to measure the capacity of collaboration in an organization is to observe quantifiable indicators. On the qualitative approach, methods such as surveys and interviews should be optimized to collect data.

Other research indicates the need for the use of formal evaluations of collaboration. For example, Hsieh & Liou's 2020 article on cross-collaboration indicates that proper evaluation can significantly impact stakeholders' perception of the overall value of collaboration. Organizations can improve the perception by aligning concrete rewards to collaborative performance. This will also help improve the effectiveness of collaboration as stakeholders perceive an increase in investment. Dang, M. (2018) introduces four levels of collaboration capacity; programming capacity, organizational capacity, relational capacity, and member capacity.

Most early research used performance success as the mere indicator of collaboration efforts on collaboration and performance outcomes. However, the approach can be termed insignificant since they stated collaboration is a positive function in solving problems despite the failure in analyzing the assumption. Lang et al., indicated the need for using the return on investment in determining the effectiveness of collaboration policy. Other research indicates that collaboration has no performance outcome that can be measured. Through this, no mechanism can allow managers to evaluate the value collaboration brings to an organization in terms of capital, social, and legitimacy. This challenge is based on a lack of empirical studies of collaboration. According to Al-Doori, J. A. (2019), the theoretical transformation into performance and outcome success can be measured. Lastly, Kelman, Hong, and Turbitt 2013 recognize that "collaborative performance outcomes are the least-studied aspect of collaboration." The impact of collaboration can be determined by evaluating the impact on capacity and behavior, which are the main elements of collaboration. There is also a recommendation for the conduction of multiple stakeholders" evaluation of the effects of collaboration. This will help in disentangling the confusion on the tension between performance and collaboration outcomes. Thus, the paper will add more insight into already existing information on collaboration and its impact on organizations. This will include exploration of perception, context, and structure impact on collaboration or performance.

Ethical issues include

* Protecting data since research has an ethical duty to take precautions necessary in protecting participant data.
* Promotion of integrity.
* Ensuring autonomy whereby participants are free to participate or withdraw from the research.

References

Al-Doori, J. A. (2019). The impact of supply chain collaboration on performance in the automotive industry: Empirical evidence. Journal of Industrial Engineering and Management, 12(2), 241-253.

Ansari, A. H. (2021). Collaboration or competition? Evaluating the impact of Public Private Partnerships (PPPs) on public school enrolment. *International Journal of Educational Research*, *107*, 101745.

Baxter, D., & Casady, C. B. (2020). Proactive and strategic healthcare public-private partnerships (PPPs) in the coronavirus (COVID-19) epoch. *Sustainability*, *12*(12), 5097.

Bikard, M., Murray, F., & Gans, J. S. (2015). Exploring trade-offs in the organization of scientific work: Collaboration and scientific reward. Management Science, 61(7), 1473-1495.

Bingham, L. B. (Ed.). (2008). Big ideas in collaborative public management. ME Sharpe.

Bureau of Justice Assistance. (1994). Understanding community policing: A framework for action.

Dang, M. (2018). Levels of Collaboration.

Hsieh, J. Y., & Liou, K. T. (2020). Exploring the Drivers and Catalysts of Intra-agency Collaboration in the Local Service Delivery. Chinese Public Administration Review, 11(2), 75.

Kearns, E. M. (2017). Why are some officers more supportive of community policing with minorities than others?. *Justice quarterly*, *34*(7), 1213-1245.

Kumar, G., Banerjee, R. N., Meena, P. L., & Ganguly, K. K. (2017). Joint planning and problem-solving roles in supply chain collaboration. IIMB management review, 29(1), 45-57.

Lang, L., Wilson, T., Wilson, K., & Kirkpatrick, A. (2018). Research support at the crossroads: Capability, capacity, and collaboration. New Review of Academic Librarianship, 24(3-4), 326-336.

Lira, L. (2016). The Effect of Collaboration on Performance in Public Management: Evidence from Community Policing (Doctoral dissertation, University of Kansas).

Peyton, K., Sierra-Arévalo, M., & Rand, D. G. (2019). A field experiment on community policing and police legitimacy. *Proceedings of the National Academy of Sciences*, *116*(40), 19894-19898.

Rajalo, S., & Vadi, M. (2017). University-industry innovation collaboration: Reconceptualization. Technovation, 62, 42-54.

Ray, R., Brown, M., Fraistat, N., & Summers, E. (2017). Ferguson and the death of Michael Brown on Twitter:# BlackLivesMatter,# TCOT, and the evolution of collective identities. *Ethnic and Racial Studies*, *40*(11), 1797-1813.

Van Hoof, B., & Thiell, M. (2014). Collaboration capacity for sustainable supply chain management: small and medium-sized enterprises in Mexico. Journal of Cleaner Production, 67, 239-248.

Weber, E. P., & Khademian, A. M. (2008). Wicked problems, knowledge challenges, and collaborative capacity builders in network settings. Public administration review, 68(2), 334-349.