

Contents

<i>List of figures and tables</i>	vii
<i>List of contributors</i>	viii
<i>Preface</i>	x
1 Introduction	1
<i>Peter Leisink, Paul Boselie, Maarten van Bottenburg and Dian Marie Hosking</i>	
PART I ACTORS AND PUBLIC VALUES IN THEIR ORGANIZATIONAL FIELD	
2 Public management contributions for improving social service performance: public values, public service motivation and rule functionality	19
<i>Gene A. Brewer</i>	
3 Public value creation and strategic human resource management: public service motivation as a linking mechanism	37
<i>Wouter Vandenabeele, Peter Leisink and Eva Knies</i>	
4 Academia: habitat of contesting public values?	55
<i>Henk J. van Rinsum and Arie de Ruijter</i>	
5 Public value and localism in the UK	71
<i>Keith Grint and Clare Holt</i>	
6 The organization of social issues through sport: youths in public playgrounds	88
<i>Jeroen Vermeulen</i>	
PART II SOCIAL RESPONSIBILITIES AND POSSIBILITIES FOR COLLECTIVE ACTION	
7 Sport, social cohesion and community building: managing the nexus	107
<i>Ramón Spaaij</i>	
8 'Passion alone is no longer enough': the reframing of elite sport from a private trouble to a public issue	126
<i>Maarten van Bottenburg</i>	

9	Both sides now: theoretical perspectives on the link between social and HR policies in promoting labour market participation <i>Rik van Berkel and Peter Leisink</i>	143
10	Understanding the lack of gender equity in leadership positions in (sport) organization <i>Inge Claringbould and Annelies Knoppers</i>	162
PART III DEALING WITH THE TENSIONS BETWEEN DIFFERENT PUBLIC VALUES		
11	How public middle managers relate to the institutional values their organizations represent <i>Marja Gastelaars</i>	183
12	Corporate social responsibility and professional football clubs in the Netherlands: juggling value and values in a local context <i>Frank van Eekeren</i>	202
13	Ethnographies of leadership: the convergence of diverging values <i>Martijn Koster and Eva van Dijk</i>	220
14	The contribution of HRM to fairness, social legitimacy and public value: human resource governance and risk management in seven leading multinational companies <i>Paul Boselie, Jaap Paauwe and Elaine Farndale</i>	238
15	Concluding analysis <i>Peter Leisink, Paul Boselie, Maarten van Bottenburg and Dian Marie Hosking</i>	258
	<i>Index</i>	275