

Chapter 11

HR Management Reform Mediation in the Civil Service Operation's Effect on Decision- Making Effectiveness

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ABSTRACT

This research discusses the function of HR management reform as a mediating variable in the operations of civil service by analysing its impact on the effectiveness of decision making process in community based administration as a whole. It particularly explores how Reforms in HRM, related with strategic use of IT capabilities and adoption of AI based outcomes, to deliver a more flexible as well as efficient civil service workforce that would be able to solve complex community based problems. The infoldment goes along with into how AI-powered tools can delineate HR processes related with recruitment as well as sustainability appraisal to augment organisational efficiency as well as sustainability in community based sector entities. As well as, the along with of AI, within HRM through management

DOI: 10.4018/979-8-3693-5390-5.ch011

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information operations, optimises the decision-making process by making operations more precise and founded on information, leading to augmented recruitment, better long lasting operation and increased infoldment of staff.

INTRODUCTION

This chapter discussions about the complex link between Reforms in HRM in civil service operations along with follow-up effect on the efficiency of the decision making processes. It probes the mediating function of Reforms in HRM in pertaining to the effects of the civil service operation on decision-making outcomes, mattering in the complexity brought forward by the legacies of centralised operation of governance and politicised dimension of HRM which often hamper the efforts of professionalisation. The infoldment bases on the way different kinds of reform policies, from selection processes that works on merit to long standing operations, is meant to formulate a more neutral and impartial bureaucracy, capable to serve the community based interest (Irvianda and Masdupi 2025). However, existing bureaucratic cultures and low professionalisation of HRM functions are often huge barriers to the practical implementation of these reform policies (Poljasevic et al., 2025). As an output, there frequently exist historical legacies and imperative resistance to prevent successful implementation thus require an in-depth investigate into the adaptive behaviours as well as strategic choice needed to overpower like basic outcomes (Alnofeli et al. 2025; Poljasevic et al. 2025). This mediation is very crucial as HRM play a pivotal function in enhancing growth by optimising human capital, inspiring members of team competencies and members of team competent to match to strategic in organisational goals and innovation (Poljasevic et al., 2025).

In post-socialist European countries, like basic reforms are especially imperative and are aimed at overcoming imperative inertia and the influence of political actors that has weaken efficient community based administration over the past. The reforms aim at long lasting transparency, meritocracy along with regular efficiency in community based institutions, even in the face of much resistance to change and imperative inertia. However, the immediate impression of these reforms on the effectiveness of taking the decision can typically be indirect, through mediators related with higher infoldment of staff and amendment of information management dimensions (Polimerou & Spais, 2025). The effectiveness of these reforms often relied upon on their ability to promote organisational adaptability that allows them to respond quickly to changing demands and, in the end, to increase sustainability at a business level (Alnofeli et al., 2025).

Overcoming these operations assimilates a multi-pronged strategy that would combine the mechanisms of legal frameworks along with operations safeguards to

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