

# Chapter 6

## Human Resource Management in Public Service Organizations

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### ABSTRACT

*Human Resource Management (HRM) holds a central and transformative role in the effective functioning of public service institutions. As governments and public sector organizations grapple with increasingly complex social, economic, and political challenges, the strategic management of human capital becomes indispensable for ensuring efficient service delivery, accountability, transparency, and responsiveness to citizens' needs. HRM in public service is not merely an administrative function but a core organizational capability that shapes the quality of governance, performance outcomes, and the overall trust in public institutions. Recruitment and selection in the public service must be rigorously fair, transparent, and competency-based. HRM systems that prioritize meritocracy help to eliminate nepotism, favoritism,*

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*and corruption, thereby enhancing public trust. By ensuring that the best-qualified candidates are chosen and placed in roles that match their skills and aspirations, HRM strengthens institutional effectiveness.*

## **THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN PUBLIC SERVICE**

Human Resource Management (HRM) holds a central and transformative role in the effective functioning of public service institutions. As governments and public sector organizations grapple with increasingly complex social, economic, and political challenges, the strategic management of human capital becomes indispensable for ensuring efficient service delivery, accountability, transparency, and responsiveness to citizens' needs. HRM in public service is not merely an administrative function but a core organizational capability that shapes the quality of governance, performance outcomes, and the overall trust in public institutions. Recruitment and selection in the public service must be rigorously fair, transparent, and competency-based. HRM systems that prioritize meritocracy help to eliminate nepotism, favoritism, and corruption, thereby enhancing public trust. By ensuring that the best-qualified candidates are chosen and placed in roles that match their skills and aspirations, HRM strengthens institutional effectiveness. Furthermore, equitable recruitment policies support diversity and inclusion, enabling the public service to better reflect and respond to the diverse populations it serves. In an increasingly globalized and digitalized world, HRM must also focus on attracting talent with new skill sets, such as data literacy, digital governance, cross-cultural communication, and policy analysis. Performance management systems, when thoughtfully designed and implemented, are powerful tools for aligning individual goals with organizational objectives. HRM plays a crucial role in developing appraisal mechanisms that are fair, evidence-based, and developmental rather than punitive. In the public sector context, performance evaluation must go beyond numerical targets and consider qualitative dimensions such as citizen satisfaction, policy impact, and ethical conduct.

Performance-linked incentives, feedback systems, and career advancement opportunities motivate public servants and foster a results-oriented culture. However, such systems must be safeguarded against politicization and favoritism, requiring HRM to establish transparent and independent assessment frameworks. In the context of governance reform and public sector modernization, HRM assumes a pivotal role in managing change. Reforms such as decentralization, digital governance, e-governance, and results-based management require HRM to lead cultural change, build institutional capacity, and support stakeholder engagement. Resistance to change is natural, especially in bureaucratic environments; therefore, HRM must act as a

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