


Exploring the Role of Human Resource Management in Advancing Change in the Public Sector



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ABSTRACT

The role of HRM in advancing change in the public sector has become a key influencer in shaping the trajectory of public service delivery across the globe. The role that HRM has had to play in the current international system cannot be downplayed. As a principal agent for service delivery of government functions, the process of human resource management in the public sector has a first-line impact on the performance of government functions and the realization of its programmes and policies. With the current trend across the globe towards a digital economy, human resource management of the public sector is still in the transition stage from traditional personnel management to modern human resource management in developing countries. The Principal Agent Theory serves as the theoretical framework for the analysis of this study. The underlying presumptions of this paradigm include the following: actors act in a way that maximizes benefits; there are conflicts of interest; actors' rationality is limited; and there are information asymmetries between principals and agents. The actors are able to use the discretionary scope for actions that maximize their own gains thanks to these information asymmetries. Secondary sources of data were used to collect data. The study findings revealed that change management continues to be a primary concern for HR directors, particularly in light of the negative effects that too much change and uncertainty are having on public sector businesses. However, workers should be continuously trained to align with the constant change dynamic in the public sector.

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INTRODUCTION

In the past few years, intensifying demands have compelled the public sector to reshape and adjust to shifting landscapes in society, economy, and technology. Consequently, Human Resource Management's (HRM) part in steering and overseeing organizational transformation within this sector has escalated in importance. HRM has risen as a key collaborator in streamlining effective change management operations by crafting and executing strategies that bolster organizational revamp. This paper will probe into diverse methods through which HRM might boost and augment initiatives for change in the public arena, concentrating on aspects like handling talent, cultivating leadership skills, and shaping organizational ethos. Through delving into both distinctive challenges faced by the public sector alongside opportunities available to it and pinpointing how exactly HRM could maneuver these

intricacies. This study seeks to illuminate how HRM holds the potent capacity for fostering noteworthy shifts inside public entities.

In the public sector, the importance of change is underscored by the evolving landscape of organizational structures and administrative functions, often driven by financial pressures and the imperative for increased efficiency. Research indicates that public sector employees play a significant role in the early phases of change projects, primarily through their elected representatives in mandated forums. However, the degree and form of worker participation in the execution of change contribute less to project success than external pressures, organizational adaptability, and the alignment of management and labour. Despite the traditional characteristics of public sector pension plans, funding considerations and other challenges have spurred significant transformations in employee pensions. As public sector organizations navigate these changes, the ability to effectively manage and implement transformational initiatives becomes crucial for organizational sustainability and continued relevance in a dynamic environment.

Human resource management in the public sector comprises providing oversight of personnel and offices culminating in the achievement of government goals, and it is a mechanism that is dependent on the social process that enables and drives it. As a principal agent for service delivery of government functions, the process of human resource management in the public sector has a first-line impact on the performance of government functions and the realization of its programmes and policies.¹ With the current trend across the globe towards a digital economy, human resource management of the public sector is still in the transition stage from traditional personnel management to modern human resource management in developing countries. With the in-depth application of information technology represented by big data, it optimizes and improves the management mode and process of human resource management in public departments, greatly improves the management efficiency, and fully broadens the extent by which an economy is becoming information-based, a process that is referred to as informatization.² In the era of the digital economy, traditional human resource working methods include trend analysis, ratio analysis, regression analysis, and expert prediction. Human Resource Management (HRM) in the public sector plays a pivotal role in driving change and enhancing organizational effectiveness. As highlighted in the reviewed literature (Akinnusi et al., 2008), HRM in the public sector is viewed as a strategic partner in transforming public service delivery. However, critical evaluations reveal existing deficiencies in HRM practices within the public sector. To advance positive change, the adoption of benchmarking as a tool for revitalizing HRM practices is recommended, emphasizing the need for collaboration between practitioners and scholars. Moreover, the adoption of New Public Sector Management (NPSM) models, as explored in (John Festus Vandy), underscores the importance of strategic HRM practices such as employee empowerment, performance management, and training to achieve successful NPSM implementation. Therefore, a comprehensive and integrated HRM approach focusing on employee development and alignment with organizational objectives is crucial for propelling change and enhancing public sector performance.

Grasping the complex nature of effectuating transformation within governmental bodies necessitates a thorough comprehension of the public sector. The existing body of research indicates that multiple socio-economic and political elements, including pivotal audit figures and an overarching narrative of public sector reform, have guided the development of performance auditing in this arena.³ In their quest for heightened accountability and efficiency, entities within the public sector have witnessed an evolution in auditor roles extending far beyond mere adherence to regulations; these now include efforts aimed at improving resource utilization and achieving thriftiness, productivity, and efficacy.⁴ Additionally, examining accrual accounting's application in Romanian higher education illuminates both advantages and hurdles tied to financial governance methods in public institutions. A deep dive into these topics offers intricate insights into operational challenges faced by the public sector while highlighting

¹ B. E. Wright, "Public Service Motivation Research: Achievements, Challenges, and Future Directions," *Public Administration Review* 75, no. 5 (2015): 692–701.

² John Festus Vandy, "The Critical Examination of the New Public Sector Management in View of Hrm—the Critical Success Factors," *World Journal of Advanced Research and Reviews* 18, no. 2 (2023): 109–15.

³ A. Lowe, N. D. Nath, and K. A. Van Peurse, *Public Sector Performance Auditing: Emergence, Purpose and Meaning*, 2005.

⁴ Lowe, Nath, and Van Peurse, *Public Sector Performance Auditing: Emergence, Purpose and Meaning*.

the critical role that robust fiscal and performance governance plays in catalyzing change within organizations.

With the help of big data technology, more scientific human resource planning can be carried out based on the analysis of long-term flow data and macro development data, which is conducive to improving the scientificity and accuracy of planning. The informatization of human resource management in the public sector not only effectively reduces the management cost, but also improves the management efficiency.⁵ That the time-honoured values of the public service including, impartiality, objectivity, integrity, and honesty are fast eroding is not an understatement, hence the role of HRM in advancing sustainable change in the public sector has become increasingly significant in view of a compelling need to have a workforce with the appropriate training and expertise, in order for government institutions to operate effectively, hence it has become imperative to have personnel with a range of different skill set. This will go a long way to curbing incompetence, corruption, and a largely over-bloated and idling workforce. Vandy adds that the system will also become less politicised, meritocracy will be upheld, and nepotism and mediocrity will be curbed and rules of the service will not be broken with impunity.⁶ Such change will deliver a civil service that can drive national development. The aim of this article is to explore the role and available options for human resource management in advancing change in the public sector through a conceptual and theoretical framework.

METHODOLOGY

This research consisted mainly of secondary data such as textbooks, journals, newspapers, magazines and online publications. Historical and descriptive approaches were deployed for analysis that helped draw relevant conclusions. The research approach was qualitative, which according to Anderson (2020) involves the collection, analysis, and interpretation of data that are not easily reduced to numbers. The information was compiled through literature and document reviews. Journal articles, newspaper articles, theses, dissertations, internet sources, Acts, and official records of various institutions also formed part of literature and document reviews.

CONCEPTUAL FRAMEWORK

Human Resource Management

Applying HRM concepts to the public sector is known as public sector human resource management. Public sector human resource management encompasses activities such as hiring, training, compensating, and continuously evaluating staff members. Improving employee output quality also entails firing underperforming staff members. Workplace diversity, sexual harassment, welfare benefits, and labor disputes are among the other issues that public sector human resource management deals with. HRM has changed significantly as a genre in the past 20 years, which has increased its significance in today's businesses. HRM used to play more of an administrative role than a strategic one that was essential to the organization's success.⁷ Organizing interviews and other recruitment drives is one of the main duties of human resource management in the public sector. It is their duty to arrange, supply, and oversee the logistics of the employees' training in order to instruct those who need more instruction. Human resources will assign the workers where their skills are most needed after the training is over and will keep an eye on them to make sure they are operating at their best. Human resources has the authority to fire or move underperforming staff members to another department if they aren't meeting expectations.⁸ Diversity in the workplace is one of the issues that public sector human resource management addresses. Diversity is a broad topic that aims to address the various differences that exist among employees, such as variations in nationality, gender, sexual orientation, and race. Managing diversity is to ensure that minorities are not subjected to discrimination or marginalization, which can be achieved through hiring

⁵ Yvonne Brunetto et al., "Comparing the Impact of Management Support on Police Officers' Perceptions of Discretionary Power and Engagement: Australia, USA and Malta," *The International Journal of Human Resource Management* 31, no. 6 (March 25, 2020): 738–59, <https://doi.org/10.1080/09585192.2017.1375964>.

⁶ Vandy, "The Critical Examination of the New Public Sector Management in View of Hrm—the Critical Success Factors."

⁷ I. Lapsley and C. Wright, *Public Sector Accounting, Accountability and Austerity* (Routledge, 2019).

⁸ E. J. Lee, "Competency-Based Human Resource Management in Public Sector Organizations," *Public Personnel Management* 44, no. 4 (2015): 453–69.

representatively. For example, in order to establish equitable employment, a company's human resources department might look to make sure that enough women work in management. Ignoring such matters could result in lawsuits that cost money and cause delays, unwanted publicity, and accusations of discrimination. The management of employee grievances is another task performed by human resource departments in the public sector. This duty entails serving as a mediator between a company's management and employees, addressing grievances in a tactful and efficient manner in order to stop these conflicts from getting worse.⁹ For instance, the human resources department is typically the first point of contact for demands made by labor unions against the management of a business. The welfare of workers and the provision of incentives to boost overall productivity are also under the purview of public sector human resources management.

Assessing the role of Human Resource Management (HRM) in driving change in public institutions is critical for their performance and efficiency. An intricate examination of workers' emotional and economic indicators, reveals key elements that affect their preparedness for change. Elements including employee engagement, skill development, remuneration, and career advancement are essential in determining staff openness to changes within an organization.¹⁰ Moreover, analyzing new compensation structures underlines the necessity of matching HRM tactics with company goals alongside ongoing evaluation and improvement.¹¹ Integrating a detailed assessment framework allows firms to measure how effectively HRM approaches facilitate managing change initiatives. This all-encompassing strategy offers insightful guidance for public organizations aiming to refine HRM methods to spearhead effective changes.

Public Sector

In contrast to the private sector, which includes private businesses, non-governmental organizations, and their workforce, the term *public sector* refers to all government organizations and their personnel.¹² All businesses that are owned and run by the government are included in the public sector of the economy. This covers everything, including bridges, roads, and hospitals as well as schools. The provision of services deemed necessary for societal well-being is the public sector's primary goal. Usually, these services are rendered at no cost or at a discounted rate. Public sector organizations, like nonprofits, are not in it for the financial gain. The public sector is essential to maintaining society's efficient operation. It offers vital services that are required for communities to be healthy. Furthermore, the public sector contributes significantly to the stability and expansion of the economy. However, over time, the public sector's role has evolved dramatically. There has been a change in the recent past toward the outsourcing and privatization of public services. As a result, the number of private sector companies offering services that were formerly thought to be part of the public domain has increased, while the size of the public sector has decreased.¹³ Taxes, fees, and financial transfers from higher levels of government, like the federal to state governments, are common ways that public services are financed. Various governments across the globe may utilize their distinct approaches to finance public services. In order to establish a public-private partnership, the public sector may occasionally collaborate with a private sector entity. These hybrid companies, also known as P3s, collaborate to jointly provide a business endeavor or service to a community. Public sector organizations frequently use outsourcing to contract with private businesses to provide goods and services to their citizen.¹⁴

Within the domain of organizations operated by the government, achieving effective management of change involves dealing with a multifaceted array of challenges linked to technology, organizational structure, and cultural norms. Insights derived from studies on how Digital Record Management Systems (DRMS) are put into operation within universities funded by the public sector in Pakistan, make it clear

⁹ J. D. Jensen, *Managing Employee Performance in the Public Sector* (Routledge, 2017).

¹⁰ Naimatullah Shah and Zahir Irani, "Impact of Employees Psychological and Financial Predictors for Readiness to Organizational Change," 2009.

¹¹ Susan Corby et al., "Does It Work? Evaluating a New Pay System" (University of Greenwich, 2002).

¹² K. Kanapathy, "The Relevance of New Public Management in the South African Public Sector," *African Journal of Public Affairs* 9, no. 2 (2016): 11–26.

¹³ Christopher Pollitt and Geert Bouckaert, *Public Management Reform: A Comparative Analysis-into the Age of Austerity* (Oxford university press, 2017).

¹⁴ Kanapathy, "The Relevance of New Public Management in the South African Public Sector."

that obstacles like insufficient infrastructure, reluctance towards adopting new systems, and a tendency towards maintaining the status quo significantly obstruct progress in initiatives aimed at change.¹⁵ Furthermore, embracing innovative reforms related to financial handling within the governmental sphere highlights the criticality of comprehending an institution's advantages, disadvantages, possibilities for growth, and potential threats during its evolution phase.¹⁶ Scrutinizing instances that successfully demonstrate managing alterations across diverse geographical landscapes effectively draws attention to vital teachings concerning improvement in accountability, performance output levels as well and operational effectiveness for entities under public governance. Through detailed investigation into these illustrations allows governmental bodies to devise customized approaches founded upon efficient administration techniques regarding human resources aiming at pilotage through modifications adeptly while enhancing their capability to endure adversities.

THEORETICAL FRAMEWORK

Principal-Agent Theory

This paper is undergirded by the principal-agent theory. The idea that public sector performance can be enhanced by implementing incentive-based contracts between various actors is captured by the principal-agent theory of organizations. While agents will have clarity regarding work programs and goals, principals will have a higher chance of attaining their intended results. Since its inception in the 1970s, agency theory also known as agency theory has had a significant impact on public administration and policy theory and practice.¹⁷ Throughout the 1980s and 1990s, it played a particularly significant role in many high-income developed nations, leading to frequent drastic changes in the public sector. Its influence is still felt in the public sector. Principal-agent theory's primary goal is to create contractual arrangements between the principal and the agent that are as ideal as possible. The underlying presumptions of this paradigm include the following: actors act in a way that maximizes benefits; there are conflicts of interest; actors' rationality is limited; and there are information asymmetries between principals and agents.¹⁸ The actors are able to use the discretionary scope for actions that maximize their own gains thanks to these information asymmetries. The principal plans to use appropriate incentive agreements or incentive systems to influence the agent's behavior in order to counteract this. The principal-agent theory formulates agency problems in the form of hidden characteristics, hidden action, hidden information, and the most difficult kind, hidden intention. According to this theory, public organizations can be made more effective by coordinating public officials' (agents) interests with those of the general public (principals). In order to accomplish this alignment, NPSM aims to instill a results-driven culture that prioritizes reaching quantifiable goals and holding public servants responsible for their actions.¹⁹

Ulrich and Smallwood argue that in advancing change in the public sector, the role of the HRM has continued to remain paramount, especially coming into the 21st century which has witnessed a New Public Sector Management (NPSM) model emerging as a response to the challenges faced by traditional public administration, constituting a paradigm shift in the delivery of effective and efficient public services.²⁰ This strategy emphasizes the use of performance management, results-oriented management, and customer focus and is largely based on management techniques used in the private sector.²¹ Globally, NPSM has been widely embraced, and it has been implemented in diverse ways in many nations.²² The importance placed on human resource management (HRM) practices is one of the main components of

¹⁵ Khuda Bux Brohi, Saifullah Memon, and Khalid Hussain Shaikh, "Navigating Barriers to Successful Implementation of Digital Record Management System: A Case Study of Pakistani Public Sector Universities," *Journal of Entrepreneurship, Management, and Innovation* 5, no. 3 (2023): 414–29.

¹⁶ Sandra Cohen et al., "Guest Editorial Happy Endings and Successful Stories in Public Sector Financial Management: A Lesson Drawing Perspective," *International Journal of Public Sector Management* (Emerald Publishing Limited, 2021).

¹⁷ P. Reilly and L. Williams, "The Role of HRM in Promoting Workplace Diversity in Public Organizations," in *Public Human Resource Management* (Routledge, 2009), 129–47.

¹⁸ Reilly and Williams, "The Role of HRM in Promoting Workplace Diversity in Public Organizations."

¹⁹ Reilly and Williams, "The Role of HRM in Promoting Workplace Diversity in Public Organizations."

²⁰ D. Ulrich and N. Smallwood, *Leadership Transitions: The First 100 Days* (Harvard Business Press, 2017).

²¹ Vandy, "The Critical Examination of the New Public Sector Management in View of Hrm—the Critical Success Factors."

²² M. Savino and E. Fernández-Sánchez, "New Public Management and Administrative Reform in Spain: The Case of Local Governments," *Local Government Studies* 44, no. 1 (2018): 16–36.

NPSM. HRM is essential to an organization's ability to create a skilled and driven workforce capable of achieving its goals. Human resource management practices must be in line with the overarching organizational goals in order for NPSM to be implemented effectively. By supporting organizational transformation, boosting employee engagement, and coordinating workforce capabilities with changing government priorities, the field of human resource management, or HRM, in the public sector, is vital to the advancement of change.

Assisting leadership in organizing, carrying out, and overseeing organizational changes, HRM specialists frequently lead change management projects. They facilitate the efficient communication of changes, the involvement of stakeholders, and the proactive handling of any potential resistance. To adapt to changing needs, HRM is in charge of locating and fostering talent inside the company. To do this, it is necessary to evaluate the employees' present skill level, pinpoint any deficiencies, and put training and development plans in place to help them retrain or upskill as needed. To anticipate needs and match the workforce with organizational goals and objectives, HRM participates in strategic workforce planning. For organizational change initiatives, this entails trend analysis, evaluating the effects of technology breakthroughs, and making sure the right talent is available. To ensure that team and individual performance is in line with corporate goals, HRM sets up systems for performance management. HRM encourages employee motivation and commitment to change initiatives by establishing clear expectations, offering frequent feedback, and connecting performance to rewards and recognition. Effective change implementation requires an environment of open communication and employee engagement, which HRM promotes. To make sure that workers are aware of the changes, the anticipated results, and their roles in the process, HRM creates communication strategies.

Vandy argues that while things are changing, they also get input and respond to issues in order to keep people motivated and upbeat. HRM works in tandem with leadership to create organizational frameworks that facilitate adaptability, effectiveness, and creativity.²³ To better align with changing priorities and the service delivery model, this may entail reorganizing departments, revamping workflows, or creating new job roles. HRM reduces the risks connected with organizational change by making sure that change initiatives adhere to pertinent laws, regulations, and policies. Managing concerns pertaining to labor laws, diversity and inclusion, employee relations, and other areas that might affect the outcome of change initiatives are all included in this. With its emphasis on innovation, adaptability, and continuous improvement, HRM is a major force behind organizational culture change. HRM contributes to the development of a culture that embraces change rather than views it with fear by fostering values like accountability, openness, and cooperation. All things considered, HRM works as a strategic partner with leadership to drive change in the public sector. It does this by utilizing its knowledge of employee relations, organizational development, and talent management to help initiatives for successful transformation.

DISCUSSION

Challenges in Implementing Change in the Public Sector

Multifaceted challenges obstruct the implementation of change within the public sector, necessitating approaches that are strategic, organizational, and technical. Public agencies striving for a shift towards transformative e-government measures face considerable obstacles in moving away from entrenched practices to adopt new strategies. Remembering the lessons from the era of business process reengineering can serve as cautions about the difficulties involved in efforts to transform fundamentally. Prime hurdles encompass drastic modifications needed in essential procedures across various organizational boundaries alongside a structured method required for managing change organically. Complications such as acknowledging and assessing assets and obligations, the expertise of personnel, and elevated costs for enacting changes pose additional barriers to embracing accrual accounting systems within public entities. Insights gained from experiences within nations like New Zealand, Australia, and the United Kingdom offer guidance on fostering progress toward alteration in government sectors particularly places akin to Malaysia. This exhaustive review emphasizes the convoluted array of

²³ Vandy, "The Critical Examination of the New Public Sector Management in View of Hrm—the Critical Success Factors."

challenges deterring modification execution in governmental areas while underlining crucial human resources management's role in overcoming these hurdles to secure triumphant shifts.

HRM Best Practices for Managing Change

In the complex process of addressing change in public organizations, applying key HRM methods is crucial for ensuring effective shifts within these entities. The correlations between inventive measures and HRM's influence on an organization's ability to adeptly handle transformation are apparent from studies.²⁴ As pointed out by Chytiri, utilizing modern digital tools can significantly boost the performance, precision, and adaptability of human resources tasks, aiding a quicker adjustment to new situations.²⁵ Additionally, according to Becker and Matthews, fostering a culture that encourages innovation while reforming HRM practices can propel efforts toward organizational innovation during change periods.²⁶ By merging these insights, leaders of public sector human resources can create an adaptable environment that champions innovation and smoothly adjusts to changing tides, thus pushing forward change agendas with insightful leadership and heightened effectiveness.

Training and Development for Change Management

For the management of change within the public sector to be efficacious, it is crucial to leverage insights from relevant research pinpointed in this discussion. Studies examining the psychological and fiscal responses of employees towards change. Irani et al., shed light on how job involvement, training opportunities, salary perks, and advancement prospects play a pivotal role in preparing for organizational alterations.²⁷ Such evidence highlights the imperative for bespoke training schemes that bolster both employee capabilities and their zeal to adeptly maneuver through transformational undertakings. Moreover, analyzing the competency in managing changes among educational administrators emphasizes nurturing leadership qualities via programs rooted in competency enhancement. Incorporating these perspectives enables institutions to formulate all-encompassing training agendas that furnish staff with necessary proficiencies while also capacitating leaders to adeptly spearhead initiatives aimed at adjusting to fluctuations within the fast-evolving governmental sector backdrop.

Employee Engagement and Communication in Change Initiatives

In the arena of public sector change efforts, nurturing employee involvement and ensuring clear dialogue are essential elements for achieving effective transformation processes. As spotlighted by Nelson, leveraging internal digital networks, additional instructional programs, channels for providing feedback, advocating a healthy balance between professional and personal life, and acknowledging employees' contributions emerge as crucial strategies to boost employee participation.²⁸ Furthermore, Deskins emphasized the importance of leadership that is supportive in nature alongside straightforward interactions and education in enhancing both the engagement levels and performance of staff members within niche retail environments.²⁹ When applying these observations to changes within the public sector sphere, it becomes evident that establishing uncomplicated and open lines of communication between supervisors and their teams during periods of adjustment plays a critical role. Through fostering an environment welcoming the free exchange of ideas, extending continuous learning prospects, and valuing the input from personnel; HRM practices aimed at public entities can lead to an increased willingness among workers to participate actively which aids in smoothly enacting change initiatives.

²⁴ Karen Becker and Judith Matthews, "Linking HRM and Innovation: Formulating the Research Agenda," in *22nd ANZAM Conference 2008: Managing in the Pacific Century* (Promaco Conventions Pty Ltd, 2008), 1–16; Alexandra-Paraskevi Chytiri, "Human Resource Managers' role in the Digital Era." 2019.

²⁵ Chytiri, "Human Resource Managers' role in the Digital Era."

²⁶ Becker and Matthews, "Linking HRM and Innovation: Formulating the Research Agenda."

²⁷ Shah and Irani, "Impact of Employees Psychological and Financial Predictors for Readiness to Organizational Change."

²⁸ Sarah A Nelson, "Driving Employee Engagement: Contemporary Trends in Engagement," 2012.

²⁹ Janet L. Deskins, "Effective Strategies Small Retail Leaders Use to Engage Employees" (Walden University, 2017).

Strategic Human Resource Management

Strategy plays a pivotal role in implementing change within public sector organizations. By integrating HRM strategies, such as e-HRM systems, and promoting fit and flexibility in HR practices, public sector entities can effectively drive organizational transformation. E-HRM, according to Bondarouk, offers opportunities for enhancing administrative efficiency, cost reduction, and standardizing HR policies, thereby facilitating change processes.³⁰ Furthermore, the concept of fit and flexibility in Strategic HRM, as expounded by Snell et al., emphasizes the importance of aligning HR practices with organizational goals and fostering adaptability to changing environments.³¹ Leveraging these insights, public sector organizations can design and implement HRM strategies that not only support change initiatives but also enable agility and resilience in the face of evolving challenges. By intertwining e-HRM technologies and flexible HR practices, public sector entities can navigate change management processes more effectively and advance toward their organizational objectives.

In a time when things change quickly, innovation in public services is crucial to boosting public sector output. In order to effectively serve the community, innovation is now required. An idea, method, or project that is deemed novel and potentially useful is referred to as innovative. Together with the dynamics of the external environment, innovation in public management frequently faces initial rejection because it runs counter to traditional public administration issues.³² However, public organizations must shift the paradigm. Innovation as a practice supports public institutions' stakeholder meetings and change adaptation. NPM has altered administrative practices with two primary objectives in mind: effectiveness and efficiency. It is broadly understood as bringing private sector management concepts into public services. NPS is concentrating on offering more inclusive, responsive, effective, and efficient services in the interim.

Lee puts forward that technological developments, shifting labor force composition, and the pandemic aftermath have all had an impact on the way work is done in the public sector.³³ HR directors must concentrate on creating innovative and flexible work cultures, coming up with plans to draw in and keep top talent, and allocating funds to assist remote and hybrid teams. This entails fostering a culture of ongoing education, making investments in tools for collaboration, and creating agile work procedures. In HRM, the processes of recruitment and selection are particularly important since they impact the caliber of the workforce and the effectiveness of the organization. (Pynes, 2013). Numerous public sector companies use affirmative action programs that support diversity and equal opportunity, as well as competency-based selection procedures that find applicants who possess the knowledge and abilities required to carry out the job well. Since they help workers become more knowledgeable and skilled, perform better on the job, and advance their careers, training and development are crucial parts of HRM.³⁴

A variety of training programs, including in-house, external, and on-the-job training, are provided by public sector organizations. Opportunities for career development like job rotations, coaching, and mentoring enable staff members to advance in their careers (Pynes, 2013). Performance management facilitates continuous improvement, gives feedback on work performance, and aligns individual and organizational goals.³⁵ Performance-based pay systems are used by some organizations to tie compensation to both individual and organizational performance, and formal evaluation processes such as performance appraisals are frequently used by public sector organizations to evaluate employee performance against predefined standards.³⁶ In order to promote job satisfaction and retention—both of which are essential for efficient organizational performance employee engagement and motivation are vital. Through employee recognition programs, employee participation in decision-making, and opportunities for social interaction and networking, public sector organizations foster employee

³⁰ Huub Ruël, Tanya Bondarouk, and Jan Kees Looise, "E-HRM: Innovation or Irritation. An Explorative Empirical Study in Five Large Companies on Web-Based HRM," *Management Revue*, 2004, 364–80.

³¹ Patrick M Wright and Scott A Snell, "Toward a Unifying Framework for Exploring Fit and Flexibility in Strategic Human Resource Management," *Academy of Management Review* 23, no. 4 (1998): 756–72.

³² Wright, "Public Service Motivation Research: Achievements, Challenges, and Future Directions."

³³ Lee, "Competency-Based Human Resource Management in Public Sector Organizations."

³⁴ Vandy, "The Critical Examination of the New Public Sector Management in View of Hrm—the Critical Success Factors."

³⁵ Jensen, *Managing Employee Performance in the Public Sector*.

³⁶ Michael Armstrong, *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (Kogan Page Publishers, 2009).

engagement and motivation. According to Wright, succession planning assists in guaranteeing that organizations possess the requisite leadership and talent to tackle forthcoming challenges.³⁷ Organizations in the public sector must contend with issues like budgetary restrictions, political cycles, and the need to strike a balance between merit and diversity when appointing leaders. Talent management strategies are widely used by organizations to identify and develop high-potential employees for leadership roles.³⁸

CONCLUSION

The role of Human Resource Management (HRM) in advancing change in the public sector is crucial for organizational success. Through effective recruitment, training, and development initiatives, HRM can facilitate the adoption of innovative practices and technologies that promote efficiency and effectiveness within public sector organizations. Additionally, HRM plays a pivotal role in managing organizational change by fostering a culture of continuous improvement and resilience among employees. Furthermore, HRM can drive change by aligning employee goals with organizational objectives and promoting employee engagement and empowerment. Overall, HRM's strategic approach to change management is essential for public sector organizations to adapt to the evolving needs and demands of the modern workforce and society. By leveraging HRM practices effectively, public sector organizations can achieve sustainable growth and success in a rapidly changing environment.

One cannot stress enough how important HRM is to bring about change in the public sector. Change management projects are usually led by HRM specialists who support public sector leadership in planning, implementing, and monitoring organizational changes. They enable effective stakeholder participation, prompt resolution of any possible opposition, and effective communication of changes. The public sector's work practices have been influenced by changes in the labor force's composition, technological advancements, and the pandemic aftermath. HR directors need to focus on developing agile and creative work environments, developing strategies to attract and retain top talent, and allocating funds to support remote and hybrid teams. Human resource management in the public sector also handles issues like labor disputes, welfare benefits, workplace diversity, and sexual harassment. Leaders in HR will have to assist staff members in adjusting to change, minimizing any negative effects on their jobs, and most importantly, looking out for their own welfare. To help leaders effectively navigate change, this entails investing in leadership training, encouraging open communication, and offering resources to support staff during times of change.

It is imperative to heed the lessons drawn from comparative planetology and the transfer of methodologies between different regions in environmental action. Drawing on the insights from planetary exploration, which has transitioned to a phase of intensive study and focused exploration, the public sector's HRM strategies could similarly evolve towards a more targeted and detailed approach. Just as the geology of planets plays a crucial role in shaping exploration goals, the history of Groundwork in the UK and its transfer to Japan highlights the significance of contextual adaptation and the identification of best practices for successful implementation. Leveraging these parallels, future directions in HRM for public sector transformation could embrace a shift towards in-depth analyses, strategic planning, and the customization of approaches to suit diverse organizational landscapes, ultimately contributing to enhanced change management initiatives and sustainable growth.

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³⁷ Wright, "Public Service Motivation Research: Achievements, Challenges, and Future Directions."

³⁸ Jensen, *Managing Employee Performance in the Public Sector*.

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