An Elaboration on Human Resource Management Procedure in Public Administration Realm

Mohammad Ali Yekani

1M.A, Public Administration, Islamic Azad University, Tabriz Branch, Tabriz, Iran.

ABSTRACT: The improvement of management functions and procedures of human resources in public administration realm is a continuous and constantly evolving process. From the public officials the citizens and society require effective work in providing public services to the population. The improvement of management functions and procedures of human resources in the public sector is a continuous and constantly evolving process. From the public officials the citizens and society require effective work in providing public services to the population. Compared with the private sector, a lower efficiency in public sector is still noticeable in the world. The efficiency of state and municipal authorities depends not only on the education, competence and abilities of public officials. It is also important to emphasize that the human resources motivation system has a significant impact on the efficiency of institutions. There is a current problem of institutional performance effectiveness, the effectiveness of public officials, the conditions that are needed to reveal their abilities and unused potential are not set. In order to increase the efficiency of institutional performance, we need to improve the motivation system of human resources. It has been ascertained that in order to achieve purposeful work results of the administration offices of human resources, it is important to analyze not only the existing functions and procedures, to structure them and look for ways and methods that could form the appropriate background, which helps to increase the effectiveness of human resources management, but also to identify the means motivating human resources. Motivation, involvement and effective human resources management on all levels represents a key competition advantage. A coherent strategy, optimal processes and modern technologies themselves are not enough for achieving high quality outputs. People who shall accept, master and cope with change management required for achieving positive results are needed. The present paper undertakes to study the human resource management procedure in public administration realm.

KEYWORDS: Individual companies, Human Resource, Planning, Organizational Strategy, Productivity

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1. INTRODUCTION

The beginning of the century brought plenty of reforms, changes and novelties into the sphere of public administration. Seeking to solve complicated problems of the country main attention is focused on the increase of the effectiveness and usefulness of the state structures, the stability of the machinery of state, as well the improvement of professionalism and responsibility.

Human Resource Management (HRM) is of central significance to every nation as they strive to govern well and deliver services effectively [1]. The evolution of HRM in the public sector from personnel administration to more strategic management has transformed mechanistic views of the enterprise to ones that are more organic, interactive and collaborative. Human resource management in public administration concerns human resource management as it applies specifically to the field of public administration. It is considered to be an in-house structure that insures unbiased treatment, ethical standards, and promotes a value-based system.

As the public sector has modernized and sought to become more efficient and cost-effective, the effective and strategic management of people has received increasing prominence and there have been calls for the HR function to play a more strategic role. The quality of human resources is a critical factor in the capacity of the government to deliver on its mandate. Human Resource Management (HRM) is critically important in that it ensures that human capital is well managed and that all issues relating to this resource are effectively dealt with. Human resources (HR) is a critical function within organizations. From policy development to implementation, HR professionals cover a range of duties from ensuring workplace safety to managing payroll and benefits administration. Human resources management professionals may be specialists or generalists and responsible for any or all of the following:

- Budgeting and planning all aspects of the company related to human resources;
- Informing executives and employees about company policies and procedures to ensure that all state and federal regulations are being followed;
- Coordinating recruitment, training, compensation, and retention efforts for the company;
- Negotiating employee benefits (insurance, retirement, etc.) and communicating any necessary changes or updates to all personnel;
- Understanding and ensuring that all labor laws and training requirements are being met;

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• Addressing performance concerns and employee relations issues;
• Communicating with management and employees to increase productivity.

2. PUBLIC ADMINISTRATION AND PUBLIC ADMINISTRATORS

Throughout the 20th century the study and practice of public administration has been essentially pragmatic and normative rather than theoretical and value free [2]. This may explain why public administration, unlike some social sciences, developed without much concern about an encompassing theory. Not until the mid-20th century and the dissemination of the German sociologist Max Weber’s theory of bureaucracy was there much interest in a theory of public administration. Most recent bureaucratic theory, however, has been addressed to the private sector, and there has been little effort to relate organizational to political theory. Public administration is the field of service that maintains a civil society and provides for the needs of the public. There are many career paths and degree programs in this field. Read on to learn more about public administration. Schools offering Public Administration degrees can also be found in these popular choices. Public administrators perform a wide range of functions, including managing city budgets, developing policy and legislation, implementing policies, and analyzing data to determine public needs. These functions provide for the well-being of citizens. Public administration is the responsibility of governmental agencies. Public administration is a challenging and rewarding career in public service. Public administrators work to help solve demanding public problems and serve the public primarily through government agencies and non-profit organizations. Public administrators perform a wide range of functions such as developing policy and legislation; implementing policies; managing programs, people, and budgets; and providing vital daily services for the well-being of citizens.

A prominent principle of public administration has been economy and efficiency, that is, the provision of public services at the minimum cost. This has usually been the stated objective of administrative reform [3]. Despite growing concern about other kinds of values, such as responsiveness to public needs, justice and equal treatment, and citizen involvement in government decisions, efficiency continues to be a major goal.

3. HUMAN RESOURCE IN PUBLIC ADMINISTRATION SECTORS

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Human resources management, as a practical managerial activity is related to assessing a person before legalising labour relations (recruitment and selection), while working or making him/her redundant. This assignment can be properly performed by human resources specialists of high qualification. The quality of staff directly depends on these specialists. The employee is evaluated through his service time but objectivity of human resources management specialist plays the most important role making the right decision. Human resources system management is a specific management area that necessitates special training of the people involved in that. Problems of human resources management specialist qualification and their performance quality should be solved at various levels: training, selection, professional activity and activity evaluation quality.

Following the implementation of complex system of human resources management, which is based on systemic scientific research results, it could be reasonable to expect harmonisation of management and administration progress with efficiency of practical activity. Closer cooperation among scientists and practitioners in this sector would enhance development and progress of the country.

Expenses of inner management do not have quantitative expression in economic equivalents (money). However, only inner management effort to improve quality forms precondition for economic (external) quality improvement effect [4]. The inner management expenses for quality improvement are necessary for personnel first of all. Since qualitative transformations in the institutions are achieved with the help of people, it is necessary to change the system of human resources management. This should be performed not only to motivate employees to participate in management but also to realise a management model when efforts of leadership and subordinates are assessed according to quality criteria.

A human resources manager often relies on the following skills:

- Communication. Whether conducting a recruitment event, employee training, or a mediation session, solid communication skills are essential.
- Management. This involves leadership, planning, supervision, and, when necessary, confrontation (e.g., firing personnel).
- Interpersonal. Effective managers need strong social skills to negotiate benefits, recruit employees, present training sessions, and resolve conflicts.
- Decision making. Recruiting and hiring new personnel and resolving personnel issues require a human resources manager to be decisive.
Organizational. In order to keep track of competing priorities, a human resources manager must be organized. Organizational tasks include scheduling trainings, interviews, mediations, and disciplinary proceedings in addition to maintaining and enforcing company policies and procedures.

Analytical. HR professionals are strategic partners in the management of an organization and must have a foundation in general management, from accounting to operations. Some aspects of HR, such as compensation, are entirely data driven.

Advising management on concerns related to equal employment opportunity, sexual harassment, and disciplinary procedures.

4. EFFICIENCY AND IMPROVEMENT AND RECENT CONCEPTUALIZATIONS OF HR MANAGEMENT PROCEDURE

In its concern with efficiency and improvement, public administration has focused frequently on questions of formal organization. It is generally held that administrative ills can be at least partly corrected by reorganization. Many organizational principles originated with the military, a few from private business. They include, for example: (1) organizing departments, ministries, and agencies on the basis of common or closely related purposes, (2) grouping like activities in single units, (3) equating responsibility with authority, (4) ensuring unity of command (only one supervisor for each group of employees), (5) limiting the number of subordinates reporting to a single supervisor, (6) differentiating line (operating or end-purpose) activities from staff (advisory, consultative, or support) activities, (7) employing the principle of management by exception (only the unusual problem or case is brought to the top), and (8) having a clear-cut chain of command downward and of responsibility upward [5].

Some critics have maintained that these and other principles of public administration are useful only as rough criteria for given organizational situations. They believe that organizational problems differ and that the applicability of rules to various situations also differs. Nonetheless, and despite much more sophisticated analyses of organizational behavior in recent decades, such principles as those enumerated above continue to carry force.

Public administration has also laid stress upon personnel. In most countries administrative reform has involved civil service reform. Historically, the direction has been toward “meritocracy”—the best individual for each job, competitive examinations for entry, and

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selection and promotion on the basis of merit. Attention has increasingly been given to factors other than intellectual merit, including personal attitudes, incentives, personality, personal relationships, and collective bargaining.

In addition, the budget has developed as a principal tool in planning future programs, deciding priorities, managing current programs, linking executive with legislature, and developing control and accountability. The contest for control over budgets, particularly in the Western world, began centuries ago and at times was the main relationship between monarchs and their subjects. The modern executive budget system in which the executive recommends, the legislature appropriates, and the executive oversees expenditures originated in 19th-century Britain. In the United States during the 20th century, the budget became the principal vehicle for legislative surveillance of administration, executive control of departments, and departmental control of subordinate programs. It has been assuming a similar role in many of the developing countries of the world.

The classical approach to public administration described above probably reached its fullest development in the United States during the 1930s, although since that time, through educational and training programs, technical assistance, and the work of international organizations, it has also become standard doctrine in many countries. However, some of its elements have been resisted by governments with British or continental-legal perspectives, and even during the 1930s it was being challenged from several quarters. Since that time study of the subject has greatly developed. It has also become somewhat confused as a result of certain inconsistencies in approach.

The orthodox doctrine rested on the premise that administration was simply the implementation of public policies determined by others. According to this view, administrators should seek maximum efficiency but should be otherwise neutral about values and goals. During the Great Depression of the 1930s, and even more so during World War II, however, it became increasingly evident that many new policies originated within the administration, that policy and value judgments were implicit in most significant administrative decisions, that many administrative officials worked on nothing except policy, and that, insofar as public policies were controversial, such work inevitably involved administrators in politics. The supposed independence of administration from policy and politics was seen to be illusory. Since the 1930s there has thus been increasing concern with policy formation and the development of techniques to improve policy decisions. Although the concept of a value-free, neutral administration is regarded by many as no longer tenable, no fully satisfactory substitute has
been offered. How to ensure that responsible and responsive policy decisions are made by career administrators, and how to coordinate their work with the policies of politically elected or appointive officials, remain key preoccupations, especially in democratic states.

It was with governmental efforts to combat the Depression that new informational devices were introduced, including national income accounting and the scrutiny of gross national product as a major index of economic health. The applied techniques of fiscal and monetary policy have become established specializations of public administration. Economists occupy key posts in the administrations of most nations, and many other administrators must have at least elementary knowledge of the economic implications of government operations. France, Sweden and other Scandinavian nations, Great Britain, and the United States were among the leaders in developing economic planning techniques. Such planning has become a dominating concern of public administration in many of the developing countries.

5. DISCUSSION AND CONCLUSIONS

Developing an effective, competent and forward looking public service as well as strong but lean State institutions is one of the greatest challenges nations around the world face today. It is particularly crucial in developing countries as good governance is one of the most important factors, if not the most important factor, for the success of any development effort. The Millennium Declaration and other United Nations conferences have highlighted the central role of effective governance in increasing the access of services to all citizens, enforcing human rights legislation, enhancing the participation of women in the development process, protecting the quality of the environment and facilitating economic growth. How the public sector is structured, how it operates and the role it performs within a country plays an important part in economic and social progress. In particular, the quality of government leadership has a great impact on the quality of governance, which in turn affects the level of development of a region.

Reforming public sector in both developed and developing countries is not an easy task and many are the difficulties to be overcome. In the past twenty years a number of national and international forces have contributed to significantly changing the role of the state, which has resulted in the need for new skills, attitudes and behaviours among public officials at all levels. In fact, the core competencies for the public sector of the 21st century differ in many ways from the past, especially as the demands placed on public servants, in terms of skills, knowledge and
competency, are rapidly increasing and becoming more complex. Top government leaders in developing countries are still facing old challenges, while at the same time they also have to address new ones, which have resulted from the many social, economic and political changes sweeping throughout the world.

The increasing complexity of both policy-making and administrative processes, as well as the erosion of human resources capacity to carry out those functions, is making it difficult for many Member States to implement national goals and strategies to reduce poverty and to promote sustainable human development, as emphasized in the Millennium Development Goals (MDGs) [6]. In view of the above, the United Nations Committee of Experts in Public Administration (UNCEPA) stressed at its First Meeting in 2002 that the challenge of good governance involves capacity-building through people and institutions. Through their knowledge, know-how and skills, people are at the heart of the performance of the state since it is people who provide services, promote innovations and carry out reforms. At its Second Meeting in April 2003, the Committee emphasized that human resources capacity is critical to the quality of public administration and at its Third Meeting in April 2004 it recommended that Member States should adopt a holistic national strategy to strengthen the management of human capital in the public sector. In doing so, they should revisit core values and principles as outlined in national civil service legislation and charters, examine the coherence of their human resources management institutional framework, review recruitment and promotion strategies and incentives, institutionalize workforce planning, and ensure the representation of marginalized social groups.

The process of public administration consists of the actions involved in effecting the intent or desire of a government. It is thus the continuously active, “business” part of government, concerned with carrying out the law, as made by legislative bodies (or other authoritative agents) and interpreted by courts, through the processes of organization and management. As public administration becomes more specialized and complex, increasing attention is likely to be given to the training of persons who are to perform administrative functions, training which may be given either before or after entry into service. As the processes of administration become more complex, considerable attention also may be given to means of improvement of some part or process. Systematic education or training for performance in public administration, however, is for the most part a development of the modern era. And systematic, continuous study of ways to improve public administration and make it more efficient is an even more recent development, associated with various modern developments such as the rise of the nation-state
as the dominant governmental form and the rise of science as an acceptable or characteristic way of thought. In the United States during the past generation the study of public administration has been especially intense, and this intensity of effort has resulted in a new level of self-consciousness. This is reflected in the idea that the study of public administration is sufficiently important and sufficiently autonomous to become a science or discipline in itself. The conception of a more or less autonomous science or discipline called Public Administration is primarily, if not indeed uniquely, an American idea.

As indicated above, wherever there is government there is public administration, but Public Administration—in the sense of a more or less autonomous discipline of alleged general applicability—was conceived and developed in the United States and is still strongly identified with its place of origin and greatest acceptance. This is not to assert, however, that in countries in which the American idea and content of Public Administration is not accepted the matter of training for public administration is not taken seriously or that there may not be an application of science to the conduct of public administration.

The improvement of management functions and procedures of human resources in public sector is a continuous and constantly evolving process. From the public officials the citizens and society require effective work in providing public services to the population. In comparison with the private sector, a lower efficiency in public sector is still noticeable in the world. The efficiency of state and municipal authorities depends not only on the education, competence and abilities of public officials. The efficiency of human resources motivation system has a significant impact on the effectiveness of state and municipal authorities. For the purposeful work results of the administration offices of human resources, it is important to analyze not only the existing functions and procedures, but also to investigate the factors that affect the motivation of human resources in performing the functions and procedures effectively.

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