

Improving Human Resources Potential and Increasing the Efficiency of Public Administration

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Abstract.

The human resource potential of public administration is one of the main factors determining the efficiency of state activities. Human resource potential is understood as the totality of knowledge, skills, experience, personal qualities and motivation of employees capable of ensuring the implementation of public administration at all levels. In the context of modern challenges and changes arising from globalization, digitalization and demographic changes, the issues of formation, retention and development of human resources are becoming especially relevant. The main purpose of this article is to examine the current state of human resource potential in public administration, analyze the main trends in its development and identify the problems that need to be solved. Modern requirements for public administration are constantly increasing, and the main focus is on the availability of not only special knowledge, but also multidisciplinary skills of employees. The main requirements are: - professional training, high-level education and qualifications are a prerequisite for successful work. The most common problem faced by public administration bodies is insufficient motivation of employees. The problems that cause a decrease in interest are: low wages - despite the increase in salaries in the private sector, the public sector often cannot offer competitive conditions. Lack of career growth: career advancement prospects remain limited for many employees.

The article examines the human resources potential of public administration as a key factor in its effectiveness and sustainability. The importance of professional, personal and organizational qualities of employees in the implementation of the tasks facing public authorities is studied. The current state of human resources potential in public administration is analyzed, and the shortage of qualified specialists is analyzed. The article identifies the main trends in increasing human resources potential, the application of digital technologies and the development of human resources. The results of the study indicate the need for a comprehensive approach to the development of human resources that will ensure the efficient and sustainable operation of public administration in modern conditions, and in this regard, the article is of particular relevance.

Keywords: Human Resources, Public Administration, Professionalization, Personnel Policy, Motivation

Покращення потенціалу людських ресурсів та підвищення ефективності державного управління

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Анотація.

Людський потенціал державного управління є одним з основних факторів, що визначають ефективність діяльності держави. Людський потенціал розуміється як сукупність знань, навичок, досвіду, особистих якостей та мотивації працівників, здатних забезпечити здійснення державного управління на всіх рівнях. У контексті сучасних викликів та змін, що виникають внаслідок глобалізації, цифровізації та демографічних змін, питання формування, утримання та розвитку людських ресурсів стають особливо актуальними. Основною метою цієї статті є вивчення сучасного стану людського потенціалу в державному управлінні, аналіз основних тенденцій його розвитку та визначення проблем, які потребують вирішення. Сучасні вимоги до державного управління постійно зростають, і основна увага приділяється наявності не лише спеціальних знань, а й багатопрофільних навичок працівників. Основні вимоги: - професійна підготовка, вищий рівень освіти та кваліфікації є передумовою успішної роботи. Найпоширенішою проблемою, з якою стикаються органи державного управління, є недостатня мотивація працівників. Проблеми, що спричиняють зниження зацікавленості: низька заробітна плата - незважаючи на підвищення зарплат у приватному секторі, державний сектор часто не може запропонувати конкурентних умов. Відсутність кар'єрного зростання: перспективи кар'єрного зростання залишаються обмеженими для багатьох працівників.

У статті розглядається кадровий потенціал державного управління як ключовий фактор його ефективності та стійкості. Досліджується значення професійних, особистісних та організаційних якостей працівників у виконанні завдань, що стоять перед органами державної влади. Аналізується сучасний стан кадрового потенціалу в державному управлінні, а також аналізується дефіцит кваліфікованих спеціалістів. У статті визначено основні тенденції підвищення кадрового потенціалу, застосування цифрових технологій та розвитку людських ресурсів. Результати дослідження свідчать про необхідність комплексного підходу до розвитку людських ресурсів, який забезпечить ефективне та стає функціонування державного управління в сучасних умовах, і в цьому зв'язку стаття має особливу актуальність.

Ключові слова: людські ресурси, державне управління, професіоналізація, кадрова політика, мотивація

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Introduction.

Professionalization of public personnel. The formation of an attitude towards the importance of professionalism among public officials leads to the need to create conditions for personnel improvement. This commitment to continuous learning and development contributes to the implementation of various improvement and retraining programs. The personnel potential of public administration is a multi-level system, the quality and professionalism of which largely determine the effectiveness of the activities of state bodies. For constant change and future goals, it is necessary to take into account both positive trends and existing problems. The work carried out in this direction will contribute to the creation of a public administration system that is ready for future goals, capable of ensuring the stability and development of society. Public administration can generally be described as a system that unites many institutions and operates in accordance with the rules and norms of society (Hasibuan, Ahmad & Harahap, 2025).

Method and methodologies. The study employs a systematic and analytical approach to examine the mechanisms for improving human resource potential and enhancing the efficiency of public administration. The methodology is based on a combination of theoretical analysis and empirical research: Theoretical methods include the study of scientific literature, policy documents, and international best practices in the field of public administration and human resource management. Empirical methods involve the analysis of statistical data, comparative studies of administrative systems, and the use of surveys and expert interviews to identify key challenges and effective strategies. Comparative and systemic analysis methods are applied to evaluate existing public administration models and to propose

recommendations for optimizing human resource potential.

Novelty in the article. The novelty of this article lies in its comprehensive approach to linking human resource development directly with the performance efficiency of public administration. Unlike previous studies that examined these elements separately, this research presents an integrated model that demonstrates how the enhancement of human capital-through education, motivation, innovation, and digital competence-can serve as a key driver of administrative effectiveness.

The main aim of the article is to analyze the factors that influence the development of human resource potential and to identify effective mechanisms for increasing the efficiency of public administration. The study seeks to explore how improving the skills, motivation, and professional competence of public sector employees can enhance the overall performance and responsiveness of administrative institutions.

Main part.

In a market economy, one of the decisive factors for the effective functioning of the public administration system is to provide high-quality human resources (Stare & Klun, 2008, p. 519). The concept of personnel is a more comprehensive concept. Personnel has meaning and significance only as a hierarchical, ranked set of officials. Personnel solve multidisciplinary problems; they serve the state, corporation, organization, and hierarchy while fulfilling their professional and official obligations. The word "personnel" denotes a person's official position and obligation.

Not all good specialists and professionals are good employees. The value of a specialist depends entirely on his or her specialization, quality, and effectiveness of his or her work (Murdiono, Hamidah, & Sudiarditha, 2024).

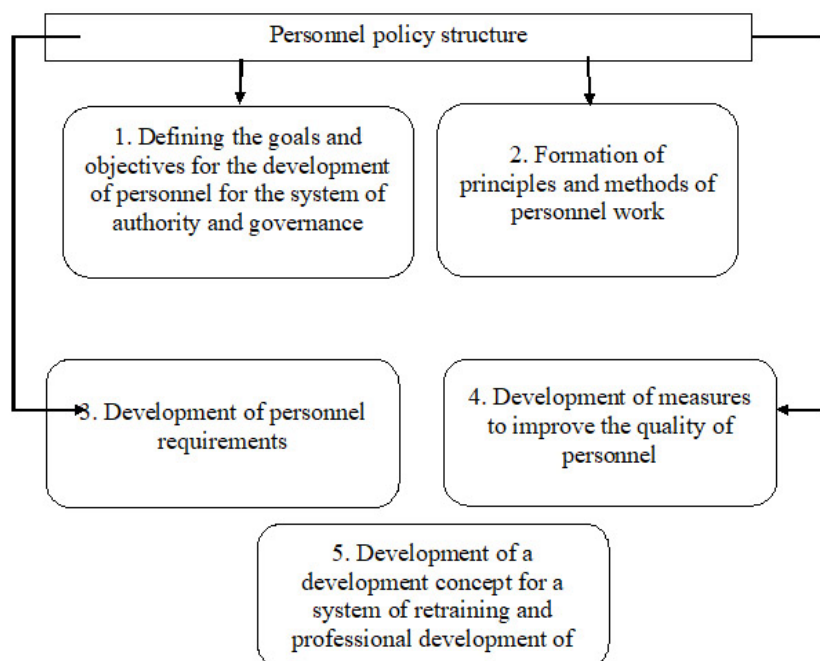


Figure 1. Personnel policy structure

Personnel policy should be studied and taken into account:

- a) a social-state phenomenon of relevance, having socio-functional parameters and appropriate content;
- b) one of the social directions reflecting the specific relationships of personnel practice is the formation of public consciousness;
- c) the use of the state in the field of human resources to achieve the strategic goals of its policy activities;
- d) personnel policy, as a single system, has a certain structure and combines various elements (Figure 1).

One of the subjective and objective problems of personnel policy in modern conditions is complex theoretical and political issues (Stare & Klun, 2008, p. 519).

The main direction in personnel policy. For effective activity in a market economy, it is necessary to organize new trainings in order to equip managers and specialists with knowledge and skills. The second direction. Modern personnel policy is a course aimed at strengthening the official positions of executive and judicial bodies in legal and socio-economic terms, creating a stable, strong, influential corps of civil servants and municipal employees in the eyes of the people, depoliticization and increasing the professionalism of personnel. Issues of personnel policy formation, especially its development

at the local level, the scope of the changing environment, reveal the need to improve its implementation (Stare & Klun, 2008, p. 520).

Issues of personnel policy formation, activities aimed at effectively building relations at a new stage of development of countries of the world, the elimination of contradictions in the definition of new functions for official and unofficial structures participating in the preparation and implementation of human resources policy are important (Silva & Ribeiro, 2022).

In order to ensure effective management of the personnel policy formation system as a whole, it is necessary to divide it into a number of subsystems. These subsystems form a management mechanism, which is a set of control bodies, tools, methods and instruments that have the greatest impact on public administration, with the help of which the goals of the social system are effectively achieved.

The main links of the control system are:

- local authorities;
- the personnel of local self-government bodies;
- the main methods of managing the local labor market;

The methods of managing the personnel policy formation system at the local level are shown in the diagram below.

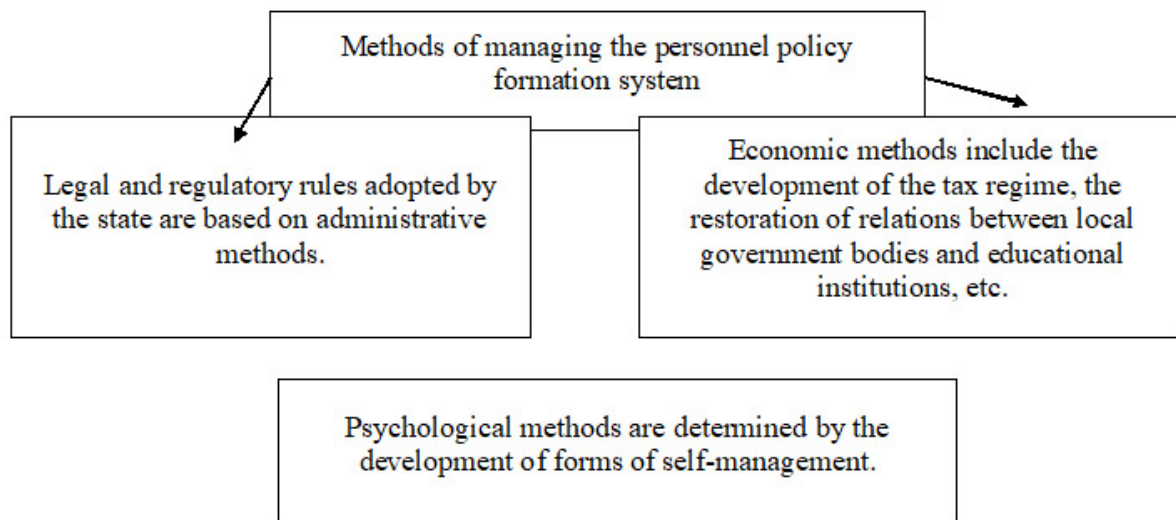


Figure 2. Methods of managing the personnel policy formation system

Structural divisions, administration, the board of directors of the enterprise, the councils of production unions, etc. should participate in the preparation of personnel policy. The personnel work of these bodies is primarily limited to the employees of those enterprises. But all of them can participate in the formation of the state personnel policy with their proposals and accumulated experience through democratic institutions (Stare & Klun, 2008, p. 521).

Therefore, the tools and means of implementing personnel policy are ultimately personnel departments. These are the main structural divisions that carry out all

operational work with personnel within the administrative apparatus.

Thus, in order to ensure high professionalism in the management process, providing qualified, enterprising employees who are capable of all areas of work, leading to the stabilization of the region's economy and an increase in production, the following are necessary:

- determining the strategic goals and objectives of the state personnel policy;
- associating each employee with the power he possesses, making personnel policy transparent and legal;
- taking into account the interests and will of

individuals and citizens who must decide for themselves where to work;

- a radical restructuring of the systems of specialized education, retraining and advanced training for all employees.

Decentralization of personnel policy, an important part of its management, is fully reserved for local authorities, at the same time a number of general tasks that make personnel management systematic (Stare & Klun, 2008, p. 522).

From today, an opportunity has arisen for effective work in the direction of implementing the most efficient state administration, developing personnel policy. The main tasks include a direct assessment of the quality of personnel potential in the state and municipal service, its professional characteristics, and professional work. It is also necessary to introduce innovative, advanced mechanisms for attracting and promoting human resources into the public administration system, and to form and develop the necessary effective thinking (Sadykova, Kulzhambekova, Abilmazhinov & Koksharova, n.d.).

Human resources are part of the professionally trained labor resources capable of performing various types of labor activities. They allow solving a number of problems by actively communicating with various categories of people – citizens, entrepreneurs, representatives of state and public organizations, and reflect a system of professional, socio-psychological capabilities in the field of state and local government (Bruns, 2014, p. 214).

Modern foreign experience is used in the development of innovative work with employees, the qualified development of state and municipal employees, the expansion and improvement of the powers of state educational institutions, the improvement of the civil service system and personnel policy in personnel management. However, in practice, the above-mentioned tasks are solved slowly, consistently and inconsistently.

In order to effectively achieve these goals, a number of measures should be taken to develop, ensure and implement a new theory of human resources management, which is essentially based on openness, transparency and professionalism. Also, a system of improving the qualifications of civil servants and employees of local self-government bodies based on direct assessment indicators is being formed (Silva & Ribeiro, 2022).

Strengthening the role of certification of professional training of state and municipal employees, as well as human resources management, and public administration tasks.

This comprehensive approach to solving the tasks set in this part of human resources policy will allow us to create a more productive and qualified public administration system capable of solving problems in the realities of today's rapidly changing world.

In addition, the following can be noted as important aspects of personnel work in public administration:

- Increasing the motivation of state and municipal

employees, creating a professional growth structure that contributes to the possibility of ensuring personnel continuity.

- Increasing the role of civil society development in assessing the performance of state and municipal personnel.

- Developing the level of public trust in state and municipal employees, which is an important fundamental condition for the productive and professional activity of the state apparatus (Kamaruddin, & Abeysekera, 2021).

Only by jointly implementing all these tasks can we achieve the formation of an efficient and qualified form of management of state personnel policy, capable of responding to the challenges of the modern world (Kamaruddin, & Abeysekera, 2021).

For the productivity of the civil service, theoretical and methodological support and the use of modern innovative technologies in personnel management are important, which in turn will determine professional activity, personnel training and professional development.

However, there are no justified assessments necessary for a comprehensive analysis of personnel policy in management practice. Also, there is no scientific and theoretical basis for the understanding of innovative personnel technologies, professional and ethical norms, values and personnel culture rules of state and municipal employees.

Conclusions.

From today, there is an opportunity for effective work in the direction of implementing the most efficient civil service and developing personnel policy. The main tasks include direct assessment of the quality of personnel potential in the civil and municipal service, its professional characteristics, and professional work. It is also necessary to attract innovative, advanced human resources to the public administration system, apply incentive mechanisms, educate and develop responsibility, effective thinking. This will create conditions for the creation of quantitative and qualitative methods for assessing the performance of civil and municipal employees and linking their productivity with material incentives.

Taking into account the specifics of the work performed, the formation of a unified approach to determining the productivity of management, in-depth study of the state of high-quality personnel in the civil service system, and the formation of a high-quality personnel reserve for civil service positions will contribute to the improvement of the tasks of developing the personnel potential of the civil and municipal service.

The development of targeted programs at the state level aimed at improving the personnel potential of the civil service, modernizing the management structure and eliminating stereotypes of thinking will allow the development of training systems. It will create conditions for professional retraining and improvement of the qualifications of management personnel by introducing a

comprehensive, objective assessment of the professional level, business and personal qualities of employees, the results of their activities.

The improvement and overall development of the state largely depend on human resources, which leads to the right reforms. The social tendencies of the elected people have a comprehensive impact on this process, which was initially noted in the theory of public

administration. The quality of personnel and other real goals determine not only the understanding of the structure of public administration, but also the professionalism of administrative institutions. This is due to the fact that in the modern world, along with market psychology and ideology, the economy of developed countries is not only a market economy, but also an administrative-managerial economy.

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