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# Human Resources Management and Leadership for Public Services in the 21st Century

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**Abstract**---This study aimed to examine ten international publications on human resource management and public service leadership 21st century. It is believed that the progress or withdrawal of a public organization is closely related to the superior application of human resource management and leadership. To understand this belief, we have conducted a series of data collections, including preliminary readings, reviews, or reviews of ten international publications highlighting human resources management and leadership's excellence in managing public organizations. Furthermore, we analyzed with a qualitative and phenomenological approach to ensure that this study's findings meet high validity and reliability principles. The data search strategy is with a search engine's help with a keyword searching model, including "human resource management," "21st-century superior resources," "excellent public servants," and public leadership. The results we can include: human resource management is still the primary key in available services, especially public organizations such as government and other community institutions.

**Keywords**---human resources, management and leadership, public service, qualitative review, SMD 21 century.

## Introduction

Discussions about the 21st century are not new in this information age. This century is a century where innovations and new findings in various fields of technology and science are progressing rapidly. This century is also where humans collaborate with smart machines and robots or artificial intelligence or intelligent machines. This progress for the sake of gain is taking place almost out of control again so rapidly. These changes occur so quickly that it will affect the performance of public service management and companies (Ukko et al., 2007; Liphadzi et al., 2017). Available services must soon adapt to the demands of the masses in this world. This study aims to understand how public services' management and leadership in this 21st century bring effectiveness to public order. Whether every country or business is ready to adapt to this change's needs is the question.

Why is public services a matter in the 21<sup>st</sup> century? Information technology advances that are getting faster nowadays are often challenging to keep up with. With various applications, work tools, and social networking, technology seems to be popping up all the time. Even though this rolling stream of innovation is intended to make all life more comfortable and cheaper, new technologies can also present unprecedented new challenges for individuals and organizations. Likewise, this regulation is no exception in the public sector, which continues to change and demands adaptation and regulation.

In this modern era of the 21st century, civil servants as a state service are under more pressure than ever to adapt to the latest changes in time and technology. Linders (2012), said that from e-government to we-government is defining a typology for citizens who are coproduction in the age of social media. It is a challenge for governments in providing information service quarterly. (Howlett, 2019; Meijer & Bolívar, 2016; Criado et al., 2013). As owner and country adviser to the public sector information service Inspiring Innovations, he wants to help citizens adapt to increasing numbers. In an interview with Chris Dorobek about the Dorobek program, Pichola discussed his recent study, which outlined three significant change challenges facing civil servants in the present century and the steps governments must take to transform them to overcome these challenges for improved services better.

Regarding current government services for public services in Indonesia, it is contained in one of the ten central state spending policies. The government states that the state apparatus's primary procedures are carried out to support the consolidation of bureaucratic reform to improve public services and bureaucratic efficiency, including enhancing the device's welfare. The central policy of consolidating bureaucratic reform is a statement of state support for realizing civil servants with integrity, professionalism, and service spirit as mandated by Law Number 5 of 2014 concerning State Civil Servants. This noble goal must be accompanied by national employees' welfare, including guarantees of protection in carrying out their duties and functions.

Regarding the state apparatus's welfare, fiscal support has been provided by providing salaries, allowances and pension benefits, and old age savings. Even in 2016, there was a new initiative in the state budget to provide holiday allowances. For state apparatus and military and personnel, holiday allowances are given equally to one base salary. Meanwhile, retirees are given a THR of 50 percent of the basic pension. It is a manifestation of the state's concern for upholding and improving public services.

Furthermore, in terms of protection and health protection received by state employees and their families through the National Social Security System, the Health Social Security Administering Body is organized by the Health Social Security Administering Body as program organizer. Starting July 1, 2015, the government has also rolled out two protection programs for employees: work accident insurance and death insurance programs. These two programs were launched through the issuance of Government Regulation Number 70 of 2015 concerning Work Accident Benefits and Death Benefits for State Civil Service Employees.

Why human resource is a matter? The management and leadership of human resources are essential. They should focus on the excellent service part of managing other resources in the employer-employee relationship and comprise the organization's members' creative talents (Cardon & Stevens, 2004; Burke & Ng, 2006; Arthur & Boyles, 2007). Public organizations and other public sectors need to receive services practically and adequately to develop and prepare the scalable management of service systems and expand logical labor policies. It seems to have become a joint commitment between the public service and the state apparatus. When it comes to matters that come a long way since traditional personnel, H.R. is a crucial service function that supports organizations and companies in hiring as many employees as possible, keeping them entire engaged, and building employees' growth and development part of service providers. H.R. support managers and other team leaders must look at H.R. helping employees achieve the best possible public service career goals.

In connection with this H.R. management issue, we want to ascertain public services' effectiveness in Indonesia's 21st-century era. Considering existing data and analysis of ten international publications, we want to determine how far this SDm management has been applied to the public service, government and business organizations, and critical policy-making involving the public and state personnel (Francois, 2000; Sumtaky et al., 2018).

## Method

To understand public service human resources' effectiveness in the public and private sectors, we have conducted various data and information searches. Among them, we reviewed ten works of international publications that focused on their work in public services, especially government offices and companies. After we found the data, we continued with the in-depth analysis process under the application phenological approach. The analysis process is carried out through coding, medal interpretation, and concluding validity and reliability principles. Because we carried out this study in the era of the COVID-19, a period where the public's movement was restricted, our data search process was carried out online by relying on current data. It is confirmed by Jogiyanto Hartono (2018), under his study of collection methods and analysis techniques. Our search started by depending on keywords such as "the effectiveness of the human resources of the state apparatus," "public services," "public service," "information age," and "qualitative studies."

## Result

This section of the findings will present our findings from a review of ten international scientific publications on human resource management's effectiveness in Indonesia's public services, most available, and private civil services in the 21st-century era.

The Design Commission (2014) has successfully restarted design and public services as the second publication in Britain's restarting series of Design Commissions. His findings turned to questions about available service reform. In

politics and government, the word design is applied loosely - creating regulations, policies, and public services - with little thought about the meaning of the story itself. Here we shift our focus to the word 'design' and explore its potential in creating cost-effective public services in the 21st century. Part polemic, manual, this review culminates in investigations of the past nine months and our response to the substantially increased desire for more information on the subject of design in the public service. Formatting, as a creative work, is applied in almost all areas of the available service. We have traditionally seen techniques used in consumer items, but they are increasingly infiltrating other life and business areas.

Cantarelli et al., (2020), studied human resource behavior in the public sector with experimental evidence of cognitive bias and debilitating interventions (Battaglio Jr et al., 2019; Weimer, 2020). They apply behavioral science to explore a series of policies that have influenced the leadership of available human resources. Their survey-in-the-field experiment with nursing personnel from local health authorities showed that healthcare operations' management decisions were influenced by social pressure. There is a choice of bait and alternative framing. Findings in the national policy domain are influenced by riskless abandonment and bias. Debiasing interventions eliminate the co-influence and framing amid broad abstract and untestable theories and data-testable hypotheses; their findings advance human resource behavior as a useful middle-class theory in public service administration. The normative implications for scholars and practitioners about the power of choice architecture are discussed.

Steijn (2004), studied human resource management and job satisfaction in the public sector in the Netherlands. (Moynihan & Pandey, 2007). This academic research raises a public administration that has devoted relatively much attention to the problems of human resource management and job satisfaction. Many private-sector studies show that investing has a positive effect on worker morale. Therefore, this study has a variable measuring practice coupled with a determinant analysis of job satisfaction in the Dutch public sector in which hypotheses are tested and confirmed, among other things. His study reveals that individual characteristics negatively affect job satisfaction; human resource practice has positive effects. However, this latter effect is mainly indirect and mediated by job and organizational characteristics in which the public expects H.R. to function correctly.

Batt & Colvin (2011), examined the employment approach towards a change in human resource practices, retirement, fire dismissal, and performers. Their study studied the relationship between alternative methods to employment and quitting systems, layoffs, and customer service, using cross-sectional, longitudinal data from nationally representative surveys of call center establishments. With results contradicting previous studies, the antecedents and consequences of quitting and being laid off were very similar. They found that job organizations with long-term engagement and investment, and persuasion were associated with significantly lower layoffs and layoffs. However, expectations of an increase in short-term performance are associated with exceptionally high stop and stop levels. Companies with higher exit and layoff rates had significantly lower customer service, as this study reports.

Absar et al., (2010), examined the impact of human resource practices on firm job satisfaction: Evidence from manufacturing firms in Bangladesh shows an exploration of H.R. practices' effects on job satisfaction in the Bangladeshi context. No less than 60 responses from 20 manufacturing companies were collected and objectively analyzed. They found that H.R. practices had a significant relationship with job satisfaction. Besides, human resource planning and training and development have proven to have positive impacts on job satisfaction. This study also found that it had the most significant influence. Academics, researchers, policymakers, practitioners, students, local and foreign businesspeople, Bangladeshis, and other countries alike can benefit from this paper by exploring the relationship between H.R. practices and job satisfaction.

Enz & Siguaw (2000), were a success in best practice in human resources. This landmark study based at Cornell University found several hotel companies engaged in innovative human resource practices (Arnett et al., 2002; Kusluvan et al., 2010). Some developed a series of exercises that included employee empowerment, interactive based training, performance evaluation, and guest surveys. An illustration of the study is Cendant's five-pronged diversity initiative that has encouraged more than 50 minority entrepreneurs to become franchisees. Many best practices, however, focus on one of five types of H.R. practice: such as leadership development, training and knowledge building, personnel empowerment, employee recognition, and cost management. Leadership development programs are primarily intended to enable promotion from within, while training practices and empowerment practices are measured to enhance employee skills. Controlling costs or increasing revenue are the goals of the champion cost management practice. Many of these practices' objectives are to boost morale, reduce turnover, increase productivity, and increase consumer satisfaction.

Shamnot (2014), identifies the role of human resource management practices represented by employee recruitment and training and motivation in realizing competitive advantage (Schuler, 1992). Human resource management's role in the realization of competitiveness in industrial organizations focuses on several important issues related to the selection of human resource management, training, motivation, hiring, evaluating employees,

and setting salaries. Cost and rewards and the realization of competitiveness among business organizations that have undergone H.R. evolution from the past to the present will be discussed in theoretical concepts. Then, H.R.'s role for organizations to gain competitive advantage and innovation in the 21st century will be analyzed in a strategic view. The results show a significant relationship between factors such as; motivating, attracting, hiring, evaluating employees and setting salaries, costs and rewards of employees and workers, and the realization of competition among organizations.

Thirkell & Ashman (2014), have successfully contributed to learning that links Lean Thinking with human resource management in higher education in the U.K. Start from the automotive industry; Lean Thinking is increasingly being seen as a solution to efficiency quality problems. Their study helped by drawing evidence from 34 interviews conducted at two U.K. universities that had applied Lean in several activities, and they paid particular attention to the role of the human resource function in facilitating this. Their findings suggest that there are problems in understanding, communicating, and transferring lean thinking in the context of higher education. Although human resource systems are an essential aspect of Lean, professional human resources are excluded from participation, and as a consequence, the depth and breadth of Lean application are minimal.

Alimo-Metcalfe & Lawler (2001), studied leadership development in U.K. companies at the beginning of the twenty-first century. (Hutagaluh et al., 2020; Hifza, 2020). Journal of Management in Medicine stated that the product of leadership in the NHS is currently high on the Department of Health, the government, and local health sector organizations. Reports the findings of a study of public and private sector organizations, exploring the development of their in-house leadership skills. Outlines the findings in-depth and discusses the implications for health organizations.

Okpara & Wynn (2008), examined human resource management practices in transition economies. It is a management research article that provides essential up-to-date information on Nigeria's HRM knowledge and practice. These findings reveal that HRM practices, such as training, recruitment, compensation, performance appraisals, and reward systems, are still valid. However, issues of tribalism, AIDS, training and development, and corruption are some of the identified challenges that need to be addressed.

## Discussion

This study's main goal was to examine ten international publications on human resource management and public service leadership 21st century, as stated in the research question. H.R. problems in a business organization are a central problem because, without labor, the company cannot generate profits. H.R. must be recruited, managed, and valued for their expertise and humanity to work efficiently and effectively to create company profits. Recruiting Human Resources must be known about their origins, so that active participation is needed in managing and respecting human resources through empathy and sympathy. The 21st-century public service becomes an important issue because this demand has become every employee or worker's breath. So without an established human resource, the company will eventually experience difficulties in its operations. Kalangi (2015), confirmed our study of human resource development and state civil servants' performance in Sangihe Islands District, North Sulawesi Province.

Before entering the 21st century, H.R. was positioned as a means of production and merchandise. They were placed as objects that were used if it could bring profit to the company. However, entering the 21st century, human resources have started to become critical and have begun to question their existence and role in the organizations they are doing business with. Now, human beings have become the spearhead in all industries, from which the company makes a profit, and from it, the company has an excellent reputation. Therefore, the 21st century is the century of the H.R. Revolution in all business and non-business organizations. So its presence is significant and must receive special attention and must be taken into account (Alivandi, 2013).

Our findings' main weakness regarding the apparatus's human resources is related to the real problems of the apparatus's professionalism, competence, and ethics. If referred to the Guidelines for Managing Human Resources for Menpan Apparatus and Bureaucratic Reform of the Republic of Indonesia, the aspects designated by this site are relevant to the work ethic, discipline, and responsibility of individual officials. These three aspects are dimensions that are different from each other but exist within each apparatus. It is a fundamental problem because it can influence the implementation of all sound governance principles and appear in the delivery of public services through individual apparatus. In short, the terminology of governance, which is equated with the meaning of governance in the concept of good governance, can be applied in various contexts. Therefore, this study raises several factual problems that include the reality of human resource governance and real problems that include public

services, and their relationship, (Marchington et al., 2016) said; human resources management at work is a severe issue to explore.

The problem related to one another between the two variables is a systematic complex that is quite rarely covered and even researched. It is not surprising that there is no complete study that resembles the comparison of this study's variables. Several facts that have surfaced and are relevant to the management of human resources in public officials and services, apart from the individual aspects of the apparatus, as previously stated, are also related to problems in the institutional part. It is considered relevant because it is still associated with the ten principles of adequate governance conception. The main weakness lies in the organizational design that is not specifically designed to provide services to the community. Evidenced, among others, by the existence of regulations that make services convoluted (bureaucratic) although procedurally do not have to be that complicated and not coordinated. In terms of solving service problems, the chances of service staff solving the problem are minimal. As a result, various service problems take a long time to resolve. Osborne et al., (2013), trusted a new theory for public service management toward a public service-dominant approach.

The description of the pragmatic symptom of public services problems, which is presented side by side with the role of governance of the human resources of the apparatus described above, certainly has a base of questions. One of the fundamental issues that incentivize the situation described above lies in the operation, operation, or management of the human resource management of the apparatus that is factually inclined and only focuses on implementing personnel management systems and functions. The public sector human resource management model's tendency needs to be shifted towards a new management approach, namely by implementing a convergent perspective on implementing the main tasks and functions of the personnel sector. The goal is that the human resource management apparatus's performance can serve the human resource needs of the device. The convergence of the functions of the Human Resources Management apparatus includes. Function as a human capital steward so that officials have the knowledge, skills, and abilities as an employee that can be used to produce professional services. The role as a knowledge facilitator so that efforts are made to collect more knowledge information in connection with the implementation of work and decision making, including finding the right knowledge information, compiling and storing the accumulated knowledge by converting it in various formats to make it useful for employees/organization at each post.

H.R. management plays a role in providing facilitation in the form of knowledge for HR (knowledge facilitator). In this context, H.R. management as a knowledge facilitator is an effort that is issued to gather more knowledge information in connection with the implementation of work and decision making. It includes finding the right knowledge information and compiling and storing the collected knowledge by converting it into various formats to make it useful for employees organization. Besides, H.R. management plays a role in building conducive interactions for all parties (relationship builders). In this context, H.R. management's role as a relationship builder is an effort to establish and foster social relationships or employee social relationship networks to stay warm and intimate. It can be achieved by building relationships with multiple employees and sharing personal information to create support/empathy. The pragmatic reason why this paper positions the operation of human resource management as a solution is because the implementation of H.R. management using systems and function perspective cannot cover H.R. needs for knowledge, skills, and professional habits needed to carry out duties and functions in a professional manner, as described by Brewster et al., (2010) that said, the reality of human resource management in Central and Eastern Europe.

## Conclusion

This study's main objective is to understand human resource management's role in the public service sector in Indonesia in the 21st-century era. From several publications we have reviewed, we can conclude, among others, that we can include: human resource management is still the primary key in available services, especially public organizations such as government and other community institutions. The ten findings of the review of international journal publications have confirmed that human resource management in the public sector is still the subject of discussion between the goals to be achieved and the challenges that must be overcome to accomplish the programmed goals perfectly.



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