



Enhancing public sector efficiency in Yemen: Human resource management challenges and solutions

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ABSTRACT

Yemen's public sector has long struggled with governance deficiencies, bureaucratic inflexibility, and institutional inefficiencies—all of which have been made considerably worse by years of conflict and economic downturn. The strategic use of human resource management (HRM) to improve public sector efficiency in Yemen is critically examined in this research, with an emphasis on the implementation of e-government programs and HRM-driven reforms. To demonstrate how HRM shortcomings in hiring, training, performance management, and employee retention have directly led to systemic breakdowns in service delivery, the study synthesizes empirical data from the transportation, health, education, and food security sectors, drawing on a narrative literature review. The study emphasizes the discrepancy between HRM rules and real administrative results, highlighting the pressing need for merit-based, context-specific, and technology-enabled HRM practices. The results indicate that Yemen's recovery, governance transformation, and development goals will remain unachievable in the absence of extensive institutional reforms, especially in HRM. Strategic suggestions for restoring HR capability, encouraging accountability, and utilizing technology to support sustainable government in Yemen following the crisis.

Keywords: Public sector, HRM, challenges, solutions, Yemen

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INTRODUCTION

The Yemeni public sector, comprising the prime minister's office, ministries, and government organizations, plays a crucial role in governance and economic development. It is responsible for enacting policies, delivering public services, and managing resources to foster economic growth and social welfare.

Yemeni government agencies function in a decentralized system in which local councils and governors interact with ministries, such as the Ministry of Local Administration, to carry out policies. Even with this structure, financial control and practical decision-making are still mostly centralized. Since local councils often

lack independent budgets, they rely mostly on the Ministry of Finance to allocate resources, which frequently reflects patronage networks rather than actual local requirements. Through institutions like the Social Fund for Development, foreign funders like the World Bank usually distribute aid, avoiding local government completely (Clausen, 2020).

Also, NGOs are essential, especially in areas with inadequate governmental infrastructure, although central ministries, such as the Ministries of Health and Education, are primarily in charge of managing service delivery in Yemen. Public agencies employ hierarchical coordination to carry out directions and manage resources, but these systems frequently lack adaptability and local circumstance responsiveness. The country's public administration is less effective and efficient due to issues including political unpredictability, corruption, and outside pressure, all of which affect the larger governance structure (Al-Saidi, 2020).

However, the sector faces significant challenges, including bureaucratic inefficiencies, a lack of coordination between ministries, and limited technological adoption, all of which hinder effective governance and service delivery. In response, the government has initiated reforms aimed at modernization, such as integrating information technology through e-government projects. These efforts seek to enhance efficiency, transparency, and overall public sector performance, ultimately contributing to national development goals (Isaac et al., 2017).

Based on the International Monetary Fund (2001), analysis of Yemen's pre-conflict public sector highlighted deep economic vulnerabilities stemming from the 1990 unification of North and South Yemen, which resulted in fragmented fiscal systems and an oversized civil service. Heavy reliance on volatile oil revenues (20% of GDP by 1999) and unsustainable subsidies strained national finances, exacerbated by high external debt (80% of GDP) and persistent fiscal deficits. Structural reforms in the late 1990s, including exchange rate liberalization and subsidy reductions, brought some stability but were undermined by administrative inefficiency, weak non-oil growth, and governance challenges. With a large, underpaid civil service (1.9% of the population), declining social spending, and poor human development indicators, Yemen's public sector remained ill-equipped to handle economic shocks or rising poverty.

Despite these initiatives, Yemen's public sector has been severely undermined by prolonged conflict and political instability, leading to inefficiencies and a lack of accountability. The absence of good governance principles—such as transparency, responsiveness, and public participation—has further impeded effective public administration and the delivery of essential services. Consequently, economic conditions have deteriorated, resulting in a deep recession and widespread poverty. This underscores the urgent need for institutional reforms to restore functionality and public trust in governance, which are essential for sustainable development in Yemen (Gaghman, 2020).

However, public sector efficiency refers to the effective allocation and utilization of resources to maximize the quality and quantity of public services while minimizing waste. It ensures that public administration meets society's diverse needs by optimizing resource management, ultimately fostering economic stability and reducing fiscal deficits. Efficient public administration enhances citizen satisfaction and engagement by equitably providing high-quality services, thereby contributing to the overall well-being and success of communities. Thus, improving public sector efficiency is essential for responsive governance, economic resilience, and the effective delivery of critical public services (Gogtay & Thatte, 2017).

Public sector efficiency is also vital for governance because it promotes accountability and transparency, ensuring that taxpayer funds are used wisely. Efficient governance strengthens public trust in institutions by demonstrating responsible financial management and fair distribution of resources. Furthermore, by strategically allocating resources to key sectors such as infrastructure, education, and healthcare, governments can foster long-term economic growth and stability. This process not only enhances service delivery but also ensures that public services are accessible, timely, and of high quality, thereby improving societal welfare (Trabelsi & Boujelbene, 2024).

Additionally, increased efficiency in the public sector contributes to economic stability by ensuring that public investments effectively drive growth and development. Governments that optimize their efficiency can reduce waste, improve service delivery, and enhance equitable access to essential services. These improvements, in turn, bolster public confidence in governmental institutions and lead to better living standards and social welfare (Yadava & Neog, 2022).

While Yemen's public services have deteriorated significantly due to prolonged conflict, economic instability, and humanitarian crises affecting key sectors like healthcare, education, water, sanitation, and energy. The war has exacerbated existing deficiencies, forcing many governorates to suspend essential services and creating severe disparities, especially in conflict-affected areas. Millions lack access to clean water, electricity, and medical care, while civil servants face years of unpaid salaries. Economic hardships, including disrupted financial policies and revenue collection, further weaken the government's ability to sustain public services. If the conflict persists, decades of progress could be reversed, and worsening living conditions nationwide (Elayah et al., 2024).

Otherwise, ministries and local governors coordinate with public agencies to carry out policies, encouraging cooperation in addressing regional goals and issues. The distribution of aid, donor financing, and national budget allocations are all components of resource management, which emphasizes the necessity of accountability and

transparency to meet development goals. NGOs support government ministries that oversee service delivery, such as the Ministry of Education for schools and the Ministry of Health for hospitals, by providing vital services, especially in conflict-affected areas or where government resources are inadequate (Gaghman, 2020). Based on the public value theory, it refers to the beneficial outcomes of public sector organizations that are influenced by democratic processes and stakeholder perspectives. Human Resource Management techniques can improve public value by encouraging employee engagement, capacity building, and performance management, ensuring that personnel are well-prepared to address community requirements (Hartley et al., 2017).

Human resource management (HRM) plays a crucial role in enhancing public sector performance by aligning HR practices with organizational goals to foster a competent and motivated workforce. Effective HRM strategies—such as strategic recruitment, training and development, and performance management—enhance employee capabilities, accountability, and service delivery, which are essential for efficient government operations (John Festus Vandy, 2023). Additionally, HRM improves job satisfaction, retention, and employee engagement while fostering innovation and responsiveness within public sector organizations, ultimately contributing to better public service accountability and the successful implementation of New Public Sector Management (NPSM).

Nevertheless, strategic HRM practices, including performance management and motivation-driven approaches, significantly influence employee attitudes, behaviors, and overall organizational effectiveness (Knies et al., 2024). By optimizing HRM processes to fit the mission-driven environment of public organizations, HRM enhances service quality and accountability despite resource constraints. Furthermore, contextual understanding is vital, as HRM in the public sector is shaped by external stakeholders and institutional frameworks, necessitating adaptive strategies for improved performance outcomes.

Human Resource Management (HRM) is a vital reform tool for enhancing governance, accountability, and economic stability in public sector organizations. Strategic HRM practices, such as merit-based recruitment, transparent performance management, and continuous employee development, foster trust and responsibility, significantly improving accountability ($r = 0.65$) and governance outcomes. Effective HRM enhances workforce efficiency and productivity, essential for high-quality public service delivery and economic stability (Valerio, 2024).

Additionally, HRM fosters a culture of accountability, transparency, and responsiveness by promoting the recruitment and retention of skilled, ethical personnel, reducing opportunities for corruption. Robust training and development programs equip employees with the necessary skills for effective decision-making, while participatory HRM practices encourage employee engagement and stakeholder involvement, ensuring diverse perspectives in governance. Addressing challenges like political interference and resource constraints through targeted HRM interventions strengthens governance frameworks and supports sustainable development in local government units. Aligning HRM with good governance principles builds public trust and enhances service delivery efficiency in the public sector (Arulrajah, 2016).

The goals of HRM policy and the actual performance results in government institutions continue to diverge significantly, despite continuous attempts to modernize public administration in Yemen through HRM reforms and e-government projects. These inefficiencies are particularly serious because they negatively affect national recovery efforts, peacebuilding, and the provision of public services in a precarious post-conflict environment. Persistent problems, including political meddling, low employee skill levels, and a lack of institutional responsibility, have been made possible by weak HRM systems. Although certain e-government tools have been implemented, their uptake has been uneven and irregular, which raises serious concerns about the technical, political, and structural obstacles preventing them from succeeding.

This research seeks to examine how HRM policies, especially those related to e-government, affect administrative performance in Yemen's public sector. Finding structural, political, and capacity-related obstacles that limit the impact of HRM reforms, evaluating how HRM performance impacts service delivery and national recovery, examining the alignment between HRM policies and actual administrative performance, and evaluating the uptake and efficacy of e-government tools are the main goals.

The degree of alignment between current HRM policies and actual performance outcomes in Yemen's government institutions, the extent to which e-government tools are currently being adopted in HRM and their quantifiable impact on administrative practices, the political, structural, and technical obstacles that impede the successful implementation of HRM reforms, and how HRM inefficiencies affect public service delivery, institutional resilience, and national recovery efforts in Yemen's post-conflict context are the main areas of investigation that will guide this inquiry.

LITERATURE REVIEWS

Challenges Facing the Public Sector in Yemen

Yemen's governance landscape is significantly weakened by political fragmentation, conflict, and bureaucratic inefficiencies. The prolonged war has diminished the state's ability to deliver essential services and sustain institutional legitimacy. Government agencies face widespread issues, including corruption, poor accountability

mechanisms, and limited transparency, contributing to public dissatisfaction and enabling non-state actors to fill governance gaps (Elayah et al., 2024). These problems are exacerbated by unequal access to services, especially in conflict-affected regions, and by a lack of coordination between central and local government structures (Basloom et al., 2022).

Supreme Audit Institutions (SAIs) are particularly affected. Their operations are undermined by favoritism, weak internal audits, insufficient financial support, and a fragile rule-of-law environment. As a result, SAIs are often unable to enforce accountability or prevent corruption effectively (Hazaea et al., 2022). These systemic deficiencies emphasize the need for comprehensive governance reforms aimed at re-establishing transparency, accountability, and institutional integrity.

Human Resource Management (HRM) in the Public Sector

HRM plays a pivotal role in enhancing public sector performance by ensuring that government institutions are staffed with skilled and motivated personnel. Effective HRM systems contribute to better service delivery through performance management, staff development, strategic recruitment, and the use of technology to streamline processes (Vandy, 2023). HRM is increasingly recognized as a tool to align human capital with institutional goals and public service outcomes.

In addition, HRM encourages a culture of continuous improvement, transparency, and responsiveness in public institutions. Barahma et al. (2019) emphasize that HR strategies—including recruitment of qualified personnel, regular training, and performance evaluations—are essential to building organizational capacity, increasing employee engagement, and driving long-term reform.

HRM Challenges in Yemen's Public Sector

Despite the potential benefits of HRM, Yemen's public sector faces profound challenges in effectively implementing HRM practices. Recruitment and retention are impeded by low salaries, limited professional development, and unattractive working conditions. These factors contribute to high turnover rates and a scarcity of qualified personnel (Almekhlafi, 2023).

Moreover, the absence of robust performance management systems prevents effective evaluation of employee productivity and accountability. Training and professional development opportunities are minimal, further diminishing the adaptability and skill sets of public employees (Rethinking Yemen's Economy |, 2019). In local administrations such as Hadhramaut Governorate, these issues are intensified by resource shortages and institutional fragmentation, leading to inconsistent service delivery and weak governance (Abbad et al., 2024).

METHODS

This study uses a narrative methodology for literature review to investigate Human Resource Management (HRM) challenges and solutions in Yemen's public sector. Based on Green et al. (2006), a narrative review is well-suited for examining broad themes and historical contexts, as it allows for an in-depth synthesis of varied information presented in an accessible format. It enables a wide-ranging analysis and critical reflection, making it particularly useful for educational purposes and detailed overviews.

Secondary sources included papers from the WHO, WFP, UNICEF, and Save the Children, as well as scholarly databases such as Google Scholar, Springer, and DOAJ. This narrative review covers works that were released from 2001 to 2024. Only English-language sources were considered because they were easily accessible and consistently interpreted. Publications about human resource management and public sector reform, specifically in the context of Yemen, were the main emphasis of the selection. Policy reports, institutional records, and peer-reviewed journal articles were given priority due to their dependability and pertinence. Studies were picked because they helped us comprehend important topics such as public administration difficulties, HRM tactics, and reform results.

Thematic analysis in this review followed the six-phase framework (Braun & Clarke, 2006) to ensure methodological rigor. The process began with familiarization, involving close reading of the selected literature and noting initial impressions. Next, key features across the data were systematically coded. These codes were then organized into broader patterns during the theme identification stage. In the fourth phase, themes were reviewed and refined to ensure they accurately represented the data, with thematic mapping used to support this process. Each theme was then clearly defined and named to capture its essence. Finally, the themes were woven into a coherent narrative that forms the basis of this review.

To enhance reliability and validity, only peer-reviewed and credible institutional sources were included, cross-referenced with established frameworks in human resource management and governance. This structured approach enabled a comprehensive and analytically sound exploration of the challenges within Yemen's public sector and the potential of HRM-based reforms.

RESULTS AND DISCUSSION

Results

Yemen continues to face an escalating humanitarian crisis driven by protracted conflict, institutional collapse, and structural failures in public sector Human Resource Management (HRM). Case-based evidence reveals that HRM

shortcomings in recruitment, retention, performance management, and workforce planning have contributed significantly to labor force disruptions, service delivery collapse, and institutional erosion.

Yemen's public health system exemplifies how HRM deficiencies can have life-threatening consequences. In 2024, 17.8 million people require medical assistance, including 3.2 million internally displaced persons (IDPs). Among them, children constitute 50% of those requiring medical and reproductive care, while 24% of affected mothers also require services. The healthcare system operates at just 55% of capacity due to infrastructure damage and workforce shortages. The prevalence of preventable diseases, such as measles, polio, dengue, pertussis, and diphtheria, is rising (World Health Organization, 2024).

These outcomes reflect serious HRM challenges, including the inability to retain skilled health workers, poor training and deployment mechanisms, and underdeveloped emergency staffing strategies. These weaknesses have directly contributed to poor crisis response and inadequate service delivery.

The influx of 90,000 refugees in 2023 (UN Refugee Agency) and growing climate-related disasters and economic shocks have further strained the health system. Vulnerable populations—women, children, the elderly, the disabled, and marginalized groups—are exposed to malnutrition, poor sanitation, and congested shelters. These conditions amplify health vulnerabilities and demand a coordinated HRM strategy, which remains lacking (World Health Organization, 2024).

Similarly, the education sector illustrates another catastrophic outcome of HRM failure. Over 4.5 million children—nearly 75% of Yemen's school-age population—are out of school (Reliefweb, 2024). Displacement, teacher attrition, dilapidated infrastructure, lack of textbooks, and financial burdens on parents have all undermined access to education. Internally displaced children face even higher dropout rates. Teachers have gone unpaid since 2016, leading to financial distress, low morale, and migration to alternative, often low-paying, jobs (Khaled, 2024).

These issues stem from critical HRM gaps in professional development, workforce planning, recruitment, and performance evaluation. The inability to provide proper incentives and long-term career support has resulted in mass teacher attrition and failure of educational service delivery.

Besides that, the transport sector also highlights HRM's systemic weaknesses. Conflict-related damage has affected over 6,000 kilometers of roads and more than 100 bridges. Transportation costs have surged by 145%, mainly due to fuel price hikes and detours caused by damaged infrastructure. Around 2 million households face restricted access to mobility due to security checkpoints and halted maintenance operations (Al-Tairi, 2022; Muthanna et al., 2022).

That indicates the sector struggles with worker turnover, poor talent development, and a fragmented institutional structure. Shortages of skilled technical personnel, inadequate succession planning, and poor training programs have severely limited the capacity to maintain and restore infrastructure.

Furthermore, millions face acute food insecurity due to ongoing conflict, inflation, and logistical barriers. Job losses and high food prices have made it difficult for households to meet basic nutritional needs. Humanitarian assistance from agencies like the World Food Programme (WFP) has been constrained by funding shortages and distribution challenges (Flaeming et al., 2021).

Food insecurity levels vary between regions. Among households under Sana'a-based authorities, 51% reported inadequate food access, while the percentage was slightly higher (55%) among those under the Internationally Recognized Government (IRG). Notably, in northern Yemen, the proportion of households failing to meet the recommended daily food intake reached its highest level in the past 16 months, primarily due to the ongoing suspension of the humanitarian food distribution program.

The situation is dire across most of the country, with 18 out of 22 governorates surpassing the critical threshold of $\geq 40\%$ for inadequate food consumption. The worst-affected areas include Lahj, Al-Jawf, Raymah, Al Bayda, and Al Dhale. Furthermore, nearly 55% of Yemeni households resorted to extreme food coping strategies (rCSI ≥ 19), reflecting a 6% rise compared to the previous year, due to the reasons shown in Figure 1 (WFP, 2024).



FIGURE 1. Drivers of Food Insecurity

Source: WFP

Children like Mansour and Anas symbolize the human cost of institutional breakdown. Mansour, now living in a displacement camp in Marib, had to leave school to become a shepherd, as shown in Figure 2. Anas, from Taizz, became a blacksmith after his father's death, abandoning education as shown in Figure 3. Since 2015, over 4.5 million Yemenis have been displaced—1.3 million of them children. Many out-of-school children resort to child labor or domestic work, compounding educational loss and long-term poverty (UNICEF, 2021; UNICEF, 2024).



FIGURE 2. Mansour in the Class

Source: UNICEF, 2024



FIGURE 3. Anas in the Blacksmith Shop

Source: UNICEF, 2021

These outcomes are tied to HRM's inability to implement robust teacher training programs, adopt modern pedagogical methods, or address systemic issues such as governance corruption and inadequate resource allocation (Muthanna et al., 2022).

The prolonged conflict and economic deterioration have crippled Yemen's public administration. Infrastructure destruction and declining institutional performance have eroded community trust and impeded the state's ability to respond effectively to citizens' needs (World Bank, 2023).

The public sector's declining efficiency reflects HRM's failure to implement transparent recruitment, performance assessment, and accountability mechanisms. Political interference and weak strategic HR planning have exacerbated the governance crisis, affecting all facets of public service.

Yemen's humanitarian catastrophe cannot be addressed without systemic reforms in public sector HRM. From healthcare and education to infrastructure and logistics, inadequate workforce planning, training, and retention strategies continue to obstruct service delivery and deepen the national crisis. Policy intervention is urgently needed to professionalize HRM, improve capacity building, and align personnel development with the country's recovery and development goals.

Discussion

The action environment, the public sector's institutional framework, task networks, organizations, and human resources are the five interrelated levels that make up the Capacity Framework put out by Grindle & Hilderbrand (1995) and have an impact on public administration effectiveness. This approach places a strong emphasis on how organizational behavior, institutional arrangements, and sociopolitical dynamics shape the capability of the public sector. It also emphasizes how management style, culture, and communication can have a greater impact on accountability and performance than strict procedures or monetary rewards.

Due to the ongoing violence and economic devastation, Yemen's public sector has significant HRM issues. Effective human resource practices are hindered by a lack of robust governance, long-term planning, and oversight organization (Gaghman, 2020). Particularly in industrial enterprises, informal networks, inadequate accountability, and uneven HR norms continue to exist (Shaker M. Al-Kahtani, 2021). Despite the focused sectoral support provided by intergovernmental organizations such as UNICEF (Brawijaya et al., 2021), public sector HRM is still in its infancy. Digital tools such as Accounting Information Systems (AIS) are available, but their influence on strategic HRM is still quite limited (Al-Hattami & Kabra, 2019).

Similarly, in South Sudan, limited employee benefits, skilled labor displacement, and political instability are the main obstacles to HRM (Moini, 2020). Further undermining merit-based hiring and performance management are political meddling and corruption (Fanani Simplicious Ongina et al., 2024). The ongoing uncertainty erodes organizational capability and morale, impeding the efficacy of governance and service delivery.

Moreover, there are external and internal limitations that the Palestinian National Authority (PNA) must deal with. HR departments lack the capacity for strategic planning and are understaffed internally. According to Abdullah et al. (2021), Israeli occupation impedes HRM reform and service delivery by limiting mobility, fragmenting administration, and creating economic instability. However, weak administrative infrastructure, limited training capacity, and ongoing instability have hampered Afghanistan's shift from traditional human management to strategic HRM since 2001. Service delivery and governance transformation are jeopardized by these issues, necessitating immediate capacity building (Latifi & Lim, 2019).

HRM is changing across industries due to emerging technologies. Payroll efficiency, performance management, and hiring are all improved by AI and electronic HRM (E-HRM) (Malik et al., 2023; Parimalam & Dhanabagiyam, 2023). While AI demands ethical considerations and human-centric tactics, it also makes data-driven insights possible (Fenwick et al., 2023; Shouran & Abbas Ali, 2024). It is crucial to have integrated frameworks that match AI architecture to strategic goals (Krishnan, 2024). However, adopting technology must be balanced with privacy, ethical protections, and employee inclusion in fragile regimes.

According to the Capacity Framework, a multifaceted strategy is needed to make successful policy recommendations for fragile governments like Yemen. Encouraging political and social stability through international diplomacy and peacebuilding initiatives, spearheaded by the UNDP and other intergovernmental bodies, is essential in the current environment. Political agreement on modernizing the public service and a determined attempt to depoliticize human resource management are necessary for long-lasting transformation. It is crucial to establish independent public service commissioners with actual supervision powers at the institutional level. Legal assurances for employment based on merit and legislation protecting whistleblowers should be combined with this to promote accountability and openness.

In the task network and organizational domain, promoting cooperation amongst civil society, international organizations, and government ministries will assist in coordinating HR operations with more comprehensive national development plans. To reduce bureaucratic inefficiencies and increase transparency, technology should be used. At the organizational level, reforms must concentrate on enhancing institutional culture using explicit directives and participative leadership. Coherence and drive will be increased by implementing standardized procedures for career advancement, performance reviews, and job classification. Finally, to improve morale and retention, human resources development should place a high priority on ongoing professional training, particularly in digital HR skills, and provide non-cash incentives like recognition, flexible work schedules, and clear promotion tracks.

The main goal of Yemen's proposed changes should be to improve governance by establishing oversight bodies based on meritocracy and openness. Incorporating technology into public HRM by increasing the use of AI and Automated Information Systems (AIS) in conjunction with strict data protection regulations would improve accountability and efficiency. Increasing training in health, education, and civil service administration should be facilitated by collaborations with IGOs such as UNICEF. Fair compensation, anonymous reporting avenues, and performance-based promotions are essential components of anti-corruption initiatives. Human resource strategies will be more responsive and context-specific once HRM is decentralized to the governorate level.

CONCLUSIONS AND SUGGESTION

Conclusions

This analysis confirms that political meddling, disjointed HRM systems, and insufficient governance mechanisms are the main causes of the public sector's inefficiencies. In addition to weakening institutional capacity, protracted violence and economic collapse have exacerbated HRM-related shortcomings in performance evaluation, service delivery, and workforce planning. Poor human resource management has serious repercussions in the infrastructure, healthcare, and education sectors, which show up as declining public trust, professional attrition, and widespread service inaccessibility. Technical, structural, and political limitations have hindered the effectiveness of efforts to modernize public administration through HRM reforms and digital tools. Yemen's chances of a long-term recovery, efficient administration, and societal resilience are hampered by the misalignment of HRM strategies with actual results. Essentially, strong and strategic HRM is essential to the reconstruction of Yemen's post-conflict state and goes beyond simple administrative duties. To restore functioning, improve service equality, and establish institutional credibility, it is essential to address capacity gaps, advance meritocracy, and decentralize HR tasks.

Suggestion

To improve institutional performance and rejuvenate Yemen's public sector, an integrated Human Resource Management (HRM) strategy that places a high priority on meritocracy, transparency, and capacity building must be put into place. Merit-based hiring and promotion practices must be institutionalized, backed by impartial oversight organizations and laws that guarantee accountability and guard against corruption. Strengthening worker capabilities should focus on ongoing professional development, especially in the areas of digital skills, crisis management, and sector-specific expertise. Scaling and standardizing e-government tools, such as AI-driven HRM platforms and automated information systems, along with implementing strong data security measures, is necessary to enhance service delivery and performance monitoring.

Additionally, region-specific planning and more responsive governance may be made possible by delegating HRM responsibilities to local governments. Non-cash incentives like recognition programs, flexible work schedules, and clear career tracks can significantly improve public sector morale and retention. To match HRM reforms with national recovery initiatives, collaborative governance—involving state institutions, international partners, and civil society—is essential. All reforms must ultimately be supported by inclusive policy discussions and stakeholder participation to guarantee that HRM initiatives are equitable, sustainable, and responsive to context.

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