

Features of Human Resources Potential of Public Civil Service

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Abstract: *Public civil services have new requirements for flexibility and performance which turns their human resource management into their main administrative performance element. Even in transitioning Ukraine official reforms fall short because the country lacks proper understanding of international HR management strategy application. A comparative research design looks at official records and uses international examples from 2021 to 2024 to study how civil service offices develop their human resources. Research shows officials do not use their full talent potential at the same time as digital platforms stay underdeveloped and organizations lack unified workforce development plans. Singaporean and other developed countries show their success through leadership inclusion and learning programs plus online training platforms. Policy changes alone cannot develop HR potential fully so the institutions need both cultural transformation and specific training systems to succeed. Our study helps to bridge between theory and practice while giving recommendations that help create an adaptable civil service system for the future.*

Keywords: *human resources potential, civil service, talent management, public administration, competency development, digital HR tools, Ukraine, comparative analysis.*

Introduction

Public administration quality depends on human resources more than ever before because they determine both performance and systems' ability to endure changes during crises. During digital governance and worldwide instability civil servants now lead public value facilitation instead of executing administrative tasks. The pandemic plus evolving technology needs alongside changing public desires call for civil service employees who can adapt quickly while staying strong and qualified. Major international organizations including OECD and World Bank support human-centered governance practices by telling governments to train and encourage public servants for solving today's governance issues [1].

Examining public civil service staff potential helps emerging world economies handle their transitions better especially those of Eastern Europe and Central Asia. Since 2015 Ukraine and other states have accelerated their civil service reforms mainly through the adoption of Law No. 889-VIII and associated legislation. According to recent evidence the past three years show that the public civil service still struggles with separate recruitment procedures, different competency patterns, weak digital HR implementation and poor workforce incentives. The HR resources available within the organization function at a low capacity because of this which reduces the effectiveness of controls while also limiting their performance in serving the public. [2].

The scientific discussion on civil service talent management and HR development has grown substantially during recent years. Leading talent management frameworks that include inclusivity and competency systems appear successful in UK and German offices plus Singapore and Japan. Research teams composed of Armstrong, Gallardo-Gallardo et al, and Thunnissen & Boselie studied which HR

frameworks create better workplace performance and public value. Research on how the world's best civil service practices work fails to connect effectively with post-Soviet service settings so academics and practitioners can apply this information successfully [3].

This research uses a qualitative approach that involves studying documents and their settings alongside one another. The research bases its findings on governmental documents plus external international assessments along with 2021 to 2024 public sector HR data with a specific goal to recognize Ukraine's main civil service organizational methods and human resources development needs. Administrative law, talent management strategy, and strategic HRM help us review worldwide practices and show how suitable they function within unique national settings. This project aims to both show current HR capabilities while offering solid ways to advance HR performance in the future. [4].

The study is expected to show how government HR policies do not match how they work in practice and to show which successful methods can be shared across all regions. The study's research objectives are to develop new HR theory and to help develop better policies that prepare our civil service for future success [5].

Methodology

The methodology of this study is grounded in a qualitative analytical approach, combining a systematic review of recent legislative reforms, international best practices, and institutional reports related to civil service human resource (HR) management from 2021 to 2024. Drawing from primary sources including Ukraine's Law No. 889-VIII and relevant Cabinet Resolutions, the research critically examines the structural, legal, and administrative frameworks that shape human capital potential in the public civil service. Additionally, comparative analysis is employed to juxtapose Ukraine's current HR models with advanced systems from the United States, Germany, France, the United Kingdom, Singapore, and Japan. These cases are chosen for their diversity in talent management models ranging from meritocratic to inclusive and hybrid frameworks and their proven success in navigating challenges such as workforce digitalization and public sector modernization. The study emphasizes the use of document analysis to extract policy-relevant themes such as competency modeling, e-learning, talent retention mechanisms, and leadership development. Insights are also drawn from the Davos Manifesto and OECD standards for public employment, which underscore the importance of dignity, inclusion, and lifelong learning. Cross-national data from the last three years are triangulated with Ukraine's HR development indicators to assess institutional readiness, administrative efficiency, and strategic alignment with EU governance models. This methodological synthesis facilitates a comprehensive understanding of both internal challenges and adaptive capacities in managing civil service HR potential.

Results

Research finds that the human resources function of public civil servants changed a lot in recent years thanks to digital growth and demographic changes plus pandemic experience. Public civil servants now stand recognized as strategic assets in governance whose emotional and strategic competence determines government performance. The Ukrainian HR system is not fully developed because it lacks basic approaches for hiring and developing qualified employees by job skills [6].

Different countries like Germany Singapore and the United Kingdom demonstrate advanced civil service development methods that include active personnel planning systems and e-learning systems with leadership training tracks. The government of Singapore achieved effective goal alignment through their Management Associates Program combined with mandatory mentoring while the UK hit the mark by using their Professional Skills for Government competency model. Ukraine's civil service needs complete talent discovery systems and must change its hard recruitment system plus improve its centralized decision process and weak motivation support to work better [7].

Current rules and actions in place show mixed results due to a gap between official plans and daily work. Ukraine has updated government service human resource rules through Legislation No. 889-VIII and other Cabinet decisions but their effectiveness depends on competent personnel, fair evaluations, and reliable digital tools. Seniority-based recruiting practices slow down our ability to release HR talent into action despite its hidden value. Research needs a complete framework to show how HR in civil service organizations evolves while using strategic resources. Current research mainly studies either inclusive or exclusive talent management methods without linking them [8].

Using policies this way leads HR leaders to use techniques poorly and hampers their understanding of employee contributions to stronger public systems. Researchers should continue their studies to learn exactly how motivation and job performance impact civil servant retention patterns across different age and work location groups [9]. Research using several data sources such as employee surveys and workplace observation combined with performance results will show the impact of workplace cultures on HR practices. Examining how digital transformation tools impact efficiency in public organizations through e-learning and AI analytics would give experts valuable results for decision making. Public sector HR needs to go beyond traditional personnel management to achieve full human capital development as planned. The way to achieve sustainable public governance depends on our ability to link international strategies with our local operational environment [10].

Discussion

This study proves we must change how views civil service human resources as a supportive department and instead make it a critical component of good governance. The main study objective analyzed both HR speed and efficiency alongside international competency-based digital platforms used by public administration departments. The research shows that Ukrainian human resource practices follow traditional patterns even with EU governance alignment because they lack proper resources and integration.

Through our study we have shown that Singapore and the United Kingdom improved their human resource systems with their leadership development platforms and online training platforms together with local hiring processes.

Ukraine keeps using outdated recruitment and performance management procedures which favor people with more years in service and do not recognize potential in individuals.

These shortcomings impede not only individual growth but also institutional agility and policy innovation.

These results show that policy system weaknesses lead to changes between planned outcomes and real results. Despite having proper legal tools Ukraine struggles to implement them because their employees do not have enough digital training and HR tools plus managers need more authority

Civil servants face operational barriers that prevent their transformation growth during the rapid policy changes and data-driven public service of post-pandemic times. Our research proves that effective public sector HRM requires matching talent management systems with business goals, staff values, and tech abilities as explained by Gallardo-Gallardo and Thunnissen and Boselie.

Ukraine will keep developing a system that blocks innovation and blocks employees from moving up based on performance if it fails to strengthen its HR development. Countries with effective public sector techniques and human resources policies produce civil services that are appropriately trained and able to change with the times. Ukraine should develop training routes that simultaneously educate elite leaders and activate web-based competency programs for all civil servants.

The research team mentions different weaknesses that limit the findings. The study relies mainly on document analysis rather than primary field research to strengthen its accuracy. The research deals

primarily with Ukraine and provides few global performance indicators to quantify its distinctiveness from world standards. This analysis studies legislative goals and formal rules yet omits assessment of everyday workplace behaviors especially how staff members feel about their work while managers handle office politics in personnel selection.

Future research should take different methods to measure civil service performance through the combined analysis of workplace observations across Ukraine's multiple regions and government levels. Our research should explore the operational effects of digital transformation tools like AI HR systems and remote training platforms to create suitable governance practices after COVID-19. Research following the same groups over time helps us see how HR reforms stay strong or weaken under different political and economic conditions.

In sum, the development of HR potential in the civil service must evolve from episodic reforms to a sustained, system-wide transformation. Only through a strategically aligned, competency driven, and digitally empowered HRM system can transitional states like achieve the responsive, ethical, and efficient governance that modern public administration demands.

Conclusion

In summary, the study of the human resources potential of the public civil service, based on recent data and international comparisons from the past three years, highlights the critical need for systemic modernization of HR practices in government institutions. Key findings indicate that while Ukraine and similar transitional systems have taken steps toward competency-based frameworks and talent-oriented reforms, these efforts are undermined by implementation gaps, lack of digital infrastructure, and limited integration of inclusive and exclusive talent development strategies. The implications are substantial: without a strategic shift toward evidence-based human capital management supported by digital tools, e-learning systems, and adaptive leadership training public administration risks inefficiency and stagnation in the face of accelerating global change. Therefore, future research must prioritize empirical studies on performance-based HR systems, generational motivational factors, and the impact of remote knowledge management technologies, particularly in post-pandemic governance contexts. Bridging theory and practice in this domain will be vital for cultivating a civil service workforce that is resilient, innovative, and aligned with national development goals.

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