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## Appraisal of Human Resource Management in Georgian Public Service: Quantitative Research

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### Abstract

The ongoing reforms in the Georgian public sector are crucial for the future development of this field, as waves of reforms systematically increase the efficiency of the sector. The attitude of people employed in the public sector is decisive towards the ongoing reforms and is considered to be essential and interesting at the same time. Quantitative research was conducted using electronic questionnaires to examine the position of public sector employees. The research has shown that working in the public sector is very popular and the main reason for this popularity is for stability. Another interesting thing is the fact that public servants are actively involved in activities planned and implemented by their employer. Although despite their readiness, a large number of public servants are skeptical about the ongoing processes.

**Keywords:** Human resource management, Human resource management in public service, Human resource development in public service

### Introduction

Human resource is one of the most important parts of an organization, as it plays an important role in the development of the organization. Modern form of human resource management is not only a group of administrative activities. It also focuses on development part such as the development of human resource and development of the entire organization through the development of human resource (Belal & Mathani, 2016).

The Georgian government during the last decade has systematically tried to develop effective public system as part of wave's reforms. Also, some areas prioritized were identified in the public sector and appropriate measures were taken to deal with them. The Georgian government has systematically implemented reforms for the proper development of public service. Also, the last wave of reform completely changed the legal framework that managed the human resource in the public service. The year 2015 was a very important year for the public sector, because the current law on civil service was passed into law and was enacted the same year (Law of Public Service, 2015, Article 3). The law defines several normative acts that were developed for better implementation of the new law and aim for better management of the scope of the law. A number of normative acts were developed for better implementation of the new law. All these normative acts are essential as they help in human resource management processes in the public sector. The current law of civil service is concentrated on assessing civil servants professionalism, and necessary direction towards development (Law of Public Service, 2015).

The development of public servants is pivotal, as it does not only offer development programs. However, it also obliges public servants to develop their professional skills. The motto of the professional development of a civil servant in a modern public service is to ensure the smooth operation of a public institution through its development (Government Resolution # 242. 2018, Article 2).

### **Aim of the Paper**

The purpose of this article and quantitative research is to establish the position of public service employees towards the ongoing reforms in the sector.

### **Methodology**

As part of the research, legislative base was analyzed in 2019-2020. In the quantitative research, more than 1000 public servants were interviewed, and given the existing pandemic, questionnaires were filled out electronically by public officials.

### **Results of the Research**

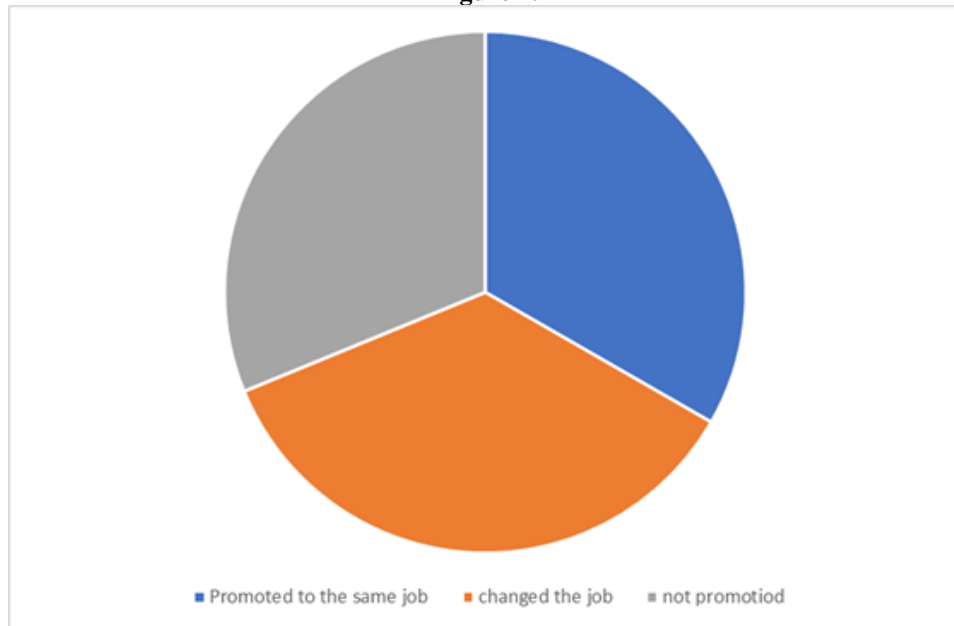
- Information about the work experience of public sector employees.
- Information on how career growth in public service is going.
- Rate of involvement of public servant in employee promotion activities by the employer.
- Opinion of public servants on what is needed for career development in the public sector.

- The opinion of public servants on what determines the popularity of public service.

### **Impact of Performance Appraisal**

The current legislative reform is decisive and shows the government's attitude towards the sector itself, and in addition, the position of public officials is not less important. During 2019-2020, a qualitative survey took into account the current pandemic situation, and quantitative research used modern technologies. An electronic version of the questionnaire was also sent to state and local government officials. The 2020 records show 15,442 public service employees in state and local governments, and this does not even include the number of employees in the Ministry of Interior Affairs (Civil Service Bureau Report, 2020, p.60). As part of the study, almost 1000 employees were interviewed, which is about 6% of employees in total. 49.2% of interviewed civil servant works in local government and the rest 50.2% work in state public sector. 4.1% of the public servants have less than 1-year working experience in the public sector, 28.7% have 1 to 5 years working experience, while most of the interviewers have 5 to 10 years of experience working in the public sector which is 38.5% of the overall number. 28.7% of respondents have worked in public service for more than ten years, 4.1% of surveyed public servants have worked in their current public service for less than a year, 41.8% of respondents work 1-5 years in their current job, 32.8% have 5-10 years of work experience, while only 21.35% of public servants started working in the public service with internships. Also, 2.5% started as a junior specialist, 23.3% as a specialist, and 21.7% of the respondents started working as a senior specialist. The majority of specialists were 35.8% of respondents, 10% of the respondents were employed in the public service based on contract, while 0.8% of the respondents started their careers as a public servant directly as a head of the service. Career development is the subject of our research and one of the key aims of this survey was to find out where the career development of the interviewers took place. This is to know whether a public servant was developing his career in his workplace, or he had to leave his current job to move to a higher position in another public sector institution. As a result, 31.2% of respondents' working place did not change throughout the time, while 35.5% of interviewers changed their working space to develop a career and be advanced as they left one public institution and started working in another relatively higher position. Only 33.3% of the respondents became promoted to the same service in which they worked.

**Figure 1.**



50% of respondents believe that the public service does not contribute to their professional growth and development, 5% of public servants think that their employers provide professional growth but are not beneficial for their improvement, while 45% believe that employers are actively involved in career development, planning of various training and retraining courses. In 2019-2020, half of the publicly surveyed civil servants took a diverse course aimed at their professional growth, while the other half was simply busy with ongoing work processes and did not spend any recourse on their development.

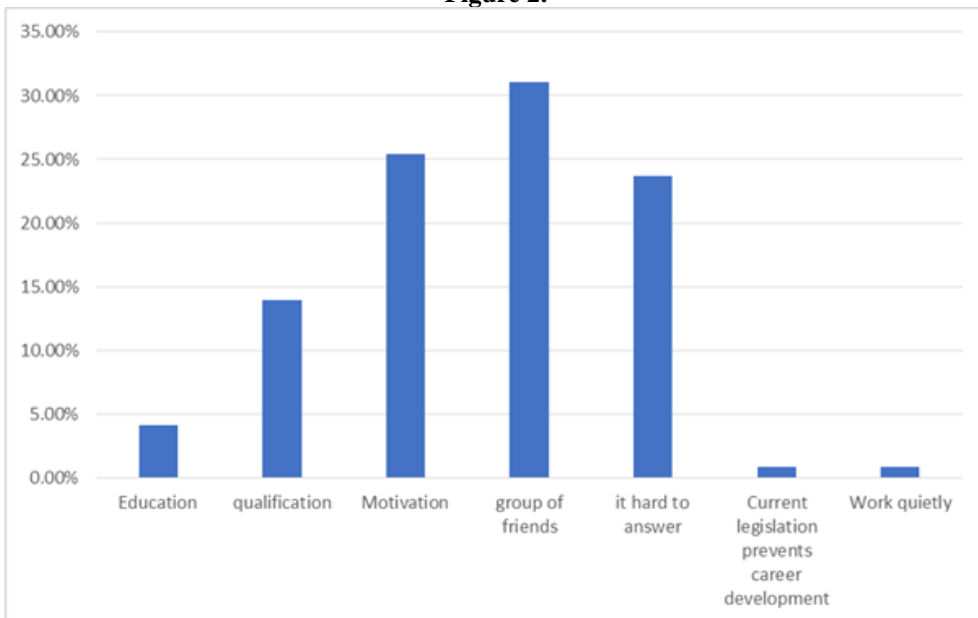
The civil service is obliged to develop the necessary measures for retraining and raising the qualifications of the employees on an annual basis, and this is why the research was extensive. Public service provides employees with information about various training and courses. 52.1% of the interviewed civil servants had no information about such training, while 47.9% of respondents have that information.

Also, 57.6% of public servants were glad to be involved in acquiring new knowledge by attending training sessions. To conclude based on this data and in terms of awareness, public servants are willing to take care of their career development. People who abstained from attending the training explained their decision for the following reasons: 12.5% of the interviewers said the topic of learning was not that interesting, the schedule was strange for 25%, and majority (62.5%) did not have time to go to the training. Only 42.7% of respondents believed the course would have a positive effect on their future career development. Although they attended the training for their

development, yet they could not see any point in spending much time and energy in it.

As part of the research, it is essential to know what the surveyed public officials think is core for career success. 4.1% of the surveyed public servants believe that appropriate education is a prerequisite for career growth, 13.9% believe that having appropriate qualifications is necessary for career advancement, 25.4% believe that the most important thing is the motivation and desire for success, 31.1% of respondents believe that it is the circle of acquaintances that determines how successful a public servant will be, 0.8% believe that the current legislation does not allow for career development because they believe the key to success is to work quietly and do their job well, while 23.7% declined to answer the question.

**Figure 2.**

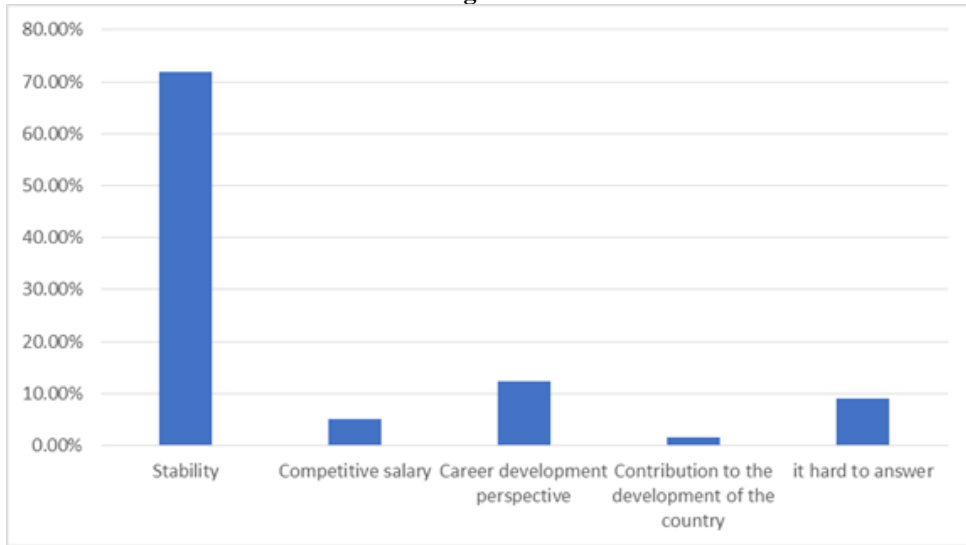


Working in the public service has always been famous in Georgia, as thousands of citizens get involved in the competition which is announced each year by the Civil Service Bureau's official website. In 2020, more than 3,000 positions had been open for this competition, although in 2019, the number was even higher compare to 2020 (Civil Service Bureau Report, 2020, p.5).

The majority of public servants think that the advantage of civil service is its stability. For this reason, 71.9% believe that this is why it is high to start working in the public service. As a result of the pandemic, the aggravated economic situation made the public sector even more attractive because of its stability. For 5% of respondents, the advantage of public service is a competitive salary, 12.4% were attracted by the prospect of career

development in public service, 1.6% see it as an opportunity to contribute to the development of the country by working in public service, while the remaining 9% find it difficult to answer as public service has no special features for them.

**Figure 3.**



Although there is no strong desire to be employed in the public service, as public officials themselves believe that there are more resources for professional growth and development in the private sector than in the public sector. The absolute majority of those interviewed (77.7%) believe that the private sector has more prospects and only 22.3% thinks that it is possible to develop career in the public sector.

## Conclusion

In conclusion, the proper functioning of the civil service is essential for the genuine functioning of the government. The role of the public servants in all of these processes is decisive, and that is why it is crucial to know the people who work in public service and what they think about ongoing changes and processes. According to a majority of the public servant, the considerable advantage of public service is stability as the post-pandemic economic crisis has become one of the reasons for sharpening economic crisis. It is also interesting to note that public servants actively participate in various piece of training planned by the service, although many of them do not see the training as beneficial for their further career development. Nonetheless, sharing their international experience as public servants is functional in the improvement of public service reforms. Existing public officials are willing to participate in improving the sector. However, they have fewer positive expectations for this

reform as well. Implementation of changes would be easier and faster if the opinions of public officials were taken into consideration while processing the reforms itself.

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