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Challenges in human resource management and public organizations. The impact of economic, political and organizational factors

1. Introduction

The global economy is experiencing an intensified phase of globalization characterized by technological integration and profound structural changes (Akbari, 2013). Organizations in the southwestern Balkans face legal and ethical challenges, including operations outside the legal system, which contribute to economic informality and hinder sustainable market development. In Kosovo, politically influenced public organizations risk bankruptcy, placing pressure on future governments to address social and financial demands. The sustainability of public organizations is essential to economic development and for increased domestic and foreign investments. Modern business models emphasize knowledge and human resources, requiring new managerial approaches, new ways of thinking, and more flexible organizational structures. The sustainable development of public organizations is therefore essential to the country's economic stability.

The study aims to analyze the impact of several critical factors on human resource management and provide recommendations for policies and practices that increase professionalism, innovation, and organizational efficiency.

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The main factors examined include political influence in manager selection, lack of creativity and innovation, non-transparent tendering practices, unfavorable economic policies, and limited professional human resources.

1.1. Methodology

The study uses a combined approach of primary and secondary research.

- primary data: collected from the analysis of documents from different departments of public organizations;
- secondary data: extracted from the scientific literature on human resource management, challenges of public organizations, and personnel selection practices.

The sample included:

- public organizations in Kosovo;
- documents and reports published by state institutions and international organizations. Data analysis consisted of a literature review, document analysis, and the interpretation of survey results and participant reports.

1.2. Research hypotheses

The following hypotheses were formulated at the outset of the study:

- H1: High unemployment negatively affects the development of public organizations and the ability to invest in human resources.
- H2: The selection of managers under political influence reduces the professionalism and efficiency of public organizations.
- H3: The lack of innovation hinders the development and effectiveness of services.
- H4: Non-transparent tendering practices negatively affect employee motivation and performance.
- H5: Unfavorable economic policies and the lack of reforms hinder the development of organizations and human resources.
- H6: The lack of professional human resources and limited competition within public organizations are negatively associated with service quality and organizational innovation.
- H6 is intended as a specific hypothesis rather than a general statement. For clarity, we have revised its wording to explicitly indicate the negative relationship between the lack of professional human resources and limited competition, on the one hand, and service quality and organizational innovation, on the other hand.

1.3. Research questions

The hypotheses listed in Section 1.2 were formulated in response to the following research questions:

- What are the main obstacles to human resource development in public organizations?
- How do unemployment and a lack of qualifications affect the performance of public organizations?
- How do political factors affect the selection of managers and organizational efficiency?
- How does the lack of innovation affect decision-making and development?
- What are the consequences of non-transparent tendering practices on employee motivation and performance?
- How do economic policy and the lack of reforms affect the capacity of organizations to develop human resources?

2. Results and discussion

This section presents and discusses the main findings related to the economic, political, and organizational factors affecting human resource management and the functioning of public organizations. Particular attention is given to unemployment and its implications for organizational development, human resource quality, and employment opportunities. The subsequent subsections examine these challenges in greater detail and discuss their implications for the efficiency and professionalization of public organizations.

2.1. Unemployment and its impact on organizational development

Human resources are a key factor in economic growth and innovation (Becker 1993; Bontis et al. 1999; Chirtoc 2010; Gjinovci 2025b). Open innovation implies that enterprises can and should exploit both external and internal ideas and use internal and external routes to reach the market in order to advance their technologies (Chesbrough et al. 2006). The quality and flexibility of the workforce directly affect investment decisions. Kosovo has experienced high unemployment and skills shortages, which limit organizational development and the creation of jobs (Central Bank of the Republic of Kosovo 2010; Kosovo Agency of Statistics 2015; World Bank 2021).

Main effects of unemployment:

- decreased purchasing power (Eurostat 2022);
- inability to generate new ideas (OECD 2017);
- limitations in the professional development of human resources (Boselie et al. 2005);
- reduced opportunities for creating new jobs;
- increased demand for social assistance and a negative impact on the state budget.

Recent trends show a substantial decrease in the unemployment rate in Kosovo. The unemployment rate was 35.3% in 2014, declining to 32.9% in 2015 and further to 27.5% in 2016. After an increase to 31.3% in 2021, the unemployment rate subsequently declined, reaching 10.8% in 2024 (Kosovo Agency of Statistics (KAS), 2014–2024). While this decline indicates a substantial improvement in labour-market conditions, the demand for qualified labour remains an important challenge for organizations and the wider economy.

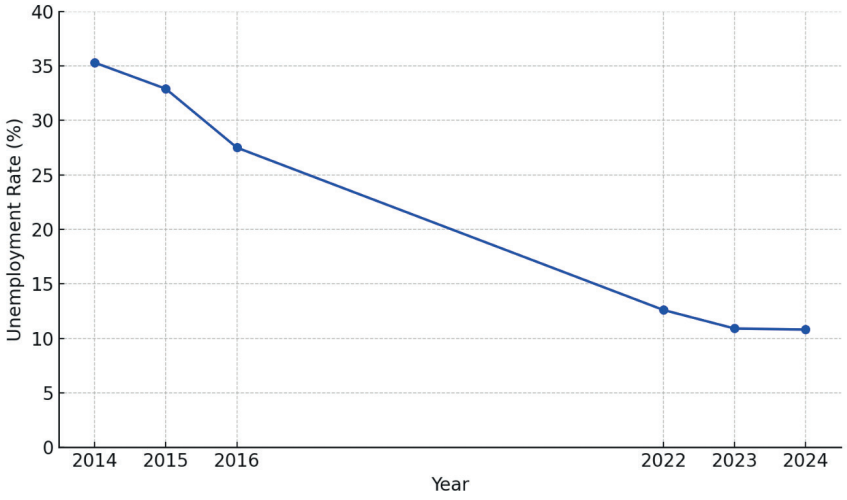

Figure 1. Unemployment rate in Kosovo, 2014–2024

Source: Kosovo Agency of Statistics (KAS), 2014–2024

Figure 1 shows the unemployment rate in Kosovo from 2014 to 2024. The data reported by the Kosovo Agency of Statistics (KAS) indicate a substantial change in the unemployment rate over the last decade. Between 2014 and 2016, the unemployment rate declined from 35.3% to 27.5%. However, the rate increased to 31.3% in 2021. This increase may be associated with methodological changes in

the measurement of unemployment, as well as the effects of the global economic and health crises. After 2021, the unemployment rate declined steadily, reaching 10.8% in 2024. This development indicates significant changes in Kosovo's labour market and highlights the continuing importance of sustainable employment policies and workforce preparation to meet the demand for qualified labour and support organizational and economic development.

2.2. Challenges facing public organizations

Public organizations face several interconnected challenges that can affect their efficiency, adaptability, and capacity to deliver effective services. These challenges include limited innovation, organizational constraints, human resource deficiencies, and institutional factors that may hinder organizational development. The following subsections examine these challenges and their implications for the functioning and professionalization of public organizations.

2.2.1. Lack of innovation

Innovation is essential in many areas, and researching it is equally important; it is impossible to avoid, both literally and figuratively. In a literal sense, it is impossible to read business magazines or newspapers, attend economic conferences, or read annual reports without constantly being confronted with the importance of innovation. In a figurative sense, it is impossible to ignore the fact that corporations must be innovative in order to survive and maintain their competitiveness (Barczak 2012; Chung, Kim, 2017; Eiada et al. 2008; Nelson, Winter, 1977). According to Chesbrough (2003), the impact of innovation lies not only in the creation of new ideas but also in the ability of firms to manage and commercialize them. He emphasizes that "firms must manage the flow of ideas within and across their organizational boundaries to create and capture value". This approach, known as open innovation, has transformed the way companies develop technology and remain competitive in the marketplace. A lack of creativity hinders new investments and the expansion of existing businesses. Investors require state support, quick legal solutions, and infrastructure for sustainable development (Bowen, Lawler 1992; Gjinovci, Gjinovci 2025a).

Key challenges for investors:

- institutional and legal support;
- human resource training and development;
- minimizing investment risk.

Ninety percent of employees in public organizations report a lack of support for advancement based on skills and experience (Gjinovci 2014a; Harusha 2012).

2.2.2. Selection of managers under political influence

The independence of public boards is often compromised by political influence, reducing efficiency, professionalism, and institutional performance (Akbari 2013; Edlira, Gjinovci, 2012). The independence and development of public boards and organizations are essential for the efficient functioning of public administration and sustainable economic development. However, Gjinovci's research (Gjinovci 2015a; Gjinovci et al. 2018) indicates that political influence and nepotism frequently undermine these principles, reducing the professionalism, effectiveness, and overall performance of public organizations. The stability and development of the public sector depend on respect for professional criteria in staff recruitment and promotion, including professional training, practical experience, and demonstrated results in previous positions (Gjinovci 2014b). In practice, political influence favors individuals with political connections over candidates with the required qualifications and performance records, creating an unfair and non-meritocratic environment. This process has clear consequences for human resource management: staff become overburdened, motivation declines, and opportunities to develop professional skills remain limited. Favoring politically connected individuals for board and management positions not only undermines decision-making processes but also adversely impacts organizational performance and the country's economic development. The research highlights that, despite some employees' efforts to advance professionally and improve their qualifications, their potential remains undervalued due to non-meritocratic practices. Public administration reform requires an integrated approach involving not only the government but also civil society and institutional monitoring mechanisms. Active participation by citizens and monitoring organizations can help ensure transparency, accountability, and adherence to professional criteria. Such a system promotes meritocracy, increases employee motivation, improves public sector performance, and contributes to long-term economic and social development (Gjinovci 2018, Gjinovci et al. 2018). Gjinovci's research (Gjinovci 2015b; Gjinovci et al. 2018) further shows that political influence and nepotism in the selection of boards and managing directors often hinder public-sector development and independence. These practices favor politically connected individuals regardless of their qualifications or professional performance, thereby reducing the motivation, effectiveness, and development of public organizations.

2.2.3. Public-sector staffing and average wages

Political influence and the limited number of public sector positions reduce employee motivation. As shown in Table 1, the average gross wage in Kosovo increased from €383 in 2014 to €650 in 2025. The net wage increased from €350 to €620 (Kosovo Agency of Statistics 2025), however the levels remain below European Union standards (Eurostat 2022; World Bank 2021).

Table 1

Regional comparison of average gross salaries (EUR)

Country	2014	2025
Kosovo	383	650
Albania	350	620
North Macedonia	400	670
Montenegro	600	820
Bosnia & Herzegovina	800	1,350
Serbia	1,000	1,550

Key influencing factors include fiscal policy, foreign investment, and employee qualifications (Becker 1993; World Bank 2021). Table 2 presents a regional comparison of average gross salaries in 2014 and 2025, providing an overview of differences in wage levels across the selected countries.

2.2.4. Consequences of privatization and tendering

Privatization has brought partial benefits, while a lack of foreign investment, corruption, and financial crises have had a negative impact (Institute for Advanced Studies GAP, 2015; Privatization Agency of Kosovo, 2012). Recommendations include performance reporting, contract enforcement, and increased transparency.

2.3. Human capital and its importance for development

Human capital, consisting of the intelligence, skills, and experience of individuals, is a key component of economic growth and innovation (Becker 1993; Bontis 1999a; Chirtoc 2010). In Kosovo, the lack of skills and high unemployment rates remain obstacles to economic development and attracting foreign investment (OECD 2017; World Bank 2021).

2.4. Practical implications

The key challenges facing public institutions include:

- high unemployment and skills gaps;
- political influence in staff and managerial selection;
- non-transparent privatization, tendering processes, and limited innovation.

These challenges have direct negative implications for policy and management in the areas of:

- professional development programs,
- meritocratic systems for employee promotion,
- increasing transparency and accountability,
- encouraging innovation and new investments.

These policy and management implications lead to the following academic and practical conclusions:

- Employee responsibility and accountability must be increased.
- Political influence on decision-making must be minimized.
- Promotions must be strictly based on education, experience, and performance.
- Civil society must actively participate in monitoring and ensuring international standards are adhered to (Boselie et al. 2005; OECD 2017).

Table 2

Recommendations for improving public organizations and economic development in Kosovo

Area	Key challenge	Recommendations
Human capital	high unemployment, lack of advanced skills and training	develop structured professional advancement programs, specialized training, alignment with market and international standards
Recruitment and promotion	political influence in hiring and promotions	implement merit-based recruitment and promotion systems; establish clear criteria based on performance and qualifications
Governance and transparency	non-transparent privatization and procurement, corruption	increase accountability, publish annual and financial reports, ensure independent institutional monitoring
Innovation and investment	lack of new ideas, limited investment	support innovative projects and scientific research; encourage new technologies and a diversity of ideas
Civil society participation	weak monitoring of public institutions	actively engage civil society in performance evaluation and public policy monitoring

Table 2 links the principal challenges to specific measures to address them, making the material more structured and readable for academic publications.

Based on the analysis of the challenges faced by public organizations and businesses in Kosovo, an integrated approach is recommended that focuses on developing human capital, promoting meritocracy, increasing transparency, and encouraging innovation. Workforce development should be made a priority by creating structured programs for professional advancement and specialized training that align with market needs and international standards. This will help reduce unemployment and increase the capacity of organizations to innovate and expand their economic activities. Recruitment and promotion of staff should be performed based on merit, setting clear criteria for performance and qualifications. This measure aims to minimize political influence and increase the motivation of professional employees, ensuring efficiency and professionalism within public institutions. Furthermore, increasing transparency and accountability in resource management and privatization processes is essential. The publication of annual and financial reports and information on decision-making will strengthen the credibility of institutions and reduce the opportunities for non-transparent practices. Another important element is to encourage innovation and new investment. Organizations should support creative projects, scientific research, and technological development, creating an environment that facilitates competition and diversity of ideas. This approach not only increases productivity but also contributes to long-term economic sustainability. Active participation of civil society is also essential for monitoring public institutions and ensuring that implemented policies are effective and sustainable. This will ensure compliance with international standards of good governance and will foster human resource development and innovation within organizations. In summary, these recommendations aim to create an integrated, transparent, and innovative environment where human capital development, a meritocratic system, and good governance practices combine to foster sustainable economic and organizational development in Kosovo. Their implementation will contribute to increasing the efficiency, professionalism, and competitiveness of public and private organizations, maximizing the potential of human resources and providing a strong foundation for long-term economic development.

2.5. Empirical results

The demographic data of the respondents provide an important overview of the sample structure and support a more accurate interpretation of the results concerning the effects of non-meritocratic practices, particularly nepotism, in public and private organizations. The study was conducted from September 2025 to January 2026, and the sample comprised $N = 150$ respondents from public and private organizations (Tab. 3).

Table 3

Structure of respondents by age and gender

Variable	Category	Percentage [%]
Age	25–34 years	20
	35–45 years	40
	45–54 years	20
	over 55 years	20
Gender	male	60
	female	40

The research was conducted in central and local public organizations operating in the Kosovo market, including managers and employees of human resources departments. The aim was to analyze the impact of various factors, such as politicization, lack of qualifications, tendering practices, economic policies, and competition, on organizational performance and development. This population was selected because managers and human resource personnel are directly involved in recruitment processes, staffing decisions, and organizational governance. Therefore, they are the most appropriate and reliable respondents for assessing the influence of political interference and non-meritocratic practices on organizational efficiency and professionalism.

As outlined in Table 4 the organizational characteristics show that 48% of the respondents work in public organizations with 11–50 employees, while 52% are part of organizations with 10 or fewer employees. Managers account for 70% of the sample, while human resource employees account for 30%.

Table 4

Distribution of respondents by organization size and position

Characteristic	Category	Percentage [%]
Organization size	11–50 employees	48
	≤10 employees	52
Position in organization	manager	70
	HR staff	30

The organizational characteristics show that 48% of the respondents work in public organizations with 11–50 employees, while 52% work in organizations with 10 or fewer employees. Managers account for 70% of the sample, while human resource (HR) staff account for 30%. The results indicate that most respondents

work in small or medium-sized organizations, while the high proportion of managers in the sample provides direct insight into decision-making and management processes.

2.5.1. Perceptions of organizational factors

The findings presented in Table 5 indicate that respondents perceive political influence in employee and managerial selection as an important organizational issue, with all respondents reporting a high impact on organizational processes.

Table 5

Respondents' perceptions of the impact of key factors on organizational performance and development

Factor assessed	Dominant Response	Percentage [%]
Lack of qualifications	no impact	80
	high impact	20
Political influence in employee selection	high impact	100
Political influence in managerial selection	high impact	100
Efficiency/professionalism	high impact	100
Creativity/innovation	no impact	50
	moderate impact	50
Non-transparent procurement practices	moderate impact	100
Economic policies and lack of reforms	no impact	48
	moderate impact	52
Professional human resources and competition	no impact	62
	impact	38

The results also suggest that non-transparent tendering practices and the lack of creativity and innovation may affect employee motivation, performance, and organizational development, although the perceived intensity of these effects varies across respondents. In contrast, perceptions regarding the impact of employee qualifications and professional human resources on organizational performance are more diverse. Overall, the findings highlight the relevance of merit-based selection, transparent organizational procedures, professional human resource management, and support for innovation in improving the functioning of public organizations. The results show complete agreement among respondents that political influence affects the selection of employees and managers. A lack of qualifications and professional resources is perceived as less important, whereas

creativity and innovation are divided. Non-transparent practices and economic policies have a moderate impact, suggesting that the principal challenges for organizations are structural and institutional.

2.5.2. Descriptive analysis

The main variables were measured on a Likert scale of 1–5. The mean and standard deviation are presented in Table 6.

Table 6

Mean and standard deviation of key variables

Variable	Mean (*M*)	*SD*
Impact of the lack of qualifications	2.10	0.85
Political influence on employee selection	4.90	0.31
Political influence on managerial selection	4.92	0.28
Efficiency/professionalism	4.85	0.40
Lack of creativity and innovation	2.55	0.96
Non-transparent procurement practices	3.00	0.00
Economic policies and lack of reforms	2.60	0.78
Professional resources and competition	2.20	0.70

Political influence is perceived as having a consistently high impact on employee and managerial selection, with mean scores of 4.90 and 4.92, respectively, and relatively low standard deviations. Efficiency and professionalism also received a high mean score ($M = 4.85$, $SD = 0.40$). In contrast, the lack of qualifications ($M = 2.10$, $SD = 0.85$), professional resources and competition ($M = 2.20$, $SD = 0.70$), and the lack of creativity and innovation ($M = 2.55$, $SD = 0.96$) received lower mean scores. Non-transparent procurement practices showed a mean of 3.00 and a standard deviation of 0.00, indicating no variation in the recorded responses for this variable. Overall, the findings suggest that respondents perceive political influence as a particularly prominent factor in employee and managerial selection, while the other measured factors received lower mean scores. These descriptive statistics provide an overview of the response patterns and do not, by themselves, establish causal relationships between the variables.

2.5.3. Spearman's correlations

Spearman's rank-order correlation analysis revealed strong associations between political influence and perceived professionalism and efficiency. Table 7 provides details on analysis of Spearman's rank-order correlation.

Table 7

Spearman's r correlation matrix

Variable 1	Variable 2	*r*	*p*
Political influence	professionalism	0.71	0.001
	lack of qualifications	0.12	0.210
Lack of qualifications	innovation	0.18	0.080
Non-transparent practices	motivation	0.45	0.005

The results show that the higher the perception of political influence, the lower the perceived level of professionalism. Lack of qualifications has no statistically significant relationship with the main variables.

2.5.4. Linear regression

The linear regression model with professionalism/efficiency as the dependent variable was statistically significant, $F(3, 96) = 15.72$, $p < 0.001$, with $R^2 = 0.32$. The regression coefficients are presented in Table 8.

Table 8

Linear regression results

Predictor variable	β (Beta)	*p*
Political influence (managers)	0.62	0.001
Non-transparent procurement practices	0.28	0.014
Lack of qualifications	0.07	0.410

The results show that political influence in managerial selection was the strongest predictor of professionalism and efficiency ($\beta = 0.62$, $p < 0.001$), followed by non-transparent procurement practices ($\beta = 0.28$, $p = 0.014$). Lack of qualifications was not a statistically significant predictor ($\beta = 0.07$, $p = 0.410$). These findings suggest that organizational performance is more strongly associated with institutional and structural factors than with employees' qualifications alone.

Improving the performance of public organizations requires:

- depoliticizing staff and managerial selection processes,
- increasing transparency in tendering and administrative practices,
- developing clear policies for human resource development and promoting innovation.

2.5.5. Study limitations

This study has several limitations. The findings are based on self-reported perceptions, which may involve subjective bias. The sample is limited to public organizations in Kosovo, reducing generalizability, while the cross-sectional design limits causal interpretations. The secondary data may also contain inconsistencies due to differences in institutional reporting standards.

2.5.6. Focus of the study

This study investigates the impact of structural and institutional determinants – political influence, deficient innovation, human capital constraints, and opaque procurement practices on organizational performance within Kosovo's public sector. It aims to identify their effects on professionalism, efficiency, decision-making, and organizational development.

2.5.7. Future research directions

Future studies should include private-sector organizations and international institutions to enable broader comparisons. Longitudinal and qualitative research is recommended to examine changes over time and causal relationships and to provide deeper insights into political influence, innovation, and human resource development. Cross-country studies could further enhance the understanding of governance and institutional performance in developing economies.

2.5.8. Contribution of the study

This study contributes to the academic literature by providing empirical evidence on the role of political influence in shaping organizational efficiency and professionalism in public institutions. It highlights how structural and institutional barriers, rather than individual qualifications, affect performance. In practical terms, the study provides recommendations for promoting meritocracy, transparency, and human capital development, while supporting public administration reforms and future comparative research.

3. Conclusions and recommendations

This section summarizes the main findings of the study and discusses their implications for public organizations and economic development in Kosovo. Based on the empirical results, it also presents practical recommendations concerning human resource management, merit-based recruitment and promotion, transparency, innovation, and institutional development.

3.1. Conclusions

The analysis conducted on public organizations and businesses in Kosovo shows that sustainable economic and organizational development faces several interrelated challenges. High unemployment and shortages of qualified labor remain major problems that directly affect job creation, innovation, and the expansion of existing businesses. This situation reduces purchasing power, limit opportunities for professional development, increases social costs, and negatively affects the state budget. The lack of innovation within public and private organizations is another important obstacle to economic development. Many organizations prefer to invest in familiar, proven projects to minimize risk, but this approach limits the diversity of ideas and hinders the development of innovative capacity. Investors require institutional support, efficient legal solutions, and sustainable infrastructure to ensure the success of their investments, but structural constraints and insufficient support make investment more difficult. Political influence in the selection of managers and professional staff further undermines institutional efficiency. Recruitment and promotion are often based on political connections rather than merit, creating internal dependencies and reducing the motivation of professional employees. This practice adversely affects human capital development and the effectiveness of organizational decision-making. The privatization of public enterprises and tendering processes also pose major challenges. A lack of transparency, corruption, and conflicts of interest adversely affect expected economic outcomes. These processes are not always accompanied by effective monitoring and accountability, which weakens the credibility and performance of the public and private sectors. An integrated approach to addressing these challenges is therefore needed. Human capital development should be prioritized by establishing structured programs for professional advancement and specialized training aligned with current market needs and international standards. These measures would help reduce unemployment and increase organizations' capacity to innovate and expand their economic activities. Staff recruitment and promotion should be merit-based, with clear performance and qualification criteria designed to minimize political influence and increase the motivation of professional employees.

Increasing transparency and accountability in resource management and privatization processes is essential to guarantee the fair and effective functioning of institutions. The publication of annual and financial reports and the inclusion of independent monitoring will strengthen the credibility of institutions and minimize non-transparent practices.

Another important element for increasing economic sustainability is encouraging innovation and new investments. Organizations should support creative projects, scientific research, and technological development, creating an

environment that facilitates competition and a diversity of ideas. This approach not only increases productivity but also contributes to long-term economic development. Active participation of civil society is also important for monitoring public institutions and ensuring that implemented policies are effective and sustainable. Compliance with international standards of good governance and continuous monitoring of institutions will promote human resource development, innovation, and the sustainability of organizations. In summary, improving public organizations and supporting Kosovo's economic development require an integrated approach that combines human capital development, meritocracy, greater transparency, and innovation. Only by implementing these measures can sustainable and economically viable development be achieved, thereby maximizing the potential of human resources and creating a favorable environment for investment and growth. The findings indicate that political influence is the dominant factor in the selection of managers and employees and directly affects professionalism and efficiency in public organizations. By contrast, most respondents do not perceive staff qualifications as an important factor. Structural and institutional problems, including political influence, non-transparent tendering, and the absence of economic reforms, are therefore perceived as more serious than individual factors such as education or professional qualifications.

3.2. Recommendations

Based on the research conducted, it is recommended that specialized programs for training and professional advancement be designed in accordance with market needs and international standards, while innovation should be promoted to increase competitiveness and productivity.

Clear, merit-based criteria should also be established for staff recruitment and promotion. The assessment methodology and biographies of candidates for managerial positions should also be published, independent recruitment companies should participate in the process, boards should include independent members, transparency and accountability should be strengthened, and good-governance standards should be applied to the management of public resources. Annual financial reports should be published, independent monitoring mechanisms should be established, and integrity in tendering and privatization processes should be strengthened to help prevent corruption and conflicts of interest. It is also essential to support innovation and investment by encouraging creative projects, scientific research, and technological development. Creating a favorable environment for long-term investment and a diversity of ideas requires the active involvement of civil society in monitoring public institutions. This participation ensures that implemented policies are effective, transparent, and in line with international standards.

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Summary

Public organizations face a number of economic and non-economic challenges that directly affect the performance and development of human resources. These challenges include excessive bureaucracy, political influence in the selection of managers, high unemployment, lack of sustainable economic reforms, and non-transparent tendering practices. This study aims to identify the main obstacles to human resource management and to analyze the impact of economic, political, and organizational factors on the efficiency and professionalism of public organizations. The use of a combined approach of primary data, collected from institutional documents and organizational reports, and secondary data, extracted from scientific literature and surveys, allows for a comprehensive analysis of the current situation. The results of the study provide practical recommendations for improving organizational and human resource management, contributing to sustainable economic development and the professionalization of public institutions. This study is particularly relevant to human resource professionals and policymakers aimed at increasing efficiency and innovation in the public sector.

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