



## The New Initiatives for Strengthening Public Human Resource Management

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### Abstract

In this paper, we will analyze how to strengthen the public human resource management through knowledge management. Try to find out the reality of our public human resource management and the special reasons for this situation, the further to get the new methods and new measures for strengthening it.

**Key words:** Public human resource; Knowledge management; Government; Civil servants

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### INTRODUCTION

Public human resource means that the common people who are working in the public sector, particularly who are engaging in the management of public affairs and the civil service of the government. The concept of PHR represents a value orientation and values. The special and important position of public human resource makes it necessary to effective development and management. Practice proves that the level and efficiency of government, the role and authority of government in the civil heart, the power and position in international competition, largely depends on the country's public human resource, which include the civil servants and civil servant system, and also depends

on the effectiveness and efficiency. Therefore, make efforts to achieve change from traditional personnel management to holistic human resource management and actively develop public human resources development are imminent.

From the perspective of competitive analysis, early humans competed for land, livestock, and capital. From the cost-based competition of sixties, the quality competition of seventies, the global competition of eighties, to the nineties dominated by innovation competition, its evolutionary trajectory gradually shifts from tangible assets to intangible competition. With the development of information technology, organization and management have produced an epoch-making change. In 1996, OECD published the knowledge economy report that the knowledge-based economy is about to change patterns of global economic development. Knowledge has become the main driving force of economic growth and enhances the competitiveness of the country. Overall effectiveness of knowledge management requires a combination of human resource, information technology, knowledge and sharing of the four elements, and the phase relationship between the product presents to each other. If the government departments can break through the multiple limitations of knowledge management, and actively carry out the transformation of human resource management, it will be attainable following objectives: to improve organizational knowledge stock and quality; promote knowledge application performance, enhance the quality of decision making; promote the circulation of internal knowledge sharing, reduce member acquisition costs of knowledge; enhance the willingness and ability of members to learn, and further to enhance organizational learning.

### 1. THE KNOWLEDGE SYSTEM OF GOVERNMENT DEPARTMENTS

Generally, government departments, including the

following types of knowledge: (a) Ideology: Ideology is a closed system of thought, and it is the highest guiding principle of knowledge production, which is used to guide the action. (b) Political knowledge: political knowledge mainly to cope with highly dynamic changes in the international environment, political parties or interest groups, such as conflict resolution. (c) Policy knowledge: the most concrete response of government to the people demand is the police output, policy knowledge includes six form: personal knowledge of policy makers, newspapers periodicals knowledge, practice or experience, policy research, policy-oriented research and interdisciplinary research, the first three are practical knowledge, and the latter three are academic knowledge. (d) Academic knowledge: in order to make decisions to be scientific and professional, government departments must be adopted more rigorous scientific methods, in-depth study on public issues. (e) The structure of knowledge: that is beyond human capital, organizational structure constitutes a part of the intangible asset, such as a complete system of laws and regulations, standard operating procedures. (f) Public knowledge: after directly contacting with the public, civil servants find out the people thought, preferences, intentions, emotional and behavioral, then using this information as feedback to adjust the executive output. (g) Personal knowledge: Refers to specific individuals in the bureaucratic organizational culture, how to meet individual needs, adapt to organizational pressures. These are “just unspeakable”, just like the implicit knowledge from practical experience which depends on the individual to comprehend.

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## 2. THE DILEMMA OF GOVERNMENT KNOWLEDGE MANAGEMENT

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Government knowledge manageability is not higher than private enterprise, and the reason lies in its knowledge with the following characteristics which is unfavorable management:

(a) The target and the actual benefits are uncertain: the target of government departments’ often highly abstract, vague and qualitative characteristics, which causes the means to achieve their goals are not clear, and the knowledge involved harder to locate. Government departments may have a dilemma, which is even good knowledge management, but in the end, you cannot get enough benefits. When causality is too weak, the motivation for action is lost.

(b) The knowledge effective assessment is instable: the knowledge effectiveness of government departments is embodied by the output policy. In the era of customer orientation, the quality of government services depends on the people, but the preference of people is unstable, and then the government is difficult to accurately determine or predict people’s preferences, even if the policy is more

scientific knowledge or academic knowledge, it also can not be guaranteed accepted by people. So even with the knowledge of people, government departments may still feel out of touch with reality.

(c) The highly dialectical nature of knowledge: the value of the government to pursue, in addition to quantify the efficiency, effectiveness and economy, there are abstract values of fairness, justice, freedom, equality, and democracy, which involves cognition and perception of individual differences, especially when it comes to ideology is more likely to argue with the deadlock.

(d) The deviation of the human structure: any organization are eager to attract talented manpower, but the government generally implemented the merit system employment highlighted examination, and limited the potential playing, so that part of the human resources system is structured excluded, which badly impact the knowledge production sources.

(e) The difficulty of normalized knowledge: If we try to make the knowledge normalized, it can help us with inventory control, sharing, application, maintenance and updates. The biggest advantage of government department knowledge is that most of them are instrument, such as documents and files.

(f) It is difficult to share the knowledge: the government is often the largest and complex organizations within a country, and their professional functions of various departments and local limitation result in reducing the usefulness of knowledge sharing. Some political knowledge or some private knowledge belongs to implicit knowledge, and it is not easy to share benefits.

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## 3. THE SPECIFIC APPLICATION OF PUBLIC HUMAN RESOURCE MANAGEMENT

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We have to agree that there is a higher unstable degree of government knowledge management, which also leads to reduced efficacy of knowledge management, but if we can strengthen the human resource management function, it will be able to produce effective knowledge management.

### 3.1 Access to Human Resources

The measures of Government departments to hire human resources generally though the examination system which is limited and institutionalized thinking, coupled with the main emphasis on the written memory screening tools, and all of them make personnel structure resulting bias. In the era of knowledge economy, human qualities emphasis on good at thinking, reflection, learning, high political sensitivity, with information technology knowledge, to amend the relevant examination regulations, change the examination pattern and improve the personnel structure. The ideal public human resources in the future should be knowledge workers. They can analyze the application of

information and owe the knowledge to create solutions to provide good decisions. They can transform data and information into meaningful knowledge, and they also have the ability to simultaneously address the structural and non-structural problems.

### **3.2 Rationally Use and Maintain Human Resource**

There are two aspects of how to use the talents. First is to change the organizational culture. Gradually open the cultivation of knowledge, and cultivate mutual trust and shared organizational culture. Encourage the exchange of learning and human resources, promoting public knowledge production, sharing, learning and application behavior. Establish respecting knowledge and professional organizational culture, and reduce the authority of improper political interference. The second one is internal management. The civil servants performance appraisal system should increase the performance of their application, research and development of knowledge. Provide a variety of channels, which can make public human resources involved in major decisions. In order to accelerate knowledge sharing, we should make sense of specialization weakened, implement job rotation, and train all professionals with generalist perspective. An open, trust and sharing, learning organization will promote personal implicit knowledge explicit. Compared to the other organizational resources, human resources have a higher maintenance cost. From the view of the knowledge depreciation, if not maintain, knowledge creativity is bound to decrease. The main maintenance mechanism is training and education. Training can maintain a basic ability to work, and education can promote knowledge creation capability. These two functions cannot be neglected, but also should not be confused.

### **3.3 Establish a Public Human Resource Management Incentives System**

Public Human Resource Management covers all corners of the public domain, and the different public human resources play in different positions, but all for overall public human resources effectiveness as an important role, which as different parts of the machine running the same meaning. And that is to say, only when the role of each component all play to coordinate the various components of dynamic change, the entire machine to get it to produce the expected benefits. Public human resource incentives are also facing the same problem, which is how to make public human resource coordinated, power and comprehensive.

The comprehensive incentives of public human resource include comprehensive incentive objects, procedures, content, etc... Public Human Resource Incentive content is determined by the needs of the public human resources, and the needs and ways to meet the needs of the people is such a complex system,

that incentive content from a realistic point of view cannot all meet the complex needs of the individual, therefore we can only choose abstract classification to the individual need, and then you need to be satisfied to meet a representative of the individual. The following aspects of the basic motivation of human resources cover all the contents of a comprehensive public outreach:

First is Promotion incentive. The promotion of public human resources is an important way to achieve self-worth, and also an important aspect of public human resource incentives. Position rank promotion is one of the most common human resource praise incentives way. The promotion of public human resources have a strong sense of satisfaction, because the public wages and human resources positions are corresponding rank, when one promotion on the one hand to expand the scope of authority enhance public accountability of human resources, to improve their social status and influence, on the other hand can improve its material benefits, making the promotion of a comprehensive incentive. Public Human Resource promotion incentives smooth promotion channels, so that the organization can give a hope for every member, and put particular attention to the opportunities for promotion grassroots public human resource issues. These all require making a scientific organizational level and designing organizations with openness. At the same time, we need to focus on the rank exit mechanism, on the one hand to maintain the level of public-service human resources due diligence work incentive effect, on the other hand may increase the chance of promotion incentives, promotion of public enthusiasm and efforts of human resources and dedication. It should also be research positions rank exit mechanism, which can maintain the incentive effect to make public-service human resources diligence work, on the other hand may increase the chance of promotion incentives to promote public human resources enthusiasm, effort and dedication.

Second is material incentive. Material incentive is to meet the material needs of the public human resources. The basic need of the material life is human basic need. The need of material life and the driving force of history is a prerequisite for development, but also the premise of public reproduction of human resources. Public material incentive mainly includes compensation incentive, social security benefits to material incentives and rewards. Incentive Compensation refers primarily to the wage distribution system of public human resources, that is to incentive the enthusiasm of the public through wage bars. We should consider the affordability of public expenditure, on the other hand to ensure the ability to meet public human resources for a decent life; Incentive pay needs the market following principles, which is according with the market to determine the level of wages of public human resources. It will reduce psychological

imbalance due to the income gap. If this problem cannot be solved efficiently, not only is the incentive effect affected, but also the abuse of public power is inevitable. Salary incentive needs to upgrade wage structure and improve the evaluation system, and fully consider the relationship between the efforts, pay and accumulation, achieve with the wage-linked approach. Salary distribution system needs to implement a moderately principle inclined, which would like to harsh conditions in remote areas or regions and primary, and encourage excellent human resources to the grassroots, to the tough job flow, thereby promoting balanced development. Social Security benefits are mainly point the public human resources incentive retirement security system, including health care, housing and other needs for the protection of human resources to meet the public welfare. Public human resource material incentives should strengthen research using the welfare system, and it is for the public to meet the diverse needs of human resources more practical significance.

Third is Reputation incentive. Reputation incentive is spiritual motivation level, which is through the appreciation and encouragement to incentive. Incentive Public Human Resource honor and pride and motivate their efforts in line with organizational goals. Reputation incentive is culture, morality, ethics and other philosophical basis. To some extent, it is an organizational identity or social identity in the external appearance, and it is also a recessive incentive in the field of public human resources. Reputation incentives play a very important period for incentives, especially during the Revolutionary War medals, incentive is widespread reputation incentives. Incentives to build a reputation and efficiency to cultivate advanced public culture, and only in honor of the cultural system, it has the reputation of meaningful incentives. Second is to improve the reputation of incentive mechanisms for participation. Public human resources involved in the process have a reputation incentive encourage meaningful participation, which is likely to achieve the required incentives motivate fair, and able to obtain incentive identity. Third is to improve the reputation of incentive mechanisms for information dissemination and impact of reputation incentives. On one hand, to increase the appeal of honor and the honor belongs to improve the appeal of incentives; on the other hand, it should be strengthened bad reputation binding, which belongs to the maintenance of incentives.

Fourth is ability enhancing incentive. Capacity building incentive is to enhance the human resource needs and achieve the goal of incentive. When people have a positive sense of self-improvement, self-growth needs, the ability enhancing is the needs both of the public human resources and the organization. Ability enhancing embodied in the following aspects: First, improve the education and training of human resources in the public system, and make sure the training is targeted, practical and persistence. The level of education and training is also

to be noted. Second, enhance practice. Practice capacity building is one of the most direct way, that is to put the public human resources jobs or work in a challenging position and give appropriate encouragement and help.

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## CONCLUSION

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In short, as to the government departments, a knowledge management can help enhance administrative efficiency and promote the effective use of human resources. Traditional government personnel administration functions have been unable to adapt to the time's needs. In the future, we should stand in a development view of human resource, lined up the talent who is good at learning and thinking. Put a way to motivate the production of public knowledge of human resources, and the will of creation and sharing. In order to avoid the depreciation of knowledge, we need to invest a lot of resources in existing manpower training and re-education. Finally, in order to meet the physical and psychological requirement, we also need to improve the working and welfare system, which can motivate the staff make serving public as an ambition in life

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