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ORIGINAL ARTICLE

Analyzing The Reasons For The in Effectiveness of Human Resources Management in The Public Sector of Iran

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EXTENDED A B S T R A C T

Introduction

Following recent changes in administrative structures, a new approach in public administration has emerged, emphasizing transformation, efficiency, accountable government, and systems. These developments necessitate changes in the country's public administration systems, which rely on various resources, including human, financial, material, and information resources. Human resources are the most important capital, serving as a key tool for transformation, efficiency, and organizational success. The view and role of humans in organizations have a significant impact on efficiency. Scientific findings suggest that human resource management is crucial to achieving goals, as innovation and development originate from human input. A comprehensive human resource management system enhances organizational performance, while its absence causes major problems. Human resources are the country's most valuable asset and the basis of development. Studies on human resource management in government organizations in developing societies, including Iran, reveal various inefficiencies affecting these organizations, resulting in setbacks and public dissatisfaction. To address dissatisfaction and improve human resource management in the Iranian government sector, this research was conducted to offer suggestions for enhancement based on its findings. Effective human resource management is crucial for social modernization and can enhance public trust in government organizations. Recent trends show that management performance in Iran is not positive. Reports and evidence indicate inefficiencies in Iran's government sector human resource management, prompting this research to investigate their causes on a national level. The main question is: What are the most important reasons for the inefficiency of the human resource management system in Iran's government sector, and how are they categorized?

Methodology

This research is applied with the purpose of exploring the inefficiency of the human resource management system in Iranian government organizations from the perspective of policymakers and executives. It is a library research in

location, using data collected from participants to identify mental patterns. Its nature is exploratory, using qualitative content analysis. The statistical population comprises policymakers with at least 4 years of experience in policy-making centers and executives with at least 10 years of executive experience in Iranian government organizations, all of whom have relevant opinions and influence. Data were collected through 21 semi-structured interviews with executives (lasting 35–60 minutes each) and an analysis of speeches and comments from 29 policymakers whose views on human resource management inefficiency were published in news agencies. For both groups, open-ended questions and available speeches addressed the topic of inefficiency. Researchers conducted interviews, collected data, and recorded field notes during the data analysis process. Policymakers include members of the Islamic Consultative Assembly, presidential candidates, and heads of the three branches at various times. Implementers include managers, deputies, and employees active in human resource fields. The Attridge-Asterling (2001) coding method was used, assigning “I” to interviewees and “P” to policy speeches. Codes were labeled, grouped by semantic/conceptual affinity, and categorized using the Ahranjani triad model (Mirzai Ahranjani, 1998): behavioral, structural, and contextual factors. The study analyzed and grouped the 53 main reasons for human resource management inefficiency identified by policymakers and administrators into structural, behavioral, and contextual reasons. To assess the quality and validity of this research, four criteria from Lincoln and Guba (1985) were used.

Findings

The findings showed that the lack of attention to behavioral problems of human resources, the lack of proper implementation of current laws by the executors, the lack of motivation of managers and government employees, the preference for relationship-oriented over rule-oriented, and the lack of attention to human resources knowledge and science by government managers are among the most important reasons for inefficiency in the behavioral dimension. The unnecessary formalities of the administrative system, the lack of revision of administrative processes, the disregard for the law in developing the human resources management system, and the absence of a motivation system within the human resources management system are among the most significant reasons for structural inefficiency. In the contextual dimension, the allocation of management positions based on political relations rather than competence, insufficient financial resources, the weakness of the government's governance roles compared to the roles of tenure, the lack of appropriate policymaking for the national human resources management system, and the neglect of human resources programs with government changes are among the most important reasons for the inefficiency of the human resources management system in the Iranian public sector.

Discussion and Conclusion

The results indicate that to be effective and efficient, and to further enhance the development of human resources in Iranian government organizations, it is necessary to implement targeted interventions across behavioral, structural, and contextual dimensions. These three reasons must be considered together and simultaneously, and compatibility between the managerial, political, legal and professional dimensions must be established with the cultural characteristics of Iran, which are more rational, and conditions must be provided so that policymakers and managers of government agencies can benefit from familiarizing themselves with the reasons for human resource inefficiency in

order to empower and increase its success in government organizations. They can also take action and make decisions based on evidence and accurate information about inefficiencies by becoming familiar with the reasons that cause these inefficiencies. Analyzing these inefficiencies to increase transparency, professionalism, and effectiveness and efficiency of this system in government organizations and of course to foster stronger and more efficient organizations will pave the way for the efficiency of human resource management in Iran; and for the efficiency of human resource management, policymakers must seriously pay attention to the various dimensions that create these inefficiencies, and the reasons that create these inefficiencies in Iranian government organizations must be integrated into the minds and perceptions of politicians, policymakers, and managers and employees in government organizations so that they can take effective steps to facilitate the country's development and progress in the field of human resources, especially in Iranian government organizations. This can be considered an effective step in facilitating the country's long-term development process. The existence of efficient and effective human resource management in the government sector, which bears a serious responsibility for the country's future, is key to a country's development and essential for any government.

KEY WORDS

Human Resource Management in the Public Sector, Inefficiency of the Human Resource Management System, Iran Public Administration, Human Resource Management System in Iran.



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