



**AN OVERVIEW ON THE BOOK-PUBLIC PERSONNEL MANAGEMENT;
CONTEXTS AND STRATEGIES BY DONALD E. KILGNER, JOHN NALBANDIAN,
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ABSTRACT

This book establishes an appraisal on the numerous contexts and strategies in personal management in the public sector. There is also within the text a comprehensive guide to the area of public personnel management. Numerous concepts such as employee motivation, engagement and retention are subfields that were regarded as viable when fostering a positive work environment. In this regard, we will seek to provide practical and reliable insights as well as a comprehensive and detailed overview of the book.

Keywords: Public, Personnel, Management, Contexts, Strategies.

ANALYSIS

The authors lay a foundational and concrete appraisal of the numerous contexts and strategies of public personnel management. I agree with the author's conceptualization of public personnel management in the sense of their layout of what the world of public personnel management entails ranging from:

- Human resource management functions
- Public jobs as scarce resources

My point of disagreement with the authors is their position on the four traditional public human resource systems which are:

- Patronage
- Civil Service
- Collective Bargaining
- Affirmative action

Their divergent position on the two emergent systems of privatization and partnership discredits or disregards the efficacy of governmental regulatory principles and as such credits the successes of public personnel management to the private sector. However, in the way public personnel management is portrayed, one must acknowledge the fact that the four traditional values that enhance effective management are indirectly linked with governance. These traditional values are as follows;

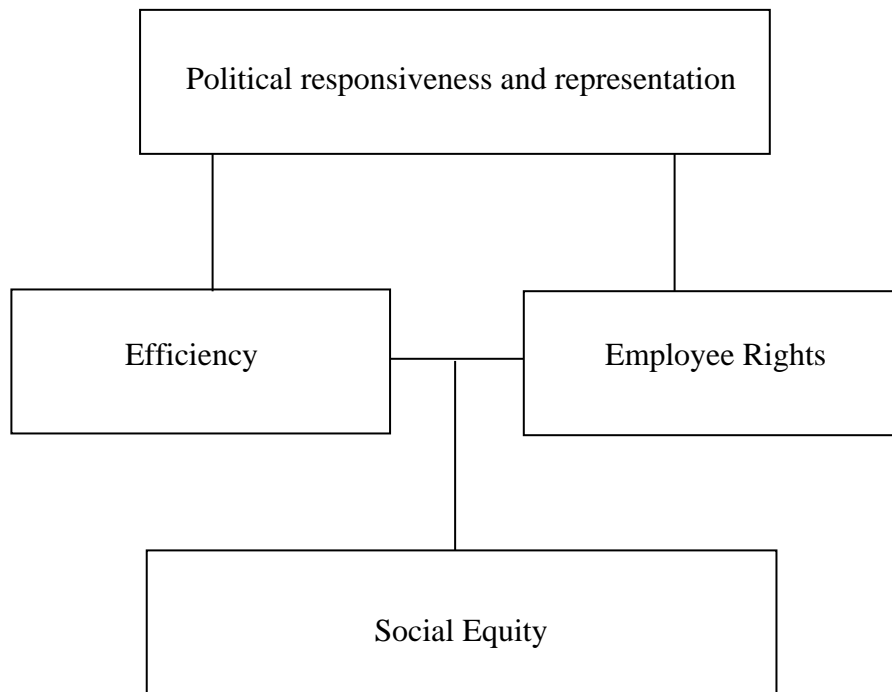
- Political responsiveness and representation

- Efficiency
- Employee rights
- Social equity

As highlighted in the text, political responsiveness and representation define personnel loyalty and, in some cases, political affiliation as indicators of merit. Efficiency is also based on the applicant or employee's ability to perform at an effective rate. Employee rights have to do with the laws and statutes put into place for the protection of employees and the establishment of a respectful and dignifying working environment. These said laws also protect employees from all forms of political interference or arbitrary treatment of all shapes and forms.

Employee rights denote the protection and preservation of employee rights and privileges by ensuring they get their wage, remunerations, and bonuses without any form of ill-treatment, be it verbal or passive, in a way that threatens their job security or their ability to perform optimally.

Social equity deals with the adequate and systemic representation of all groups. It is the degree of representation in an organization or workplace through the instrument of inclusion and diversity so that staff who have racial, ethnic, or physical differences do not feel alienated at the workplace.



I do not agree with the authors and their perspective on third-party government and nonstandard work arrangements as impediments to effective public personnel management. While public entities and agencies have continually met their employees' needs, there is however always room for improvement, especially within the scope of traditional public personnel systems such as the civil service, the rise of privatization, and partnerships. These linkages enhance the focus of public personnel as regards their levels of productivity and in most cases, their mode of operation.

Another credible point of note within the text is concerning the values and functions in public human resource management. It is the responsibility of the state to fill the vacancy or vacuum in its communal development apparatus. Another way of improving the functions of human resource management is through integration capacity building. Capacity building is hence accomplished through reciprocal technology transfer, especially in an age focused on building a networked governance capacity. This ultimately ensures a transition beyond civil service to a

more mature public personnel system. This is often evident in the centralization and uniformity of public personnel management and administration practices in general; thereby eradicating all forms of systemic inhibitions that could one way or the other limit its effectiveness.

RECOMMENDATIONS

Whilst the rapid acceleration of scientific innovation, quantitative data, and technology threatens the scope of some public service employees, it is essential to ensure a balance so more public or civil employees and personnel don't lose their jobs over time.

REFERENCES

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