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Rethinking Human Resources in Public Administration: An Empirical Analysis of the Problem of the Ineffective Usage of Human Resources in the Public Sector¹

Kamu Yönetiminde İnsan Kaynaklarını Yeniden Düşünmek: Kamu Sektöründe İnsan Kaynaklarının Etkin Kullanılmaması Sorununun Ampirik Bir Analizi

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ÖZ

Bu çalışmanın amacı, "İnsanı yaşat ki devlet yaşasın" felsefesinden referansla kamu sektöründe insan kaynaklarının etkin kullanılmaması sorununun olası neden ve sonuçlarını, uç bir örnek olan ve kamu sektöründe "kızak kadro" olarak da nitelendirilen pasif kamu görevlileri üzerinden araştırmaktır. Türk kamu yönetiminde insan kaynaklarının etkin kullanılmamasına odaklanan araştırmaların eksikliği, çalışmanın keşfedici yönü güçlü bir araştırma tasarımı kullanmasını gerektirmektedir. Bu nedenle nitel araştırma tasarımının kullanıldığı bu çalışmanın önemi, sürekli dile getirilen ancak bugüne kadar ampirik olarak araştırılmamış olan kamu kesimindeki insan kaynaklarının etkin kullanımı sorunu odağında bilgi birikimine katkı sağlamaktır. Özellikle pasif kamu görevlileri gibi hassas konularda daha kolay veri toplamak ve analiz etmek için çalışma çerçevesinde yürütülmesi mümkündür. Nitel vaka tasarımı, belirli bir sosyal/ıdari durum, olay ya da grup hakkında detaylı bilgi edinmeye ve sorunlara ilişkin özgün keşifler yapmaya olanak tanır. Çalışma örnekleminde yer alan 47 kamu çalışanı ile yüz yüze görüşmeler gerçekleştirilerek alan araştırması tamamlanmıştır. Alan araştırmasından elde edilen bulguların analizine göre kamu kesimindeki insan kaynaklarının etkin kullanılmamasının nedenleri şu şekilde özetlenebilir: Siyasi patronaj ilişkileri, kayırmacılık, beceriksizlik, bilgisizlik vb. Bununla birlikte insan kaynaklarının etkin kullanılmamasının sonuçları ise motivasyon kaybı ve olası iş tatminsizliği ve kişi-çevre uyumu sorunları, finansal zayıflık, ulusal performans kaybı, güven kaybı, bireysel performans kaybı ve verimsizlik olarak özetlenebilir.

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ABSTRACT

The purpose of this study is to explore the possible causes and consequences of the problem of ineffective utilization of human resources in the public sector, with reference to the philosophy of "Let the people live so that the state may live", through the extreme example of passive public servants in the public sector, who are also characterized as "benched". The lack of research focusing on the ineffective usage of human resources in Turkish public administration requires the study to use a research design with a strong exploratory aspect. The importance of this study is to contribute to the knowledge in the focus on the problem of effective use of human resources, which has been constantly mentioned but has not been empirically investigated until now. It is possible to be carried out within the framework of the study to collect and analyze data more easily, especially on sensitive issues such as inactive public officials. Qualitative case design allows to obtain detailed information about a particular social/administrative situation, event, or group and to make unique discoveries about problems. Face-to-face interviews were conducted with 47 public employees in the study sample. The reasons for the ineffective usage of human resources can be summarized as follows; Political patronage relations, nepotism, incompetence, unawareness, etc. Consequences of ineffective usage of human resources can be summarized as; loss of motivation and possible job dissatisfaction and problems of person-environment fit, financial weakness, loss of national performance, loss of confidence, loss of individual performance, and inefficiency.

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Introduction

One of the important problem areas of Turkish public administration is the public personnel system. The inability to create an effective, efficient, and merit-based system in the public sector has been called the “public personnel regime crisis” (Dinçer & Yılmaz, 2003, p.101) and the Public Administration Basic Law Bill (2003), etc. tried to be solved by regulations. The aforementioned crisis causes reform demands in the field of public sector human resources to remain on the agenda. The first stage of successful reform is to identify existing problems with their interactions. The establishment of the Presidential Human Resources Office and the initiation of the Kamu-Veri (Public-Data, Kamu-Veri, 2023) tool can be seen as important steps in this direction. With the support of studies to be carried out by independent researchers on public human resources, it is possible to provide the knowledge that will be a source for possible reform. This study will contribute to this knowledge in the focus on the problem of effective use of human resources, which has been constantly mentioned but has not been empirically researched until now. The studies can be carried out within the framework of the study is to collect and analyze data more easily, especially on sensitive issues such as passive public officials.

Complaints that public officials cannot be utilized effectively and that many civil servants receive salaries without working are frequently voiced in the public (Erdem, 2017). In the literature on Public Administration, there is a well-established opinion that the human resources employed in the public sector cannot be used effectively (Canman & Öktem, 1992). However, this opinion has not been supported by empirical research in a manner befitting its prevalence.

In this study, when it comes to the effective use of human resources, the causes and consequences of "ineffective use of potential human resources" in Turkish public administration will be discussed through the example of passive public servants (idle duties such as central governorships and idle consultancy). The study aims to contribute theoretically to the literature on the dimensions and consequences of human resource waste. It is aimed that the results of the study will provide an empirical basis for the transformations to be realized for a more effective human resources management in the public sector.

Passive public servants are a kind of public servants who cannot be used effectively because they are not given a task in line with their competencies. To be concrete, two types of passive public servants are envisaged within the scope of this study. The first of these is the public servants who were dismissed for any reason while performing a certain duty before and were brought to a position clearly behind the first in terms of functionality. The second is the public officials who are on the staff of an institution but do not have any duty or do not fulfill it even if they are given a task. The existence of these two types of public officials has also been determined by the violation decisions of the (Turkish) Council of Ethics for Public Officials (CEPO), Decision: 2009/37, 2010/28, 2011/4, 2012/2, 2012/19, 2012/26, 2014/63, 2018/138) However, this issue determined by the application is not the equivalent it deserves in the Public Administration literature. While the gap in the literature increases the importance of the study, it makes it difficult to establish the theoretical basis. To overcome this difficulty, it was found appropriate to construct the theoretical framework on issues related to the study's problems. In the study, in this direction; The relationship between politics and management, nepotism, violation of the principle of merit, motivation, job dissatisfaction, and performance will be discussed.

The main purpose of this study is to draw a picture of the inefficient use of human resources in Turkish public administration. It aims to examine the antecedents and consequences of inefficient human resources that have been claimed in the literature by

employing qualitative analysis. Moreover, it seeks to discover some antecedents and consequences of inefficient human resources that have not been mentioned in the literature.

Method

In this part of the study, the relevant concepts regarding the field study and the method used in its writing are expressed as follows: Research Design, Sample, Data, Analysis, and Research Questions.

Research Design: The lack of empirical research focusing on the ineffective use of human resources in Turkish public administration requires the study to use a research design with a strong exploratory aspect. Therefore, a qualitative case study research design (Piekkari & Welch, 2018; Schwandt & Gates, 2017) is appropriate for this study. Qualitative case design allows to obtain detailed information about a particular social/administrative situation, event, or group and to make original discoveries about problems (Berg, 2004, p. 251-258; Denscombe, 2007, p. 45). Unlike quantitative designs, which focus on testing causal interactions and hypotheses, qualitative case designs focus on causal mechanisms and the creation of hypotheses (Gerring, 2006, p. 39-48). The selected research design is a waste of human resources; It will allow a holistic approach in terms of reasons, appearance and results.

Sample: In this study, extreme case sampling, one of the purposive sampling methods, was applied. Extreme case sampling is a preferred sampling strategy in terms of obtaining rich observations about the relevant phenomenon from a sample in which a particular phenomenon is seen excessively. The mechanism, which is more evident in the extreme case, has the potential to contribute to the understanding of the average or ordinary aspects of the related phenomenon (Gerring, 2006, p. 101-102; Yıldırım & Şimşek, 2011, p. 108). In this study, inactive public officials are considered an extreme case in terms of effective use of human resources. The fact that they do not come to work for months despite receiving a salary, or that they cannot (be) assume a functional role despite being at the workplace, make these employees extreme cases of human resource waste. The knowledge to be obtained by researching passive public officials will pave the way for understanding and explaining lighter examples of ineffective resource use in Turkish public administration.

In qualitative case design, the sample should not be large enough to represent the population statistically but should be formed in a variety that will reveal different aspects of the relevant case. Semi-structured interviews have been conducted with 47 inactive public officials. Retired public officials who fit this definition were also included in the sample. As a matter of fact, it is thought that retirees can answer questions more fearlessly, unlike public officials who still hold their positions.

Data: Data has been collected by semi-structured interview techniques. One or two interviewers attended the interviews, and if the interviewees give permission, the interview has been recorded. If permission were not given, what was spoken during the interview has been recorded in writing by the interviewees with the help of a computer. In order to determine the general framework of the questions to be asked to the interviewees, a list of guide questions was prepared. (Annex-1) Due to the exploratory nature of the research, the questions to be directed to the participants were left open. First of all, questions were asked that will allow the participant to express his/her opinion as they are, and then questions that will test whether the issues stated in the summary of the literature are equivalent in the field. The main expectation from the interviews is to describe the research subject with rich examples and to reveal examples that will allow explanations beyond the explanations that can be made using the literature.

Analysis: In the first stage of the analysis, two researchers from the study team, one of the interviewers and one of the non-participants, coded the audio recording or the interview text. It is hoped that the coding is done by two independent researchers, which will increase the level of objectivity. In the second stage of the analysis, a theme lists were created by each researcher based on the codes. In the third stage, these theme lists were discussed among researchers and coding was done again by creating a common theme list. In the fourth stage, the codes were compared with each other, and the final theme list was created as a result of the discussion of all researchers. Based on this list, testable hypotheses were created.

Trustworthiness: Although it gains a different content than in quantitative research, a number of criteria have been developed in qualitative research that ensure sensitivity in terms of validity and reliability. Lincoln and Guba (1985) made some suggestions in line with the concept of credibility, which they put forward as the equivalent of the concept of validity in quantitative methods in qualitative research. Accordingly, in this study, diversification, academician opinions, referee evaluations and participant feedback were used. In addition, the data collection and analysis strategy of the research was reported clearly and in detail, as suggested by Ospina et al. (2018) and Reinhardt et al (2018) to increase the quality of qualitative Public Administration research.

Findings and Assessment

In our field research, it has been determined that there are two main reasons for taking on passive duty. The first of these is the change of political party. Politicians' desire to work with teams close to them can bring about a change in politics, leading to a change in the public bureaucracy. Public officials, who are passive with political motives, explain this situation with "political concern", "political interest", "political conflict" or directly "politics". In all of these statements, it is in the position of an explicit or implicit criticism directed at practices contrary to the separation of politics and administration.

The second reason for withdrawal is a change in senior management. Although this category resembles a political party change in that it is based on the managers' desire to work with names close to them, it differs from it in that teams close to the same party liquidate each other. Although it is not clear exactly which of these two falls, public officials may also associate their dismissal with alienation from merit and nepotism. In fact, it is possible to treat these two categories as two aspects of favoritism.

In this case, the following findings stand out regarding the public servants who have been put inactive:

1. Public officials seek their take on passive duties from the system, not because of their personal deficiencies. Accordingly, nepotism is the main reason for their taking on passive duties.
2. Nepotism has two main aspects: politics and intra-organizational groupings.

Opinions of public officials on the consequences of their withdrawal; can be examined under three headings as an individual, organizational and national. The first of the individual consequences is loss of motivation (demotivation). This sometimes manifests itself in the weakening of intrinsic motivation, sometimes in the form of underestimation of the new task as a result of comparison with the old task. Passive withdrawal can also cause a weakening in organizational commitment. Withdrawal from the passive, apart from these two; There are also emotional consequences such as reproach, fear, and sadness. In the field research, it has also been determined that the consequences of being passive will not always be negative. Some public officials may engage in efforts to improve themselves during their passive duties. In that

case, it is possible to make the following determinations regarding the individual consequences of withdrawal:

1. Passive public officials may have undesirable results such as loss of motivation, decrease in organizational commitment, and negative emotional states.
2. Some public officials consider being passive as a leisure opportunity where they can improve themselves.

Public officials think that their dismissal from important positions harms institutions rather than themselves. The point emphasized here is the claim that the newly appointed team lags behind them in terms of experience even if they are good at their job. Newly appointed managers are not able to show full performance while warming up to their duties. This reduces organizational performance.

1. Passive public officials claim that their institutions suffer real damage due to the lack of experience of the newly appointed ones.

It has been observed that public officials do not have a clear idea of the national consequences of withdrawal. Although there are public officials who associate passive withdrawal with organizational results, it has been observed that national results are only answered when asked. This response is also based on the assumption that an individual outcome, such as loss of motivation, will have a national impact through its prevalence.

1. Some public officials argue that being passive can have negative consequences affecting the whole country due to loss of motivation. However, this is less strongly advocated than the individual and organizational consequences of withdrawal.

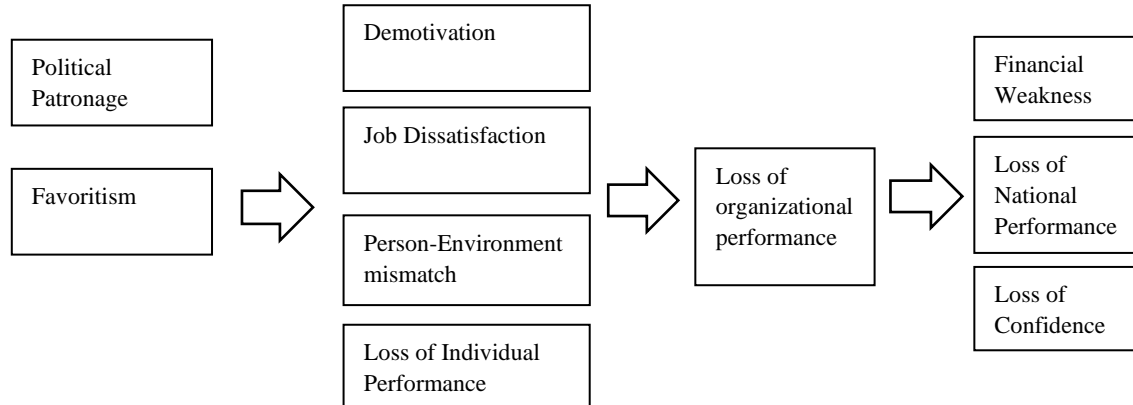


Figure 1: Possible causes and consequences of ineffective use of human resources in the public sector

When focused on Figure 1, it is clearly seen that political patronage and favoritism cause demotivation, job dissatisfaction, person-environment mismatch, and loss of individual performance. These four cases cause the loss of organizational performance, as a result of this situation financial weakness, loss of national performance, and loss of confidence occurs.

This chapter can be summarized as two-dimension as reasons and results: 1. Reasons for Ineffective Use of Public Sector Human Resources; 2. Consequences of Ineffective Use of Public Sector Human Resources.

Reasons for Ineffective Use of Public Sector Human Resources: Merit is a set of practices that enable an effective public administration by appointing people with the qualifications required by the relevant task (Aykaç, 1990, p. 94-100). It is among the basic

principles of modern public administration (Brewer et al., 2022; Park & Liang, 2020). One of the three basic principles of Turkish public personnel management, which is enumerated in Article 3 of the Civil Servants Law (1965), is merit. The relationship between the ineffective use of human resources and merit can be considered in two contexts: The first is the ineffective use of human resources due to the deviation from the traditional principle of merit, and the second is the ineffective use of human resources caused by the inadequacy of the traditional principle of merit in terms of today's society and public administration.

Deviating from the traditional principle of merit means that public officials are appointed to a post because of their non-administrative affiliation. These connections may be political connections, as well as kinship, friendship, etc (Kerse & Babadağ, 2018; Panizza et al., 2018; Ragauskas & Valeškaitė, 2020; Stančetić, 2020). There may also be more personal connections. In any case, these people, whose reason for their appointment is not related to the administration, will strive not for an effective and legitimate administration, but to maintain and develop their connections. However, the change of power of the people contacted, etc. Disconnecting them from the task for any reason will render the established connections meaningless. Because the new patrons are often rivals of the previous ones, they will not want to have people who are loyal to the former ones under them. Taking into account the fact that the protected person is not indispensable for the management, there will be a possibility that these people will be appointed to passive duties.

Protective relations in the public sector are not only today's problem. It has been seen that public administration has changed hands between bureaucratic parties, so to speak, since ancient times. Turkey has witnessed the rivalries of bureaucratic parties. Especially with the beginning of the innovation movements, the rivalry between these bureaucratic parties has moved to a dimension that can be described as ideological. (Findley, 2014) When one of the traditionalist and innovative parties became stronger in the 19th century, this brought about the discrediting of public officials belonging to the other party. However, the established patronage relations cannot be explained only by the traditionalist-innovative distinction. Patronage relations continued on a larger scale with altruistic motives such as holding the hands of young people and selfish motives such as creating a bureaucratic base. There are serious doubts that similar patronage relations continue today. For example, the new mayors elected by the Municipal Councils upon the resignation of some mayors in 2017, chose to replace many senior municipal bureaucrats appointed by the previous Mayor, although they were from the same party. (www.hurriyet.com.tr, 2017)

A form of patronage relations with a more prominent political aspect than in the 19th century is the intertwining of politics and administration. Although the separation of politics and administration is one of the founding dogmas of the discipline of Public Administration (Dobuzinskis, 1997), this target has not always been realized in practice. An extreme example of the intertwining of politics and administration has been seen in the USA as the spoils system. In this country, the change of the ruling political party has resulted in the change of hundreds of thousands of civil servants, even the smallest. Even though the USA ended the robbing procedure with the Civil Service Act (White, 1958, p. 346-361), lighter forms of politics and administration are still observed around the world. In Turkey, II. Many political interventions were made in the public administration, from the public personnel reform during the Constitutional Monarchy period to the EMINSU incident (İlyas, 2016; Tural, 2009). Politicians still choose especially senior executives from among those they find close to them. This causes organizational bloating, as the public servants who are appointed to the place of the public officials who are close cannot be dismissed from the public due to the officer's assurance (Şen, 1995: p. 82-83). While public servants from the old period are promoted on a show basis, they are assigned to de facto passive duties.

In addition to political and bureaucratic patronage, more personal reasons may also cause public officials to be appointed to ineffective positions. Personal favoritism can be interpreted as a deviation from the impersonal characteristic of the Weberian bureaucracy (Weber, 2012). Favor of family and relatives, very close friends, or any close group are nepotistic practices seen in the public and private sectors and generally thought to have negative consequences (Mutlu, 2000; Pearce, 2015; cf. Jones & Stout, 2015). Recruitment or promotion of a person as a result of nepotism will cause the favored persons to be placed in a privileged position in terms of financial rights and duties (CEPO Decision: 2016/45), thus causing the pacification of other public officials. In addition to favoritism, discrimination and intimidation can be seen among the possible causes of human resource waste. (CEPO Decision:2018/6) Personal favoritism can cause human resource wastage due to managerial change, as in political favoritism. In addition, changes in personal preferences or bilateral relations may result in insufficient use of employees.

Both political and personal favoritism are the results of deviating from the traditional principle of merit. The question that needs to be asked here is how functional the principle of merit, with its established form, is in achieving an effective administration today. According to Şen (1995), there is no theoretical deficiency in the principle of merit, the problems arise from the application. However, the traditional principle of merit also has inadequacies due to untestedness. Moreover, this latter is also in question for the periods when the traditional principle of merit began to be institutionalized. There is only one degree of difference between the information age, where uncertainties increase, and the industrial age. The situation of incompetence due to untestedness is discussed in Peter's popular work, which has a solid social analysis under its humorous style. According to Peter, when people demonstrate their merit in a job, they are promoted to a higher position. It is doubtful that those who successfully perform their lower duties will be able to continue the same line after being promoted, as their new positions require different competencies from people. If they are successful in their new mission, they will be promoted again. However, this rise will not continue forever and will end when they reach a position where they do not have the required qualifications. The place where promotion ends is where one's unworthiness emerges. Thus, everyone will rise to the point of incompetence, which will lead to the occupation of almost all positions in society at a given moment by those who have proven their incompetence (Peter & Hull, 1976). If Peter's claims are true, it may be possible to put a public employee, whose incompetence in a certain position is understood, to a passive duty. This means the complete loss of the employee.

Consequences of Ineffective Use of Public Sector Human Resources: Consequences of ineffective use of human resources; It can be considered in three layers individual, organizational and public. The most important result in the individual layer is the loss of motivation and possible job satisfaction and person-environment compatibility problems. Although there is no research that directly addresses the subject in the literature, these results can be deduced from the existing theoretical ground. The possible relationship between the appointment of public officials to positions in which they are not effective, and the motivation problems can be justified on different theoretical grounds. Here, the focus will be on Goal Setting Theory (Locke & Latham, 1979), Self-Determination Theory (Ryan & Deci, 2004), and Public Service Motivation (Perry & Wise, 1990).

Sending public officials to positions in which they are not active does not indicate a loss in terms of money. Even in the central governorship, there are passive duties that are seen as hierarchical rise on paper and provide income increase. However, the fact that they do not suffer a loss of payment does not mean that they will not suffer from a loss of motivation. While accepting that money is an important tool in the motivation of employees, especially in terms of ensuring goal commitment, according to the Goal Setting Theory (GST), the main

determinant, in any case, is the goals. It has been shown by the experiments conducted on the GST axis that money cannot be a motivator unless the purpose is determined. (Locke et al., 1981) Simple and unclear tasks that can be assigned to passive public officials will also have low motivation potential. Because easy or ambiguous goals cannot be motivated enough (Locke & Latham, 2002).

One of the problems that the ineffective use of human resources can cause at the individual level is the possible decrease in the level of intrinsic motivation. Fundamental conditions such as money, promotion, and organizational policies, which are necessary for people to stay in business life, do not have motivational features. What motivates people is the work itself. (Herzberg et al., 1962, p. 113-119) The more internally a behavior is organized, the more it becomes a part of the self. Because internally organized work satisfies one's basic needs. (Ryan & Deci, 2000) Passive public servants are likely to experience problems in all of the autonomy, competence, and relational needs identified by the Self Determination Theory (SDT) as basic needs. Assigning public officials to jobs far below their capacity will lead to a lack of satisfaction with the need for competence. Being assigned to an undesirable staff and assigned with unimportant jobs will lead to a lack of satisfaction with the need for competence. Considering that an effective job will require close relations with other public officials and the society, passive duties will also mean a decrease in relational satisfaction.

Goal-setting and intrinsic motivation-based problems are common problems among segments. A more closely related consequence of the ineffective use of human resources is a possible decrease in the level of Public Service Motivation (PSM). According to Perry and Wise (1990), the basic motivation for people to enter the public office is their disposition to serve people and society. Research demonstrates that public officials are truly motivated to serve the public (Frank & Lewis, 2004; Naff & Crum, 1999). PSM level increases depending on the social impact of the task (van Loon et al., 2018). Passive public servants will probably see themselves as a burden to society, far from producing a positive social impact. This may result in a decrease in PSM levels. Another phenomenon to support this result is the negative relationship between extrinsic motivation and PSM. Since only extrinsic motivators are offered to passive public officials, this situation will rule out intrinsic motivation over time, and as a result, there will be a decrease in PSM (Bellé, 2015).

Considering the strong relationship between motivation and job satisfaction, it can be argued that the ineffective use of human resources will have a negative effect on job satisfaction. Job satisfaction (Locke, 1976) is a complex phenomenon with many determinants. Therefore, job satisfaction, which is expected to decrease in the framework of GST, SDT, and PSM, may be supported by other factors. The lightness of their official duties may have led these passive public officials to different interests. It is possible that these new interests compensate for the dissatisfaction with the task. It is also possible for job satisfaction to be provided by extrinsic motivators. The final effect of the ineffective use of human resources on job satisfaction will only be described by the work to be done in the field. Like job satisfaction, person-environment (Caplan, 1987) fit also has many determinants (Kristof-Brown & Guay, 2011). Therefore, it cannot be claimed that a decrease in motivation levels will irreversibly reduce person-environment fit. However, the negative impact of passive missions can be expected when other conditions are held constant. The fact that passive public servants perform unimportant jobs may cause them to become alienated from the job and the organization. This will bring about a decline in person-job fit (Edwards, 1991) and person-organization fit (Chatman, 1989). In addition, if the situation they are in causes these employees to not be able to manage the problems they have with their managers well, there will be deterioration in the person-supervisor fit (Jansen & Kristoff-Brown, 2006).

Conclusion

The effect of passive tasks on individual performance can be addressed in the short and medium-term. In the short term, when a public official is in a position where no functional work is expected from him, low performance is logically inevitable. The more important question for this study is whether their negative experience has a lasting effect when they return to active duties. The decrease in intrinsic motivation, PSM, and person-environment fit can be expected to have a permanent negative impact on individual performance. However, if the negative developments in the aforementioned variables are temporary, it may be possible for the public official appointed to active duties to catch up with the previous level in their performance. The medium-term effects of passive tasks on performance can only be explored through field research, as it is a neglected topic.

The short-term loss of performance in the passive public servant may be ignored by the self-sacrificing management. However, these public officials will have negative effects on organizational performance even in the short term. Employees will expect the ratio of their contributions to the organization and the organization to be at the same level as the ratios of other employees. At this rate, the motivation levels of the employees who think that there is a situation against them will decrease. The fact that they are paid as much or sometimes even higher than other public servants without participating in functional activities may cause the underperformance of the passive public servant to be transmitted to other employees. Therefore, passive public duties will cause not only individual but also organizational performance loss. In addition, not benefiting from the knowledge and experience of these public officials will negatively affect organizational performance.

The effective use of public sector human resources will also cause public/social negativities that go beyond individual and organizational layers. These disadvantages can be grouped under three headings. First, extreme examples of ineffective use, such as passive duties, fall within the scope of disguised unemployment. These tasks will cause serious damage to the state finances and the country's economy. Secondly, the consumption of public resources without relying on real production will constitute a justification for bureaucratic slanders. This effect is likely to undermine the trust in the state by going beyond the bureaucracy. Finally, due to the loss of performance in the public organization, which is known to be important for the development of the country, it will make it difficult to achieve national targets in all fields, especially in economy, foreign policy, and security.

The historical legacy of Turkish public administration is based on the practice of living and keeping alive based on justice in the social and institutional structure. In today's modern states, public officials are the main factor of sustainable organizational structure. As a matter of fact, public officials ensure the continuity of the state. Therefore, the human resources of the Republic of Türkiye, which has just entered its centennial year, should be considered as a kind of human capital, and treated accordingly. Research on the effective use of human resources in the public sector, which is the subject of this study, will contribute to national development in the institutional and economic context by preventing performance losses in different management processes such as economy, security, and public policy.

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Annex-1

Research Questions

1. What are the reasons for the inefficient use of public sector human resources?
 - 1.1. Is the ineffective use of public sector human resources related to the reasons stated in the literature?
 - 1.1.1. Does the erosion of merit have an impact on the inefficient use of human resources?
 - 1.1.2. Does political patronage have an impact on the ineffective use of human resources?
 - 1.1.3. Does nepotism have an impact on the inefficient use of human resources?
 - 1.2. What are the reasons for the ineffective use of public sector human resources that are not foreseen in the literature?
2. What are the individual and organizational consequences of the ineffective use of public sector human resources?
 - 2.1. Does the ineffective use of public sector human resources lead to the individual and organizational consequences predicted in the literature?
 - 2.1.1. Does the ineffective use of human resources cause loss of motivation by damaging self-efficacy?
 - 2.1.2. Does the ineffective use of human resources cause a decrease in job satisfaction?
 - 2.1.3. What effects does the ineffective use of human resources have on individual and organizational performance?
 - 2.2. What are the individual and organizational consequences of the ineffective use of public sector human resources that are not foreseen in the literature?