

International Conference on Business and Economics - Hellenic Open University

Vol 1, No 1 (2021)

ICBE-HOU Proceedings 2021



The role of human property administration in quality management in the public sector

Theodoros Gogalis

doi: [10.12681/icbe-hou.5301](https://doi.org/10.12681/icbe-hou.5301)

To cite this article:

Gogalis, T. (2023). The role of human property administration in quality management in the public sector. *International Conference on Business and Economics - Hellenic Open University*, 1(1). <https://doi.org/10.12681/icbe-hou.5301>

The role of human property administration in quality management in the public sector

Theodoros V. Gogalis

International Business, University of East London, Metropolitan College, Thessaloniki, 546 24,
Greece
theodorosgogalis@yahoo.gr

ABSTRACT

Human Resource Management is defined as "The design, implementation and maintenance of strategies to manage people for optimum organization performance where they work". It constitutes a set of strategies to be implemented in the public sector so that its operations could give high quality services and satisfaction to the citizens.

This paper deals with the role and importance of human resource management in creating an efficient and functionally sound Greek public sector. An attempt is made to analyze the importance of Human Resource Management in the operation and development of public bodies through its connection to the Common Evaluation Framework which is essentially a "new" tool for Total Quality Management and which has been the subject of research by many scholars.

It is apparent the lack of adoption of quality management principles and the lack of a culture of change which leads to reduced efficiency of public services and its human resources. This combined by the lack of implementation of modern Total Quality Management practices with due emphasis on skills, employee training, performance appraisal, communication and labor relations.

The present research has shown that it is imperative to upgrade the human resource management strategies implemented in the public sector of our country through the broader and more effective implementation of the principles of human resource management in order to both enhance employee performance and effective functioning of the public sector.

Keywords: human resources management, total quality management, management practices, public sector.

1 INTRODUCTION

Human Resource Management is a special sector of Management Science and refers to all policies that contribute to the creation of appropriate conditions within a business or an organization which are also the main pillar for the right identification of needs, recruitment, employment and the evolution of staff in order to maximize its profitability. Human Resources Management emphasizes on the role played by the human factor in creating a competitive advantage in terms of private sector and increasing efficiency in the case of public sector. In essence, each organization is a system of interdependent individuals whose behavior directly affects both the organizational structure, namely the objectives of the organization and its operation. In conclusion, we can say that the effective functioning of an organization depends on a large extent on how its staff is managed and exploited. This whole process is the subject of study of Human Resources Management.

Quality management is all the planned actions needed to ensure that the organization will meet certain specifications that is to the way of organizing and operating. By "Quality Management System", we call the organization, the necessary means and staff that are required to entail quality. Taking advantage of strategies such as human resources, job contours, evaluation, training, education, paying, etc. in conjunction with important tools such as organizational charts, modern information systems, organisms will be able to predict their needs in human resources while applying projects for recruitment, education, development and enhancing workers' performance in order to create a competitive advantage. In this context, the implementation of human resources management practices becomes imperative to provide high quality services and is unlikely to achieve a public sector reform that will modernize it.

The bureaucratic mode of operation of public administration makes it necessary to adopt a new management system to make it flexible and capable of responding to citizens' requirements and the needs of the situations of the current season. The necessary condition is the alignment of all human resources policies with the general public sector strategy through a strategic management of human resources which ensures that these policies lead to the achievement of its long-term objectives.

For the implementation of the philosophy of Total Quality Management to public bodies, a management tool was created in Europe, whose contribution to improving their services was recognized as important. This is the Common Evaluation Framework based on the European EFQM Tool (European Foundation Quality Management) and which is structured in such a way

as to adapt the needs of the public sector. It contributes to the diagnosis of the weak and points of public administration and helps to adequately exploit the human resources, an action that contributes to its self-improvement and increase its effectiveness.

The purpose of this paper is to investigate the human resources management practices applied to the public sector and the evaluation of their level of effectiveness in developing workers' performance and enhancing the profitability of Greek public administration. The composition and the structure of this paper have been organized with a view to a wider and a fuller description of human resource management practices and to develop a framework for improvement in these practices regarding the development of workers' performance and achieving better results.

2 Literature review

2.1 Human Resource Management

Historically, the second half of the 19th century human resources management or human resources management was developed with the ultimate goal of meeting the needs of workers. On the first level, it was based on a simple guide to improve the adverse employment for working conditions. Subsequently, due to industrial development in Europe and America emphasis was placed on the employer-worker relationships and also the development of a staff management department, thus reaching the third level where human resources management was developed and incorporated into more areas of a business, such as staffing, work planning, evaluation. Therefore, Human Resources Management appeared as a science in the early twentieth century as "Staff Management" and included all those administrative activities related to the acquisition and use of working services by an organization pursuing an economic benefit (Tyson & Alfred, 2004; Thomason, 2001).

In particular, at the beginning of 1900, economic organizations led to the need for laws on labor life, improving working conditions as well as organizing study of human resources. The first investigations that took place on the issue of human resources management were made by Frederick Taylor (1856-1915). In his study "Scientific Management authorities" (1911) deals with issues of the Science of Management and explores ways to improve workers' performance. Taylor organized the work based on the measurement of its execution times and proposed a different fee system which would be for the benefit of workers with the highest work

performance. In its words, the main purpose of the administration was to secure "maximum prosperity", both the employer and the worker. So, it was created the "Scientific Management" movement, which tried to make general validity rules on issues such as job planning, workers' control (Blake & Moseley, 2010). On the contrary, Henri Fayol, one of the founders and continuers of "Scientific Management ", focused on the efficiency and effectiveness of the business and gave great importance to administration as well as to general principles that should govern it, namely: job division, power, responsibility, centralization, equality, initiative, discipline, reward (Xirotyri - Koufidou, 2001).

In the 1980s, the term "Staff Management" is replaced by "Human Resources Management" which is a new way of approaching the employee administration system. Staff is now treated as an "asset" and not as a cost that is a substantial value for the business with an expected performance in the future. Reciprocity between management and employees is present and that strengthens the commitment of the second to the principles and the objectives of the organization. As a result, Human Resources Management is about to manage strategies related to employee selection, development and progress processes taking into account not only the operational environment but also the conditions in the labor market (Papalexandri & Bourantas, 2003).

2.2 The Concept of Human Resource Management

The rapid and lasting changes in the operational, economic, social and technological environment, designated as a "high requirements and pressure environment", led to the orientation of organisms in the emergence of human factor as the "basic competitive advantage", as a source that can ensure their successful and smooth operation with a maximum contribution to their goals (Tulgan, 2007; Luthans & Youssef, 2004). The shifting of the interest in terms of organizations from the quantity to quality, from the cost and the product to the quality and the human resources requires effective administration. This new orientation led to the establishment of a new form of staff administration aimed to radically changing of the existing manner of administration. Table 1 presents the basic differences between the old and the new form of human resources management.

OLD FORM OF HUMAN RESOURCES MANAGEMENT	NEW FORM OF HUMAN RESOURCES MANAGEMENT
People need the organizations	Organizations need people
Machines and capital are the competitive advantage	People are the competitive advantage
Qualified employees have some distinction	Qualified employees have a substantial distinction
Jobs are limited	Qualified employees are limited
Employees are loyal and their job position safe	Employees' dedication is shortly and their moving from one job to another is frequent
Employees accept what they are offered	Employees require much more

Table 1. Differences between the old and the new form of human resources management (Michaels, Handfield-Jones & Axelrod, 2001).

Human resource management is a scientific sector of the Business Administration of both the private and public sectors in which takes place the study and the investigation of the issues that focus on the management of the human resources of a business (Chatzipanteli, 2001; Papalexandri & Bourantas, 2016). The term "Human Resources" refers to features such as skills, experience, commitment to work, mood for learning and development (Terzidis & Tzortzakis, 2004). According to Jackson and Schuler (2000, p. 699), the contribution of all business workers is "all the talent and distribution for high performance of all individuals that constitute an organization and can contribute to the creation and the complete of a mission, a vision, a strategy that are set by the organization". Literature indicates that human resource is considered the potential source of growth and success of an organization or new ventures (Bal et al., 2014). Also, Nobel Prize-winning economist Gary S. Becker, mostly known for his contribution in the area of human capital and the consequences of investments in human competence, said that the basic resource in any company is the people (Pecikoza, 2014).

In conclusion, Human Resource Management could be classified as the evolution of the classical administration which focuses on maintaining the staff of an organization and aims not only to the development of the staff but also to the promotion of teamwork, the reward of employees,

the introduction of incentives and finally their emergency and empowerment. Today's human resource management practices is a unique approach to employment management that aims to attain competitive advantage through the strategic improvement of well dedicated and competent workers by means of an incorporated collection of cultural, structural and human resources techniques (Malam et al., 2019). Also these practices are necessary of any total quality management achievement (Usrof & Elmorsey, 2016). The integration of these practices will improve the quality of the system of organization as well as employee performance (Ali et al., 2017; Izvercian et al., 2014) towards achieving outstanding status. The main purpose of Human Resource Management is to create a balanced working environment that motivates employees to their best performance. Hanaysha and Tahir (2016) and earlier Khuong and Vu (2014) claimed that better work environment conditions led to favorable effect on job satisfaction.

2.3 Basic responsibilities of Human Resource Management

Human Resource Management is governed by principles which lead to practices combined and translated into a single management policy aimed to achieve the goals of an organization and the competitive advantage through the acquisition of a human resource which will be committed and will be evolving based on the development strategies of the organization (Guest & Peccei, 2002). It is obvious that the role of Human Resource Management is complex and affects all areas of a modern business or an organization (Armstrong, 2003). The basic responsibilities that characterize the human resources administration of any business are as follows (Papalexandri & Bourantas, 2003):

Human resources planning

It is a strategic action that aims to identify staff needs in order to cover varied jobs. The right human resources planning interacts with the external and internal environment of the organization analyzing to determine with a high degree of accuracy the offer and the demand in human resources (Samolejova et al., 2015). In addition, planning is in line with its short and long-term objectives (Hassan, 2016; Vaxevanidou & Rekleitis, 2008).

In particular, the basic actions taken within the framework of human resources planning are as follows (Armstrong, 2000; Bourantas et al., 1999):

- The investigation of labor market conditions and the identification of demand and human resources supply

- The prediction of the needs in human resources to implement the business plans and objectives
- The control and recording of the specialties and knowledge of the staff of all departments, namely its quantitative and qualitative determination
- The creation of a plan to deal with any problems that may arise from a lack of human resources
- The knowledge of the relevant legislation

Attracting - Selection of candidates

It concerns a process in which potential candidates and their invitation to cover jobs are identified. Consequently, organization seeks to select the right persons that have the skills and ability to offer successful environment (Haruna & Marthandan, 2017). The aim of this process is to realize in immediate time and at the lowest possible cost (Hertig et al., 2015; Chytiris, 2001). Necessary conditions for the effectiveness of this procedure are (Mess, 2004):

- The knowledge of human resources requirements
- The knowledge of the type of man who fits with the culture of the business
- The provision for possible future changes
- The use of internal or external sources of attracting (Prien et al., 2003).

The greater the correlation between a candidate and a job the more efficient will be the "cooperation" (Prien et al., 2003).

Human Resource Education and Development

According to Zalman (1991), human resource education is defined as "a learning process by which the worker tries to acquire knowledge, skills and develop attitudes and behaviors that will make him more effective at work." Employees usually do not have the required knowledge and skills so that they can fully meet their work and successfully perform their new duties. For this reason, it is necessary their education which is also a means of developing a competitive advantage (Pfeffer, 1994).

Employee reward

A system of rewards directly linked to working satisfaction is applied within the general political remuneration. The relationship between job satisfaction and employees' performance is important and it is an aspect of organizational psychology (Bakotić, 2016). Its existence increases competition and motivates workers for both a quantitative and qualitative improvement of their performance (Aryanto et al., 2015). Also, job satisfaction has a positive impact on employees' behavior which leads to increase the commitment, performance, and loyalty towards the organization (Aktar & Pangil, 2017; Haruna & Mathandan, 2017). The reward includes bonus, salary increases, promotions and allowances (Polychroniou, 2007).

Evaluation

Evaluation is a process in which is checked the extent that each worker has contributed to the achievement of the organization's objectives. In particular, it is a measure of determining and valuing its performance compared to some constant criteria in order to determine the amount of its contribution, the points to which it is disadvantaged or overwhelmed to follow the appropriate steps that will lead to its strengthening (Agyen-Gyasi & Boateng, 2015; Hall, 2008). According to Jackson and Schuler (2000), the factors that must be evaluated refer to the quantity and quality of work, the completion within a given time, the uninterrupted presence of worker at work and the ability to cooperate.

Employment Relations

Within any organization employers and employees are linked to a continuous working relationship that determines the obligation for employees to provide work and employers to provide rewards for the implementable work (Kanellopoulos, 2002). According to Papastefanaki (2006), relationships between management and employees are empowered through management policies using key tools such as:

- Human Resources Planning
- Job Analysis, Job Description
- Recruitment
- Selection
- Performance Appraisal
- Training and Development
- Rewards

- Employment Relations
- Performance Management
- Internal Communication

Workers' Protection - Hygiene and Safety

It concerns the safety of employees that is realized through life-quality improvement programs in the workplace. The responsibility of Human Resources Management is the information for potential risks, the organization of the training process to protect against accidents and the prevention of work-life diseases, the investigation of the needs of the company for long-term protection programs and the suggestions for quality improvement programs in workplace.

2.4 The goals of Human Resource Management

The importance of the Human Resource Management sector lies in the fact that it applies to the staff of an organization which is undoubtedly its most basic capital, namely human capital. For this reason, the Human Resource Management plays a substantial role in an organization as it extends to many areas and contributes to the implementation of four basic objectives (Denisi & Griffin, 2007):

- Improving quality and productivity

The term quality expresses all the characteristics of the employees provided by workers to meet satisfactorily to the needs of customers - citizens. On the other hand, productivity is an economic index that measures the outflows that the worker produces. Many studies indicate the link between human resource practices and performance (Haddock et al., 2016; Tabiu & Nura, 2013). Those studies have been carried out in different sectors in different countries, most of those studies reveal that there is positive relationship between human resource practices and employees' performance. Therefore, human resource practices offer a role to increase the performance of the employees, which lead the organizations to achieve their sustainable competitive advantage (Jawaad, 2019).

- Increasing the competitiveness of the Agency

The competitiveness of an organization is possible when its poles employ staff that is capable of contributing to the fulfillment of its objectives. Literature shows that the Human Resource Management has a positive influence on organization performance (Prowse & Prowse, 2016).

- Compliance with legal and social obligations

Legal obligations include the provision of remuneration, hours of employment, the announcement of the employment contract, dismissal, retirement and retirement procedures. Social obligations relate to the care of the various social problems of workers.

- Achieving business goals, such as promoting creativity and innovation, but also to improve communication between all people who make up the organization's potential.

An effective Human Resource Management in the organization will enable employees to contribute effectively and fruitfully to the attainment of the organization's goals and objectives (Mira et al., 2019). It makes employees to be committed to their work and elicit positive behavior that will increase the organization's effectiveness (Malam et al., 2019). Therefore the organization should consider the human resource practices as a core method to achieve their goal through employees' performance (Hassan, 2016).

3 Total Quality Management

3.1 Definitions of Total Quality Management

The inability to adopt a commonly accepted definition of quality is also extended to the term of Total Quality Management (Bounds et al., 1994). One of the prevailing definitions is as follows: "Total quality management is a comprehensive organizational approach to meeting customers and their expectations which includes all managers and employees, using quantitative methods for continuous improvement of procedures (Milakovich, 1991). According to Porter and Parker (1993), the Total Quality Management is the result of the constant search for a competitive advantage on behalf of an organization in the context of increasing competition that takes place in the labor market. Another definition characterizes the Total Quality Management as the total approach of an organization, which is based on its governance within the framework of a continuous evolutionary process of human resources belonging to this body (Mele & Colurcio, 2006).

3.2 Basic principles of Total Quality Management

The principles of Total Quality Management are confirmed by many theorists. So, according to Evans and Lindsay (2008) as well as Peters et al. (1999), the principles of Total Quality Management are as follows:

- Priority in quality and continuous improvement of all factors and variables that affect the efficient operation of the Total Quality Management system.
- Active participation and commitment to the supreme administration.
- Focus on customer requirements as a prerequisite for the success of the organization.
- Focus on total involvement of human resources (workers, hierarchical layers, organism departments), expressed through its ideas, experiences, knowledge and skills (Waldman, 1994).
- Administration with functional groups that recognize the importance of quality and place it at the top of the business strategy (Bohoris, 1995).
- Objective management - indicators for measuring and monitoring basic quality parameters, such as control panels, graphs, etc. (Juran & Blanton, 2000).
- Continuous education, development and change of staff mentality (Zavlanos, 2003).
- Innovation in an organization (Waheed et al., 2019; Dervitsiotis, 2005).

3.3 Total Quality Management and public sector

3.3.1 Quality in public sector

Total Quality Management is a Quality Management System that set up new goals and basic principles. At the beginning of 1980, the concept of "total quality" was adopted by the public sector in countries such as North America, Western Europe, New Zealand and Australia with the ultimate goal of satisfying the customer. In particular, the implementation of the Total Quality Management, which comes from a selection of the leading or medium-sized public sector executives, takes place in municipal enterprises and local government agencies. The reasons that led to its implementation are three. Local government agencies seek to improve the quality of their practices, to focus on meeting customers' requirements through changing their bureaucratic character and to apply the quality (Loffler, 2001).

3.3.2 Quality systems and benefits from their application

In order to the public sector to be upgraded through a successful exploitation of human resources, so that it will able to offer services that are distinguished by high quality, quality assurance systems have been developed. Common elements of these systems are (Tsiotras, 2002):

- *Administration.* Active participation of the supreme administration is a basic prerequisite for a quality system.
- *Customers.* The success of an organization is based on customer information on the possibilities of its services and customer views investigation on the degree of response to these services.
- *Design.* Design and organization are considered to be the most important factors for each service offered.
- *Education and training* of both executives and employees in order to get the best possible results in each service provision. Strengthening the capabilities via training and providing a sense of good career leads toward the feeling of safe future and assist the development of self-efficacy (Guest, 2017).

Therefore, the objectives set by any public sector service can be achieved more effectively when managed by a system of interrelated processes between stakeholders, administration and workers. Thus, through the implementation of this system, the mission of each service is served and the expectations and are met the needs of citizens.

The Common Evaluation Framework is a total quality management tool developed by the public sector for the public sector and inspired by the EFQM Excellence Standard. This particular tool is based on the assumption that excellent effects on organizational efficiency, citizens / customers and society are directly linked to the leadership that guides strategy and planning, human resources, collaborations, resources and administrative procedures. The design of the Common Evaluation Framework aims at the study of the Total Quality Management applicable to public sector bodies, taking into account the differences presented in relation to private bodies. In addition, another main objective of this tool is the introduction of the principles of total quality management in the public sector and promoting self-assessment of public bodies with a view to their improvement. It consists of nine criteria, which are as follows: Leadership, Human Resources, Strategy and Planning, Collaborations and Resources, Procedures, Results on

citizens, Results on human resources, results on society and Main Performance Results. Each of these criteria is analyzed in hypocrisies, all of which amounts to twenty-eight.

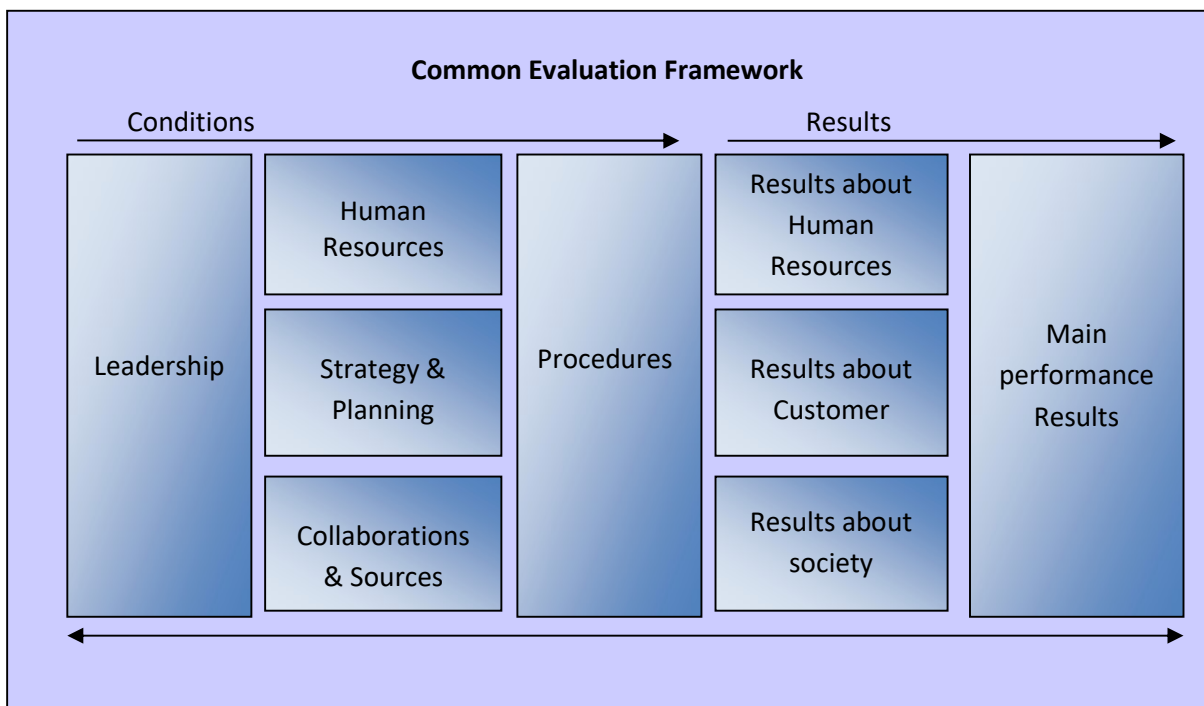


Figure 1. The Common Evaluation Framework (Ministry of Interior, 2013)

3.3.3 The implementation of the Common Evaluation Framework in the Greek public sector

The application of human resources management authorities through the Common Evaluation Framework in the public sector is not wide in our country (Kefis, 2014). In particular, in the years 2007-2018 seventy-eight organizations have used the specific tool for total quality management with a key pursuit of their self-improvement. The staff of the operators seemed very satisfied by its implementation, as the dissemination of best administrative practices was promoted through it and the improvement of administrative action was achieved with its main features being the innovation, the effectiveness of the bodies, the performance of their human resources, the viability regarding the duration of its results and the satisfaction of citizens' needs (Anastasopoulou, 2010; Loutridis, 2005). In addition, during the implementation process of the Common Evaluation Framework the strong and weak points of the organizations have been stimulated, their level of the operation and the degree of administrative change were identified. The need to implement a targeting system with clearly identified measurement indicators, which will be evaluated, the existence of programming and the feedback of the existing practices

and, moreover, the need to develop policies to promote employee participation in all processes and decisions were accepted (Xirogianni & Theou, 2009).

4 Conclusions

It is acceptable that the public sector makes efforts to align itself with the management systems of other European countries, but its degree of convergence with them is poor. Its flexibility in taking initiatives to develop employees, maximizing their performance in order to improve its quality is limited. Therefore, the Greek government agencies organizational culture is rated and defines the relations between its institutions and citizens. This culture is an important role in efficiency both at employee and organization level.

The structure of Greek Public Administration is in line with a bureaucratic and aggregated management model that is distinguished by a strict hierarchical relationship between its institutions and a way that does not support administrative reforms, the activating of its human resources and the reasoning of any effort towards quality. The role of administration is substantially limited to execution. The responsibilities of its executives who hold liability positions are usually limited to handling documents while decision-making almost entirely belongs to political leadership. The absence of an effective high-quality framework in the public sector services is the result of factors on the economic crisis that Greece has met in the previous years, the long-term giant bureaucracy in conjunction with the obsolete management system that still exists. Therefore it is expected any negative assessment of the management system in the public sector.

The need to adopt changes in the public sector that refers to the implementation of human resources practices and policies, as its most important capital, is critical. In this way, a framework of excellent quality will be ensured with positive results in workers, citizens and the operation of the sector itself. The introduction of Total Quality Management authorities, the identification of the possible and weak points, the redesign and the design of new procedures, the familiarity of quality executives, the development of a spirit of cooperation, the improving of the image of the body in the local community and the definition of significant and realistic goals are valued by the institutions themselves as positive steps towards the improving human resources and the effective functioning of the public sector.

The absence of programming regarding the analysis of the supply and demand for human resources, the providing of staff needs and the employee movements is a negative factor in the

implementation of the Human Resource Administration Authorities. For this reason, the implementation of the programming is deemed necessary to each service to identify its strategy, its smooth and efficient course, fulfilling its mission. The main weakness of the Human Resource Planning System is that the whole process is carried out by the Cabinet of the State. However, the adoption of law 4440/2016 on the mobility of public sector staff has been an important step towards redistribution and its proper exploitation.

Emphasis should also be placed on limited education and training taken by public services, procedures that are the key ways to improve performance and efficiency. Based on the existing legal framework, human resources training in the Greek public sector includes mandatory introductory training of new entrants, participation in postgraduate programs as well as training in public bodies. However, despite the existing framework, human resources training is one of the most important problems of human resources management as the level of training is considered incomplete. It is generally accepted that most of the education of civil servants takes place at their workplace by older employees. Therefore, it would not be an exaggeration to be said that the training to be taken by the new officials depends on the willingness of the older ones.

In summary, it is noted that in public sector environment a change has begun with regard to human resources management practices in an attempt to manage its quality. However, the scale varies at a low level and that causes the need for a more substantial and directs orientation towards a total quality management, for more flexible structures on the criterion of quality and development when the challenges of modern times make the investment to the human factor as a basic parameter of permanent efficiency and success.

Efforts to apply the changes depend on the leader's capability to gain the support of the employees and to affect positively the workers' views (Appelbaum et al., 1998). In addition, the leader's ability to take the right role and to offer workers the right vision of change and the goals of this change can increase the workers' commitment towards the change and their perceptions for it (Pater, 2011).

5 Suggestions

Modern socio-economic conditions and ever-increasing requirements for higher growth rates shape the permanent need to improve the administrative functioning of the public sector which identifies the problem of human resources productivity. For this reason, human resources

management is a very interesting issue that has been investigated in an effort to improve the efficiency of civil servants who can bring about a substantial impetus to administrative reconstruction, economic growth and social recovery.

Greece, despite its unfavorable position, can achieve substantial administrative changes and improve the level of profitability of its staff in order to contribute to the public sector restructuring. An important step towards normalizing the public sector function is the transition from a rigid bureaucratic complex of public bodies into a Greek public administration, which will adopt the quality management authorities in its operation with a view to improve its efficiency and satisfy the needs of citizens.

Supporting political leadership in the implementation and adoption of the Common Evaluation Framework is evident and is declared in a number of ways such as the mission of relevant circulars, the introduction of a National Quality Award, the institutionalization of quality management in ministries as well as municipalities in implementation of provisions of law 3230/2004. However, more drastic actions are needed, which concern the institutional enforcement of the Common Evaluation Framework as a quality management tool for public bodies, its interconnection with other tools and management systems to achieve a coherent quality policy in the public administration. The adoption of the Common Evaluation Framework by the organizations will help to achieve important organizational changes and the introduction of the principles of total quality administration.

The application of targeting is vital in an organization for the direction, the course, the definition of its strategy and its operational planning. It is also necessary for the application of indicators to make the targets measurable. Targets in order to become feasible and realistic must be based on strategic planning or programming, which has taken into account the existing situation of the organization (internal and external environment).

The need to implement education systems dates back to the primary objective of public administration in order to increase the productivity of civil servants and, by extension, the general improvement in the efficiency and quality of the services provided. The existing form of the educational process in the Greek public sector based on *The Job Training* should be differentiated and converted into a continuous training and updating of the knowledge in administrative practices, European issues and technologies due to the growing needs arising from the rapid developments, social, economic, technological and political that exists. Consequently, knowledge management should be one of the most critical components of the

public sector organizations. Therefore, the increase in resources to improve quality with particular emphasis on staff education is considered imperative so as to reduce the effects of semi-learning or even unaccountable basic knowledge about the functioning of public services.

Consequently, knowledge management should be one of the most critical components of the public sector organizations. Therefore, the increase in resources to improve quality with particular emphasis on staff education issues to reduce the effects of semi-learning or even unaccountable basic knowledge about the functioning of public services is considered imperative.

Furthermore, a quantitative investigation could be carried out in which the conclusions will be exported on the basis of measurements to reflect a more detailed image of the management practices implemented in public sector organizations and their correlation on the one hand with the performance of the human potential on the other hand with their efficient operation. Employee views and possible differentiated attitudes and perceptions between workers and administration could also be explored.

Like any research, this is also governed by some restrictions that are mainly related to the lack of recent studies, especially the Greek literature on the matter under consideration. Regardless of other restrictions, this research study could be the beginning to activate the competent authorities or organizations to understand the level of human resource management and quality management in the public sector. Through the adoption of the principles of Total Quality Management and Human Resource Management, it is possible to strengthen the performance of civil servants and the overall improvement in the performance of public administration with the resulting economic and social benefits for the state.

References

Agyen-Gyasi, K., & Boateng, M. S. (2015). Performance appraisal systems in academic and research libraries in Ghana: A survey. *Library Review*, 64 (1/2), 58-81.

Aktar, A., & Pangil, F. (2017). The relationship between employee engagement, HRM practices and perceived organizational support: Evidence from banking employees.

Ali, M., Lei, S., & Wei, X. Y. (2017). The mediating role of the employee relations climate in the relationship between strategic HRM and organizational performance in Chinese banks. *Journal of Innovation Knowledge*, 3 (3), 1–11.

Anastasopoulou, A. (2010). Κοινό πλαίσιο αξιολόγησης (Κ.Π.Α.), Εργαλείο Διοίκησης Ολικής Ποιότητας στη Δημόσια Διοίκηση. Βελτιώνοντας μία δημόσια οργάνωση μέσω της αυτό-αξιολόγησης Κ.Π.Α. Διαθέσιμο από: <https://dspace.lib.uom.gr/bitstream/2159/14114/1/finalCAF.pdf>

Appelbaum, S., St-Pierre, N., & Glavas, W. (1998). Strategic organizational change: The role of leadership, learning, motivation and productivity. *Management Decision*, 36 (5), 289-301. doi: 10.1108/00251749810220496

Armstrong, M. (2000). *Strategic human resource management: a guide to action*. London: Kogan Page.

Armstrong, M. (2003). *A Handbook of HRM Practice*. London: Kogan Page.

Aryanto, R., Fontana, A., & Afiff, A. Z. (2015). Strategic Human Resource Management, Innovation Capability and Performance: An Empirical Study in Indonesia Software Industry. *Procedia - Social and Behavioral Sciences*, 211, 874–879.

Bakotić, D. (2016). Relationship between job satisfaction and organizational performance. *Economic research-Ekonomska istraživanja*, 29 (1), 118-130.

Bal, Y., Bozkurt, S., & Ertemsir, E. (2014). Determining the influence of HRM practices on increasing organizational commitment: An empirical research from Turkey. Paper presented at International Conference Human Capital without Borders: Knowledge and Learning for Quality of Life, 25-27 June (pp. 1025-1033). Potoroz, Slovenia.

Blake, A., & Moseley, J. (2010). One hundred years after The Principles of Scientific Management: Frederick Taylor's life and impact on the field of human performance technology. *Performance Improvement*, 49 (4), 27-34. doi: 10.1002/pfi.20141

Bohoris, G. A. (1995). A Comparative Assessment of Some Major Quality Awards. *International Journal of Quality and Reliability Management*, 12, 30-43.

- Bounds, G., Yorks, L., Adams, M., & Ranney, G. (1994). *Beyond Total Quality Management: Toward the Emerging Paradigm*. New York, NY: McGraw-Hill, Inc.
- Bourantas, D., Vathis, A., Papakonstantinou, Ch., & Rekleitis, P. (1999). *Αρχές Οργάνωσης και Διοίκησης Επιχειρήσεων και Υπηρεσιών*. Παιδαγωγικό Ινστιτούτο.
- Chatzipanteli, P. (2001). *Ανάπτυξη Ανθρώπινων Πόρων*. Αθήνα: Παιδαγωγικό Ινστιτούτο.
- Chytiris, L. (2001). *Διοίκηση ανθρώπινων πόρων*. Αθήνα: Εκδόσεις Interbooks.
- DeNisi, A., & Griffin, R. (2007). *Human Resource Management*. Boston: Houghton Mifflin Company.
- Dervitsiotis, K. (2005). *Διοίκηση Ολικής Ποιότητας*. Αθήνα: Νομική Βιβλιοθήκη ΑΕΒΕ.
- Evans, J. R., & Lindsay, W. M. (2008). *The Management and Control of Quality*. South-Western: Thomson.
- Guest, D. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27 (1), 22–38. doi:10.1111/hrmj.v27.1
- Guest, D., & Peccei, R. (2002). *Trust, Exchange and Virtuous Circles of Cooperation: A Theoretical and Empirical Analysis of Partnership At Work*. London: King's College.
- Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: a comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management*, 27 (2), 192-211.
- Hall, B. W. (2008). *The new Human Capital Strategy, Improving the value of your most important investment – year after year*. New York: AMACOM.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork and employee training on job satisfaction. *Procedia-Social and Behavioral Science*, 272–282. doi: 10.1016/j.sbspro.2016.05.016
- Haruna, A. Y., & Marthandan, G. (2017). Foundational competencies for enhancing work engagement in SMEs Malaysia. *Journal of Workplace Learning*, 29 (3), 165-184.

Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6 (1), 15-22.

Hertig, C. A., Kling, B., & Dannecker, M. (2015). Recruitment and Retention of Security Personnel: Understanding and Meeting the Challenge. In Davies, S. J., Hertig, C. A., & Gilbride, B. P. (4th eds.), *Security Supervision and Management: Theory and Practice of Asset Protection* (pp. 183-199). Oxford, UK: Butterworth-Heinemann.

Izvercian, M., Radu, A., Ivascu, L., & Ardelean, B. (2014). The impact of human resources and total quality management on the enterprise. *Procedia – Social and Behavioral Sciences*, 124, 27-33.

Jackson, S., & Schuler, R. (2000). *Strategic Human Resource Management*. USA: Blackwell Publishers.

Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business & Management*, 6 (1), 1-22. doi: 10.1080/23311975.2019.1608668

Juran, J., & Blanton, G. (2000). *Juran's Quality Handbook*. Mc Graw-Hill, AV Pareto Analysis.

Kanellopoulos, X. K. (2002). *Διοίκηση προσωπικού – Ανθρώπινου Δυναμικού*. Αθήνα: Ιδιωτική.

Kefis, B. (2014). *Διοίκηση Ολικής Ποιότητας, Θεωρία και Πρότυπα*. Αθήνα: Κριτική.

Khuong, M. N., & Vu, P. L. (2014). Measuring the effects of drivers organizational commitment through the mediation of job satisfaction: A study in Ho Chi Minh City, Vietnam. *International Journal of Current Research and Academic Review*, 2 (2), 1–16.

Loffler, E. (2001). Quality Awards As a Public Sector Benchmarking Concept in OECD Member Countries: Some Guidelines for Quality Award Organizers. *Public Administration and Development*, 21 (1), 27-40.

Loutridis, A. (2005). *Αξιοποίηση ανθρώπινου δυναμικού στην τοπική αυτοδιοίκηση*. (Αδημοσίευτη διδακτορική διατριβή). Πανεπιστήμιο Μακεδονίας, Θεσσαλονίκη.

Luthans, F., & Youssef, C. M. (2004). Human Social and Now Positive Psychological Capital Management: Investing in People for Competitive Advantage. *Organizational Dynamics*, 33 (2), 143-160.

- Malam, S. S., Karibu, J. R., Tang, S. M., & Mohd, H. J. (2019). Relationship between human resource management practices, ethical climates and organizational performance, the missing link. An empirical analysis. *PSU Research Review*, 3 (1), 50-69. doi: 10.1108/PRR-12-2016-0022
- Mele, C., & Colurcio, M. (2006). The evolving path of TQM: towards business excellence and stakeholder value. *International Journal of Quality & Reliability Management*, 23 (5), 464-489.
- Mess, H. (2004). HRM Best practices. *University of Otago, Otago management graduate review*, 2, 25-37.
- Michaels, E., Handfield- Jones, H., & Axerlod, B. (2001). *The war for talent*. USA: Harvard Business School Press.
- Milakovich, M. (1991). Total Quality Management in the Public Sector. *National Productivity Review*, 10 (2), 209.
- Ministry of Interior (2013). *Κοινό Πλαίσιο Αξιολόγησης (Κ.Π.Α.): Εγχειρίδιο και Οδηγός Εφαρμογής*. Αθήνα: Υπουργείο Εσωτερικών.
- Mira, M. S., Choon, Y. V., & Thim, C. K. (2019). The Impact of Human Resource Practices on Employees' Performance through Job Satisfaction at Saudi Ports Authority Based on the Assumption of Maslow Theory. *International Journal of Engineering and Advanced Technology*, 8 (5), 245-253.
- Papalexandri, N., & Bourantas, D. (2003). *Διοίκηση ανθρωπίνων πόρων*. Αθήνα: Μπένου.
- Papalexandri, N., & Bourantas, D. (2016). *Διοίκηση Ανθρώπινου Δυναμικού*. Αθήνα: Μπένου.
- Papastefanaki, S. (2006). *Διαχείριση Ανθρώπινων Πόρων*. Ηράκλειο: Α.Τ.Ε.Ι Κρήτης.
- Pater, R. (2011). Leveraging leadership: making the most from the least. *Professional Safety*, 56 (4), 55-57.
- Pecicoza, M. (2014). *The role of human resource management in improving public sector performances, a case study of central bank of Bosnia and Herzegovina*. University of Ljubljana.
- Peters, E., Joseph, S., Day, S. M., & Garety, P. (1999). Measurement of delusional ideation in the normal population: Introducing the PDI (Peters et al. Delusions Inventory). *Schizophrenia Bulletin*, 25 (3), 553–576.

- Pfeffer, J. (1994). *Competitive Advantage through people*. USA: Harvard Business School Press.
- Polychroniou, P. (2007). HR Practices in Greek Organizations: Financial Participation, Compensation System and Employee Satisfaction. *European Reward Management Conference – The European Institute for Advanced Studies in Management*. Brussels, Belgium.
- Porter, L. J., & Parker, A. J. (1993). Total quality management – the critical success factors. *Total Quality Management & Business Excellence*, 4, 13-22. doi: 10.1080/095441293000000003
- Prien, E. P., Schippmann, J. S., & Kristin, O. P. (2003). *INDIVIDUAL ASSESSMENT As Practiced in industry and Consulting*. London: Lawrence Erlbaum Associates Publishers.
- Prowse, P., & Prowse, J. (2016). Whatever happened to human resource management performance? *International Journal of Productivity and Performance Management*, 23 (2), 145-162.
- Samolejova, A., Wicher, P., Lampa, M., Lenort, R., Kutac, J., & Sikorova, A. (2015). Factors of human resource planning in metallurgical company. *Metalurgija*, 54 (1), 243-246.
- Tabiu, A., & Nura, A. A. (2013). Assessing the effects of human resource management (HRM) practices on employee job performance: A study of usmanu danfodiyo university sokoto. *Journal of Business Studies Quarterly*, 5 (2), 247.
- Terzidis, K., & Tzortzakis, K. (2004). *Διοίκηση ανθρωπίνων πόρων*. Αθήνα: Rosili.
- Thomason, S. (2001). *Human Resource Management*. Thomson Learning.
- Tsiotras, D. G. (2002). *Βελτίωση Ποιότητας*. Αθήνα: Εκδόσεις Μπένου.
- Tulgan, B. (2007). Νέοι ηγέτες - αναπτύσσοντας την νέα γενιά στελεχών. *10ο Συμπόσιο Ανθρώπινου Δυναμικού*. KPMG, Αθήνα.
- Tyson, S., & York, A. (2004). *Διαχείριση Ανθρώπινου Δυναμικού - Τα δομικά συστατικά του HRM*. (Π. Ψαρράκη, μετάφραση). Αθήνα: Γκιούρδας.
- Usrof, H., & Elmorsey, R. (2016). Relationship between HRM and TQM and its Influence on Organizational Sustainability. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6 (2), 21–33.
- Vaxevanidou, M., & Rekleitis, P. (2008). *Management Ανθρωπίνων Πόρων*. Αθήνα: Προπομπός.

Waheed, A., Miao, X., Waheed, S., Ahmand, N., & Majeed, A. (2019). How New HRM Practices, Organizational Innovation, and Innovative Climate Affect the Innovation Performance in the IT Industry: A Moderated-Mediation Analysis. *Sustainability*, 11 (621), 1-21. doi: 10.3390/su11030621

Waldman, D. A. (1994). The contributions of Total Quality Management to a theory of work performance. *Academy of Management Review*, 19 (3), 510-536.

Xirogianni, E., & Theou, A. (2009). *Η οργάνωση υπηρεσιών σε τοπικό επίπεδο, η περίπτωση της εφαρμογής του Κοινού Πλαισίου Αξιολόγησης σε ελληνικούς δήμους*. (Αδημοσίευτη διδακτορική διατριβή). Πανεπιστήμιο Μακεδονίας, Θεσσαλονίκη.

Xirotyri - Koufidou, S. (2001). *Διοίκηση Ανθρώπινων Πόρων*. Θεσσαλονίκη: Ανικούλα.

Zalman, R. G. (1991). The Basics of In – House Skills Training. *H. R. Magazine*, 36 (2), 74-78.

Zavlanos, M. (2003). *Η Ολική Ποιότητα στην εκπαίδευση*. Αθήνα: Σταμούλης.