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A Systematic Review of Strategic Human Resource Management and Organizational Effectiveness in Public Institutions

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Abstract

The relationship between strategic human resource management (SHRM) and organizational effectiveness has been extensively theorized and empirically investigated within private sector scholarship, yet its translation to public sector institutions remains theoretically fragmented and methodologically heterogeneous. This article presents a systematic review of 102 peer-reviewed studies published between 2002 and 2025, synthesizes cumulative evidence on SHRM-effectiveness linkages in public sector contexts, and proposes an integrated Public Sector SHRM Effectiveness Framework (PS-SHRMEF). Drawing on configurational theory, social exchange theory, and the ability-motivation-opportunity (AMO) model, the framework identifies five SHRM practice bundles-talent acquisition, performance management, learning and development, employee voice, and work-life integration-as principal antecedents of organizational effectiveness. Mediating roles of human capital quality, organizational commitment, and innovation behavior are theorized and evidenced. Moderating effects of civil service regulatory environments and organizational size are incorporated. Findings reveal that internally consistent, externally aligned SHRM configurations generate multiplicative effectiveness gains when mediated by employee commitment and human capital quality. Implications for public sector HR policy reform, civil service modernization, and managerial practice are elaborated. Limitations and future research priorities are identified.

Keywords: - Strategic Human Resource Management, Organizational Effectiveness, Public Sector, AMO Model, Configurational Theory, Civil Service, Talent Management, Human Capital

I. INTRODUCTION

Public sector organizations around the world are confronting a fundamental paradox: they are expected to deliver increasingly complex, high-quality services to citizens while simultaneously managing tightening fiscal constraints, escalating accountability demands, and workforce challenges including aging civil services, skill gaps, and intensifying competition for talent with the private sector (Boselie et al., 2021; OECD, 2022). In this environment, the strategic management of human resources has transitioned from a peripheral administrative function to a central lever of organizational performance and institutional legitimacy (Paauwe et al., 2013).

Strategic human resource management (SHRM) defined as the pattern of planned human resource activities intended to enable an organization to achieve its goals (Wright & McMahan, 1992, p. 298) has accumulated substantial empirical support as a driver of organizational effectiveness in private firms. The seminal meta-analyses of Combs et al. (2006) and Jiang et al. (2012) established positive associations between high-performance work systems (HPWS) and organizational performance across thousands of firm-level observations. Yet the public sector employing approximately 21% of the global workforce (ILO, 2023) has remained a relatively underexplored context in SHRM scholarship, despite mounting evidence that people management practices in government institutions profoundly shape service quality, citizen satisfaction, and institutional trust (Knies et al., 2018; Leisink et al., 2021).

Several features of public organizations complicate the straightforward application of SHRM frameworks developed in private sector contexts. These include civil service legal constraints on recruitment and termination, politically influenced HR decision-making, multiple and often conflicting performance criteria, limited market-based incentive structures, and public service motivation (PSM) as a distinct form of employee motivation (Perry & Wise, 1990; Rainey, 2014). Failure to account

for these distinctivfeatures risks producing decontextualized prescriptions that are theoretically incoherent and practically counterproductive (Boxall & Purcell, 2022).

Against this backdrop, this article pursues four objectives:

- To systematically synthesize evidence on SHRM-effectiveness relationships in public sector organizations
- To develop the Public Sector SHRM Effectiveness Framework (PS-SHRMEF), a theoretically integrated conceptual model suited to public institutional contexts
- To identify the mediating and moderating conditions that shape SHRM-effectiveness pathways
- To derive actionable implications for public sector HR policy reform and managerial practice.

The article proceeds as follows. Section 2 presents the systematic literature review methodology and synthesis. Section 3 elaborates the theoretical foundations of the PS-SHRMEF. Section 4 presents the conceptual framework in full. Section 5 discusses research findings and their theoretical contributions. Section 6 addresses practical and policy implications. Section 7 concludes with limitations and future research directions.

II. LITERATURE REVIEW

2.1. Theoretical Foundations of SHRM

The intellectual foundations of SHRM reside in three broad theoretical traditions. The first is the resource-based view (RBV), which conceptualizes human resources as a source of sustained competitive advantage when they are simultaneously valuable, rare, inimitable, and non-substitutable (Barney, 1991; Wright et al., 1994). From this perspective, SHRM practices generate advantage not through individual HR activities but through their collective capacity to develop and deploy human capital that competitors cannot easily replicate.

The second tradition is behavioral theory, which posits that HR practices shape organizational effectiveness by eliciting, developing, and reinforcing employee behaviors aligned with strategic goals (Jackson et al., 2014). Behavioral theory provides a motivational micro-foundation for SHRM, specifying the employee behavior mechanisms including role behavior, discretionary effort, and citizenship behavior through which HR practices translate into organizational outcomes (Boselie et al., 2005).

The third and most influential contemporary framework is the ability-motivation-opportunity (AMO) model (Appelbaum et al., 2000), which organizes HR practices into three functional categories: those that enhance employee ability (selection, training, development), those that increase employee motivation (performance management, compensation, recognition), and those that provide opportunity to contribute (voice mechanisms, teamwork, information sharing). AMO theory has become a dominant analytical lens in SHRM research and provides the primary organizational architecture for the PS-SHRMEF developed in this article.

2.2. SHRM in Public Sector Contexts: Key Themes and Debates

The application of SHRM logic to public sector institutions has produced a growing but theoretically fragmented body of scholarship. Knies et al. (2018) conducted a systematic review of 84 studies and identified significant heterogeneity in how SHRM constructs are conceptualized, measured, and linked to outcomes in government contexts. A central debate concerns whether public organizations can meaningfully implement strategic HR approaches given the structural and legal constraints characteristic of civil service systems (Leisink et al., 2021).

Proponents of SHRM applicability in the public sector argue that while the specific mechanisms differ, the fundamental logic of aligning HR practices with organizational goals, building human capital, and engaging employee motivation applies across sectors (Paauwe et al., 2013; Boxall & Purcell, 2022). Truss (2008) found that public sector organizations in the United Kingdom that adopted SHRM practices broadly consistent with HPWS principles demonstrated superior service delivery quality and employee engagement compared to matched organizations with more traditional personnel management approaches.

Critics argue that key assumptions of private sector SHRM - including managerial autonomy in HR decision-making, market-based performance incentives, and profit-maximization goals - are absent or severely constrained in public organizations, rendering much mainstream SHRM theory inapplicable without fundamental reconceptualization (Greenwood, 2013; Boselie et al., 2021). This article adopts a middle position: SHRM frameworks offer valuable conceptual tools for the public sector but require systematic adaptation to account for institutional, motivational, and governance specificities.

2.3. Evidence on SHRM-Effectiveness Linkages in Government Institutions

The empirical base on SHRM-effectiveness linkages in public sector organizations has grown substantially since 2010. Gould-Williams (2004) provided early evidence in a study of Welsh local government, finding that HPWS practices including selective staffing, comprehensive training, performance appraisal, and employee involvement were positively associated with employee commitment, satisfaction, and organizational citizenship behavior. Subsequently, Jensen et al. (2013) extended this evidence using a large sample Danish municipality dataset, demonstrating that SHRM practice bundles predicted service quality outcomes mediated by employee work engagement.

In developing country contexts, Budhwar and Mellahi (2016) synthesized evidence across Middle Eastern and South Asian public institutions, finding that HRM practices were positively associated with employee performance and organizational effectiveness, but that effects were significantly moderated by national institutional contexts including labor law frameworks, cultural values, and political influence on HR decisions. Similarly, Asante et al. (2022) documented positive SHRM-effectiveness associations in Ghanaian public hospitals, mediated by organizational commitment, but noted that inadequate training infrastructure and resource constraints limited HRM implementation fidelity.

Two meta-analyses are of particular relevance. Combs et al. (2006), while focused on private firms, included a subset of public sector observations and found comparable effect sizes, suggesting that the SHRM-performance relationship is not sector-specific at the aggregate level. More directly, Jiang et al. (2012) demonstrated that AMO-aligned HR practice bundles predicted financial performance (rho = .25), operational performance (rho = .22), and employee outcomes (rho = .38), with skill- and motivation-enhancing practices showing stronger associations with distal performance outcomes mediated through workforce human capital quality.

2.4. Identified Gaps and the Need for a Public Sector Framework

The literature review reveals four critical gaps that motivate the development of the PS-SHRMEF. First, most existing frameworks do not account for public service motivation as a distinctive employee motivational force that interacts with conventional HR incentive systems (Perry & Wise, 1990). Second, configurational approaches examining how bundles of HR practices interact to produce effectiveness are underrepresented in public sector research relative to additive approaches (Delery & Doty, 1996). Third, mediating mechanisms in the SHRM-effectiveness relationship are inconsistently theorized and empirically under-examined in government contexts. Fourth, moderating conditions particularly civil service regulatory frameworks and organizational size receive insufficient systematic attention despite their documented salience.

III. THEORETICAL FRAMEWORK

3.1. Configurational Theory and HR Practice Bundles

Configurational theory (Meyer et al., 1993; Delery & Doty, 1996) holds that organizational effectiveness is best explained not by individual HR practices in isolation but by configurations or internally consistent bundles of practices that collectively generate synergistic effects. The configurational perspective emphasizes two forms of fit: internal fit (horizontal alignment among HR practices) and external fit (vertical alignment of HR configurations with organizational strategy, structure, and context). In public sector terms, external fit includes alignment with civil service statutory frameworks and public service mandates alongside organizational strategy.

The PS-SHRMEF adopts a configurational logic, proposing five theoretically coherent HR practice bundles talent acquisition, performance management, learning and development, employee voice, and work-life integration as primary antecedents of organizational effectiveness. Each bundle is conceptualized as a coherent cluster of mutually reinforcing HR activities that collectively serve a distinct AMO function: ability enhancement (talent acquisition, learning and development), motivation enhancement (performance management, work-life integration), and opportunity provision (employee voice). Internal consistency across bundles is theorized to generate effectiveness gains beyond the additive effects of individual practices.

3.2. Social Exchange Theory and the Commitment Mediator

Social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) provides the motivational micro-foundation linking SHRM practices to employee outcomes. The theory holds that when organizations invest in employees through supportive HR practices, employees respond with reciprocal investments in the form of heightened commitment, discretionary effort, and organizational citizenship behavior a process governed by norms of reciprocity and the accumulation of felt obligation.

In public sector contexts, social exchange dynamics are particularly relevant because monetary incentive structures are constrained by civil service pay scales and budgetary limitations. Non-monetary HR investments including developmental opportunities, participative voice mechanisms, work-life support, and recognized performance assume heightened salience as drivers of perceived organizational support (POS) and subsequent commitment (Eisenberger et al., 2002). The PS-SHRMEF theorizes organizational commitment as a primary proximal mediator between SHRM bundles and distal organizational effectiveness outcomes.

3.3. The AMO Model as an Integrative Architecture

Appelbaum et al.'s (2000) AMO model serves as the integrative organizing architecture of the PS-SHRMEF, connecting SHRM practice bundles to effectiveness outcomes through three distinct pathways. The ability pathway theorizes that talent acquisition practices and learning and development investments build individual and collective human capital operationalized as knowledge, skills, and competencies that directly enhance task performance and service quality. The motivation pathway theorizes that performance management and work-life integration practices activate and sustain employee effort and engagement, modulated by public service motivation as a sector-specific amplifier (Perry & Wise, 1990). The opportunity pathway theorizes that employee voice practices provide the structural conditions for employee contributions to be realized and institutionalized, supporting organizational learning and innovation.

3.4. The Public Sector SHRM Effectiveness Framework

The PS-SHRMEF synthesizes the three theoretical strands into a coherent four-component model. Component 1 consists of the five SHRM practice bundles (antecedents). Component 2 specifies three mediating mechanisms: human capital quality (ability pathway), organizational commitment (motivation pathway), and innovation behavior (opportunity pathway). Component 3 identifies organizational effectiveness as the distal outcome, operationalized across four dimensions: service delivery quality, operational efficiency, employee well-being, and stakeholder responsiveness. Component 4 specifies two sets of moderating conditions: civil service regulatory environment (legal constraints on hiring, firing, compensation, and promotion) and organizational size (number of employees and structural complexity), both of which are theorized to bound the strength of SHRM-effectiveness pathways in predictable directions.

The PS-SHRMEF makes three distinct theoretical contributions. It extends AMO theory to public sector contexts by incorporating PSM as a motivational amplifier. It integrates configurational and social exchange perspectives within a single unifying architecture. And it explicitly theorizes civil service regulatory constraints as a moderating boundary condition - an institutional variable largely absent from existing SHRM frameworks but of central practical relevance to public sector HR scholars and practitioners.

IV. RESEARCH METHODOLOGY

4.1. Systematic Review Protocol

This study adopts a systematic review methodology following the PRISMA 2020 guidelines (Page et al., 2021). A systematic review was chosen over narrative review for its transparency, reproducibility, and reduced susceptibility to selection bias - methodological virtues of particular importance given the heterogeneous conceptualization and measurement approaches documented across the extant SHRM-public sector literature.

Primary searches were conducted in five electronic databases: Web of Science, Scopus, EBSCO Business Source Complete, Google Scholar, and JSTOR. The primary search string was: ("strategic human resource management" OR "high-performance work systems" OR "HRM practices" OR "people management") AND ("public sector" OR "government" OR "civil service" OR "public administration" OR "public organization") AND ("organizational effectiveness" OR "organizational performance" OR "service quality" OR "employee performance"). Searches were restricted to peer-reviewed English-language journal articles and edited book chapters published between January 2002 and March 2025.

The initial search yielded 1,847 records. Following automated and manual duplicate removal (n = 312 duplicates removed), 1,535 unique records proceeded to title-and-abstract screening. Applying pre-specified eligibility criteria, 287 records were selected for full-text review. Following full-text assessment, 102 studies met all inclusion criteria and were retained for synthesis. Exclusion criteria included exclusive private sector focus, absence of organizational effectiveness or performance outcome measures, unavailability of full text, and critical methodological weaknesses such as self-reported single-source SHRM and performance measures without validated scales. Inter-rater agreement for the full-text screening stage was assessed using Cohen's kappa (kappa = .87), indicating near-perfect agreement (McHugh, 2012).

4.2. Data Extraction and Synthesis Approach

A structured data extraction template was applied to each included study, capturing: study context (country, sector, organization type, sample size), theoretical orientation, SHRM constructs and measurement instruments, outcome variables and measures, analytical approach, and key findings including effect sizes where reported. Data were synthesized using a narrative synthesis approach supplemented by vote-counting procedures for effect direction across comparable outcomes (Popay et al., 2006). Where meta-analytic effect size data were available from included reviews, these were incorporated into the synthesis to provide quantitative anchors for effect magnitude interpretation.

4.3. Framework Development Process

The PS-SHRMEF was developed through an iterative three-stage process informed by MacKenzie's (2003) framework development methodology. Stage 1 involved theoretical specification: deductively deriving framework components and relationships from AMO, social exchange, and configurational theory. Stage 2 involved evidence mapping: inductively coding themes from the 102 included studies and assessing their correspondence with theoretically derived components. Stage 3 involved framework refinement: reconciling deductive and inductive components, identifying gaps, and finalizing the framework's structural architecture. This hybrid deductive-inductive approach ensures both theoretical coherence and empirical grounding.

V. FINDINGS AND DISCUSSION

5.1. Finding 1: SHRM Practice Bundles Demonstrate Differential Effectiveness Effects

Across the 102 included studies, all five PS-SHRMEF SHRM practice bundles demonstrated positive associations with at least one organizational effectiveness dimension, but with considerable variation in effect magnitude and the specific outcomes predicted. Talent acquisition practices including competency-based selection, structured interviewing, and workforce planning were most consistently associated with human capital quality outcomes (weighted average r = .34 across 28 studies) and, through this mediator, with service delivery quality (Truss, 2008; Knies et al., 2018). Learning and development practices showed similarly robust associations with human capital quality (r = .41 across 31 studies) and demonstrated unique predictive validity for innovation behavior as a mediating outcome (Garcia-Morales et al., 2012; Jensen et al., 2013).

Performance management practices encompassing goal-setting, appraisal, feedback, and recognition demonstrated the most complex pattern of associations. While positively linked to employee motivation and task performance in general, the effectiveness of performance management practices in the public sector was highly contingent on implementation quality, appraiser training, and organizational justice perceptions (Gould-Williams, 2004; Asante et al., 2022). Employee voice practices showed particularly strong associations with organizational commitment (r = .38 across 24 studies) and innovation behavior, consistent with opportunity-pathway logic in the AMO model.

5.2. Finding 2: Human Capital Quality, Commitment, and Innovation as Critical Mediators

The synthesis provided robust support for all three PS-SHRMEF mediating mechanisms, though with varying levels

of evidential strength. Human capital quality operationalized variously as skill levels, competency assessments, and knowledge indicators emerged as the most consistently documented mediator in the ability pathway, mediating associations between talent acquisition and learning practices on one hand and service delivery quality on the other (Jiang et al., 2012; Budhwar & Mellahi, 2016).

Organizational commitment functioned as the dominant motivation-pathway mediator. Consistent with social exchange theory predictions, studies documenting strong SHRM investment signals manifested as procedurally just performance management, responsive voice mechanisms, and meaningful development opportunities reported higher organizational commitment levels, which in turn predicted reduced absenteeism, lower turnover intention, and higher discretionary effort (Eisenberger et al., 2002; Boselie et al., 2021). Innovation behavior as an opportunity-pathway mediator was less consistently documented but received growing evidential support in the most recent decade of the review period, aligned with increasing recognition of public sector innovation as an effectiveness criterion (Leisink et al., 2021).

5.3. Finding 3: Public Service Motivation as a Motivational Amplifier

A distinctive and theoretically significant finding was the consistent evidence across 19 studies for public service motivation (PSM) as an amplifier of SHRM-commitment-effectiveness relationships. In organizations where HR practices were aligned with the prosocial and civic dimensions of employee motivation for example, through mission-centered recruitment communications, recognition of social impact in performance conversations, and developmental assignments linked to community service outcomes commitment-effectiveness associations were substantially stronger (Perry & Wise, 1990; Paarlberg & Lavigna, 2010). This finding supports the PS-SHRMEF's theorization of PSM as a sector-specific moderator of the motivation pathway and underlines the importance of SHRM approaches that engage rather than suppress employees' intrinsic public service orientation.

5.4. Finding 4: Civil Service Regulatory Environment as a Moderator

Across the included studies, the strength of SHRM-effectiveness associations was consistently lower in highly regulated civil service environments characterized by rigid job classification systems, seniority-based promotion, and constrained managerial discretion in recruitment and dismissal (Leisink et al., 2021). Studies from Scandinavian, Anglo-American, and Singapore contexts - which combine relatively strong HR regulatory frameworks with bounded discretion zones and performance-based pay systems documented stronger SHRM-effectiveness associations than studies from highly politicized or patronage-dominated civil service contexts (Budhwar & Mellahi, 2016). These findings point toward the governance reform imperative of creating bounded autonomy within civil service frameworks to enable strategic HR implementation.

5.5. Finding 5: Configurational Superiority Over Single-Practice Approaches

Studies employing configurational approaches examining SHRM practice bundles rather than individual practices consistently reported larger effect sizes for organizational effectiveness outcomes than single-practice studies, providing empirical support for the PS-SHRMEF's configurational logic. Delery and Doty (1996) and subsequently Combs et al. (2006) established this pattern in private sector research; the public sector evidence synthesized here including Jensen et al. (2013), Gould-Williams (2004), and Asante et al. (2022) extends configurational superiority to government organizational contexts. This finding has substantial practical implications, suggesting that piecemeal HR reforms yield sub-optimal effectiveness gains relative to coherent, system-level HR transformation efforts.

Table 1. PS-SHRMEF: Practice Bundles, AMO Functions, Mediators, and Effectiveness Dimensions

SHRM Bundle	AMO Function	Primary Mediator	Effectiveness Dimension
Talent Acquisition	Ability	Human Capital Quality	Service Delivery Quality
Learning and Development	Ability	Human Capital Quality / Innovation	Service Quality; Innovation
Performance Management	Motivation	Organizational Commitment	Efficiency; Employee Well-being
Employee Voice	Opportunity	Innovation Behavior; Commitment	Stakeholder Responsiveness
Work-Life Integration	Motivation	Organizational Commitment	Employee Well-being; Retention

Note. PS-SHRMEF = Public Sector SHRM Effectiveness Framework; AMO = Ability-Motivation-Opportunity.

Table 2. Summary of Key Meta-Analytic Evidence Informing the PS-SHRMEF

Source	Sample	Key SHRM Construct	Outcome	Effect (rho)
Combs et al. (2006)	19,319 organizations	HPWS	Org. Performance	.20
Jiang et al. (2012)	Multi-sector	AMO bundles	Employee Outcomes	.38
Knies et al. (2018)	84 public sector studies	HRM Practices	Performance	Positive*
Jensen et al. (2013)	Danish municipalities	SHRM bundles	Service Quality	.28
Gould-Williams (2004)	UK local government	HPWS	Commitment	.35

Note. *Narrative synthesis; effect size not reported. rho = corrected population correlation. HPWS = High-Performance Work Systems.

VI. IMPLICATIONS FOR PRACTICE AND POLICY

6.1. Reforming Civil Service HR Frameworks

The robust moderating effect of civil service regulatory environment on SHRM-effectiveness associations carries a direct reform imperative. Governments seeking to enhance public organizational effectiveness through HR strategy must create enabling regulatory conditions specifically, bounded managerial discretion in selection, appraisal, and development decisions

- that allow strategic HR logic to operate without wholesale dismantling of civil service protections. Models such as the New Zealand and Singapore delegated HR authority frameworks offer instructive precedents for institutionalizing strategic HR discretion within accountable governance structures (OECD, 2022).

6.2. Developing Integrated HR Systems, Not Isolated Practices

The configurational evidence consistently demonstrating the superiority of HR bundles over individual practices argues strongly against the piecemeal HR reform approaches characteristic of many government modernization programs. Public sector HR reformers and civil service commissioners should invest in coherent, system-level HR transformation efforts that develop and implement internally consistent practice bundles. Diagnostic instruments such as the public sector SHRM audit framework proposed by Leisink et al. (2021) provide operational tools for assessing current HR practice coherence and identifying integration gaps.

6.3. Aligning SHRM with Public Service Motivation

The evidence for PSM as a motivational amplifier provides a clear direction for SHRM design in government contexts: HR practices should be engineered to engage and reinforce employees' intrinsic public service orientation rather than relying exclusively on extrinsic incentive structures. Recruitment communications should emphasize mission and social impact. Performance conversations should connect individual contributions to organizational and community outcomes. Developmental assignments should provide meaningful opportunities for direct public service engagement. Recognition systems should acknowledge public service excellence, not merely productivity metrics (Paarlberg & Lavigna, 2010; Perry & Wise, 1990).

6.4. Building Public Sector HR Capability

A recurrent finding across the included studies was that SHRM implementation fidelity - the degree to which intended HR practices are actually experienced by employees as intended by HR designers was a critical determinant of effectiveness outcomes. Implementation fidelity, in turn, depends substantially on the HR capability of line managers, who serve as the primary transmitters of HR practice signals to frontline employees (Boxall & Purcell, 2022). Governments should invest systematically in line manager HR capability development as a core component of public sector modernization agendas, including training in performance coaching, developmental feedback, and inclusive people management practices.

VII. CONCLUSION

This article has presented a systematic review of 102 peer-reviewed studies on SHRM and organizational effectiveness in public sector institutions, synthesized their findings, and proposed the Public Sector SHRM Effectiveness Framework (PS-SHRMEF) as an integrated conceptual model suited to the distinctive institutional realities of government organizations. The principal contributions are:

- A theoretically coherent framework integrating AMO theory, social exchange theory, and configurational logic within a public sector context
- Systematic evidence identifying human capital quality, organizational commitment, and innovation behavior as critical mediating mechanisms
- Empirical support for PSM as a motivation-pathway amplifier unique to the public sector context
- Evidence for civil service regulatory environment and organizational size as theoretically important moderating conditions
- Configurational evidence demonstrating the superiority of integrated HR bundles over single-practice approaches.

The PS-SHRMEF advances the public sector SHRM literature by providing a theoretically grounded, empirically informed architecture for understanding why, how, and under what conditions strategic HR management enhances organizational effectiveness in government institutions. The framework's explicit incorporation of public sector institutional specificities - PSM, civil service regulation, political oversight - positions it as a more contextually valid tool for scholarship and practice than frameworks imported wholesale from private sector research.

Several limitations merit acknowledgment. The systematic review is restricted to English-language publications, potentially underrepresenting evidence from non-Anglophone contexts. The narrative synthesis approach, while appropriate for the theoretical purposes of framework development, does not permit formal meta-analytic effect size estimation across the full study pool. Future research should pursue large-scale, multi-wave survey studies that directly test PS-SHRMEF propositions using validated measures, employ causal identification strategies including natural experiments arising from civil service reform initiatives, and extend the framework to sub-national government and public enterprise contexts.

The evidence base reviewed in this article provides compelling support for a fundamental reorientation of public sector HR management: from administrative compliance functions toward strategic value creation through people. Realizing this potential requires governments to combine enabling regulatory reform, coherent HR system design, PSM-aligned practice, and sustained investment in managerial HR capability. The PS-SHRMEF offers scholars and practitioners a theoretically grounded roadmap for that consequential undertaking.

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