

# ADDRESSING THE NEED OF GOVERNMENT WORKFORCE: FROM A JOB AGGREGATOR TOOL TO A PUBLIC SECTOR ALLIANCE

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## ABSTRACT

Between an aging workforce and a shortage of applications from talented young people, governments are struggling to recruit qualified personnel. Using university and industry-generated business data, this study seeks to answer the following research questions: (1) What do students see meanings in work? (2) What is the best medium for getting students to consider public sector jobs? (3) What additional tools, training, or information are needed to further develop a pipeline between diverse student bodies and public sector jobs? The study contributes to the public administration literature on recruitment and has implications for public managers on alliance building.

**Keywords:** Government workforce, public sector job, recruitment, alliance building

## INTRODUCTION

Millennials and Generation Z have matured while online platforms and social media have given them the opportunity and power to share their views, influence people and institutions far and wide, and challenge authorities in new ways. These forces have shaped their worldviews, values, and behavior. This is the generation that leads the way in great resignation, leaving behind careers and businesses that they feel are not working in the best interests of society or according to their own moral code. This could leave industries and organizations with slow or persistent resilience to change facing long-term talent shortages as baby boomers and Gen Xers retire (Perkins, 2007). As the workforce ages, the public sector will be hit hardest by changes in the aging demographic. This underscores the need for the public sector to do more to attract young workers. To do this, we must redefine what it means to work in the public service by aligning our daily work with today's most important social issues and investing in the latest technology tools.

## LITERATURE REVIEW

The nature of government will inevitably change with the changing public service workforce. Operations will change as state and local governments digitize and automate processes. Despite this long-term shift to technology, unless government agencies act proactively to identify

opportunities for growth, address today's social issues, and invest in the latest technology tools, millennials will continue to grow. Millennials and Generation Z are not automatically drawn to government jobs. Blending end-to-end digitization with raising awareness about the growth opportunities provided in the public sector will attract younger generations.

In recent years, Artificial Intelligence (AI) has become a topic of interest to different nations. All over the world are beginning to study the implementation and potential benefits of technologies based on AI techniques to digitalize and improve E-Government. AI techniques can improve internal management processes, service delivery, and interactions with citizens. AI in government involves designing, building, using, and evaluating algorithms and computational techniques to improve the management of public institutions (Havins, 2020).

In Human Resource Management (HRM), the main goal is to make the most of an organization's human capital. According to Brown (2004), public sector HRM has been characterized by the creation of more flexible structures and processes, the removal of highly centralized agencies and service-wide consistency of rules, and greater responsibility accorded to line managers and supervisors in the management of employees through flatter management structures and programmers of decentralization and devolution. Over the past few decades, public scrutiny of HR functions in the public sector has increased. The public has higher expectations from government agencies, for example, they want public sector services to be delivered with greater quality and customization. They need courteous and effective government workers who will handle their requests in the most effective way. On the other hand, governments are under pressure to cut back on tax funding and boost overall productivity. The fundamental issue for public organizations will still be to increase service quality while lowering expenses.

## METHODS

Using university and industry-generated business data, this study seeks to answer the following research questions: (1) What do students see meanings in work? (2) What is the best medium for getting students to consider public sector jobs? (3) What additional tools, training, or information are needed to further develop a pipeline between diverse student bodies and public sector jobs? The study contributes to the public administration literature on recruitment and has implications for public managers on alliance building.

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