
Introduction

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1 The wicked problems

The current issue on the capacity of government organisation in the world is how to solve a wicked problem. Wicked problems typically transcend organisational boundaries, administrative levels, and ministerial areas and elude obvious or easily defined solutions; involving multi-level, multi-actor and multi-sectoral challenges, uncertain and contested knowledge; and more complex, uncertain and ambiguous they are, the more 'wicked' they become such as social cohesion, climate change, unemployment, security, crime, homelessness, sustainable healthcare, poverty, and immigration (Læg Reid and Rykkja, 2014). Rittel and Webber (1973) postulated wicked problem as follows:

- 1 wicked problems have no definitive formulation
- 2 it is hard, maybe impossible, to measure or claim success with wicked problems because they bleed into one another, unlike the boundaries of traditional design problems that can be articulated or defined
- 3 solutions to wicked problems can be only good or bad, not true or false
- 4 there is no template to follow when tackling a wicked problem, although history may provide a guide
- 5 there is always more than one explanation for a wicked problem, with the appropriateness of the explanation depending greatly on the individual perspective of the designer

2 *A. Nurmandi*

- 6 every wicked problem is a symptom of another problem. The interconnected quality of socio-economic-political systems illustrates how, for example, a change in education will cause new behaviour in nutrition
- 7 no mitigation strategy for a wicked problem has a definitive scientific test because humans invented wicked problems and science exists to understand natural phenomena
- 8 offering a 'solution' to a wicked problem frequently is a 'one-shot' design effort because a significant intervention changes the design space enough to minimise the ability for trial and error
- 9 every wicked problem is unique
- 10 designers attempting to address a wicked problem must be fully responsible for their actions.

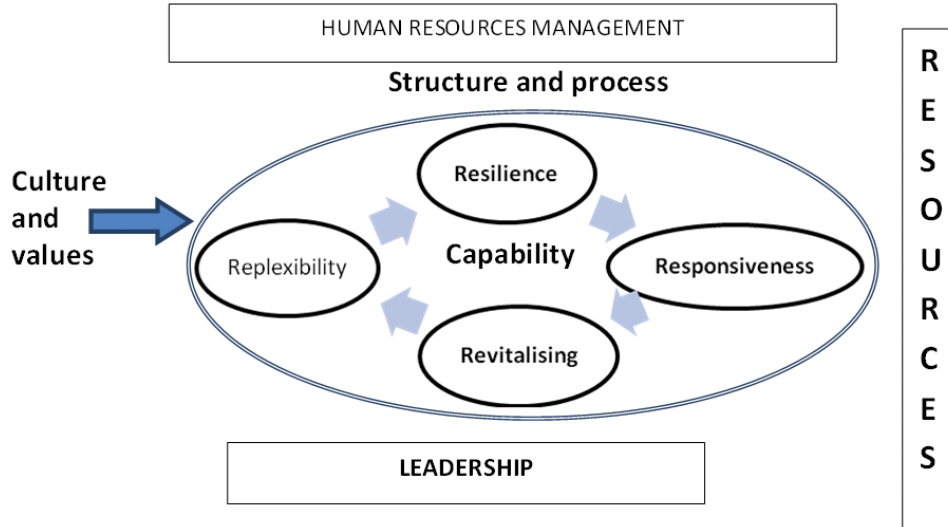
2 Personnel capability

However, the wicked problem has to be challenged by the big number of a government employee with the lack of capability. Government organisation employment is typically characterised as being labour intensive, as the performance of public sector workers is critical to solving the wicked problem (Knies et al., 2015). At least, one way to tackle this problem is innovation in human resources development and management that may be grouped into three categories:

- 1 human resources and leadership
- 2 technological and financial resources
- 3 structure, process, and value system or culture (Farazmand, 2004).

Personnel capability as a policy maker or implementer needs four capability to deal with wicked problems: reflexivity, resilience, responsiveness, and revitalising (Termeer et al., 2015). The reflexivity is the capability to appreciate and deal with unstructured problems and multiple realities; resilience: the capability to flexibly adapt one's course in response to frequent and uncertain changes without losing identity; responsiveness: the capability to respond legitimately to unlimited demands and concerns; and revitalising is the capability to unblock stagnations and reanimate policy processes (Termeer et al., 2015).

In the current fast-changing world affected by information communication technology creates also wicked problems. The new ICT systems for e-government transformation subsequently requires a cultural and behavioural change in government employer responsiveness, including collaborative leadership in the organisation, shared services within the organisation and among organisations and citizen service-centredness in carrying out the job (Batara et al., 2017). Technology 2.0-based citizen-activity or online culture model via social media is needed within government organisation for changes in leadership, policy, and governance (Roengtam et al., 2017). In the internal government organisation, social networks can circumvent bureaucratic boundaries and facilitate information sharing activities among individuals across hierarchies and divisions or departments (de Vreede et al., 2016).

Figure 1 The capability of government personnel (see online version for colours)

However, the capability of civil servants deal with unstructured problems and flexibly adapt one depends on their individual values. HRM practices and tools greatly contribute to shaping the perception of fit between an organisation's characteristics and values, and employees' work values and expectations (Giauque et al., 2015). In this context, culture and religion have a dominant effect on civil servants values. For palliative care services, the reciprocal spiritual/religious relationship influenced the well-being of patients (Rochmawati et al., 2018). In the non-western countries, public service ethos including both motivations and values (Rayner et al., 2011) is shaped by institutions in which an ethos is considerably affected by corruption issues, volatile and unsafe political dynamics, and capacity problems in the public sectors (Houston, 2014)

3 About this special issue

International Journal of Public Sector Performance Management collaborated with Asia Pacific Society for Public Affairs (APSPA) to publish six selected papers from 20 submitted papers on leadership, human resources and public management. Those paper are selected from the International Conference on Public Organization VI (ICONPO VI) held in Bandung, Indonesia by APSPA. As an editor, I am cordially to present to the international readers under special issue 'Human resources, leadership and public management'.

The first paper was written by Professor Amporn Tamronglak titled 'Strategic workforce planning for Thailand public sector' in order to investigate the current strategic workforce planning practices of the Thai public agencies applying the four-step strategic workforce planning framework. This paper revealed that the competency assessment model was out-dated, unrealistic and irrelevant to be practiced. The second paper was written by Andrea Stolfova titled 'Development of employees' evaluation and motivation systems in Czech NG' based on the quantitative data from a ten-year-long survey

(2007–2017) amongst Czech NGOs in the area of HRM. The authors ask a question: “Can the approach of non-profit organizations to worker evaluation and systematic monitoring of their motivation be seen as progressive?” Based on the results of the survey and semi-structured interviews, the approach of non-profit organisations in the Czech Republic is progressive. Employee evaluation is becoming more formalised and it has a regular frequency (most frequently annual), follows the development and remuneration and considers employee motivation. The authors propose that strengthening of supervisor managing skills will push HRM professionalisation further and support the sustainability of the organisation.

Wustari L. Mangundjaya’s study on state-owned organisations of Indonesia aims to presents that psychological empowerment and organisational trust as full mediators for the relationship between change leadership and affective commitment to change. Halimah Abdul Manaf et al. explore ‘voluntary patrol unit in Malaysia’ under the framework of cooperation between police and community from social capital perspective. The premise of the study evolves on the belief that fear of crime, the perception of crime, and concern for crime are predictors of social capital which includes participation, cooperation, and communication. In regard to methodology, this study utilises quantitative approach. The last two papers explore different issues ranging from ICT adaptability of a government employee and citizen written by Yogesh Misra and Vandna Sharma. However, Neha Sharma focuses on ‘Does digitised internal communication develop citizenship behaviour? Case study of an Indian government organisation’.

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