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THE ROLE OF GOVERNANCE IN IMPROVING PUBLIC ADMINISTRATION IN LIBERIA: A SYSTEMATIC REVIEW

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ABSTRACT

Governance is widely recognized as a critical determinant of effective personnel administration and public sector performance. In developing countries, particularly Liberia, governance reforms have been implemented to strengthen accountability, transparency, merit-based recruitment, institutional capacity, and service delivery. Despite these efforts, personnel administration continues to face challenges, including political interference, corruption, weak accountability systems, and inadequate institutional capacity. This review synthesized existing empirical literature on the role of governance in improving personnel administration in Liberia and identified key governance factors influencing public sector human resource management. The study adopted a systematic review approach guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. 30 relevant literature sources were identified through Google Scholar, JSTOR, ResearchGate, Springer, government publications, and institutional reports. After the review, six major themes influencing personnel administration were identified as: accountability, transparency and ethical leadership, merit-based recruitment and promotion, institutional capacity, performance management, and decentralization. The findings indicate that good governance enhances employee productivity, organizational efficiency, professionalism, and public service delivery. However, corruption, political patronage, nepotism, weak monitoring systems, inadequate resources, and poor implementation of governance reforms continue to undermine personnel administration in Liberia.

Keywords: Governance, Public Administration, Personnel Administration, Systematic Review, PRISMA Framework, Liberia.

1 INTRODUCTION

Governance has become a central concept in public administration due to its influence on institutional effectiveness, accountability, transparency, and public service delivery (OECD, 2020; World Bank, 2024). It refers to the processes, structures, and mechanisms through which public institutions are managed and held accountable in achieving societal

goals. Public Administration, on the other hand, is the machinery through which government policies and programs are implemented by public institutions and civil servants, and in most parts of this review, it was also considered personnel administration because of its indispensability in restoring and shaping the public sector.

Personnel administration involves recruitment, selection, training, promotion, compensation, and performance management of employees within public institutions. The effectiveness of personnel administration largely depends on the quality of governance systems that guide decision-making and resource management (Henry, 2018). Effective governance promotes transparency, participation, responsiveness, rule of law, and accountability, which are essential for improving personnel administration and organizational performance (Rhodes, 1997; Kooiman, 2003; Pollitt & Bouckaert, 2017).

Globally, governance reforms aimed at strengthening accountability, enhancing transparency, promoting merit-based recruitment, and improving public service efficiency have been widely adopted as a strategy for improving public sector performance and human resource management (Hood, 1991; Pollitt & Bouckaert, 2017). Despite the emphasis on results-oriented management, performance measurement, and professionalized personnel systems, studies indicate that weak governance remains a major challenge in many countries, contributing to corruption, bureaucratic inefficiencies, poor personnel management, and ineffective service delivery (Christensen & Lægveid, 2018; World Bank, 2021; OECD, 2022).

In Africa, countries continue to struggle with ineffective personnel administration systems that negatively affect service delivery and organizational performance (Ayee, 2020; Hope, 2022; AfDB, 2021). Evidence suggests that governance reforms have contributed to improvements in accountability, transparency, and public sector efficiency in a few African countries; however, challenges including corruption, political interference, nepotism, inadequate funding, and weak monitoring mechanisms and accountability continue to undermine personnel administration across the continent (Mlambo et al., 2019; OECD, 2021).

In Liberia, governance and personnel administration have attracted significant attention, particularly following the end of the civil conflict that weakened governance structures, reduced institutional capacity, and negatively affected personnel administration within the public sector (Forte, 2010). In an effort to rebuild state institutions, the Government of Liberia introduced several governance and civil service reforms aimed at enhancing employee performance within public institutions (Civil Service Agency, 2015; Governance Commission of Liberia, 2012; Republic of Liberia, 2010). Despite these reforms, personnel administration in Liberia continues to face significant challenges like corruption, political patronage, weak accountability systems, inadequate institutional capacity, limited professional development opportunities, and poor implementation of governance reforms (Nyei, 2020; Kendor, 2018; World Bank, 2021). These challenges often influence recruitment, promotion, employee motivation, performance appraisal, and service delivery outcomes. The big question remains: how does governance contribute to improving personnel administration and strengthening public sector performance in Liberia? What are the key governance factors influencing personnel administration? Therefore, this review examined the role of governance in improving public administration in Liberia, which contributes to effective service delivery, accountability, and sustainable state-building. The review provided evidence-based recommendations for strengthening public sector governance and administration in Liberia.

2 LITERATURE SURVEY

Governance is broadly defined as the processes and institutional arrangements through which public authority is exercised, collective decisions are made, and public policies are formulated and implemented to achieve national development objectives. It emphasizes that governance extends beyond government itself to encompass the interactions among public institutions, citizens, and other actors that are involved in policymaking and service delivery (Bertelli et al., 2020; World Bank, 2017). Governance therefore emphasizes not only what government do but also how decisions are made, implemented, monitored, and evaluated and the extent to which citizens and other stakeholders participate in the process (World Bank, 2017; OECD, 2020).

On the other hand, Public Administration is the strategic, triadic process through which state actors (politicians and bureaucrats) manage administrative capacity, political oversight, and service implementation to convert citizen preferences into responsive public goods and services. Here, governance therefore emphasizes not only what governments do, but also how they interact with citizens and other stakeholders in the process (Grossman & Slough, 2022).

The relationship between governance and public administration constitutes a fundamental pillar of state effectiveness, particularly in post-conflict and developing nations where institutional capacity and bureaucratic performance strongly influence policy implementation and public service delivery (Bertelli et al., 2020; Khawaja & Khalid, 2022). Governance

also involves mechanisms through which citizens participate in, monitor, and hold public institutions accountable for the delivery of public services (Waddington et al., 2019). In post-conflict societies, effective governance and efficient public administration are indispensable for restoring state legitimacy, rebuilding public trust, strengthening institutional capacity, and promoting sustainable socio-economic development.

In post-conflict Liberia, the legacies of civil war have continued to shape citizens' perceptions of and relationships with state institutions, making the rebuilding of institutional legitimacy and public trust an important component of post-conflict state reconstruction (Blair, 2022; Blair & Morse, 2021). Countries emerging from conflict often face weak institutions, limited administrative capacity, corruption, inadequate accountability, and poor public service delivery, making governance reforms a strategic priority for national recovery and development.

In Liberia, decades of civil conflict (1989-2003), political instability, institutional weaknesses, corruption, inadequate human resource management, and limited administrative accountability significantly undermined public sector performance and citizens' confidence in government institutions. Although successive governments have introduced civil service reforms, public financial management reforms, decentralization initiatives, and digital governance programs, challenges relating to bureaucratic inefficiency, weak institutional coordination, limited transparency, and capacity constraints continue to affect public administration in Liberia. Here comes the need to keenly examine governance and administrative governance.

Governance is a multidimensional concept that describes the structures, institutions, processes, relationships, and mechanisms through which authority is exercised, collective decisions are made, public resources are managed, and institutions are held accountable. It extends beyond the formal activities of government to include interactions among the state, private sector, civil society organizations, communities, and citizens in addressing public needs and pursuing socioeconomic development. Governance encompasses the mechanisms through which governments formulate policies, ensure accountability, uphold the rule of law, and engage citizens in decision-making while administrative governance specifically focuses on the structured processes, and managerial systems that enable public institutions to implement these policies efficiently and ethically. Administrative governance is a specialized dimension of governance that focuses on the structures, systems, and managerial processes through which public institutions formulate and implement government policies services. Effective administrative governance is characterized by professionalism, merit-based recruitment, ethical leadership, accountability, responsiveness, and efficient utilization of public resources. According to the Organization for Economic Co-operation and Development (OECD, 2020), modern administrative governance seeks to strengthen institutional effectiveness, improve service delivery, reinforce public trust, and enhance government's ability to respond to complex social and economic challenges. Similarly, the World Bank (2024) emphasizes that strong governance institutions are fundamental for sustainable development, poverty reduction, and resilient state institutions in developing countries. Governance and administrative governance are closely interconnected concepts that shape the effectiveness of the public sector.

Historically, public personnel administration in Liberia has passed through several phases influenced by colonial heritage, political transitions, prolonged civil conflicts, post-war reconstruction, and the recent contemporary public sector reforms. During the nineteenth and twentieth centuries, public personnel administration was characterized by highly centralized decision-making, political patronage, and limited institutional professionalism (Sawyer, 2005). Personnel management lacked standardized recruitment procedures, performance appraisal systems, and structured career progression mechanisms (Liebenow, 1987). The earliest administrative reform aimed at modernizing government institutions and improving public sector management was interrupted by the April 12, 1980 military coup. Experienced civil servants were replaced by military personnel and political loyalists, further weakening bureaucratic professionalism and institutional continuity (Ellis, 2007). As a result, training institutions responsible for developing public servants ceased functioning, while opportunities for professional development became extremely limited. Many qualified professionals emigrated during the conflict, leading to significant brain drain that deprived Liberia of experienced administrators and technical experts (World Bank, 2010). A new beginning for Liberia's public personnel administration emerged after the signing of the Accra Peace Agreement. Particularly, reform to strengthen the Civil Service Agency (CSA) with specific mandates to coordinate recruitment, personnel management, performance evaluation, training, and human resource policy across government institutions (World Bank, 2017). The current national development framework, the ARREST Agenda for Inclusive Development (AAID), continues to prioritize public sector transformation through institutional strengthening, digital governance, civil service modernization, human capital development, and performance-based management (Civil Service Agency, 2025). The agenda emphasizes building a competent, ethical, and accountable public workforce capable of delivering efficient public services and supporting inclusive economic development.

According to the OECD (2020), sound public governance is founded on values, institutional enablers, and management tools that strengthen the capacity of governments to deliver services, implement reforms, and promote inclusive development. Within these national governance frameworks, the Civil Service Agency has adopted five core pillars of public sector reform and governance, namely; First Pillar: Professionalism and Merit-based Civil Service Management;

Second Pillar: Accountability, Transparency, and Effective Integrity; Third Pillar: Performance Management and Efficient Public Service Delivery; Fourth Pillar: Digital Transformation and Administrative Modernization; and lastly, Fifth Pillar: Institutional Capacity, Citizen Participation, and Sustainable Governance to meet up with the modern and sustainable challenges that exist in the public sector (Civil Service Agency, 2025; OECD, 2020). However, sustaining these reforms in Liberia requires stronger enforcement of merit principles, continuous capacity building, and protection of the political neutrality of the civil service vis-à-vis good governance.

Liberia's public sector continues to face governance and administrative challenges that constrain national development, institutional performance, and service delivery. Evidence points to weak accountability systems, inadequate monitoring and evaluation mechanisms, patronage-based appointments, limited meritocracy, insufficient professional development of civil servants, delays in public service delivery, and ineffective enforcement of public sector regulations. The governance weaknesses have reduced institutional effectiveness and weakened public confidence in government. Recent governance assessments continue to identify administrative inefficiencies, low domestic revenue mobilization, capacity constraints, and weaknesses in transparency and oversight as major barriers to effective governance. These Findings demonstrate that strengthening administrative governance remains essential for improving institutional performance and achieving inclusive national development. The authors conducted a systematic review on the role of governance in improving public administration in Liberia. Specifically, this study, through synthesized evidence, evaluated the effectiveness of governance policies and reform initiatives in addressing historical administrative weaknesses while identifying factors that either facilitate or constrain effective governance within Liberia's public sector. Evidence from this study helps policymakers, public administrators, development partners, and scholars design strategies that promote the effectiveness of government institutions.

3 METHODOLOGY

This study adopted a systematic review research design to examine the role of governance in improving personnel administration in Liberia. A systematic review is a rigorous and structured approach used to identify, evaluate, and synthesize existing evidence on a particular research topic through a transparent and replicable process (Snyder, 2019). The design was considered appropriate because it enabled the researcher to critically analyze scholarly literature, government reports, and institutional publications related to governance and personnel administration without collecting primary data. Relevant literature was retrieved using electronic databases and academic search engines, including Google Scholar, JSTOR, SpringerLink, ResearchGate, Scopus, and institutional repositories. Keywords used during the search included: governance, personnel administration, public administration, civil service reform, institutional capacity, accountability, transparency, human resource management, public sector governance, and Liberia. Boolean operators such as AND and OR were used to refine the search and retrieve relevant studies.

The review was guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework to ensure transparency, credibility, and methodological rigor in the selection and synthesis of studies (Page et al., 2021). The authors included in the study: Peer-reviewed journal articles, books, dissertations, and institutional reports; studies that governance, personnel administration, public administration, and civil service reform as active variables; studies conducted in Liberia, Africa, and other developing countries; empirical and theoretical studies that used quantitative, qualitative, or mixed-method approach; studies published between 1999 and 2025; and studies written in English with sufficient contextual information.

The exclusion criteria include: Newspaper articles, blogs, opinion pieces, and non-academic publications; duplicate studies identified during the screening process; studies unrelated to governance or personnel administration; publications lacking credible authorship or verifiable sources; studies published in languages other than English; and articles with insufficient information for analysis. The study selection process followed the PRISMA 2020 guidelines. Initially, 150 relevant records were identified through database searches. 20 duplicate records were removed before 130 were screened out for inadequacies in titles and abstracts. 40 full-text articles were then assessed against the inclusion and exclusion criteria. Only 30 studies met the eligibility requirements and were included in the final review. To ensure the credibility and reliability of the reviewed literature, each study was assessed using established quality criteria adapted from the Critical Appraisal Skills Programme (CASP) checklist. The assessment focused on the clarity of research objectives, methodological rigor, data collection procedures, validity of findings, and relevance to the study objectives. Only studies that met acceptable quality standards were included in the final review.

Relevant information was extracted from each selected study using a standardized data extraction matrix. Information collected included the author(s), year of publication, study location, research design, key governance variables, personnel administration variables, and major findings. The study employed thematic synthesis to analyze the selected literature. Thematic synthesis is a qualitative technique that involves identifying, coding, categorizing, and interpreting recurring patterns within the literature (Braun & Clarke, 2021). The extracted data were organized into 6 major themes including accountability, transparency, merit-based recruitment, institutional capacity, performance management, and

decentralization. These themes were then synthesized to explain how governance influences personnel administration in Liberia.

4 RESULTS

The thematic synthesis identified six major themes regarding the role of governance in improving personnel administration.

4.1 Theme 1: Governance and Accountability

Accountability emerged as one of the most significant governance factors influencing personnel administration. The reviewed studies consistently found that institutions with strong accountability mechanisms demonstrate better employee performance, improved supervision, reduced corruption, and enhanced public trust. Forte (2010), the Civil Service Agency (2015), and the World Bank (2020) reported that weak accountability systems in Liberia contribute to inefficiency, poor personnel management, and weak service delivery. Conversely, strong accountability mechanisms promote discipline, fairness, and responsible use of public resources. The findings suggest that accountability improves personnel administration by strengthening employee oversight, performance monitoring, and organizational responsibility.

4.2 Theme 2: Transparency and Ethical Leadership

Transparency and ethical leadership were identified as important governance principles for improving personnel administration. The literature revealed that transparent administrative systems reduce favoritism, nepotism, and political interference in recruitment, promotion, and performance evaluation processes. Bevir (2012), Henry (2018), and Sharafuddin (2024) emphasized that ethical leadership enhances accountability, employee confidence, and organizational effectiveness. The reviewed studies further indicated that leaders who promote transparency create work environments characterized by fairness, professionalism, and trust. These findings demonstrate that transparency and ethical leadership contribute significantly to effective personnel administration and improved public sector performance.

4.3 Theme 3: Merit-Based Recruitment and Promotion

The review revealed that merit-based recruitment and promotion systems are essential for effective personnel administration. Several studies found that organizations achieve higher productivity and professionalism when personnel decisions are based on qualifications, competence, and performance rather than political affiliation or personal relationships. Forte (2010), Wescott (1999), Dresang (2017), and OECD (2020) argued that meritocracy strengthens institutional effectiveness and improves employee motivation. In Liberia, Kendor (2018) reported that promotion opportunities, staff development, and performance appraisal positively influence employee performance. However, the studies also revealed that political patronage and favoritism continue to undermine merit-based personnel systems in many public institutions.

4.4 Theme 4: Institutional Capacity and Civil Service Reform

Institutional capacity emerged as a critical determinant of personnel administration effectiveness. The reviewed studies found that public institutions require adequate human resources, financial resources, technical expertise, and administrative structures to effectively manage personnel functions. Studies by Forte (2010), UNDP (2019), AfDB (2021), and the World Bank (2020) identified weak institutional capacity as a major challenge affecting personnel administration in developing countries. The studies emphasized that civil service reforms, training programs, and organizational restructuring are important mechanisms for strengthening institutional effectiveness. The findings indicate that personnel administration improves when institutions possess sufficient resources, skilled personnel, and effective administrative systems.

4.5 Theme 5: Performance Management and Employee Productivity

Performance management was consistently identified as a governance mechanism that enhances personnel administration. The reviewed literature showed that performance appraisal systems improve employee accountability, productivity, and organizational efficiency. The Civil Service Agency (2015) emphasized the importance of performance management systems in improving employee performance within Liberia's public sector. Similarly, Kendor (2018) found a positive relationship between performance appraisal practices and employee productivity. Despite these benefits, several studies noted that weak implementation, inadequate supervision, and resource constraints limit the effectiveness of performance management systems in Liberia.

4.6 Theme 6: Decentralization and Citizen Participation

The review found that decentralization contributes to improved personnel administration by strengthening local accountability, citizen participation, and service delivery. Studies by Nyei (2020), Clarke (2019), and the Republic of Liberia (2010) indicated that decentralization reforms enhance transparency and responsiveness within public institutions. However, the literature also revealed challenges such as inadequate funding, weak local government institutions, limited administrative capacity, and continued centralization of authority. These challenges reduce the effectiveness of decentralization efforts. The findings suggest that decentralization can improve personnel administration when accompanied by adequate resources, trained personnel, and effective accountability systems.

Although the reviewed studies agreed on the importance of governance, there were contrasting findings that differed in their emphasis on specific governance dimensions. For example, Forte (2010) focused primarily on post-conflict institutional reconstruction. Nyei (2020) emphasized decentralization and local governance. Kendor (2018) concentrated on human resource practices and employee performance. Sharafuddin (2024) focused on leadership and transparency. Chowdhury et al. (2020) highlighted motivational leadership and employee productivity. These differences suggest that governance and personnel administration are multidimensional concepts influenced by political, institutional, administrative, and socio-economic factors.

The study revealed that there are limited Liberia-specific empirical studies examining governance and personnel administration as well as the impact of governance reforms on recruitment, promotion, and employee performance. Most studies relied on policy analysis rather than field-based empirical investigations. With the trend in modern governance and administration, there is a need for more studies that examine digital governance and electronic human resource management systems in Liberia.

5 DISCUSSION

The reviewed literature collectively demonstrates that governance plays a fundamental role in improving personnel administration and public sector performance in Liberia and other developing countries. Across the 30 reviewed studies, governance was consistently associated with accountability, transparency, institutional effectiveness, merit-based recruitment, decentralization, ethical leadership, employee performance, and public service delivery. The literature further revealed that weak governance systems negatively affect personnel administration through corruption, political interference, nepotism, weak accountability mechanisms, inadequate institutional capacity, and poor implementation of reforms.

Forte (2010) provided a historical perspective on post-conflict Liberia, arguing that governance reforms were essential for rebuilding state institutions and strengthening civil service administration. He highlighted how corruption, political interference, and weak accountability systems undermined personnel administration and public service delivery. Similarly, the Civil Service Agency (2011; 2015) emphasized that governance reforms, particularly performance management systems, are necessary for improving accountability, employee productivity, and institutional effectiveness within Liberia's public sector. These studies collectively suggest that governance reforms are critical for strengthening personnel administration and enhancing organizational performance.

Wescott (1999), Dresang (2017), and the OECD (2020) argued that recruitment and promotion based on competence, qualifications, and performance strengthen organizational professionalism and effectiveness. In the Liberian context, Kendor (2018) found that promotion opportunities, performance appraisal, and employee development significantly influence employee productivity and organizational performance. These findings support the argument that meritocratic personnel systems contribute to higher levels of efficiency, motivation, and service delivery within public institutions.

The African Development Bank (2021), UNDP (2019), World Bank (2020; 2021), and Pollitt and Bouckaert (2017) emphasized that effective governance depends on strong institutions, adequate resources, skilled personnel, and effective administrative systems. Arguing that public management reforms can only succeed when supported by capable institutions and strong political commitment. These studies revealed that weak institutional capacity often limits the implementation of governance reforms and undermines personnel administration. Therefore, suggests that strengthening institutional capacity is essential for improving personnel administration and sustaining governance reforms.

Chowdhury et al. (2020) found that motivational leadership and effective governance positively influence employee productivity and organizational efficiency. Sharafuddin (2024) similarly argued that ethical leadership promotes accountability, transparency, and institutional performance. These studies suggest that leadership plays a significant role in shaping personnel administration outcomes by creating environments that encourage professionalism, responsibility, and employee development.

Clarke (2019), Nyei (2020), and the Republic of Liberia (2010) argued that decentralization enhances local accountability, citizen participation, and service delivery by transferring authority closer to communities. However, these studies also revealed that decentralization in Liberia continues to face challenges including weak local institutions, inadequate funding, and limited administrative capacity. Consequently, while decentralization has the potential to improve personnel administration, its success depends on effective implementation and institutional strengthening.

A common agreement across the reviewed studies is the recognition that governance reforms positively influence personnel administration through accountability, transparency, merit-based recruitment, institutional strengthening, and performance management. However, the literature also demonstrates that governance challenges such as corruption, nepotism, political patronage, inadequate funding, weak monitoring systems, and poor implementation continue to undermine reform efforts. These challenges were particularly evident in Liberia, where governance reforms have achieved mixed results due to institutional and administrative constraints.

The studies also differed methodologically. Some used qualitative methods, policy analysis, and theoretical reviews, while others employed empirical and quantitative approaches. Additionally, while several authors argued that decentralization improves governance and personnel administration, others suggested that weak institutional capacity and insufficient resources limit the effectiveness of decentralization reforms.

These divergent perspectives demonstrate that governance and personnel administration are multidimensional issues influenced by political, institutional, social, and administrative factors. The differences among scholars therefore provide a broader understanding and deeper insight into governance reforms and personnel administration challenges in Liberia.

6 CONCLUSION

This systematic review synthesized scholarly literature on the role of governance in improving public administration in Liberia. The review examined empirical studies, theoretical works, government reports, and institutional publications related to governance, public administration, personnel administration, civil service reform, accountability, decentralization, and human resource management. The findings revealed that governance plays a significant role in strengthening personnel administration through accountability, transparency, merit-based recruitment, institutional capacity building, performance management, ethical leadership, and decentralization reforms, thereby contributing positively to employee performance, organizational efficiency, institutional professionalism, and public service delivery. Studies consistently show that governance mechanisms such as accountability systems, transparent recruitment procedures, staff evaluation, leadership development, institutional reforms, merit-based recruitment, and performance management improve personnel administration outcomes and promote fairness, productivity, and professionalism in Liberia's public sector.

Despite all that, personnel administration in Liberia continues to face several governance-related challenges, including corruption, political interference, nepotism, weak accountability mechanisms, poor monitoring systems, inadequate institutional capacity, and insufficient funding. These governance weaknesses negatively affect employee motivation, recruitment processes, performance management, and service delivery within public institutions. The review identified important research gaps, particularly the limited Liberia-specific empirical studies focusing directly on governance and personnel administration relationships. Overall, the systematic review concludes that governance remains a critical determinant of effective personnel administration in Liberia. Sustainable improvements in public sector performance will therefore depend on strengthening governance structures, improving institutional accountability, promoting transparency, enhancing merit-based personnel systems, and supporting continuous public sector reforms.

The authors recommend that Governance and civil service reform policies should be effectively implemented and continuously monitored to ensure desired outcomes. Government institutions should establish clear implementation frameworks, monitoring systems, and evaluation procedures for governance reforms and personnel administration policies. Effective policy implementation will strengthen institutional efficiency and improve service delivery.

The Government of Liberia, through the Civil Service Agency, should promote ethical governance practices and professionalism within government institutions. Leadership development programs should emphasize integrity, fairness, transparency, and accountability in personnel administration. Ethical leadership is essential for creating responsible institutions and improving employee performance and organizational culture.

Finally, the government should invest in institutional capacity building through continuous staff training, professional development programs, and leadership enhancement initiatives. Public institutions require skilled personnel, modern administrative systems, and adequate resources to effectively implement governance reforms and personnel

administration policies. Capacity-building programs should focus on human resource management, ethical leadership, public accountability, and performance management.

Future Scope

Considering the gaps identified during the review, future studies should focus on Liberia-specific empirical studies to evaluate the impact of governance reforms on personnel administration and employee performance in the Liberian public sector. Specifically, the focus should be on recruitment processes, employee performance, decentralization, digital governance, and public sector reform. More Liberia-specific research is required to give evidence-based recommendations to enhance governance and personnel administration in the country's public sector.

Lastly, given the trend in modern governance and administration, there is a need for more studies examining digital governance and electronic human resource management systems in Liberia's public sector.

STATEMENTS ON COMPLIANCE WITH ETHICAL STANDARDS

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Disclosure of conflict of interest

The authors declare no conflicts of interest regarding this manuscript

Statement of Ethical Considerations

The study relied solely on secondary data from published literature; no direct human subjects were used. However, ethical standards were upheld by properly attributing all sources, acknowledging the intellectual contributions of the original authors, and avoiding plagiarism. The review was carried out objectively to ensure fairness, transparency, and academic integrity throughout the study process.

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