

Smart Practice of Integrating Administrative Management and Human Resources of Chinese Local Governments under the Background of Digital Transformation

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Abstract Local Chinese governments face a challenge in improving the efficiency and quality of services provided during administrative management in the digital transformation era. The present study identifies three prime drivers for integration—technical, organisational efficiency, and policy support. Finally, it runs the hypotheses through the structural equation model for 133 data points from the questionnaire prepared for the local government administration. Superior integration is primarily contributed to by as discussed, technical support, organisational efficiency, and policy support will improve effective management and organisational efficiency while reducing the cost and time required for integration; policy support will ensure legal compliance and standardisation. The study also finds that by adopting these factors, local governments can foster efficient and speedy integration of administrative management and human resources. These findings provide practical guidelines for the effective application of digital technology, organisational design, and public policies that promote innovation and sustainable development in public administration. It is necessary to investigate the particular technological approaches and multi-faceted methods for improving organisational performance in various digital contexts.

Keywords: • digital transformation • local government • administrative management • human resources

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1 Introduction

In this modern world, governments are required to go more digital than ever. The goal of this digital transformation is to improve the connection between administrative management and human resources. In China, digital means service-oriented digitization of public services, resource optimization in the production network, and a new digital life enabled by wisdom sharing. The digital transformation of structural and operational systems in local governance, along with their alignment for effective administrative management and human resource integration, drives these changes.

Although extensive development in the digitalization of big cities has been completed (Bamunuarachchi, Georgakopoulos, Banerjee, & Jayaraman, 2021), the same process is at an inception phase in local governments. They are more effort and more investment intensive to attain similar levels of integration. Researching the contributors to this integration could provide some very useful information.

To date, research on digital offices has mostly focused on routine general administration and has a relatively narrow scope. The state-of-the-art level of integration of public administration and human resources in the digital transformation context is relatively weak. The majority of the research is based on interviews and case studies, with a sustained empirical study of the driving factors, particularly in the context of Chinese local governments.

This study aims to address three main questions: (1) What factors can best promote the integration of government administration and human resources in the context of digital transformation? (2) What is the impact of each driving factor? (3) How can we rapidly advance the integration of administrative management and human resources in local government digital transformation? By exploring these questions, the study aims to provide substantive guidance and suggestions for integrating government administrative management and human resources within the context of digital transformation.

1.1 Research hypotheses

Based on the identified research gaps and objectives, the following hypotheses are proposed:

- 1) Hypothesis 1 (H1): Evidently, technical support has a positive influence on Chinese local governments' integration of administrative management and human resources in the context of digitalization processes. Technical support is essential in the creation of integrated systems that ease the management process within organizations by enhancing communication and interaction between departments.

- 2) Hypothesis 2 (H2): The administration of administrative management and human resources in the Chinese local government has been positively impacted by organizational efficiency within the context of digital transformation. The enhancement of organizational efficiency enhances the capacity of local governments to cope with complex and dynamic contexts by systematically incorporating administrative management and HR and improving the overall management of services and human resources.
- 3) Hypothesis 3 (H3): Researchers discovered that policy support positively impacts the integration of administrative management and human resources in Chinese local governments during the digital transformation era. The integration process is coherent with laws and guidelines to minimize legal constraints and dangers, along with optimizing digital transformation.

The hypotheses tested in this research are as follows, which will shed light on the nature and operation of these factors in enabling the integration of administration management and human resources in the Chinese local governments. Precisely, this research will seek to use both quantitative surveys and interviews to assess practical applicability and make recommendations on how to strengthen the structural design and the implementation of sound policies for effective public administration and improvement of service delivery.

1.2 Research significance

Research on the smart practice of Chinese local government administrative management and human resources integration under the background of digital transformation has the following significance:

1.2.1 Promote government efficiency improvement

Digital transformation is aimed at helping the government with efficient and sustainable external and internal interfaces and technical support for addressing the interaction of administrative management and human resources. To generate the principles universal enough to be applied across the board, we will examine the best modes for the application of digital technologies in providing governmental services that would not overwhelm the administration and enhance the quality of public services based on data. This knowledge can be useful in addressing social needs and enhancing well-being (Dang-Pham, Hoang, VO, & Kautz, 2022).

1.2.2 Promote government innovation and sustainable development

The digital transformation of administrative management and human resources is more than just a modern managerial tool for the government. This is an important

driver of additional innovation and sustainability efforts. Such research can lead to innovative management methods for the digital age, improving the managerial and human resources experience in academia. This then stimulates public sector innovation and progress towards sustainability (Diplock, Marshall, & Patell-Socha, 2021).

2 Literature review

2.1 Government administrative management in the context of government digital transformation

Government administrative management is a set of public sector activities used by the government to carry out its duties and responsibilities, implement policies, and deliver public services. It guarantees the rational use of public resources, streamlines work requirements, and meets public needs, thereby safeguarding the country's and its citizens' interests (Mauro, Cinquini, & Grossi, 2016; Bondarenko, 2023).

According to government management's needs, in the process of administrative planning, a detailed plan is generally required to specify objectives, tasks, and the timing of management work. As previously stated, our understanding of the future remains uncertain, necessitating the development of long-term plans that accommodate social shifts, economic growth, and public demands, ensuring our alignment with future reality (Jedynak, Czakon, Kuźniarska, & Mania, 2021). Necessary to have the appropriate departments and agencies to coordinate and collaborate within the government, and that is where organization structuring is very important. Organizational systems must be well designed and staffed to provide the necessary labor division, job procedures, and oversight (Zhang, 2023).

Co-ordination within governmental organizations is a crucial necessity to enhance efficiency and effectively prevent unnecessary replication of tasks or departments. Government officials often take charge of policy development and execution to encourage the staff as well as monitor effectiveness across governmental institutions (Ie, 2023). Supervisory and feedback systems are essential to assess the impact and efficiency of work, identify issues, and make necessary adjustments.

Other authors focus on the subject of malleable administration to meet emergent and swift processes in technology and the expectations of the public (Di Giulio & Vecchi, 2021; Rocha & Zavale, 2021). Appropriate emphasis is also placed on the adoption of change management and new technologies as another factor that enhances efficient administration.

2.2 Integration of government human resources

Government human resources integration means the conscious management of human resources in relation to government agencies and their optimization. Its goal is to enhance performance, contain expenditure and increase interaction and thus optimise decision making management in the provision of public services (Schnell & Gerard, 2022). One of the key points that can sometimes remain unnoticed is the need to analyze the work needs existing now and in the future. It is critical for government agencies to set out strategic objectives, correctly position the function, and reasonably plan it.

Integration and optimization require synergy, where good parts are combined to reduce such wastage and optimize the utilization of resources (Gunawan, Ratmono, Kurniasih, & Setyoko, 2023). This means that human resources integration is all aimed at creating collaboration hence allowing different departments to work hand in hand and deliver the best results (Eden, Burton-Jones, Casey, & Draheim, 2019). These measures are essential for the improvement of the agencies' management, decrease of personnel expenses, and the delivery of improved public services (Asnawi, Larasati, & Syahrir, 2023).

2.3 Integration of government administrative management and human resources under the background of digital transformation

Effective organizational administrative management and HR serve an essential role in the government digitization process. Digitalization in the form of e-government has produced a complete overhaul of the processes of administrative and human resource management, with the help of digital tools such as e-governance, centralized databases and information systems, and integrated workflow management systems (Eimicke et al., 2023; Schneider, Belis, Louter, Nielsen, & Overend, 2021). These tools assist government entities in addressing the citizens' demands more effectively, facilitate resource distribution, and enhance the governmental administrative bureaucracy.

However, there are some disadvantages to organizations adopting digital transformation, including issues like data security risks, employee resistance to change, and the necessity of ongoing training for employees to hone skills (Udaltsova, 2020). Policy support can help establish rules for the legal regulation of digitalization and set legal requirements for digital activities (Attrey et al., 2020). Explain how conventional guidelines eliminate variations, decrease the chances of adverse outcomes, and guarantee the legal and rightful operation of implementing a change.

Digital technology solutions such as cloud computing, big data analytics, and artificial intelligence have helped to address most administrative problems by making data management efficient, decision-making enhanced, and productivity and transparency (Vakaretska, 2021; Hurlburt, 2021). Nevertheless, there are problems that have to be solved in order to take full advantage of the digital transformation, including threats such as cybersecurity, integration issues, and the digital divide (Diplock et al., 2021). By managing these issues and adopting suitable modern technology, governments can improve the connection between administrative management and human resources in service delivery and governance systems.

2.4 Research hypothesis

2.4.1 Technical support

Technical support can help local governments implement efficient information systems, making administrative management easier and more efficient. Integrated environments enhance departmental interaction, streamline information sharing, lower information barriers, and ultimately boost work productivity. Based on this, the following hypothesis is proposed:

Hypothesis 1 (H1): Technical support has a positive relationship with Chinese local governments' integration of administrative management and human resources in the digital environment.

2.4.2 Organizational efficiency

Organization efficiency means production efficiency, which is a ratio of the input and output of an activity. As a result, with the help of improving organizational efficiency, digital transformation helps local governments manage various change processes better and, without interfering with the complexity and constant evolution of the social environment, better combine administrative management and human resources. This results in better overall management levels as well as the quality of services delivered. Therefore, the second hypothesis is:

Hypothesis 2 (H2): Digital transformation improves the relationship between organizational efficiency, administrative management, and human resources in Chinese local governments.

2.4.3 Policy support

The role of policies offers legal directives and strategies that need to be incorporated for effective digital transformation processes. These best practices

are policies that assist with minimizing the risks and making the process of digital transformation legal and fair, following the set requirements of the laws. Hence, the third hypothesis is:

Hypothesis 3 (H3): This paper demonstrates that policy support helps improve the integration of administrative management and human resources in Chinese local governments in the context of digital transformation.

3 Methodology

3.1 Nature of the method and research approach

This study employs a mixed-methods research design, analyzing both quantitative data from a survey and qualitative interviews with administrative management and human resource departments in Chinese local governments (Creswell, 2004). The research is positivistic, so it uses hypothesis testing and a multifaceted examination of the factors that might affect integration.

3.2 Sample and population size

As a result, the target population for this study consists of employees who work for the local government in China. Using the random sampling technique, the study purposively targeted 133 respondents in the quantitative segment (Onwuegbuzie & Collins, 2007). During the second phase, we conducted informal interviews with ten local government officials from various departments to delve into the qualitative data.

3.3 Data collection

Data were collected through structured questionnaires and in-depth interviews:

- 1) The current study administered questionnaires to 133 participants to gather their insights and issues regarding administrative management and human resources.
- 2) Interviews: To further explore the integration enablers and gather qualitative information, we conducted interviews with 10 key informants.

3.4 Variables and measurement

The questionnaire included specific items for each variable:

- 1) We administered questionnaires to 133 participants to gather their insights and issues regarding administrative management and human resources.
- 2) Interviews: To further explore the integration enablers and gather qualitative information, we conducted interviews with 10 key informants.

- 3) Policy Support: Assessed the role of the policy framework and guidelines in supporting integration.
- 4) Integration of Administrative Management and Human Resources: Evaluate the significance, the state, and the further advancement of integration in the departments of respondents.

3.5 Data analysis

The data collected from the questionnaires was analyzed quantitatively with the help of structural equation modeling (SEM) to verify the main assumptions regarding the connections between the independent factors (technical support, the organization's efficiency, and policy support) and the dependent factor (administrative management and human resources integration) (Wolf, Harrington, Clark, & Miller, 2013). We transcribed the conducted interviews and deduced and explored certain themes based on their contents.

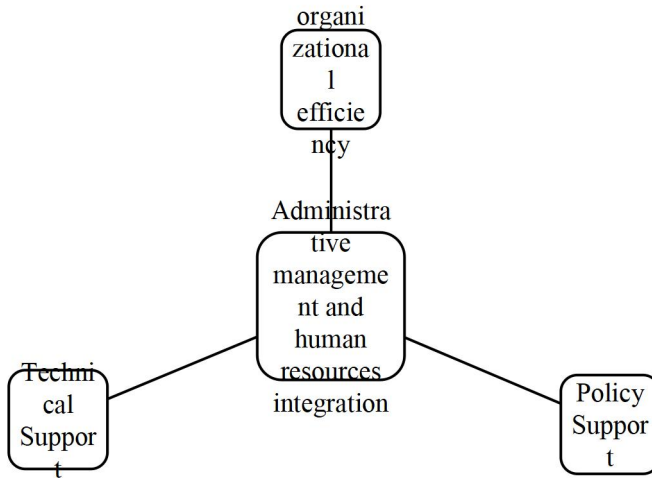
3.6 Validity and reliability

- 1) Quantitative Data: Furthermore, the credibility of the results obtained from the questionnaires was checked using Cronbach's alpha to establish the level of internal consistency. The purpose of convergent validity and discriminant validity tests was to confirm that the variables were indeed related to each other in the way expected and additionally, the tests were able to confirm that the variables were indeed different from each other.
- 2) Qualitative Data: To enhance validity, data was collected through interviews and was then checked against quantitative data through triangulation. To ensure reliability, the interview process had a standard approach and most of the data was reviewed by several researchers.

3.7 Model selection

The research model is shown in Figure 1 to explain the integration of local government administration and human resources in China under the background of digital transformation. The conceptual model contains two parts, dependent variables and independent variables, and four aspects. Among them, organizational efficiency, technical support and policy support are independent variables, and administrative management and human resources integration are dependent variables (Schneider et al., 2021).

Figure 1: China’s local government administrative management and human resources integration model under the background of digital transformation



3.8 Variable measurement

Data were collected through questionnaires. A total of 133 valid questionnaires were collected. The questionnaire measured four variables and their corresponding 12 measurement items. Finally, the data used in the study were obtained, as shown in Table 1.

Table 1: Measurement items

Variable	N	Measurement items
Technical support (Tec)	133	Integration of administrative management and human resources requires technical support (Schneider et al., 2021)
	133	Your department uses technical support in the integration of administrative management and human resources
	133	Technical support improves the efficiency of administrative management and human resources integration (Schwaferts & Baldi, 2018)
Organizational effectiveness (Org)	133	Organizational efficiency speeds up the integration time of administrative management and human resources
	133	Organizational efficiency reduces administrative management and human resources integration costs
	133	Organizational efficiency helps integrate administrative management and human resources

Variable	N	Measurement items
Policy support (Pol)	133	Policy support to improve the efficiency of administrative management and human resources integration
	133	Policy support reduces the difficulty of integrating administrative management and human resources
	133	Policy support helps integrate administrative management and human resources
Administrative management and human resources integration (Adm)	133	Integration of administrative management and human resources is very important
	133	Your department is integrating administrative management and human resources
	133	Your department plans to integrate administrative management and human resources

The selection criteria for the variables were based on their relevance and significance in the context of digital transformation. Technical support, organizational efficiency, and policy support were chosen as they are crucial for enhancing the integration of administrative management and human resources.

4 Results

4.1 Variable test

4.1.1 Validity and reliability testing

Table 2: Factor Cronbach's alpha test

Variable	Tec	Org	Pol	Adm	Cronbach's Alpha
Tec1	0.091	0.805	0.053	0.081	0.816
Tec2	0.209	0.119	0.828	0.082	
Tec3	0.112	0.08	0.876	0.051	
Org1	0.009	0.064	0.005	0.888	0.793
Org2	-0.044	0.074	0.161	0.743	
Org3	0.042	0.025	0.004	0.887	
Pol1	0.064	0.085	0.082	-0.017	0.777
Pol2	-0.018	0.12	0.062	0.03	
Pol3	0.045	0.065	0.038	-0.028	
Adm1	0.094	0.809	0.071	0.069	0.875
Adm2	0.169	0.851	0.136	0.12	
Adm3	0.193	0.841	0.132	0.024	

From the data in Table 2, the matrix involves multiple variables, namely technical support (tec), organizational efficiency (org), policy support (pol), administrative management and human resources integration (adm), and the corresponding Cronbach's Alpha value. Judging from the correlation coefficient and Cronbach's Alpha value (Stewart, 2023), it has a certain degree of validity and reliability

overall. The correlation coefficient indicates that there is a certain degree of correlation between variables.

4.1.2 Convergent validity

Table 3: Standard factor loadings convergent validity measure

First level variable	Secondary variable	Standard factor loadings	CR	AVE
Technical support (Tec)	tec1	0.713	0.852	0.633
	Tec2	0.826		
	Tec3	0.799		
Organizational effectiveness (Org)	Org1	0.853	0.812	0.597
	Org2	0.576		
	Org3	0.855		
Policy support (Pol)	Pol1	0.827	0.799	0.581
	Pol2	0.518		
	Pol3	0.889		
Administrative Management and Human Resources Integration (Adm)	Adm1	0.783	0.878	0.706
	Adm2	0.901		
	Adm3	0.833		

In Table 3, the CR of overall technical support (tec) is 0.852, which is greater than the standard of 0.7, indicating good construct validity; the average variance explained (AVE) is 0.633, which exceeds 0.5, indicating relatively good construct validity. The CR of overall organizational effectiveness (org) is 0.812, which meets the standard of construct validity; the AVE is 0.597, which also proves that the construct validity is relatively good. The CR of overall policy support (pol) is 0.799 and the AVE is 0.581, which also indicates relatively good construct validity. The CR of overall administrative management and human resource integration (adm) is 0.878, and the AVE is 0.706, which also has relatively good construct validity. Overall, the convergent validity of the data is good, and both the standard factor loadings and CR meet the usual requirements (Stöckle & Wirtz, 2018)

4.1.3 Discriminant validity

As can be seen from Table 4, the AVE of Tec is 0.72, and the discriminant validity of Tec and other variables are 0.73, 0.42, 0.61, and 0.54 respectively. Organizational efficiency (org): The AVE is 0.65, and the discriminant validity of Org and other variables are 0.66, 0.57, and 0.55 respectively. The AVE of policy support (pol) is 0.71, and the discriminant validity of Pol and other variables are 0.73 and 0.69 respectively. The AVE of administrative management and human resource integration (adm) is 0.82, and the discriminant validity of Adm and other variables is 0.87. Overall, the discriminant validity measurement values are

relatively high and the measurement is relatively good. It shows that each variable is theoretically distinguishable and each construct has relatively good discriminant validity.

Table 4: Discriminant validity

Variable	AVE	Technical support (tec)	Organizational effectiveness (org)	Policy support (pol)	Administrative Management and Human Resources Integration (ADM)
Technical support (tec)	0.72	0.73	0.42	0.61	0.54
Organizational effectiveness (org)	0.65	-	0.66	0.57	0.55
Policy support (pol)	0.71	-	-	0.73	0.69
Administrative Management and Human Resources Integration (ADM)	0.82	-	-	-	0.87

4.2 Hypothesis verification

Table 5: Fit indices of all hypothesized models

Model-Fit Indices	Results	Recommended Value
χ^2/df	2.50	≤ 3.0
RMSEA	0.06	≤ 0.08
GFI	0.925	≥ 0.9
AGFI	0.894	≥ 0.8
NFI	0.913	≥ 0.9
IFI	0.957	≥ 0.9
CFI	0.953	≥ 0.9

A χ^2/df below 3.0 indicates that the model is relatively good at fitting the observed data. The root mean square error approximation (RMSEA) is within the recommended range, indicating that the error approximation of the model is good. The generalized fit index (GFI) and adjusted generalized fit index (AGFI) are close to the recommended values, indicating the model's overall fit. The normed fit index (NFI), incremented fit index (IFI) and comparative fit index (CFI) are close to or reach the recommended values, indicating that the model has a better fit than the benchmark model.

Overall, the fit index of this structural equation modeling shows that the model performs well in many aspects, fits the observed data relatively well, and the model's interpretability may be high.

Table 6: Hypothesis support

Hypothesis	Path coefficient	P	Support hypothesis
Hypothesis 1: Technical support positively impacts the integration of administrative management and human resources of Chinese local governments in the context of digital transformation.	0.239	0.001	Supported
Hypothesis 2: Organizational efficiency has a positive significance for the integration of local government administration and human resources in China under the background of digital transformation.	0.160	0.043	Supported
Hypothesis 3: Policy support has a positive significance for the integration of local government administration and human resources in China under the background of digital transformation.	0.571***	0.0001	Supported

As shown in Table 6, for Hypothesis 1, the path coefficient of technical support is 0.239 and the P value is 0.001, indicating that in the context of digital transformation, technical support has a significant positive impact on the integration of administrative management and human resources of Chinese local governments. Therefore, this result supports hypothesis 1.

For Hypothesis 2, the path coefficient of organizational efficiency is 0.160 and the P value is 0.043, indicating that in the context of digital transformation, organizational efficiency also has a significant positive impact on the integration of administrative management and human resources of Chinese local governments. Therefore, this result supports Hypothesis 2.

For Hypothesis 3, the path coefficient of policy support is 0.571, and the P value is 0.0001, indicating that in the context of digital transformation, policy support significantly and positively impacts the administrative management and human resources integration of local governments in China. This result again supports hypothesis 3.

4.3 Analysis results and conclusion

The empirically adopted model effectively explains the integration of Chinese local government administration and human resources in the context of digital transformation. Among the three hypotheses tested, technical support, organizational efficiency, and policy support were all confirmed to have a positive impact on the integration of administrative management and human resources. The validity and reliability of the survey data were also rigorously tested, supporting the overall credibility of the study. Therefore, the research results

provide empirical support for local governments to improve administrative management and human resources integration under digital transformation.

5 Discussion

This paper has investigated the influence of digital transformation on the coupling of administrative management and human resources in Chinese local governments. Therefore, the study employed both quantitative and qualitative data analysis techniques to establish and describe the factors that are crucial for the integration of diverse spheres of human endeavor in the context of this study. Three key factors emerged as pivotal to this process. To the best of my knowledge, the existing and potential applications of GIS in the context of Kralj's research topics are technical support, improvement of the organization, and policy support.

- 1) Technical Support: The research findings also demonstrated the critical role of adequate technical support in facilitating interaction and enhancing departmental organizational processes within government departments. With modern technologies and applications, it is possible to reduce the number of isolated data clusters and share information on an as-needed basis, ultimately increasing efficiency.
- 2) Organizational Efficiency: Experts deemed organizational efficiency a crucial factor for enhancing efficiency. Experts found that issues like mapping out and rationalizing process flow, eliminating duplicate work efforts, and improving resource allocation greatly contribute to a decrease in the risks and costs involved in implementing ADM&HR. This means that governmental actions are more flexible and responsive to change.
- 3) Policy Support: Appropriate legal and regulative instruments form the basis of ambitious digital transformation plans, and policy frameworks should be comprehensible and unambiguous. Adhering to policies that set guidelines and guarantee that the processes will conform to legal requirements is useful for reducing risks when implementing integrated systems.

The management of digital change encompasses technical, organizational, and policy dimensions. This paper argues that the proposed integrated framework enhances the efficiency and effectiveness of local government operations, promotes sustainable development, and ensures efficient service provision to the public. By paying proper attention to these critical aspects, the local governments of China could see a tremendous improvement in the abilities of their administrators to respond to the citizens' needs as society continues to develop.

6 Recommendations

In line with the research outcomes, the following recommendations are suggested to support the improvement of integration of administrative management and

human resources through digital solutions for Chinese local government institutions:

6.1 Enhance technical support

- 1) Technology investment entails the enhancement of existing IT systems and the optimization of novel ways of transmitting information. It will help in spreading information across areas reducing silos in dealing with data to enhance work productivity.
- 2) Skills Training: This will entail making sure that the staff is always trained to fit into new technology tools and applications to suffice their proficiency in new technologies (Attrey et al., 2020).
- 3) Information Security: In order to address this need, or the need to secure the process of digital transformation, it is necessary to articulate correct information security policies that would allow for the protection against cyber threats and maintain the integrity of the data.

6.2 Optimize organizational efficiency

- 1) Review and Optimize Processes: To meet the demands of digital transformation, conduct routine audits and analyses of organizational structures and processes. This will reduce duplication and improve workflow effectiveness. The best example of this is an advertising and marketing undertaking.
- 2) Promote Information Sharing: Create an integrated system of information flows that would allow the latter to become more consistent and uniform, reduce the need for data input across departments, and facilitate better decisions (Udaltsova, 2020).
- 3) Foster Digital Culture: Promote and sustain digital literacy within the company by familiarizing the workers with digital applications and teaching them to accept change driven by technological progress (Schneider et al., 2021).

6.3 Strengthen policy support

- 1) Clear Policy Frameworks: The creation of transparent and detailed policy guidelines that can aid in the advancement of digitization plans. These policies should have legal requirements and streamline processes throughout the government's disparate agencies (Patel, 2020).
- 2) Legal and Regulatory Support: Establish legal and regulatory measures to implement digital support, ensuring all actions align with the legal framework (Attrey et al., 2020).

- 3) Collaboration with Tech Companies: Partner with technology companies and research organizations to remain informed of the progress made in AI techniques and integrate the most effective solutions into governmental processes (Vakaretska, 2021).

6.4 Issues addressed by recommendation

The proposed recommendations aim to address several critical issues:

- 1) **Enhancing Efficiency:** Promoting technological advancement and improving organizational approaches significantly increases local governments' productivity.
- 2) **Improving Service Quality:** Improved technical assistance and the smooth running of the processes will enable service delivery to meet the needs of the public.
- 3) **Ensuring Compliance and Security:** Policies and information security strategies will apply legal standards to DT processes and safeguard against cyber vices.
- 4) **Promoting Sustainable Development:** Ideally, this paper has shown that local governments can achieve sustainable development goals while also being responsive to other technological breakthroughs in the long run by cultivating a culture of incremental innovation.

7 Conclusion

Based on the literature and the case study of five Chinese local governments, this paper examines the role of digital transformation in improving the integration of administrative management and human resources. The study establishes that technical support, organizational efficiency, and policy support are paramount in this integration. The efficiency and effectiveness of AM and HR integration are thus established to be significantly enhanced by these factors. In the study, structural equation modeling and data collected from 133 respondents were used.

Technical support helps create effective information systems that enhance relations among departments as well as boost work productivity. The relevance of the concept of organizational efficiency is to minimize the cost of integration and the time necessary to adapt local governments to function effectively in the contemporary social environment. Legal measures also enable the integration process to adhere to the legal requirements, thus giving Mantyla a clear guideline for how to operate without incurring risks.

Consequently, the findings reveal that there are significant opportunities for rapid and effective integration of local governments if thorough efforts are made in these areas. Such recommendations are focused on further investment in new

digital systems and the improvement of structural configurations within public administration in order to create more effective policies for long-term development.

The direction for future research should thus be focused on a detailed analysis of specific technical solutions and multifaceted approaches to increasing organizations' productivity in various digital landscapes. These areas should be focused on in their pursuit to address the ever-changing needs of public service and quality governance. Thus, this work establishes the fundamental knowledge and the application strategies for furthering the connection between administrative management and human resources in the digital age.

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