

Enhancing The Quality Of Human Resources Using The Basics Of E-governance

تحسين جودة الموارد البشرية باستخدام أساسيات الحوكمة الإلكترونية

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Abstract

The research aims to test the role played by e-governance in enhancing the Quality Of Human Resources, by identifying the relationships of influence that bring them together. The research problem attempted to answer the main question: Is there an awareness of the importance of employing governance in achieving the Quality Of Human Resources inside Al-Nusour University College? Therefore, the importance of the research includes addressing this problem. The research methodology is descriptive and analytical, while the questionnaire was used to collect data, which was distributed to a number of employees at Al-Nusour University College, numbering (89) individuals. After processing the data using the central tendency tools available in the program (SPSS-v23), the results of the simple regression analysis confirmed that e-governance has a significant impact in enhancing the Quality Of Human Resources working inside Al-Nusour University College. However, the study recommended the necessity of following up on updates in the field of automation and trying to employ it in managing activities and operations related to human resources management to raise their quality level.

Keywords: E-Governance, Human Resource , Quality, Transparency, Participation, Accountability.

ملخص

يهدف هذا البحث إلى اختبار دور الحوكمة الإلكترونية في تحسين جودة الموارد البشرية، وذلك من خلال تحديد العلاقات المؤثرة التي تربط بينهما. وقد سعت مشكلة البحث إلى الإجابة عن السؤال الرئيسي التالي: هل يوجد وعي بأهمية توظيف الحوكمة في تحقيق جودة الموارد البشرية داخل كلية النور الجامعية؟ لذا، تكمن أهمية البحث في معالجة هذه المشكلة. اعتمدت منهجية البحث على المنهج الوصفي والتحليلي، حيث تم استخدام الاستبيان لجمع البيانات، والذي وُزِعَ على عدد من موظفي كلية النور الجامعية، بلغ عددهم 89 موظفًا. وبعد معالجة البيانات باستخدام أدوات قياس النزعة المركزية المتاحة في برنامج SPSS (الإصدار 23)، أكدت نتائج تحليل الانحدار البسيط أن للحوكمة الإلكترونية تأثيرًا كبيرًا في تحسين جودة الموارد البشرية العاملة داخل كلية النور الجامعية. ومع ذلك، أوصت الدراسة بضرورة مواكبة التطورات في مجال الأتمتة ومحاولة توظيفها في إدارة الأنشطة والعمليات المتعلقة بإدارة الموارد البشرية لرفع مستوى جودتها.

Introduction

Quality is one of the main indicators that can be relied upon to measure the extent of the organization's success in achieving its goals, as well as working with the right steps and investing its resources in the best possible way. Perhaps the most important resources that must be ensured to be invested with the highest possible efficiency are human resources, due to the rare and valuable

characteristics that distinguish these resources and which play an important role in the organization's distinction and excellence in its field of work. Hence, the importance of the Quality Of Human Resources emerges as one of the necessities that must be focused on to help the organization succeed and excel in business (Bastas & Altinay, 2019). Contemporary organizations have also tended to employ the basics of information technology in automating many of their activities and functions, in order to ensure the achievement of efficiency in investing their resources, which are led by their human resources for their important role in helping them achieve excellence and distinction in the field of business, in addition to the importance of the role they play in helping them achieve their strategic goals with the required effectiveness. Here, the importance of e-governance emerges in helping human resources management simplify and automate its procedures, to ensure achieving the intended results as planned (Rusydi et al., 2020). Accordingly, the idea of the research is embodied in the importance of employing electronic governance in human resources management to raise the level of quality of its employees. This research was divided into four sections. The first section discussed the methodological lines of the research, while the second section discussed the philosophical foundations of the research. The third section came to discuss and interpret the field results of the research, and finally the fourth section discussed the most important conclusions drawn and the most important proposed recommendations.

The First Topic: Research Methodology

First: Research Problem

The organization needs to develop a set of mechanisms and procedures through which it can control its human resources and invest their energies in achieving its goals. In order to achieve this, it uses governance to stabilize its activities and operations, in addition to setting the necessary indicators and standards to achieve the Quality Of Human Resources and enhance their ability to implement what is required of them with the least percentage of errors. The researcher can, after conducting several field interviews during the distribution of the questionnaire, determine the research problem by asking the following question: (Is there an awareness of the importance of employing governance in achieving the Quality Of Human Resources inside Al-Nusour University College), and some sub-questions can be raised, the most important of which are the following:

1. What is meant by e-governance and Quality Of Human Resources from a cognitive perspective?
2. Is there an application of e-governance inside the University of Eagles?
3. Is there an application of Quality Of Human Resources inside the University of Eagles?
4. Is there an impact of e-governance on the Quality Of Human Resources inside the University of Eagles?
5. Is there an impact of transparency as one of the basics of e-governance on the Quality Of Human Resources inside the University of Eagles?

Second: Research Importance

The theoretical importance of the research is highlighted in discussing a set of ideas and cognitive starting points that researchers and those interested in the field of studying employee quality and the extent to which it is affected by human resources management governance have addressed, to provide a theoretical framework that can be used in future studies. The practical importance of the research is represented in conducting a survey study of the opinions of a sample of employees in the Iraqi environment, to diagnose the nature of the problems they face in the field of human resources governance and quality, and then provide recommendations that help address these problems, and then raise the level of the organization being studied's ability to serve the community in which it operates.

Third: Research Objectives

The research aims to achieve the following:

1. Clarify what is meant by e-governance and Quality Of Human Resources from a philosophical perspective.
2. Diagnose the level of application of e-governance inside the University of Eagles?
3. Diagnose the level of application of Quality Of Human Resources inside the University of Eagles?
4. Diagnose the degree of impact of e-governance on the Quality Of Human Resources inside the University of Eagles?
5. Diagnose the degree of impact of transparency as one of the basics of e-governance on the Quality Of Human Resources inside the University of Eagles?

Fourth: The Hypothetical Research Plan

The hypothetical research plan explains the nature of the impact that electronic governance exerts on human resources management (the explanatory variable) in enhancing the Quality Of Human Resources inside the organization being studied (the responsive variable), as shown in Figure (1):



Figure (1) Hypothetical Research Plan

Fifth: Research Hypotheses

Sub-hypothesis (1): Transparency as one of the basics of e-governance inside the organization under study has an impact at a significance level of (0.01) in enhancing the quality of its human resources' .

Sub-hypothesis (2): Participation as one of the basics of e-governance inside the organization under study has an impact at a significance level of (0.01) in enhancing the quality of its human resources' .

Sub-hypothesis (3): Accountability as one of the basics of e-governance inside the organization under study has an impact at a significance level of (0.01) in enhancing the quality of its human resources' .

Sixth: Research Methodology And Tools

Based on the objectives that the research seeks to achieve and the problem that it seeks to address, the descriptive analytical method was chosen, as it helps to study the phenomenon under study (the relationship between e-governance and the Quality Of Human Resources) from its various aspects. As for the questionnaire, it was used to collect data, which was based on the previous ideas in its preparation after subjecting it to a set of validity and reliability tests to suit the local environment. Finally, the research used the tools of central tendency in the statistical program (SPSS-v23) to process the data and extract the results.

Seventh: Research Community And Sample

The employees of Al-Nusour University College were selected as the research community, while the research sample was selected using the random sample method, with (89) individuals from the employees of the college.

The second topic: The Theoretical Aspect**First: E-Governance**

Many organizations have turned to employing contemporary technologies in the field of information technology in managing their human resources, due to the great importance of this management and its role in providing the organization with the human competencies necessary to implement the organization's various tasks and help it achieve its goals. Here, the importance of e-governance emerged as a primary tool to help human resources management master its role inside the organization and by using contemporary technology (Kaplan et al, 2013). The intellectual trends that those interested in studying e-governance relied on when defining it varied, as it was defined as the tool that can be used to provide communication channels between employees in human resources management, in order to provide them with the information necessary to implement the activities and tasks assigned to them with the highest degree of proficiency (Kramar, 2014). This definition emphasizes the relationship between e-governance and the accuracy of information and communications between human resources management personnel. Focusing on the integrity aspect of dealings between human resources, e-governance has been defined as a tool that can be used to provide freedom and security when exchanging information between employees inside the organization, with a high degree of transparency to ensure integration in accomplishing tasks and duties (Corbett & Connell, 2015). This definition emphasizes the importance of e-governance in achieving integrity in dealings between employees in human resources management. Focusing on the organizational aspect, e-governance has been defined as a set of policies that aim to simplify work procedures, with the aim of helping human resources management to carry out its functions in a simple manner and using a small number of procedures that can be quickly understood and absorbed by those dealing with the organization (Martin et al, 2016). It is also known as the technology that emphasizes the importance of employing the Internet in communication processes between employees in human resources management, to help them receive decisions issued quickly, interpret them, implement them, and provide their managers with their results as quickly as possible (Azeez, 2017). Here, it becomes clear to us that the Internet is considered one of the basics of using electronic governance in human resources management. E-governance is also defined as an automated tool used to facilitate the dissemination and exchange of information between human resources management, in an effective and rapid manner characterized by a high degree of transparency, to ensure the building of an organizational climate characterized by integrity inside the organization (Cooke et al, 2020). Accordingly, e-governance is considered one of the technical tools used to deepen the ties between employees inside the limits of human resources management, by clarifying the principles and laws that must be adhered to when carrying out their tasks, as well as identifying the parties responsible for decisions and their specific functions, to ensure stability in the tool and progress with clear and precise steps towards the intended goals (Lima & Galleli, 2021). There are a set of components that can be relied upon in studying e-governance for human resources management, led by transparency, which emphasizes providing human resources management workers with the information necessary to carry out their duties with a clear degree of freedom and accuracy, while at the same time avoiding secrecy in dealing or making decisions related to their jobs or activities inside the organization (Hussein & Mahmood, 2022). As for participation, it refers to the social interactions that take place between employees in human resources management, with the aim of exchanging knowledge and information among them, and employing this to enhance their skills and capabilities and invest them in implementing the activities and tasks required of them in the required manner (Shaddiq & Irpan, 2023). Accountability also emphasizes the need for human resources management to determine the responsibility that falls on its employees, when they make decisions or perform the necessary functions to achieve the intended results from them, in a clear and explicit manner so that it can be relied upon in the future when making the necessary decisions to reward or punish the achieved levels (Luo et al, 2024).

Second: Quality Of Human Resources

Many organizations determine a set of standards and indicators that they adhere to when implementing their tasks and duties, and translate them into a set of functions assigned to their human resources. In order for these resources to succeed in implementing their functions, it is necessary to work on providing them with the most important indicators and standards that must be adhered to and acted upon. Here, the importance of the Quality Of Human Resources and its role in helping them implement their functions as well as achieving the specific of the organization as a whole emerges (Wattanacharoensil & Yoopetch, 2012). The intellectual concepts that those interested in studying Quality Of Human Resources have focused on when defining it have varied. It has been defined as a comprehensive system that clarifies the most important standards and indicators that must be focused on when leading human resources, in order to help them meet the required quality standards and indicators (Onwuegbuzie & Corrigan, 2014). This definition emphasized the importance of the relationship between leadership and achieving human resource quality. Human resource quality was also defined as a set of principles that can be relied upon by the organization to determine the levels of excellence achieved by its human resources (Krpálek & Krpálková-Krelová, 2017). Accordingly, the Quality Of Human Resources is one of the indicators of measuring their . It is also known as the tool that can be relied upon to achieve the goals of human resources and the goals of their organization, through its role in identifying the most important areas of development and training that must be focused on implementing (Arredondo-Soto et al, 2019), and here it becomes clear to us that the Quality Of Human Resources helps to identify their most important development and training needs. Focusing on the role of human resources in customer service, their quality has been defined as the ability of human resources to identify the needs of internal and external customers who deal with their organization, and then employ their capabilities to work to meet them in the best possible way or as expected by them (Shaheen et al, 2020), and in the same direction, it has been defined as the ability of human resources to carry out their functions in a way that does not conflict with the interests or goals of all parties with whom they deal, whether they are inside their organization or in the environment surrounding them. According to the behavioral approach, Quality Of Human Resources has been defined as a set of personal qualities that help employees in the organization to carry out their jobs and tasks with the highest degree of integrity, honesty and trustworthiness (Baharun et al, 2021). Accordingly, Quality Of Human Resources helps build a positive organizational climate inside the organization. In line with the previous idea, Quality Of Human Resources has been defined as a set of standards that help employees inside the organization build their positive reputation, if they adhere to them when dealing with each other and carrying out the tasks assigned to them (Tien et al, 2021). The idea that Quality Of Human Resources is a natural reflection of their ability to perform their jobs in the best possible way, as well as their ability to correct errors that they may encounter at work has been emphasized (Hussein et al, 2023) . Based on the previous ideas, Quality Of Human Resources can be defined as the method by which cases of dysfunction or problems that they face when carrying out their jobs can be diagnosed, and then work to address them in their early stages and confront them to ensure that they do not worsen or move to more advanced stages, and then their impact becomes more dangerous on the organization as a whole (Alzadjali et al, 2023). It has also been defined as one of the most important pillars of continuous improvement that seeks to develop the skills and capabilities of human resources, in a way that aligns with developments that may affect their levels (Aris et al, 2023).

The Third topic: The Applied Aspect**First: Descriptive Analysis****Table (1) Descriptive Analysis Result**

Variables	Agreement rate	Arithmetic mean	Standard deviation	coefficient of variation	relative importance	Appreciation
Quality Of Human Resources	81%	3.1	0.68	0.19	%81	very good
E-governance	%82	3.1	0.61	0.15	%85	very good

Descriptive Analysis Of E-governance: We note from Table (1) that the level of application of e-governance inside Al-Nusour University is very high, as the arithmetic mean value reached (3.1), and this result is consistent with the agreement rate of (81%), which confirms that Al-Nusour University is interested in clarifying a set of policies and procedures necessary to rationalize the activities and operations of human resources management, to ensure that it is granted the necessary independence to implement its tasks in a manner that is consistent with the nature of the general strategic directions of the university as a whole through the application of the basics of e-governance.

Descriptive Analysis Of Quality Of Human Resources: We note from Table (1) that the level of application of Quality Of Human Resources inside Al-Nusour University is excellent, as the arithmetic mean value reached (3.2), and this result is consistent with the agreement rate of (82%), which confirms that Al-Nusour University is interested in developing the quality of its human resources by involving them in a group of training and development courses in a way that enhances their ability to keep pace with successive developments in the environment surrounding them, and then improve their efficiency in implementing the duties and tasks assigned to them. The analysis results also confirmed the existence of high harmony among the research sample members when dealing with the paragraphs of Quality Of Human Resources.

Second: Testing The Hypotheses**Table (2) Hypothesis Test Results**

Variables	a	β	R^2	f	Morale	Result
The impact of transparency as one of the basics of e-governance in enhancing the Quality Of Human Resources	0.75	0.89	%49	29.64	0.01	There is an effect
The impact of sharing as one of the basics of e-governance in enhancing the Quality Of Human Resources	0.74	0.91	%51	32.78	0.01	There is an effect
The impact of accountability as one of the basics of e-governance in enhancing the Quality Of Human Resources	0.77	0.86	%38	24.91	0.01	There is an effect

Sub-hypothesis test (1): The results indicated in Table (2) confirm that transparency as one of the basics of e-governance has a significant impact with a significance of (0.01) in enhancing the Quality Of Human Resources inside Al-Nusour University and with confidence limits of (99%), as it explains (49%) of the variance occurring therein. These results also confirm the existence of other elements that were not included inside the limits of this regression that explain (51%) of the variance specific to the Quality Of Human Resources inside Al-Nusour University. The calculated

value of (f) also exceeded its tabular value, which has a significant impact on the effect of transparency as one of the basics of e-governance in enhancing the Quality Of Human Resources, which amounted to (29.64). As for the value of (a), it confirms that Al-Nusoor University has the ability to enhance the quality of its human resources by (75%) even if its interest in applying transparency as one of the basics of e-governance is equal to zero, while the value of (B) confirms that increasing Al-Nusoor University's interest in applying transparency as one of the basics of e-governance by one unit will contribute to enhancing the quality of its human resources by (0.89). These results help the researcher to provide the applied foundations for accepting the main hypothesis: (Transparency as one of the basics of electronic governance inside the organization under study has an impact at the significance level (0.01) in enhancing the quality of its human resources).

Sub-hypothesis test (2): The results indicated in Table (2) confirm that participation as one of the basics of e-governance has a significant impact with a significance of (0.01) in enhancing the Quality Of Human Resources inside Al-Nusour University and with confidence limits of (99%), as it explains (51%) of the variance occurring therein. These results also confirm the existence of other elements that were not included inside the limits of this regression that explain (49%) of the variance specific to the Quality Of Human Resources inside Al-Nusour University. The calculated value of (f) also exceeded its tabular value, which has a significant impact on the impact of participation as one of the basics of e-governance in enhancing the Quality Of Human Resources, which amounted to (32.78). As for the value of (a), it confirms that Al-Nusoor University has the ability to enhance the quality of its human resources by (74%) even if its interest in applying sharing as one of the basics of e-governance is equal to zero, while the value of (B) confirms that increasing Al-Nusoor University's interest in applying sharing as one of the basics of e-governance by one unit will contribute to enhancing the quality of its human resources by (0.91). These results help the researcher to provide the applied foundations for accepting the main hypothesis: (Participation as one of the basics of electronic governance inside the organization under study has an impact at the significance level (0.01) in enhancing the quality of its human resources).

Sub-hypothesis test (3): The results indicated in Table (2) confirm that accountability as one of the basics of e-governance has a significant impact with a significance of (0.01) in enhancing the Quality Of Human Resources inside Al-Nusour University and with confidence limits of (99%), as it explains (38%) of the variance occurring therein. These results also confirm the existence of other elements that were not included inside the limits of this regression that explain (62%) of the variance specific to the Quality Of Human Resources inside Al-Nusour University. The calculated value of (f) also exceeded its tabular value, which has a significant impact on the effect of accountability as one of the basics of e-governance in enhancing the Quality Of Human Resources, which amounted to (24.91). As for the value of (a), it confirms that Al-Nusoor University has the ability to enhance the quality of its human resources' by (77%) even if its interest in applying accountability as one of the basics of e-governance is equal to zero, while the value of (B) confirms that increasing Al-Nusoor University's interest in applying accountability as one of the basics of e-governance by one unit will contribute to enhancing the quality of its human resources' by (0.86). These results help the researcher to provide the applied foundations for accepting the main hypothesis: (Accountability as one of the basics of electronic governance inside the organization under study has an impact at the significance level (0.01) in enhancing the quality of its human resources).

The Four topic: Conclusions and Recommendations**First: Conclusions**

1. The analysis results showed that Al-Nusour University is interested in clarifying a set of policies and procedures necessary to rationalize the activities and operations of human resources management, to ensure that it is granted the necessary independence to carry out its tasks in a manner that is consistent with the nature of the general strategic directions of the university as a whole through the application of the basics of electronic governance.
2. The analysis results confirmed that Al-Nusour University is interested in developing the quality of its human resources by involving them in a set of training and development courses in a manner that enhances their ability to keep pace with the successive developments in the environment surrounding them, and then improve their efficiency in carrying out the duties and tasks assigned to them.
3. The analysis results showed that Al-Nusour University is interested in enhancing the quality of its human resources by dealing with them with high transparency, by providing them with the necessary information to carry out the tasks assigned to them, as well as giving them a comprehensive picture of the most important variables that can affect the levels of achieved by them.
4. The analysis results showed that Al-Nusour University is interested in enhancing the quality of its human resources by dealing with them with high participation, through its role in cognitive integration between them, and then raising their levels of knowledge so that they are able to make the necessary decisions to manage their work.
5. We note from the analysis results that Al-Nusour University is interested in enhancing the quality of its human resources by dealing with them with high accountability, due to its role in determining the most important criteria that will be used when evaluating their .

Second: Recommendations

1. The researcher recommends that Al-Nusour University implement a set of projects related to e-governance, in a way that enhances the necessary procedures to organize the implementation of their activities and tasks.
2. The necessity for Al-Nusour University to enhance its human resources with their capabilities and potential, in order to raise their morale and employ that in implementing their activities, in order to improve the quality of achieved by them.
3. The necessity for Al-Nusour University to implement a series of workshops aimed at spreading transparency among its human resources, to ensure that they are assisted in accessing the information they need to implement their own operations.
4. The necessity for Al-Nusour University to support brainstorming processes among its human resources to exchange ideas and opinions among them, in a way that enhances knowledge sharing processes among them, and then employs the results of that in enhancing the quality of achieved by them.
5. The research recommends that Al-Nusour University adopt a set of methods and tools for questioning its human resources, with the necessity of enhancing their awareness and knowledge of them in order to rely on them in enhancing the quality of their .

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