

## Analyzing Human Resource Governance Requirements from Perspective of Faculty Members at the Higher School of Management Sciences – Annaba

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### **Abstract:**

The study's goal is to find out what faculty members at the Higher School of Management Sciences in Annaba think are the most important things for good human resource management. The study's goals were met by using the descriptive-analytical method to gather data through a questionnaire sent to a group of faculty members. Consisting of 30 valid responses for analysis Statistical methods were applied using SPSS v26.

The results of hypothesis testing showed that faculty members thought that governance requirements were met at high levels. This shows that they were very aware of and understood how important transparency, integrity, justice, and accountability are in human resource management practices to create a fairer work environment. The study suggests that these practices should be continued by setting up regular checks and evaluations of governance practices and broadening their scope to include different types of students and employees.

**Keywords:** Human Resource Governance; Integrity; Transparency; Justice; Social Responsibility;

**Jel Classification Codes:** G34, M12.

## 1. INTRODUCTION

Human resource governance is a strategic way to make sure that organizations manage their people in a way that is ethical and legal, and that is open and honest. This goal can only be reached by using governance tools that make sure human resources are used in the best way possible, since human capital is one of the most valuable assets that should be protected. On the one hand, governance sets rules for what is legal and moral. On the other hand, it tries to get the most benefits for everyone. This is done by connecting governance to how people are managed, which leads to something called "human resource governance." To improve employee performance, this governance needs to meet certain basic standards, such as openness and honesty, fairness, and social responsibility. As a result, this creates a motivating work environment that helps employees develop their skills, which in turn builds a good reputation for the company.

In higher education, human resource governance takes on a unique form because the sector is an academic and research institution that focuses on creating knowledge and developing talent. This means that managing human resources is necessary to improve the quality of education and reach academic excellence. But putting it into action comes with a number of problems that are unique to the sector, such as how to get money, the culture of the organization, the difficulty of understanding laws and rules, and how to balance academic freedom with governance needs. These problems are big problems. So, to make sure that human resource governance works well and is successful in universities, it is important to follow the rules and laws that apply, promote administrative accountability and openness, and encourage faculty members to use new technology and be open to change.

### **Study Problem:**

In recent years, the Algerian universities have sought to enhance the quality of their academic and administrative performance in line with global transformations in higher education and human resource governance. Universities no longer limit themselves to traditional administrative aspects; rather, they now encompass talent development, performance management, leadership skills enhancement, and the adoption of transparent mechanisms for decision-making concerning faculty members, researchers and administrative staff alike.

Despite the existence of a set of regulatory texts and policies aimed at consolidating the principles of governance (such as university human resource management regulations, promotion and evaluation systems, grievance committees, academic codes of ethics, and internal quality assurance systems), the practical implementation of these policies faces numerous challenges. These include the lack of modern tools to measure the effectiveness of administrative practices and their alignment with the university's strategic objectives, the limited involvement of academic actors in decision-making, inconsistencies in dealing with different employment categories, and weak integration between administrative practices and academic values.

Based on the foregoing, the central problem of this study is articulated as follows:

**To what extent are the requirements for human resource governance met at the Higher School of Management Sciences – Annaba, from the perspective of faculty members?**

This overarching question gives rise to the following sub-questions:

- What is the level of disclosure and transparency in human resource management practices at the Higher School of Management in Annaba from the perspective of faculty members?
- To what extent are the principles of justice applied in human resource management practices at the Higher School of Management in Annaba?
- What is the level of embodiment of the principle of integrity in human resource management at the Higher School of Management in Annaba from the perspective of faculty members?
- To what extent does the Higher School of Management in Annaba fulfill its social responsibility towards its employees and the community?

### **Study Objectives:**

The goal of this study is to find out what problems organizations in general, and the higher education sector in particular, face when it comes to managing their human resources. It also wants to look into how to make human resource governance work well in universities by looking at ways to deal with problems and challenges that could slow its progress. So, this study aims to explain the main pillars that make human resource governance work well.

### **Research Hypotheses:**

#### **Main Hypothesis:**

*“There is a high level of human resource governance requirements at the Higher School of Management Sciences in Annaba from the perspective of faculty members at a significance level of ( $\alpha \leq 0.05$ ).”*

#### **Sub-Hypotheses:**

H1: There is a high level of **disclosure and transparency** at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ ).

H2: There is a high level of **justice** at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ ).

H3: There is a high level of **social responsibility** at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ ).

H4: There is a high level of integrity at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ ).

### **Study Methodology:**

This study used both descriptive and analytical methods to solve the research problem and check the hypotheses' validity. The study took place at the Higher School of Management Sciences in Annaba, and the sample included faculty members from the school.

### **Literary Review:**

❖ **Maysoon Abdullah & Ahmad Alshalma (2020), “Requirements for Building Human Resources Management: A Survey of a Sample of Managers of Tourism Corporations.”**

This research aims to shed light on the concept of the requirements for building human resource governance through a cognitive and conceptual review of this idea, by examining selected current studies and the views of authors in this field. The research population consisted of managers working in the Ministry's Planning Center. A sample of 172 managers was selected

after observing ethical considerations, and 30 questionnaires were distributed to them, representing 83% of the total distributed questionnaires.

The study reached a number of recommendations, the most important of which are: bringing the culture of human resource governance closer to employees and disseminating it to ensure better understanding by them as well as by stakeholders; encouraging researchers to develop the techniques and methods used in human resource governance for use in future research; working on issuing laws and regulations on human resource governance at both the local and international levels to develop principles suited to the work environment drawing on the value of foreign experiences; and emphasizing that organizations should study governance in general and human resource governance in particular.

❖ **Nabila Chnaida, Abdelhak Sahib Eddine & Fairouz Naji (2023), “The Impact of HR Governance on University Performance: A Systematic Literature Review.”**

This study aims to conduct a systematic review of the literature related to human resource (HR) governance and its impact on university performance over the period 2010–2022, following the PRISMA protocol. The originality of this study lies in its integrated approach to the determinants of “human resource governance,” and its findings highlight the importance of this comprehensive approach in enhancing academic performance.

The study revealed a marked deficiency in the description and understanding of the core components of these concepts, which led to the proposal of an innovative conceptual model linking human resource governance and university performance. This is expected to stimulate new research avenues and calls for a deeper exploration of the complex interactions between these two fields.

❖ **Areb Mohamed & Kaamoussi Houari (2024), “Governance of the Higher Education Sector in Light of the Activation of the Principle of Administrative Transparency.”**

This study aimed to address the concepts of governance and the principle of administrative transparency by clarifying the main legal and institutional measures that operationalize the principle of administrative transparency, as well as focusing on the legal regulations that ensure the effective functioning of this principle in Algeria. The study also sought to highlight the relationship between administrative transparency and the governance of the higher education sector.

The study concluded that administrative transparency constitutes the main challenge for the dimensions of higher education governance, despite the weakness of the legal frameworks that support the legitimacy of this principle—an issue which underscores the importance of awareness of, and mechanisms for, its adoption.

**Similarity and difference:**

Our current study resembles the previous studies in terms of the study variable, which was “human resource governance,” as well as in terms of the study setting, which focused on “universities.” However, the essence of the differences is what gives our study its distinctive and prominent character. It is relatively recent in the way it addresses the topic of the requirements for the success of human resource governance, and it was also empirically tested and measured in an educational and academic sector—namely, the university. Unlike earlier Arab studies that

addressed governance in general, our study links the concept specifically to human resource management. It contributes to clarifying the key effective requirements that foster the success of human resource governance, in addition to addressing the challenges it faces in the education sector and how to adapt to them. Thus, the way our study describes and analyzes the topic is what gives it a distinctive feature compared with its predecessors.

## **2. Theoretical Framework: Human Resource Governance Concept, Requirements, Challenges, and Compliance Strategies**

### **2.1 Conceptual Framework of Human Resource Governance**

Human resource management used to be mostly about "workforce compliance and administration," but now it includes a more strategic and comprehensive role that touches on all aspects, especially governance (Mayer, Roodt G, & Roobins, 2011, p. 02). According to (Gobler & al, 2014, p. 172), it is "the practices and processes established to help organizations ethically achieve their objectives while serving the interests of all stakeholders."

People think of human resource governance as a part of overall organizational governance. It serves as a set of rules and guidelines for how to manage people, lead them, and help them grow professionally. This framework includes both the inside and outside parts of the institution. It has a set of formal rules and standards that are meant to guide the behavior of everyone involved in managing human resources. It comes from the interactions and effects of different groups, such as shareholders, employees, customers, and government agencies (Boris & Jens, 2019, p. 55).

Human resource governance is about managing the resources and their abilities through stakeholders, who are mostly employees and clients, but also the community as a whole. It also means making the right choices that will help the organization reach its overall strategic goals. This governance framework makes sure that both employees and management regularly check their duties and are held accountable. Because of this, it focuses on four main areas:

- Acting as a necessary framework for governance by following the right rules and regulations and putting plans, policies, and practices into action.
- Developing employees' skills and human resource capacities.
- Updating plans to align with the surrounding environment and rapid developments.
- Making sure that the board of directors has a lot of highly qualified human resource experts (Badia, 2022, p. 945).

So, human resource governance includes the strategic oversight and leadership of human resources, as well as policies and programs. Formal governance includes the board of directors and human resource management committees, while internal governance includes the ways the CEO manages human resources in order to reach the organization's overall goals.

#### **2.1.1 Requirements for the Success of Human Resource Governance:**

Human resource governance is very important for the success of any business because it requires a fair workplace that is open and has a culture of responsibility and accountability. Leadership needs to show that they have a clear vision and strategy that takes into account both internal and external environmental challenges. They also need to give the support needed to put human resource governance practices into place. Also, there need to be clear ways to evaluate

employee performance and help them grow. According to (Maysoon & Ahmed, 2020, p. 03), these are some of the things that must be done:

- Disclosure and transparency are important for building trust, integrity, and fairness in the organization's decision-making, workforce management, and administrative processes. This principle makes sure that everyone involved in the organization's activities can get to all the information they need, which makes it easier to look at both financial and non-financial data. A key part of good governance is being open about everything, including making decisions, making policies, and talking to the right people. Transparency is a good way to stop corruption. It has many benefits, such as making all human resource activities better and lowering costs.
- justice means recognizing and respecting the rights of all stakeholders to make sure everyone is treated fairly. The Organization for Economic Co-operation and Development (OECD) says that protecting the rights and interests of minority shareholders is important. To do this, they set up systems that stop employees, including managers and board members, from using their positions for personal gain. Fairness also means that managers treat employees fairly on both a business and a personal level. How well employees do their jobs is closely related to how fair they think their employer is, meaning that all employees are treated fairly and encouraged to do their best work.
- Independence is the most important principle that helps to avoid or reduce conflicts of interest, like when a CEO or a major shareholder has too much power over the board of directors. It starts with setting up boards and appointing committees, and it goes all the way to choosing auditors in a way that stops any authority from unfairly affecting management decisions or how things are done. Independence makes sure that outside pressures don't have any negative effects, which greatly lowers the number of conflicts of interest between all the parties involved, such as the board of directors, executive management, auditors, owners, and other stakeholders.
- Social Responsibility: The institution is seen as a good place to raise social awareness and encourage its employees to follow high standards of behavior and moral values. Social responsibility is a core value in the governance framework. It means that the board of directors is responsible to everyone who interacts with the organization and helps employees understand their roles and make sure they are accountable. It is fundamentally linked to accountability through corrective measures or sanctions against mismanagement and falls within the delegation of authority in organizations. Social responsibility makes it easier for employees to do their jobs well by giving them the tools they need to do their jobs, rewarding good work, and fixing mistakes. It also clearly and precisely spells out what needs to be done, making sure that responsibilities are evenly spread out based on the tasks that need to be done.
- Integrity: Good governance stresses the importance of both moral and financial integrity as two of its most important pillars. Key parts of internal and external controls are also very important because the organization wants to make sure it has the integrity it needs to stay in business.

### **2.1.2 Challenges Facing Governance in Human Resource Management:**

Because the role of human resources is changing, interest in human resource governance has grown a lot every day. HR professionals used to only work within their own organizations, but now their jobs include more relevant and comprehensive standards. Because of this, companies have had a hard time getting the best HR results through motivational methods. As a result, the roles of HR have changed and become more diverse. HR professionals are now seen as strategic business partners who are essential to the success and long-term health of a company (Sabreya , 2018, p. 209).

Some of the problems that make it hard for businesses to manage their human resources well are:

- Resistance to Change: This happens when a company tries to change how it handles HR or how people work. It often makes employees anxious because they have trouble adjusting to the changes or because they are used to their daily work routines. This lowers productivity and, in the end, makes employees unhappy. People resist change to different degrees and in different ways. Some see change as a chance to get better, while others see it as unnecessary. This last type of resistance is hard to deal with because it makes the workplace worse. Because of this, businesses need to create a culture of change and a clear model that shows why change is needed and what it can do for them. It is also important to get employees involved in the process of change (José-Luis & al, 2020, p. 332).
- Resource Scarcity: The HR manager's job is to make sure that the company's resources are used wisely while also making sure that employees have the tools they need to stay productive (Anuradha , 2021, p. 10). Limited resources, whether they are money, people, or things, can make governance processes less effective and slow them down. Governance works best when an organization can give enough resources to meet needs and make the right changes that help activities grow and get better.
- Cultural diversity is one of the problems that makes it harder to improve governance because it makes human resource management less effective. This problem is especially clear in multinational companies and workplaces with people from many different cultures. It makes it hard for employees who work in the same space to talk to each other, work together, and even get to know each other (Katsutochi, 2021). Culturally diverse organizations that have trouble communicating are at risk of losing their competitive edge. Also, cultural differences can make it harder for teams to finish tasks and solve problems, which backs up the claim that "conflicts or clashes are inevitable when different cultures interact." Because of this, senior management and stakeholders need to make this a top priority in human resource governance (Sarah , 2016).
- Conflicts of Interest between Organizational Departments: An organization must avoid conflicts of interest between its departments if it wants to survive, grow, and effectively pursue its goals. These kinds of conflicts make it harder to make decisions. This often causes fights and stress at work, which makes it hard for human resource governance to work well. So, it needs to be watched closely so that bad things don't happen that could hurt the organization's ability to work, grow, and last (Sebaihi, 2013, p. 13).

- Administrative corruption happens when managers use their power for their own gain or for their own interests (Ali Hussein & al, 2022, p. 789). It is one of the biggest problems that comes from a lack of accountability and transparency. This makes employees less productive and more likely to engage in harmful behaviors that are bad for the organization's public interest. Without anti-corruption measures, employees lose faith in management, which creates a toxic work environment that makes it hard to be productive and grow.

### **2.1.3 Compliance with Challenges in Human Resource Governance**

To effectively manage their human resources, companies need clear frameworks that spell out the roles, responsibilities, and tasks of their employees and set up systems for measuring performance. These frameworks should make sure that governance areas keep getting better. So, it is important to use a set of tools that support the success of human resource governance practices, such as:

- Setting up a Specialized Human Resource Governance Committee: This group should be made up of senior leaders and human resource experts who are in charge of making sure that the human resource governance strategy is created and put into action. It is in charge of setting the overall direction of the governance strategy, approving policies and procedures, and keeping an eye on progress. The committee should also come up with a governance framework that makes it clear what each stakeholder's role, duty, and accountability are. This framework needs to clearly spell out the roles and responsibilities of each group of stakeholders, as well as how decisions will be made. In this case, the Responsibility, Accountability, and Relationship Matrix model can be used (Massaoudi & Sadouki, 2022, p. 471).
- Compliance Policy with Work Procedures: This policy says that people must follow rules and codes of conduct that set the right professional and moral standards. It is very important to make sure that these steps follow the law. So, the compliance policy makes sure that the organization's activities can keep going and can change with the times. This is done by creating a culture of awareness among employees about how important it is to follow the rules, which is supported by regular reports to management about violations and non-compliance. These kinds of systems help to check how well compliance procedures work and how well they keep operations running smoothly. The board of directors is very important for creating a culture of compliance, making it a top priority, and executive management follows making sure that it. This builds trust between leaders and employees (Bank of Sudan, 2018).
- Quality Reports: Quality system audit reports are important for activating human resource governance because they help look at the organization's current state. These reports give stakeholders ongoing, clear, and trustworthy information about how the organization will be in the future. They are very important for judging how well employees are doing their jobs and how much they are helping the organization reach its strategic goals. This lets you compare current performance to the organization's current and future goals. Quality reports also help find mistakes, deviations, and areas that need to be fixed. They act as a compass

for finding weaknesses in current human resource performance by giving stakeholders clear and complete information. This helps people make decisions that support and improve the effectiveness of human resource governance (Houari, Sheikh, & Samir, 2019, p. 340).

- Audit Reports: For senior management and other stakeholders to fully understand human resource governance, risk management, and the control mechanisms related to the audited activities, audit reports must be accurate. Social auditing helps figure out how well the steps taken to keep the potential effects of big risks at an acceptable level are working, as well as finding the strengths of an organization. It also shows that internal auditors have a deep understanding of how the organization works and are willing to work with management by suggesting ways to improve human resources on an ongoing basis. When writing audit reports, internal auditors should think about the following: how human resources evaluates performance and sets goals; avoiding mistakes or omissions; using clear language; making sure that the report is sent out on time only to the right people; and making sure that strengths are highlighted (Brad & al, 2016).

## **2.2 Human Resource Governance in Higher Education:**

### **2.2.1 The Concept of Governance in Universities:**

"Governance" refers to all of the systems, processes, and actions that go into making and enforcing policies for higher education. It is very important for improving academic results and the quality of university education (Ahmed, 2020). Because colleges and universities do many different and complicated things, there is always communication between the administration, faculty, students, and other interested parties. Everyone involved in this interaction must work together to make sure that the educational process runs as smoothly as possible (Branden & al, 2022).

Governance is "the way that colleges and universities are set up to reach their goals while keeping and building public trust in them." It is a strategic tool for running colleges and universities, especially when it comes to strategic planning to protect and improve the quality of education and other activities at the university (Muhammad, 2023, p. 52).

As a result, university human resource governance is a part of practices that ensure the quality of education and academics because it combines the ideas of "university governance" and "human resource management." It has become the basis for how schools make plans to boost their performance. Human resources are the means by which universities achieve their goals. This is why human resource governance is so important: it aligns human resources with the university's strategic goals and strengthens ethical commitment while also making roles clear. So, "human resource governance" at universities helps make sure that strategy, culture, organizational structure, and human resources all work together in the best way possible, which is good for the institution (Nabila & al, 2023, p. 38).

### **2.2.2 Reasons for the Focus on Human Resource Governance in Universities:**

In the last few decades, a lot has changed in higher education. One of these changes is the growth of higher education systems because of the rising number of students who enroll each year and the social pressures that come with population growth (Fabrique & Alexander, 2008, p. 18). This has led to a need for more educational seats. Because of this, there has been more

interest in expanding this area to make room for the new students who come in every year. There are also more types of universities and more educational programs within them, which means that the services they offer have become more varied. Distance learning and e learning are two new ways to deliver education that focus on giving students more options. More and more students are getting involved, especially older students and female students who are going to college. Student bodies now show diversity in terms of their social and economic backgrounds, their race, and their previous education. In addition, universities play a big role in research and innovation by doing scientific and technological research that leads to new knowledge and training skilled workers through their educational mission.

### **2.2.3 Challenges of Human Resource Governance in Universities:**

The quality of the people who work at colleges and universities is very important to their success because they are the most important part of the academic process. Governance has had indirect effects on higher education institutions around the world over the past few decades, especially in the public sector (Jai & Bino, 2023, p. 12). These problems are complex and need strategic solutions. Here are some of the main problems that human resource management has to deal with in this field (Jagdish & Girish, 2023):

- Lack of Funds: Colleges and universities often have small budgets and are not very stable financially. These limits make it harder to get the best people to work for you, pay them well, and offer professional development programs.
- Keeping the needs of both permanent and adjunct faculty members in mind is important for keeping the peace between them. Human resource management needs to take into account the different career goals and expectations of both groups while making sure that everyone is treated fairly.
- Academic Freedom and Shared Governance: In higher education, the ideas of academic freedom and shared governance are very important. When making decisions about hiring, promoting, and disciplining faculty, human resource professionals must carefully follow these rules. They must find a balance between the needs of the institution and the rights of individuals.
- The prevailing culture in the organization: Problems with university governance often show up when there are no principles of transparency and accountability and when stakeholders don't have a say in decisions. Also, there is a lot of doubt about whether change is possible in the academic world. When students enter the university, they are given this culture, which affects how faculty members and senior administration interact with each other. Because of this, universities often turn into bureaucratic places with strict hierarchies, where lower-level staff can't question or review decisions made by higher management. This setting makes it harder for people to work together and participate, and it makes it harder for the university to use good governance principles like openness, responsibility, and getting everyone involved (Abdulrahman, 2019, p. 197).
- Complicated Labor Laws and Rules: The higher education sector has to follow a lot of labor laws and rules at both the national and local levels. To make sure they follow the law, human resources departments need to stay up to date on these legal frameworks. This job

is especially hard because academic employment contracts are so different from other types of contracts.

- **Crisis Response:** Unplanned events like pandemics or natural disasters can throw higher education off track. Human resource management has the tough job of quickly changing policies, keeping employees safe and healthy, and making sure that educational and research activities keep going during these kinds of crises.
- **Lack of Faculty Participation in University Life:** When faculty members don't take part in university life in general, it makes it harder for students to get involved and for the university to run smoothly. Faculty members often avoid conflict with university administration because they are worried about how it might affect their financial benefits. Also, the fact that there are no independent faculty organizations makes it harder for them to help with student activities. At the same time, students don't have any independent groups that encourage them to get involved in university life.
- **Absence of Student Evaluations of Faculty Performance:** Student evaluations are one of the most important ways to measure academic performance and effectiveness because students are the main beneficiaries of the educational process and know the most about what happens in the classroom and in real life. If universities ignore this part, they miss out on a key chance to improve the quality of education and hold themselves accountable (Abdulrahman, 2019, p. 199).

#### **2.2.4 Compliance with Human Resource Governance Challenges in Universities:**

A full set of policies and procedures that make roles clear and measure performance are necessary for good human resource management in higher education. Also, the university's human resources policies and procedures must support its strategic goals. To make this alignment happen, a number of reforms must be put in place to make governance easier. These reforms include (Araib & Qaamoussi, 2024, pp. 07-08):

- **Using and combining modern technologies to improve administrative transparency:** Modern technology is very important for making sure that the government is open and honest. This has led to the use of different methods in academic administrative work to make sure that public services keep running. The government's plan for digitization is to make the administrative system and the higher education system work better and more efficiently.
- **Concentrate on the skills of your employees:** Because human resources are valuable capital that is hard to replace or get, it is important to invest in their development and performance improvement while also making sure they stay with the company. This means giving people chances to learn new things and improve their technical and intellectual skills, and pushing them to keep getting better.
- **Effectiveness of Communication Systems:** For governance to work well, both administrative staff and faculty members need to get information in a timely manner. Communication that isn't too complicated or unclear helps build trust between members. Also, being open about work-related information, academic events, and professional evaluations makes relationships stronger, which in turn makes levels of transparency higher.

- Improving University Life: To make working life better, the university community needs to have a place where they can teach and study. This means providing good services like food and housing, taking care of the mental and physical health of faculty members, and giving human resources the tools they need to make sure the educational process runs as smoothly as possible (National Committee Reform, 2015).
- Pedagogical Criterion: Candidates for administrative positions in university structures must meet this criterion by sending in detailed resumes that show how they taught from the time they were hired until they were chosen as potential candidates for any administrative role (College Directorate, University Presidency, Ministry, Ministry Directorate, Research Structure Directorate). Candidates for leadership positions are those who have the most continuous experience in teaching and research among faculty and researchers in the relevant entity (Nadjib, 2019, p. 10).
- Academic Research Criterion: This standard comes from long-standing international practices in higher education and scientific research systems, as well as from objective answers to two related questions: Can an academic who has not taught for at least five years produce research and meet the requirements? Can they be in charge of a university department, faculty, or institution? Can someone who doesn't have at least five international academic publications manage research projects and researchers at their school, whether at the departmental, faculty, or university administration level? These factors make it clear that teaching experience and international academic publications are both important factors to consider when hiring, selecting, or appointing university administrators, from the departmental level to the Ministry of Higher Education and Scientific Research (Nadjib, 2019, p. 11).

### **3. Field Framework:**

#### **3.1 Population, Sample, and Research Instrument:**

The study included all of the people who worked at the Higher School of Management Sciences in Annaba. A simple random sampling method was used to get the data. Thirty faculty members were given thirty questionnaires, and all of them were returned and found to be valid for analysis. For the applied part of the study, the researchers used the questionnaire as their main way of gathering data. The items were based on established scales from earlier studies that looked at the study variables. These scales were then changed as needed to fit the needs of this research. All of the questions on the questionnaire were rated on a five-point Likert scale.

Subsequently, the validity and reliability of the instrument were assessed as follows:

- Validity: By computing the Pearson correlation coefficient, the research instrument's construct validity was confirmed. At a significance level of  $\alpha \leq 0.05$ , the results showed statistically significant correlation coefficients between the dimensions and the variables that made up the questionnaire (see Appendix 01). The correlation coefficients ranged from 0.879 to 0.953, and the p-values were all below the 0.05 cutoff, indicating a strong positive and direct relationship between the variables and their corresponding dimensions. This demonstrates that the tool is valid for measuring the desired constructs.

- Reliability: We used Cronbach's alpha coefficient and Guttman's split-half reliability coefficient to check the questionnaire's reliability. The split-half reliability coefficient should be lower than Cronbach's alpha. The table below shows the results:

**Table 01: Cronbach’s Alpha and Split-Half Coefficients for Measuring Instrument Reliability**

Dimensions	Cronbach’s Alpha Coefficient	Split-Half Reliability Coefficient
Disclosure and Transparency	0.9	0.89
Justice	0.896	0.866
Social Responsibility	0.801	0.788
Integrity	0.93	0.849
Requirements for Successful HR Governance	0.966	0.932

**Source:** Prepared by the researchers based on the outputs of V26 (SPSS).

From the above table, it is evident that:

- The reliability coefficient for the variable "Requirements for the Success of Human Resource Governance" was 0.966, which is a high and appropriate level of reliability for this study because it is higher than the general acceptance threshold of 70%. Also, the reliability coefficients for each part of this variable were also high. This means that if the same sample were to take the test again under the same conditions, the results would be the same. So, the study questionnaire's reliability has been proven, which gives us full faith in its validity and usefulness for looking at the results.
- The variable "Requirements for the Success of Human Resource Governance" had a split-half reliability coefficient of 0.932, which is less than the Cronbach's alpha value of 0.966. In a similar vein, its dimensions' split-half coefficients were 0.890, 0.866, 0.788, and 0.849, respectively, all of which were below the corresponding Cronbach's alpha values of 0.900, 0.896, 0.801, and 0.930. The reliability of the instrument is further supported by the fact that, when the items of each dimension of the variable are divided into two halves, the first half is consistent and correlated with the second half.

### 3.2 Description and Diagnosis of Study Variables:

An explanation of the variable "*Requirements for the Success of Human Resource Governance*" and an assessment of the response levels: The findings, which are displayed in the following table, show the averages and standard deviations of the responses from participants about what is needed for human resource governance to be successful.

**Table 02: Means and Standard Deviations of Respondents’ Answers on Items Related to the Variable "Requirements for the Success of Human Resource Governance"**

Variables	Mean	S.D	Coefficient of Variation (%)	Level of Availability
Disclosure and Transparency	3.6897	0.83916	23	High
Justice	3.8473	0.81614	21	High
Social Responsibility	3.6683	0.60856	17	High
Integrity	4.0640	0.70977	17	High
<i>Requirements for Successful HR Governance</i>	<b>3.8184</b>	<b>0.69386</b>	<b>18</b>	<b>High</b>

**Source:** Prepared by the researchers based on the outputs of V26 (SPSS).

The table above shows that the mean was 3.81 and the standard deviation was 0.69. This shows that the requirements for good human resource management at the Higher School are very easy to find, since most of the sample gave similar answers. The coefficient of variation, which was low (less than 30%), backs this up even more. The average score for openness and disclosure was 3.68, which is a high score that shows the institution has adopted clear and open disclosure mechanisms that have greatly improved its human resource outputs and made decisions about both academic and administrative tasks better. The next dimension was social responsibility, which had a mean score of 3.66, which is almost the same as the first one. This shows that the Higher School is becoming more aware of how important sustainable development is. The justice dimension also got a high score of 3.84, which means that the institution treats all faculty members fairly when it comes to following rules and laws, giving everyone the same chances to get outside grants and improve their academic skills.

There was a lot of integrity available, as shown by a mean of 4.06 and a low coefficient of variation of 17%. This shows that faculty members mostly agree on this point, which is because the Higher School follows values of honesty and trustworthiness in its business dealings. This shows that the school has high ethical standards and strict rules against any behavior that could hurt faculty dignity or the sanctity of the campus.

### 3.3 Testing the Study Hypotheses

It is important to check that the data distribution for the variable "**Requirements for the Success of Human Resource Governance**" is normal before moving on to hypothesis testing. The results of this test will determine whether to use parametric or non-parametric statistical tests. We used skewness and kurtosis coefficients to figure out what kind of data the questionnaire had. The table below shows these measures in detail:

**Table 03: Skewness and Kurtosis Coefficients**

Study Variables	Skewness Coefficient	Kurtosis Coefficient
Disclosure and Transparency	-1.395	1.566
Justice	-1.311	2.198
Social Responsibility	-0.898	0.208
Integrity	-1.374	2.138
Requirements for Successful HR Governance	-1.458	1.967

**Source:** Prepared by the researchers based on the outputs of V26 (SPSS).

The table above shows that the skewness coefficients for all of the study variables were between -0.898 and -1.458, which is within the acceptable range of  $\pm 2$ . The kurtosis coefficients for all variables and dimensions were also between 0.208 and 2.138, which is within the acceptable range of  $\pm 3$ . So, it can be said that the study variables follow a normal distribution. So, we can use parametric testing, specifically the One-Sample T-Test, to test the study's hypotheses, as explained below:

### 3.3.1 Statistical Test of the Main Hypothesis:

The main hypothesis says, " *There is a high level of human resource governance requirements at the Higher School of Management Sciences in Annaba from the perspective of faculty members at a significance level of ( $\alpha \leq 0.05$ )*" We used the One-Sample T-Test to test this idea, as shown in the table below:

**Table 04: Results of One-Sample T-Test Analysis for the Main Hypothesis**

Variable	Mean	S. D	T-Value	Degrees of Freedom	Significance Level
Requirements for Successful HR Governance	3.8184	0.69386	29.635	28	*0.000

**Source:** Prepared by the students based on the outputs of V26 (SPSS).

The calculated T value from Table 04 is 29.63, which is higher than the critical T value at 28 degrees of freedom. This means that the result is statistically significant. Also, the significance value (Sig = 0.000) is much lower than the 0.05 threshold. At the 0.05 significance level, the hypothesis is accepted, which means that the study sample shows that the conditions for good human resource governance are present. The mean score of 3.81, which is between 3.40 and 4.20, backs up this conclusion even more. So, the faculty members of the Higher School of Management Sciences in Annaba agreed on a lot of things, which means that these requirements are likely to be met.

### 3.3.2 Statistical Tests of the Sub-Hypotheses

- First Sub-Hypothesis: This hypothesis says that " *There is a high level of disclosure and transparency at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ )*".

**Table 05: Results of One-Sample T-Test Analysis for the First Sub-Hypothesis**

Variable	Mean	S. D	T-Value	Degrees of Freedom	Significance Level
Disclosure and Transparency	3.6897	0.83916	23.678	28	*0.000

**Source:** Prepared by the students based on the outputs of V26 (SPSS).

Statistical significance is confirmed by Table 05's T value of 23.67, which is higher than the critical T value at 28 degrees of freedom. The hypothesis that disclosure and transparency requirements exist from the sample's point of view is accepted since the significance value (Sig = 0.000) is less than the 0.05 cutoff. The faculty gave this dimension a high rating, as evidenced by a mean score of 3.68 in the [3.40–4.20] range.

- The second sub-hypothesis says “*There is a high level of justice at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ )*”. The table below shows that the One-Sample T-Test was used to check this:

**Table 06: Results of One-Sample T-Test Analysis for the Second Sub-Hypothesis**

Variable	Mean	S. D	T-Value	Degrees of Freedom	Significance Level
Justice	3.8473	0.81614	25.386	28	*0.000

**Source:** Prepared by the students based on outputs from V26 (SPSS).

Its statistical significance is confirmed by Table 06, which shows that the computed T-value is 25.38, above the critical T-value at 28 degrees of freedom. Additionally, the significance level (Sig = 0.000) is significantly lower than the 0.05 cutoff. The hypothesis that "the requirement of fairness is met from the perspective of the study sample at a significance level of ( $\alpha \geq 0.05$ )" is thus accepted. The calculated mean value of 3.84, which is within the range [3.40–4.20], indicates that the Higher School of Management Sciences faculty members' opinions reflect the high level of availability.

- The third sub-hypothesis asserts, “*There is a high level of social responsibility at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ )*”. A one-sample T-test was used to test this hypothesis, as the following table illustrates:

**Table 07: Results of the One-Sample T-Test Analysis for Sub-Hypothesis Three**

Variable	Mean	S. D	T-Value	Degrees of Freedom	Significance Level
Social responsibility	3.6683	0.60856	32.461	28	*0.000

**Source:** Prepared by the students based on outputs from V26 (SPSS).

The T-value in Table 07 is 32.46, which is higher than the critical T-value at 28 degrees of freedom. This means that the results are statistically significant. Again, the significance value (Sig = 0.000) is less than 0.05, which means that the hypothesis that "the requirement of social responsibility is met from the perspective of faculty members at the Higher School of Management Sciences at a significance level of ( $\alpha \geq 0.05$ )" is accepted. A mean score of 3.66, which is in the range of [3.40–4.20], shows that faculty members agree with this.

- The fourth sub-hypothesis states "*There is a high level of integrity at the Higher School of Management Sciences in Annaba from the perspective of faculty members, at a significance level of ( $\alpha \leq 0.05$ )*" This hypothesis was assessed using a one-sample T-test, as shown in the table below:

**Table 08: Results of the One-Sample T-Test Analysis for Sub-Hypothesis Four**

Variable	Mean	S. D	T-Value	Degrees of Freedom	Significance Level
Integrity	4.0640	0.70977	30.3835	28	*0.000

**Source:** Prepared by the researchers based on outputs from V26 (SPSS).

According to Table 08, the computed T-value is (30.38), which is statistically significant because it is higher than the critical T-value at 28 degrees of freedom. Additionally, the significance level (Sig = 0.000) is significantly lower than the 0.05 cutoff. The hypothesis that "the integrity requirement is met according to the perspective of the study sample members at a significance level of ( $\alpha \leq 0.05$ )" is thus accepted. The Higher School of Management Sciences in Annaba's faculty members' agreement is further supported by the mean value of (4.06), which is within the range [3.40–4.20].

### 3.4 Discussion of Results and Hypotheses:

The following sub-hypotheses can be accepted in light of the study's findings:

- Sub-Hypothesis 1: The study sample believes that disclosure and transparency are necessary at a significance level of ( $\alpha \leq 0.05$ ).
- Sub-Hypothesis 2: The study sample believes that the need for justice exists at a significance level of ( $\alpha \leq 0.05$ ).
- Sub-Hypothesis 3: The study sample believes that social responsibility is necessary at a significance level of ( $\alpha \leq 0.05$ ).
- Sub-Hypothesis 4: The study sample believes that integrity is required at a significance level of ( $\alpha \leq 0.05$ ).

As a result, the main hypothesis, which says that "*There is a high level of human resource governance requirements at the Higher School of Management Sciences in Annaba from the perspective of faculty members at a significance level of ( $\alpha \leq 0.05$ )*." is accepted.

The statistical results show that all dimensions scored highly, which shows that the Higher School of Management Sciences Annaba is very committed to implementing human resource governance in its work environment. This commitment makes faculty members more responsible for their academic and scientific duties by creating a supportive environment based on honesty, openness, fairness, and social responsibility.

## 4. CONCLUSION

To make sure that the administrative system in universities works well and that the interests of all stakeholders are balanced, there are some basic requirements for good human resource governance. Disclosure and transparency are two of the most important of these requirements. They help build trust between employees and management by giving them clear and accurate information about policies and decisions. Integrity is also very important for creating an ethical workplace that encourages people to follow the rules and values of the company. Social responsibility is just as important because it shows that the organization cares about how its actions affect people and the environment, which improves its reputation and long-term viability. Justice is also a key part of making sure that everyone is treated fairly.

When these needs come together, human resource governance becomes a unified framework that helps organizations reach their goals. The results of the field study at the Higher School of Management Sciences in Annaba showed that this was true. The school has clear, open, and easy-to-find rules and policies for faculty members. It also listens to their concerns and suggestions when making decisions. It also treats faculty fairly and without bias in all of its daily interactions. The institution also fully supports integrity, as shown by its anti-corruption efforts that include strict measures to stop favoritism, encourage reporting of unethical behavior, and protect faculty members' personal information.

Based on the study's results, which showed that the faculty at the Higher School of Management in Annaba had a lot of access to human resource governance requirements, we can make a number of suggestions to make these practices more sustainable and help them grow. Here are some of them:

- Build a culture of governance in the institution by making it a core part of its values through daily activities and work policies; encourage open conversations about governance practices and make communication between management and members more open; set up an open management system that lets people see and take part in administrative decisions.
- Work with the public and private sectors on projects that involve the community to make the institution's role in sustainable development stronger, especially when it comes to national and international scientific forums and conferences. Also, support research and projects that benefit society, making social responsibility a key part of the institution's strategic goals.
- Align human resource policies with international standards, like ISO 30408, to make sure that governance is of high quality. Set up independent committees to keep an eye on how governance principles are being put into place to make sure that international human resource governance standards are being followed.
- Use AI to look at data about how to manage human resources and help make decisions based on facts. This will help HR management practices become more digital, which will make things more open and cut down on mistakes.

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