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## The Impact of the Quality of Human Resource Practices on E-Governance : Analytical Research in the Office of the Ministry of Higher Education and Scientific Research

**Sinan Fadel Hamad, Prof Dr Ali Hassoun Fandy Al-Taie**

Dept of Public Administration, College of Administration and Economics, University of Baghdad, Iraq

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**ABSTRACT**

The current research aims to test the relationship of the impact of the quality of human resource practices on e-governance in the Ministry of Higher Education and Scientific Research, in order to diagnose the level of interest of the said ministry with the main research variables and their dimensions. Coming up with a set of recommendations that contribute to improving the level of performance of its administrative system to achieve quality in its outputs when it adopts the research variables. 300 of them were retrieved, while (290) questionnaires were valid for statistical analysis, and the measurement tool (the questionnaire) was strengthened with interviews. With the members of the surveyed community within the different administrative levels, the research relied on statistical programs (AMOS V.25- SPSS V.26-) to analyze the primary data, with the use of descriptive and inferential statistics methods represented in testing the research hypotheses. Based on the main questions of the research, the statistical analysis showed a number of results, most notably the presence of a significant impact on the quality of human resource practices in e-governance, and one of the most important recommendations is the necessity of taking into account quality standards when selecting individuals working for the organization concerned, as it helps them to apply modern methods such as e-governance.

**Keywords:** *the quality of human resource practices, e-governance, Ministry of Higher Education and Scientific Research*

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## INTRODUCTION

The success of organizations depends on the amount of attention to the quality of the supportive organizational efforts that it releases towards its employees, which enhances their sense of indebtedness as a trend, and increases their motivation towards searching for positive behaviors that develop their level of commitment in applying modern work methods and systems that work to improve and develop their administrative system to be a real tool by which they invite employees. To make exceptional efforts to achieve the reforms that the organization aims at, on the other hand, to ensure that its employees are trained to carry out practices that in nature develop their quality in line with the international standards recommended by international organizations, and to raise the level of their capabilities, expertise and skills that the organization in question will form an administrative system characterized by sobriety and believes in change. It adapts to it and deals with challenges according to mechanisms that facilitate its reduction, and translates reform efforts into outputs within international standards in order to achieve success in taking knowledge outputs a prominent place within the global classifications

## VIEW THE LITERATURE

### The Concept of Quality Human Resource Practices

The modern administrative literature focuses on the need to re-employ the human resource by the organization in a way that achieves maximum benefit in exploiting its other resources in an ideal way to achieve an increase in its productivity, and considering the efficiency of workers as one of the decisive factors in increasing that productivity and achieving success requirements in light of continuous change (Quynh, 2017,207). This success depends on the organization's rapid response and adaptation to this change, by carrying out an extensive study on how to involve its human resource and develop its management in a way that can benefit from its latent and full potentials and employ them in accordance with the strategy it sets as well as follow-up through a continuous evaluation by that department to the capabilities of its employees and to identify their necessary needs, while making sure to build an organizational work environment conducive to high performance (Fairoz, 2018, 39). High performance is possible if the organization takes the initiative to look beyond the type of job required and pay attention to identifying the needs of

workers and addressing them through effective recruitment and selection, training and development, compensation management, and employee-employer relations to ensure that they work in an environment that cares for their development and well-being to achieve quality in Their performance (Paderna, 2019, 64). Therefore, the quality of human resources is essential to the work of the organization, as through the quality of those resources, workers will perform their duties better, meaning that they provide good work that depends on the efficiency in the use of resources necessary to achieve high performance, and therefore the quality of resources Human resources affect the performance of the organization (Pragiwani, 2019, 94)). Based on the foregoing, what distinguishes the specifications of high-quality human resources, which in fact is an integral part of human resources, but they have good professional skills that enable them to adapt to the changes that accompany technological developments in a way They also have the ability to apply their knowledge and skills that they have been trained on in the production process creatively, which generates high-quality and effective labor productivity, as well as In addition to their mastery of modern scientific and technological knowledge and the accompanying creative thinking and

skills of a superior level to practice their work well, and they have high discipline and enjoy good health (Hiep, 2021, 3818)

### **Dimensions of the Quality of Human Resource Practices**

#### *a- Quality of Recruitment and Recruitment*

One of the functions of human resources management, through which the level of eligibility of applicants to fill vacancies is determined based on differentiation mechanisms according to the foundations and standards related to the quality that it sets for those jobs to choose the best and most appropriate and whose capabilities and capabilities respond according to the requirements with the exclusion of what is inappropriate.

#### *b- Quality training and development*

It is a pre-planned development program implemented by the Human Resources Department to guide its members towards acquiring the skills and experiences that enable them to make the necessary continuous improvements in the performance of their job duties so that their organizations acquire the quality of their outputs.

#### *c- compensation quality*

It is the total of tangible and intangible returns that the organization undertakes to pay to the workers in exchange for their exerted efforts, and which the human

resources department is keen to design in a way that motivates the workers to make additional efforts to achieve continuous improvement and perform the best level of performance so that the organization can work within the philosophy and directives included in it by the mechanisms of total quality.

#### *d- Quality of employee relations*

Practices, including formal and informal, human resources management is interested in finding them among employees in order to reduce the difference, harmonize knowledge and unify their efforts, based on commitment to the spirit of the work team to launch the necessary improvements and exchange information to achieve high performance and organizational excellence.

### **THE CONCEPT OF E-GOVERNANCE**

In the beginning, when we talk about the word “electronic” contained in the term “electronic governance”, it comes to our minds about the uses of governance under the pretext of modern trends, i.e. updating the uses of traditional governance through the use of information and communication technology applications that facilitate the process of providing services to citizens in a modern way Qadri, 2014 And this is what the (UNESCO) mechanism indicated to e-governance as a form of public administration that uses information and

communication technology to enhance its ability to provide advanced government services and improve its performance continuously (Dahiya, 2014, 6). E-governance is e-governance that involves the use of information and communication technology by public administrations along with organizational change and the creation of new skills in preparation for improving public services in a way that enhances democratic processes in support of public policies (Jimoh et al, 2018, 188). From another point of view It refers to a process that includes the use of information and communication technology by the public sector to improve information and encourage citizen participation in Decision-making and making the government more transparent (Sanmukhiya, 2019, 264)), while (Frost & Lal, 2003) indicated that the goal of governments adopting e-governance is to provide services to citizens while enhancing the position of their participation in evaluating those services as well as the performance of the government in general (167 (Twizeyimana et al, 2019,. On the other hand, it means developing relationships, according to Prabhu (2004), who described the World Bank’s view of e-governance as the use of information technology by government agencies in order to raise the level of development of relationships between

citizens, companies and the government (Bhuvana, 2020, 2076).

## **DIMENSIONS OF E-GOVERNANCE**

### **a- Human Resource Capabilities**

Human resource capabilities increase the organization's ability to attract individuals with skills and competence in the field of information technology (IT) who are qualified to perform tasks by providing training programs and an appropriate incentive system to build its human capabilities (Ahmed, 2019, 75).

### **b- IT Infrastructures**

Information technology (IT) is very important at the present time due to the role it plays in its exploitation of knowledge and achieving sustainable development within the scope of the organization's work. Data collection and analysis (Stewart, 2017, 522)

### **c- Managing Financial Resources**

The management of financial resources is the total cash investment required to ensure the success of e-governance, if the e-governance initiative is based on infrastructure based on communication technology, it makes the initiative less costly in terms of capital for the organization (Saeed, et al, 2019, 233).

### **d- Monitoring and evaluation**

Monitoring and evaluation make e-governance an effective tool to achieve a balance between long-term strategic

responsibilities and short-term operational responsibilities, as well as considering it a self-monitoring and oversight system, which leads to the safety of law enforcement in a manner that imparts good management in the organization as a result that leads to achieving community satisfaction with the performance Those organizations (Kasr, 424, 2018)

### **The relationship between the quality of human resource practices and e-governance**

The fact indicates that human resources are one of the main factors affecting the implementation of e-governance in organizations, that the success of implementation needs a human resource who is familiar with the smallest details effectively and with high knowledge of technological aspects (Komagas, 2021, 599). However, due to scientific and technological progress and the competition between organizations in order to achieve a high level of performance, the management of organizations has found that human resources in organizations represent a major source of risk when it comes to compliance, meaning that organizations that apply the best systems, policies and practices to develop their performance do not lead to achieving results. The purpose of this application in the event that individuals are not

committed to compliance (Grobler, 2015, 6)) The idea of compliance revolves around practices and processes that are developed to help organizations achieve their goals ethically and mainly related to human resource behaviors and practices at various levels of the organization, the purpose of which is disclosure and transparency Integrity and accountability are among the general principles of governance (Fact, 2017, 8). From this point, researchers have recently increased interest in framing the relationship between human resources and good governance with its various dimensions and rules to meet the needs of the organization that meets the needs of society (Zulkafli ,2016, 35) Ibrahim, believing that today's organizations are implementing human resource plans on the one hand and questioning their models for those resources on the other hand, they are working on Guide him in developing structures and practices for the governance of their human resources for the purpose of setting clear measures of their performance, clarifying responsibilities and instilling practices that tend to achieve transparency and integrity in their various systems, believing that the success of organizations depends on achieving human resources governance. (R.Shabi 2014:70). In light of the foregoing, the International Organization for Standardization (ISO)

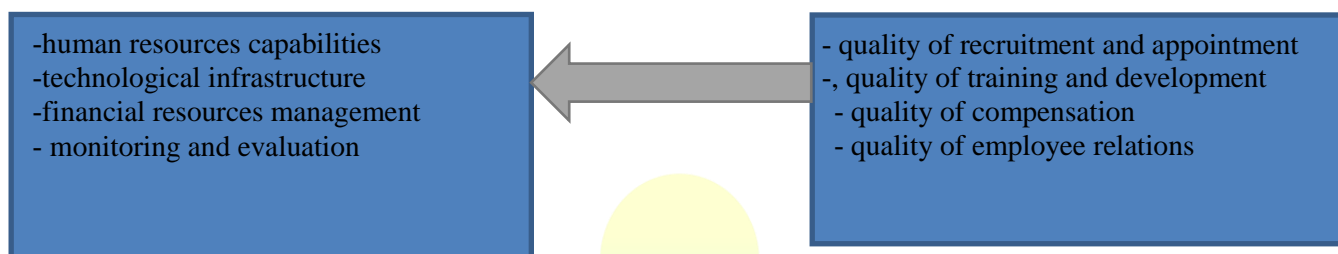
published in (2016) the first international standard (ISO 30408: 2016) on human resources management, which covers aspects of governance exclusively, as this standard developed four new international standards for human resources (roles, responsibilities, commitment Accountability) and its purpose is to make the functions and practices of human resources as a tool to improve the performance of the organization, within the framework of human resources governance provided by the organization for the purpose of determining roles, authority, responsibilities and decision-making, as well as holding employees and management accountable for what is in the interest of stakeholders (Kaehler & Grundei, 2019, 30). Thus, the concept of human resource governance is defined as a combination of some human resource practices and strategies that help achieve strategic, financial, psychological and social long-term goals in general, for its role in defining the roles Human resource management from a personal, social and organizational perspective (Khanom, 2018, 208).

## RESEARCH METHODOLOGY

The literature review of the quality of human resources practices and electronic governance resulted in the crystallization of a hypothetical scheme for research as

shown in Figure (1), which was prepared in light of the research problem and its objectives, and the main hypotheses were formulated, which are as follows:

1- (There is no significant effect of the quality of human resource practices and their dimensions in e-governance in its dimensions).



**Figure( 1) A conceptual model for research**

- The measure of the quality of human resources practices: as the independent variable, it consists of (20) items. It was divided into 4 dimensions, namely (the quality of recruitment and appointment, the quality of training and development, the quality of compensation, the quality of employee relations) prepared by the researcher based on (Paderna, et al 2019).

- E-Governance Scale: As a dependent variable, it consists of (20) itemsIt was divided into 4 dimensions (human resources capabilities, technological infrastructure, financial resources management, control and evaluation) prepared by the researcher based on (Saeed, etal, 2019).

**DISCUSS THE RESULTS**

1- The average of the overall dimensions of the human resource practices quality variable, the standard deviation, the coefficient of variation, and order of importance As shown in the table(1)



**Table ( 1) Ranking of importance based on the coefficient of variation for the dimensions of the quality variable of human resource practices**

Dimensional order	Variation coefficient	standard deviation	Arithmetic mean	Dimensions of the variable of quality of human resource practices	n
The second	18.699	0.69	3.69	quality of recruitment and appointment	1
the first	17.862	0.645	3.611	quality of training and development	2
the fourth	20.867	0.732	3.508	quality of compensation	3
the third	20.162	0.722	3.581	quality of employee relations	4
		0.525	3.597	<b>variable of quality of human resource</b>	

The results shown in Table (1) explain that there is a lack of dispersion of the answers of the researched sample and agreement on the importance of the quality of training and development in comparison with the other dimensions, and that it obtained the first level with relative importance. The community members who were interviewed for considering the quality of training and development as a source of supplying skills and experiences, which are considered as a commodity for each of the other dimensions to know the role of improvement in its performance and development and to achieve the quality of quality. Considering other non-material

and financial (moral) aspects and giving them sufficient importance in comparison with those aspects to achieve a better level of productivity for workers.

- 2- The average of the overall dimensions of the e-governance variable, the standard deviation, the coefficient of variation, and ranking according to importance As shown in the table(2)

**Table (2) Ranking of importance according to the coefficient of variation for the dimensions of the e-governance variable**

Dimensional order	Variation coefficient	standard deviation	Arithmetic mean	Dimensions of the e-governance variable	Rank
the first	15.953	0.589	3.692	human resources capabilities	1
The second	18.911	0.688	3.638	technological infrastructure	2
the third	19.86	0.708	3.565	financial resources management	3
the fourth	21.600	0.756	3.5	monitoring and evaluation	4
	15.699	0.565	3.599	<b>e-governance variable</b>	

From the results of Table (2), as it turns out that the dimension (human resources capabilities) came in the first order in terms of dimensions, as it was the most agreed dimensions and the least dispersion of e-governance variables compared to the other dimensions, and this indicator is due to the fact of the importance of the expertise and skills that the human resource carries in the organization Respondent, which was supported by members of the research community who were interviewed, as most of their opinions agreed that human resource capabilities

have a role in adding value to other tasks carried out by the organization in question (such as technological structures, financial resources management, control and evaluation), as the success of the practice of These tasks depend on the ability of human resources to perform them and make them effective functions in light of the role specified for them within the work plan of the organization in question

**To test the hypothesis**

**(There is no significant effect of the quality of human resource practices and their dimensions in e-governance in its dimensions).**

From the results of the statistical analysis shown in Table (1), it was found that the calculated (F) value for (the quality of human resources practices in e-governance) amounted to (214.016), and this gives an indication of a higher index than the tabular (F) value of (3.89) at the level of significance (5%), and as a result the null hypothesis was rejected and the alternative hypothesis was accepted, which states. This indicates that the quality of human resource practices has a strong impact on e-governance, meaning that the research organization, whenever it tries to make its human resources practices efficient and skilled, and has a good balance of knowledge that guarantees the performance of its roles at a high level, the more this contributes to achieving the application of the system E-governance is also at a high level. Through the value of the Adjusted Coefficient of Determination ( $R^2$ ), which is (0.424), it becomes clear to us that (the quality of human resource practices) explains about (42%) of the changes that occur in (e-governance), as for the rest of the remaining percentage, which amounts to (58%) goes back to

other variables not included in the current research model, as the calculated value (t) of the marginal slope coefficient recorded its value (14.629), which is greater than the tabular (t) value of (1.660) at the level of significance (5%), and this It indicates the significance of the marginal slope coefficient (for the variable of the quality of human resources practices), as it is also shown by the value of the marginal slope coefficient ( $\beta$ ) of (0.704) that an increase in (the quality of human resources practices) by one unit will lead to an increase in (e-governance) By (70%), in addition, the value of the constant ( $\alpha$ ) was recorded in the equation of (1.067), meaning when (the quality of human resource practices) is equal to zero, (e-governance) will not be less than this value. As shown in the table(3)

**Table (3) Analysis of the dimensions of the quality of human resource practices in e-governance**

connotation	Sig	(t)	(F)	Adjusted )R <sup>2</sup> (	(R <sup>2</sup> )	Dimensions of the variable of quality of human resource practices		dependent variable	
						α(	β)		
connotation	0.000	6.016	36.195	.1120	.3340	2.589	α(	quality of recruitment and appointment	e- governance
						.2740	β)		
connotation	0.000	7.970	63.515	.1780	.1810	2.254	α(	quality of training and development	
						.3730	β)		
connotation	0.000	11.335	128.492	.3060	.3090	2.093	α(	quality of compensation	
						.4290	β)		
connotation	0.000	13.979	195.417	.4020	.4040	1.815	α(	quality of employee relations	
						.4980	β)		
connotation	0.000	14.629	214.016	.4240	.4260	1.067	α(	quality of human resource practices	
						.7040	β)		

Tabular (F) value 3.89 =

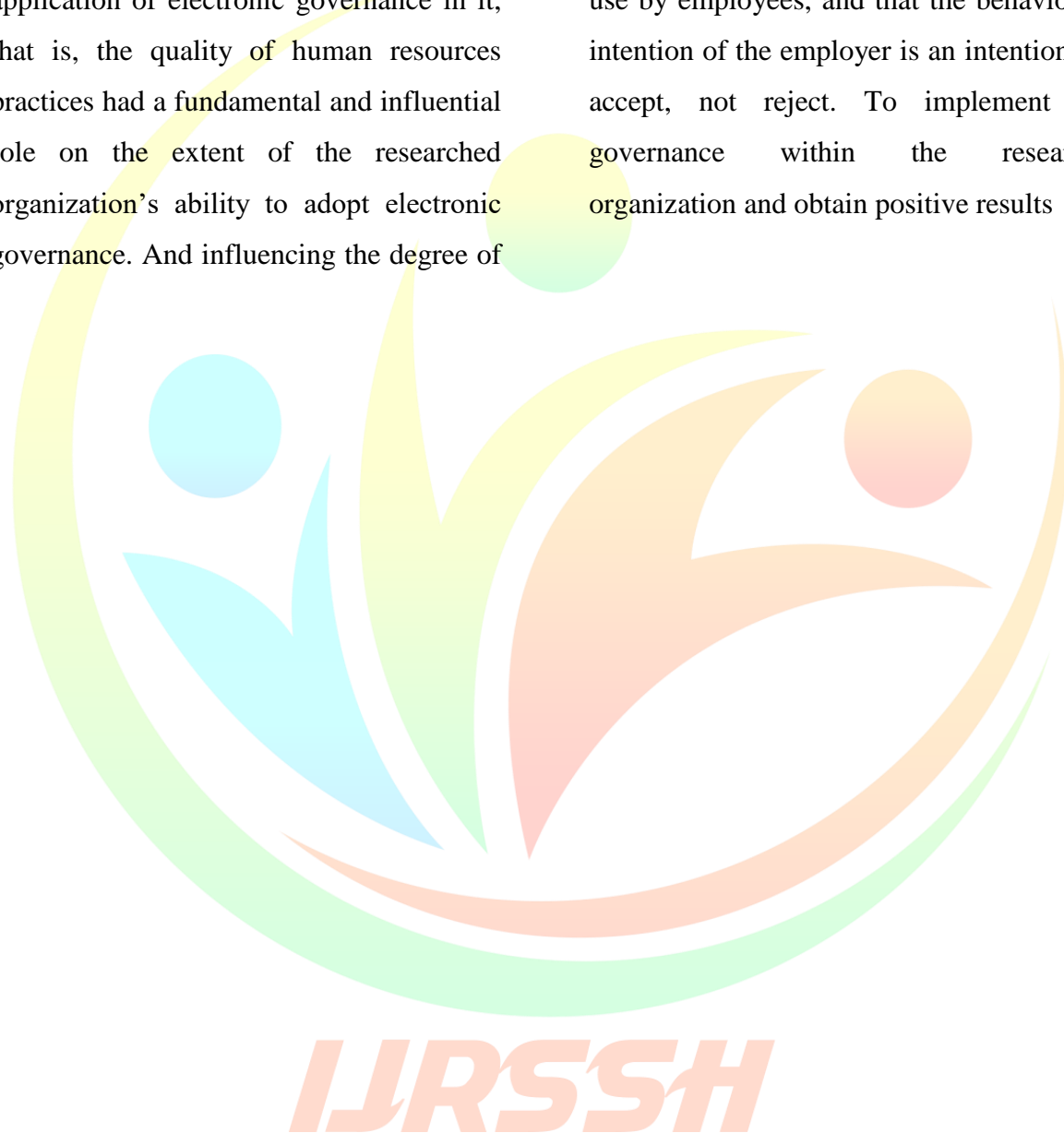
)t) tabular value = ( 1.660

community size 290 =

## CONCLUSIONS

The results of the research showed that the respondent ministry, whenever it tried to pay attention to the quality of human resources practices, the more it was reflected in the level of acceptance of the application of electronic governance in it, that is, the quality of human resources practices had a fundamental and influential role on the extent of the researched organization's ability to adopt electronic governance. And influencing the degree of

acceptance. Especially since most of the workers have good knowledge of what it is Quality human resource practices. The results also showed that the application of the e-governance model will reflect positively on achieving ease of work and use by employees, and that the behavioral intention of the employer is an intention to accept, not reject. To implement e-governance within the research organization and obtain positive results



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