

REFLECTION OF HUMAN RESOURCES CAPABILITIES IN ACHIEVING GOOD GOVERNANCE OF THE ORGANIZATION

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ABSTRACT

The current study aims to know the relationship of the impact and the link between the human resource capabilities of (knowledge level, skill level, Attitude level, practice level) owned by the Iraqi Ministry of Higher Education and Scientific Research in good governance, (transparency, accountability, responsibility, farinas, social awareness) in order to achieve the goal of the study was the selection mechanism of the supreme leadership in the Bureau of the Iraqi Ministry of Higher Education and Scientific Research on the basis of images and interviews key tools to collect information and data necessary to achieve the objective for which the study was conducted, where the distribution of (80) identifying the form of administrative leaders (agents, managers, advisers, two associate directors, the directors of the sections) was obtained without the restoration, as well as personal interviews (10) were conducted with the directors of the study sample, the study used a range of statistical methods, the most prominent of which (the weighted Mean, standard deviation, the relative importance, ,. (F-TEST), (Z-TEST), exploratory factor analysis ,Eigenvalue , (Kmo),coefficient of determination R^2 , Spearman>

Keywords: human resource capabilities, good governance

INTRODUCTION:

In recent years, the world has witnessed major changes in various areas of the management environment in general and public administration in particular, which were represented by technological, economic, social, political and other changes. In the face of these challenges or changes, public organizations had to reconsider their activities and functions. Is capable of achieving the objectives of the organization. As is well known, the survival and sustainability of organizations depends on their ability to adapt to changes in the environment, and abilities are characterized by abilities, values, skills, qualifications, knowledge, And to improve the administrative performance requires the provision of sufficient capacity for the response of the Board of Directors and senior management to the responsibilities and duties entrusted to them, and to involve the executive departments in the decisions and important activities required by the work of the Organization. And its operations through these paths through good governance which is the control of the organization and guidance towards ethical conduct that guarantees the rights of the general public and stakeholders, hence the study to learn about the capabilities of resources And their relevance to the good governance

of the Organization because of its importance in the public sector, especially in the Office of the Ministry of Higher Education and Scientific Research of Iraq.

LITERARY REVIEWS

A- human resource capabilities

human resources capabilities :knowledge is the desire and behavior and performance, effective leadership and the capacity of work that affect the achievement of the individual and an opportunity to meet organizational performance (Setyaningdyah,E.,2013:3). , Is the relevant skills and experience excellent performance within the human resources function Castro Christiansen, L., & Higgs, M., Click here to get help from professionals(2008:4-6).

THE Dimension of human resource capabilities

- Knowledge level:are what we know, or we think we know. We don't know how much we know since knowledge means both explicit knowledge and tacit knowledge, which means experience existing in our unconscious zone and manifesting especially as intuition(Bolisani, E., & Bratianu, C., 2018:9)
- Skills level: The ability to access knowledge from a domain-specific knowledge base and use that knowledge to perform an action or carry out a task (Matteson, M. L., Anderson, L., & Boyden, C., 2016 :74)
- Attitudes level :An attitude is defined as a learned predisposition to behave in a consistently favorable or unfavorable way toward a given object . Attitude is considered as one main variable in explaining people variable in which attitude can be divided into three dimensions: cognitive (i.e., belief), affective (i.e., feel), and conative (i.e., intention), (Sihombing, S. O. ,2018:3)
- Practice level :a practice is a set of doings and sayings organized by a pool of understandings, a set of rules, and a teleoaffective structure. Not just the doings and saying involved, incidentally, but the understandings, rules, and teleoaffectivities that organize them, can change over time in response to contingent events(Cetina, K. K., Schatzki, T. R., & Von Savigny, E.,2005:62)

B- Good governance

Is the exercise of power by various levels of government that are effective, honest, equal, transparent and accountable (Munshi, S, et. al., 2009: 19),Is the system by which organizations are directed and controlled (Bovaird,T.,Loffler,E.,2009:34-35)

THE Dimension of good governance

- Transparency :openness about the outcomes a public sector entity is pursuing, the resources necessary or used, and the performance achieved.
- Accountability :accountability process involves meeting stakeholders' needs through consultation and seeking their involvement in the decision-making process (Demirag, I., 2017:66).

- Responsibility :Taking responsibility is distinct from taking control. A person who is fully in control of his or her own actions the actions of others, and context-relevant events in a given set of circumstances can be said to be responsible for what transpires (Allen, A., & Mintrom, M. 2010:455)
- Fairness :We must respect the rights of various groups of stakeholders in established through the equality and non-bias or hide the statements in favor of the categories.
- Social awareness :The ability to take the perspective of and empathize with others from diverse backgrounds and cultures, to understand social and ethical norms for behavior.

RESEARCH METHODOLOGY

A) Research Problem

The cognitive benefit of the problem of research communicates two points. The first is to draw up the features of keeping up with the cognitive visions and to light up contributions that add to the accumulated knowledge of the existing research variables. The second aspect is to achieve an approach between the intellectual giving of any subject and the possibilities of applying it in practice and dealing with its problems. This research is one of the modern topics that have been generated by the various variables that occur in the external sample and their reflection on the various organizations, including the general. The performance of the organization directly, which increases the efficiency and ability to achieve its goals, especially public organizations that have seen mainly to the well-being of society and our subject is still subject to debate and scientific debate and contribute to scientific contributions, while the rational management has emerged in the attention increasingly as a result of increasing cases of administrative corruption and bypass laws and compromise the interest And the relationship between them remains a wide area of research and investigation, and studies have not reached a decisive result in this area.

B) Research Hypotheses

Based on the research problem and the main objectives, the research hypotheses are developed in a way that explains the problem of research and helps in answering its questions, the hypotheses are as follows:

- 1-There is a statistically significant correlation between the dimensions of human resource capabilities and good governance (knowledge level, skill level, farinas level, practice level).
- 2-There is a significant statistical significance of the variable human resource capabilities in good governance (knowledge level, skill level, farinas level, practice level).

c) Research Sample and Community

the research community included the top of the Iraqi Ministry of Higher Education and Scientific Research ,and the sample of the study consisted of (80) individuals (48 males and 32 females).

d) Research Tools

the research adopted the questionnaire as one of the means of completing the research of completing the research as the main source of date and information related to the practical aspect and part of the

research where the questions were organized according to the main axes, the first axis human resource capabilities that was included as an independent variable and has four dimensions (knowledge level, skill level, Attitude level, practice level),and the second axis good governance as a five- dimensional variable (transparency, accountability, responsibility, farinas, social awareness) Table (1) shows the number of questionnaire paragraphs and approved sources used to construct the paragraphs of this questionnaire and the questionnaire was submitted to 19 qualified professors, the Likert scale was used to deal with respondents answers for being more appropriate with responding to the questionnaire, the Alpha Cronbach coefficient was calculated for each axis of the questionnaire and it got an excellent percentage of 85% which enable the results of this questionnaire to be relied on in study

Table(1) Variables ,sub-variable, number of paragraphs ,the source adopted in the scale

Variables	Sub- variables	Number of paragraphs	Source
human resource capabilities	knowledge level	6	Chapagain ,2004:14
	skill level	5	
	Attitude level	5	
	practice level	4	
Good governance	Transparency	8	Llyas.M, Rafiq.M.,2012:4
	Accountability	7	
	Responsibility	6	
	Farinas	8	
	social awareness	4	

Table(2)Option according to the Likert scale

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Table (3) Stability Alpha Cronbach coefficient value

Questionnaire axes	Alpha cronbach coefficient value
human resource capabilities axis	0.785
Good governance axis	0.835
All axes	0.886

DATA ANALYSIS

Table (4) the results of the statistical analysis of sample responses

Variables and sub- variables	Arithmetic mean	Standard deviation	the relation importance
human resource capabilities	3.4992	0.934	69.983
knowledge level	3.7479	0.8825	74.9583
skill level	3.34	0.9834	66.800
Attitude level	3.2275	0.9735	64.550
practice level	3.6813	0.8967	73.625
Good governance	3.5385	0.9731	70.77
Transparency	3.5469	1.0041	70.9375
Accountability	3.6857	0.9338	73.7143
Responsibility	3.6958	0.8762	73.9167
Farinas	3.3609	1.0044	67.2188
social awareness	3.4031	1.0470	68.0625

Among the Table (4) that the value of the median variant human resources capacities of (3.4992), which is the largest of the value of the Center This recognizes that represents the boundary between the agreement and the agreement amounting to 99.3 (3) that the level of importance of the sample answers to the paragraphs of the independent variable headed toward agreement, normative spiraling out value (0.334), which indicates the presence of a slight dispersion in the responses of the sample regarding the paragraphs of this variable, and recorded the relative importance of a variable human resources capabilities (69.983%), including an agreement shows most of the members of the study sample to the paragraphs of the independent variable, and the person of the Table (4) that the value of the median variant governance reached (3.5385), which is the largest of the value of the Center This recognizes that represents the boundary between the agreement and the Agreement The amount of (3) with 99.3 The level of importance of the sample answers to the variable headed toward agreement, normative spiraling out value (0.9731), which indicates the presence of a slight dispersion in the responses of the sample regarding the paragraphs of this variable, the relative importance of the variable recorded good governance (70.77%), including an agreement shows most of the members of the study sample to the paragraphs of the variable, and know that the managers in the Bureau of the Ministry of Higher Education and Scientific Research is clearly depends on the { transparency, accountability, responsibility, fairness, social awareness } and in the application of good governance, but with different proportions.

Table (5) Test the KMO and Bartlett

follower	maverick	experiment The study variables	
good governance	human resources capabilities		
0.834	0.794	KMO	
987.348	730.525	Chi-Square	Bartlett Test
0.000	0.000	Sig	

Table 5 shows that the KMO values for the human resource capabilities variable and the governance variable have been recorded at (0.794) and (0.834) respectively, both greater than 0.500, confirming the adequacy of the sample size to apply the global analysis. Within each major variable, the researcher will apply the Bartlett test. The second part of the first requirement of the conditions of application of the probabilistic analysis will be achieved if the probability value corresponding to the calculated Chi-Square value of this test is less than or equal to the level of morale used in the study (0.05), refer to Table (1) The values of (Chi-Square) calculated for the variables of the study amounted to (730.525, 987,348) which are significant because the probability value corresponding to each of them scored zero, to confirm that the first condition of the requirements of the application of the global analysis.

Table (6) Results of the analysis of the human resource capabilities variable

Attitude	Skills	Practice	Knowledge ^l	The dimensions of the human resources capabilities
2.195	2.434	2.917	3.247	The underlying root
15.366 %	16.715 %	19.435 %	21.294 %	Percentage of explained %variance
72.81 %				Percentage of explained %variance

Table 6 The cumulative percentage of the explanatory variance of the total secondary variable within the human resources capacity variable was 72.81%, which is more than 60%. Thus, (Eigenvalues) for each secondary variable within the human resource capabilities variable were more than the correct one, proving that the third condition of the application of the global analysis was achieved in the data of the human resources variable. At the same time, The secondary schools were more than 0.50, and so on To meet all the requirements of the application of the global analysis, thereby ensuring that the secondary variables (knowledge, skills, Attitude, practice) actually measure the variable human resource capabilities.

Table (7) Results of the global analysis of the variable of good governance

Farinas	social awareness	Transparency	Accountability	Responsibility	good governance
2.226	3.137	4.520	5.817	7.123	The underlying root
% 5.578	% 12.449	% 17.21	% 19.462	% 23.927	Percentage of %explained variance
78.626 %					Percentage of %explained variance

We also note from Table (7) that the cumulative percentage of the explanatory variance of the total secondary variable in the dependent variable of good governance was 78.626%, which is more than 60%. Thus, the second condition of the analysis of the dependent variable, Table (7) The Eigenvalues values for each secondary variable within the rational management variable were more than the correct one. At the same time, the table showed that the strength of the relation of the paragraphs to the secondary variables

Where there were more than 0.50, so make sure that the paragraphs contained in the dependent variable actually measure the governance variable.

Table (8) Results of the hypothesis test of the correlation between human resource capabilities and good governance

Accept the hypothesis with confidence 95 %	Z - test	Spearman	Variables		Hypothesis
	Z value calculated		Affiliate	Independent	
	6.6661		0.750	good governance	

(The value of Z is a tabular at 95% confidence level equal to (1.96

Table (8) shows the acceptance of the first main hypothesis, which states that there is a significant correlation between HR capabilities and good governance with a confidence rate of 95%. The calculated Z value is 6.6661, Of the value of the Z-scale (1.96) at a significant level (0.05), while the value of the simple correlation coefficient between human resource capacities and good governance (0.750) confirmed that there is a strong positive relationship between the independent variable of HR capabilities and the dependent variable According to the opinion of the principals sample in the Ministry of Education Bureau Higher and Scientific Research.

Accept the hypothesis	F - test	The coefficient of determination R2% Explanation ratio	B - regression coefficient	Fixed alpha limit α	Variables		Hypothesis
	F value calculated				Affiliate	Independent	
	142.57				64.6 %	0.875	
(The value of the tabular F at the confidence level is 95% equal (4.0012							

Table (9) Test hypotheses of the impact of human resources capabilities in good governance

Table (9) confirms the acceptance of the second main hypothesis, which states that "there is a significant statistical significance effect on the human resource capabilities in good governance" with 95% confidence. The calculated value of F (142.57) is significant because it is greater than the value (64,6%) to show the independent variable interpretation ratio of the human resources capabilities of the good governance variable, while the value of the beta regression factor (0.875) was recorded.

RESULTS

The results confirmed that after knowledge achieved a level answer high compared with the rest of the knowledge capabilities and partly because the fact that the organization discussed is a knowledge-based organization that promotes public information that confirmed the high academic achievement. Yet achieved the practice also attention by the organization discussed came second and this is what indicates a high degree of commitment to a career in the organization discussed and promotes the rise of the years of service, owned by the workers. The lack of the organization discussed the skills required where came after the skills came third this is due to the lack of interest and participation of various training courses and experiences in the field of work. A clear lack of foresight of the organization discussed the trends that came fourth and final this refers to the fact that few of the organization's interest in building a coherent and relatively stable unit of feelings and beliefs and behaviors which promote a weakness in providing the ideal climate helps to open-mindedness among

workers. Human resources capabilities is linked to a great degree, with good governance and that the link is between the capabilities of knowledge with the overall dimensions of the governance capacity of the practice followed by other rank with overall dimensions of governance, followed by other rank ability of skills with overall dimensions of governance, followed by the last rank trends with the overall capabilities of the dimensions of governance, and this is what refers to the consistency and compatibility in promoting good governance. There is a large degree of influence between the capabilities of human resources with good governance and the highest impact is between the capabilities of knowledge with the overall dimensions of the governance capabilities of the practice followed by other rank with overall dimensions of governance, followed by other rank capabilities of skills with overall dimensions of governance, followed by the last rank trends with the overall capabilities of the dimensions of governance, and this is what refers to the dimensions of the building and is an ideal role in strengthening the work of the success of good governance.

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