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THE ROLE OF STRATEGIC HUMAN RESOURCES IN THE GOVERNING
OF HUMAN RESOURCES
ANALYTICAL EXPLORATORY RESEARCH FOR THE OPINIONS OF A
SAMPLE OF TECHNICAL EDUCATION STAFF

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ABSTRACT

The purpose of this research is to reveal the role of strategic human resources in the application of human resource governance in technical education institutions, where strategic human resources represent the variable of independent research in its subsidiary dimensions (strategic partner, change agent, management expert, worker advocate), while the governorship of the human resource represents the variable that is adopted along with its subsidiary dimensions (strategic orientation, transparency, information systems, employee voice), applied the research on a selected sample of staff in technical education institutions in Iraq through electronic questionnaires for this purpose, with a sample of the research (750) persons including the leaders, professors and technical human resources experts, their opinions are analyzed by the adoption of statistical tools through the use of statistical program (SPSS). The research aims to determine the relationships of association and influence that govern the variables, and to reveal the ability of the strategic human resources to activate the governance of human resources in the institutions of technical education. This is supposed to produce some fruitful findings from results and conclusions leading to the provision of information to leaders supported by digital facts and indicators on the reality of human resources working. The search came to the conclusion that.

INTRODUCTION

Strategic human resources is one of the important inputs of the organization's overall strategy and the most important role it plays it is a critical element in shaping the link between human resources practices and business performance (Bratton &gold, 2003:122) so strategic HR specialists have primary responsibility for managing human resources that leads to organizational performance and achieves strategic objectives (parker, 2006) so organizations must enable the human resources management system to provide a flexible and attractive working environment for individuals (Sriviboon, 2020: 436). It should be noted that previous strategic HR research largely ignored executives when trying to explain how and when Strategic Human Resources (SHR) could lead to a competitive advantage despite the role of senior leaders in the implementation of strategy and resource collection (Collins, 2020:22).

FIRST: THE THEORETICAL FRAMEWORK OF THE RESEARCH VARIABLES

1. THEORETICAL REVIEW OF SHR

A. The Definition of Strategic Human Resources (SHR)

Strategic human resources can be defined as a distinctive approach to the employment management that seeks to achieve a competitive advantage through the strategic deployment of highly committed and capable human resources using a range of cultural, structural and personnel techniques (Storey, 2007: 7). Ismail& Long, (2010: 30) have found that (SHR) means focusing on the importance of the organization at least a moderate level of technical human resources practices through which the organization can achieve the objectives of managing strategic resources well. Kaufman, (2015: 404) has defined it as the choice, harmonization and integration of the organization's human resources management system by contributing more effectively to strategic business objectives.

other researchers like Armstrong& Brown, (2019:7) have stated that it is a conceptual framework that deals with human resources management by emphasizing the importance of integration or "convenience" between strategic human resources and human resources policies, providing the framework in which specific or specific human resources strategies are developed and implemented, and practiced.

Members of the human resources function in conjunction with executive management, so (Armstrong, 2011) referred to human resources as one of the key issues of survival and achieving the goal in any organization, and can be considered the most important capital and the main source of competitive advantage of each organization. thus need for strategic thinking towards human resources is an undeniable fact due to rapid environmental changes, and this requires efficient and effective management of human resources, which is the set of decisions and actions related to the management of the human resource throughout the employee's life to maximize the effectiveness of the employee's organizational and effectiveness. Achieving goals includes functions that are job analysis and design, diversity management and

compliance with local, national and global employee laws, selecting individuals to join (Bauer et al., 2021: 5)

B. The importance of strategic human resources

SHR focuses on the human element by acquiring experienced, highly skilled and knowledgeable workers as a high priority in today's organizations (Abu Zaid & Salem, 2020:3). Due to the great importance of strategic human resources and their ability to contribute positively or negatively to the organization's goals. More specifically, SHR includes the formulation and implementation of human resources management systems (e.g. recruitment, performance evaluation and compensation) (Dessler & Chhinzer, 2017:2). Therefore, it is important that SHR conforms to the organization's strategy and Figure (1).

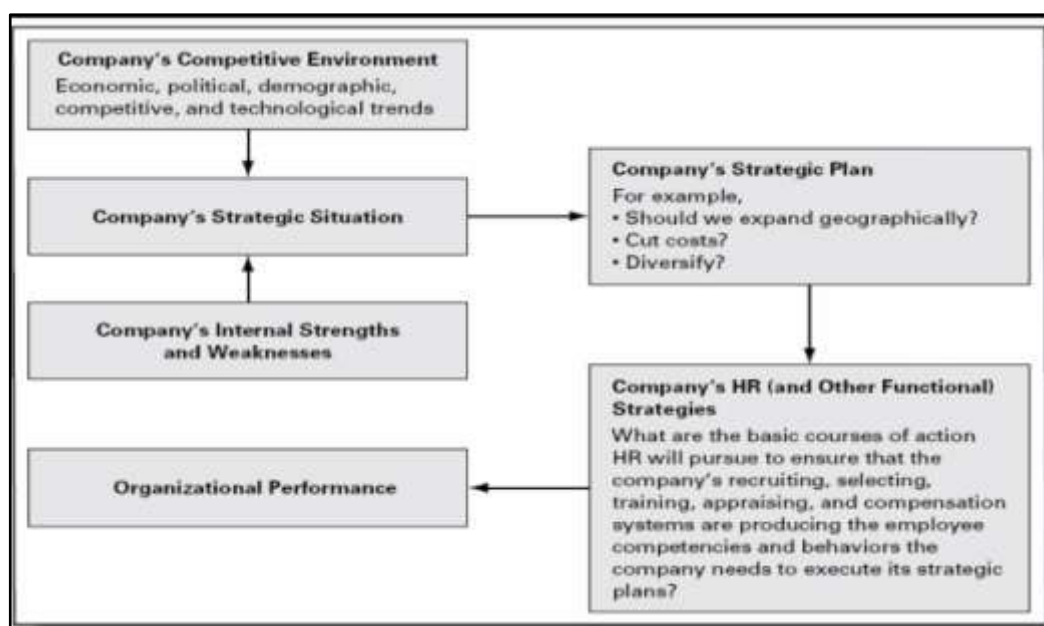


Figure 1. Linking organization and human resources strategies at the company level

Source: Dessler, G., Cole, N. D., & Chhinzer, N. (2017). *Human Resources Management*, Thirteenth Canadian Edition, Pearson, Canada.

Figure (1) shows that SHR is a comprehensive concept that links the management and development of workers within the organization to work as a whole and its environment, while human resources management can be seen as a regulatory activity under this umbrella (Truss & gratton, 1994: 666) "For the Human Resources Strategy (Boxall & Purcell, 2016:26), the critical set of economic and socio-political options made by managers in the construction and management of the human resource", the HRS must facilitate the implementation of the organization's strategic action plan. The HR strategy must be in line with that plan by creating and organizing human resources capabilities, which is necessary to achieve the organization's strategic objectives, but in some cases it can be said that the HR strategy is included in the business strategy, as only HR plans exist to provide organizational strategies containing the human resources component (Armstrong & Brown, 2019: 7).

C. The Roles of Strategic HR

The SHR Model (SHR) is divided into a four-role part model including strategic partner, change agent, management expert and employee advocate (Yusuf et al., 2017: 1657)

1. Strategic Partner: This role of HRM relies heavily on the role of the strategic partner of human resources management (Ulrich, 2013). But with a particular focus on facilitating the achievement of environmental and social objectives as well as traditional economic objectives as well as helping organizations achieve their goals towards a variety of stakeholder groups, some of whom will reside outside the organization (Podgorodnichenko et al., 2019: 7).

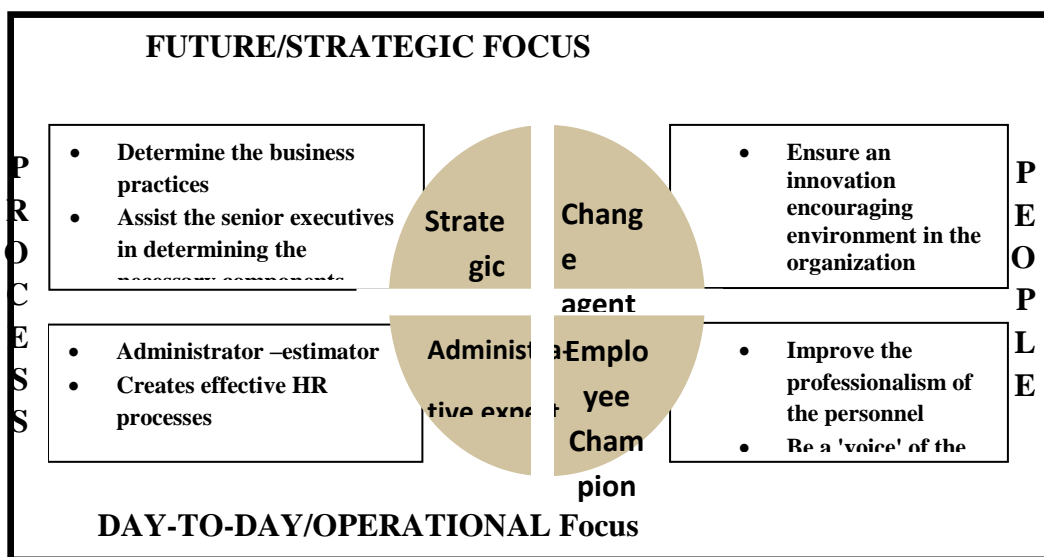


Figure 2. Dave Ulrich's Strategic HR Model

Source: Kuimet, K. (2019). The Roles and Activities of Human Resource Managers: Empirical Results from Estonia based on Ulrich's Human Resource Model. *Research in Economics and Business: Central and Eastern Europe*, 11(1)

2. Change agent: This role is embodied in focusing on strategy, as it must influence and guide organizational change strategies (Beletskiy, 2011: 62). The role of the change agent refers to the assistance provided by human resources experts to the organization towards building its ability to change, solving workers' problems that arise due to change as well as helping workers abandon their old habits and adopt a new cultural ones (Yusoff, 2012: 146).

3. Administrative expert: This role focuses on the various human resources management processes in organizations, requiring human resources officers to design and deliver efficient HR processes for recruitment, training, evaluation, rewards, promotion and the like (Dornisch, 2006: 7).

4. Employee champion: This role interacts with the needs and desires of working people, solves daily problems, provides ongoing support and seeks new opportunities to increase their level of commitment by helping them to deal with the organization's priorities and requirements effectively and efficiently and apply innovative ways to enhance resources, show confidence

and commitment and improve their ability to achieve the organization's goals (Walters, 20006: 35).

Reviewing the theory in the governing of the HR

The concept of human resource governance is a relatively new concept that is receiving increasing attention recently as the Organization for Economic Cooperation and Development (OECD) has indicated that it is a set of contacts between the company's board of directors and stakeholders. Governance is the structure by which the objectives of the organization are determined, the selection of means to achieve these goals and performance control (OECD 2004:11), so Deloitte referred to the human resource governance is systems and laws that control and oversee the human resources strategy by identifying the appropriate objectives (Deloitte, 2011: 1) Therefore, the governorship of the human resource is the best framework for internal and external conduct to manage the human resource of multiple actors, and to control a company and its units, which consist of formal standards and are the same as the constituent influence of many stakeholders (Grundeit & Kaehler 2019: 30).

A. Definition of HR governing

The governorship of the human resource is defined as a system of accountability, clarity and effective management of all employees and the determination of the principles of good governance of the human resource through employment, communication and fair treatment involved in it (Martin & McGoldrick, 2010: 9). Moore (2011:1) has explained that are the governance of human resource is a process and practice used by the organization in determining roles, authority, responsibilities, decision-making and ultimately accounting for all employees and management for its shareholders. Kreissl (2012: 2) has stated that it recognizes policies and processes that help achieve goals in a hierarchical manner by providing a framework for regular operations, knowledge, support and the expansion of human capital as a process of ensuring that private, non-governmental organizations are managed, and directed in a professional and healthy manner that protects the rights of the stakeholders.

B. The importance of HRG

Human resources in organizations are the main source when it comes to compliance with governance (Al-Saidi et al., 2020: 3804). So, The tremendous developments in the business environment have not left HR's governance out of sight, as David (2004:38) has explained that the importance of governance is a human resource embodied in the relationship between business strategy, human capital and the functional strategies of human resources management that affect the business and management model of organizations. Oertig (2008: 157) stresses that the importance of HR governance is reflected in its objectives, as it works to harmonize HR with the organization's normative and strategic objectives and promote ethical commitment, as well as reduce the risk of HR governance while clarifying the roles and responsibilities of human resources. In 2011, the number of people in need of hiv/AIDS reached 100,000, of which 1,000 were in the 1990s. These guidelines have reinforced the path to the governance of those resources in order to achieve their competitive advantage. Kumar (2014: 2) has noted that strategic human resources enhance governance through accountability, transparency and increased community participation of stakeholders towards the development of

inclusive development, as it is a vital guiding process for the principles of good governance.

C. Elements of HR governance elements

Mercer (2003: 5) has identified five key elements of human resource governance that enable management leaders to effectively hold management accountable: (David, 2004: 38)

1. Structure and accountability: It means drawing guidelines for designing and guiding the relationship between the members of the Council on the one hand and the stakeholders on the other. The focus is mainly on strategic, operational and functional accountability.
2. The effectiveness of the Council: This is largely related to the structure and refers to the effectiveness of both the individual and the group within the council (stakeholders)
3. The philosophy and principles of operation: description of the minimum risk tolerance, the entrance to the devolution of authority and the expected level of management independence in the business unit and other organizational levels.
4. The main activities of the department: These include HR development program, business planning, supervision of reward plans and programs, resource allocation HR, and development of the skills of individuals and administrative leaders.
5. Performance monitoring: This refers to the frameworks and standards used to assess the function of communication and the effectiveness of operations, commitment, and contribution to the success of the business.

D. HR Governance Principles

HR control the basic principles that guide the standards of control of human resources systems and processes, as well as empowering employees by engaging them in the performance of their best abilities and thus contributing to the overall success of the organization (Al-Massive, 2016: 67). Therefore, the following basic principles must be adhered to when establishing the human resource governance (Strategic Orientation - Transparency - Information System - Employee Voice) (Kaplan, 2013: 3).

1.Strategic direction: helps the vision to identify the priorities and expected roles of the organization's actors, establish short- and medium-term performance metrics, build consensus among different stakeholder groups to align their programs with governance priorities, identify the desire and guide the organization to achieve future successes and excellence. They are described by The Strategic Orientation (Sharda, 2009:9) as "a comprehensive concept that describes the philosophy of the organization's management towards understanding and managing internal forces, addressing threats and exploiting opportunities in the organization's external environment, and has stated (Al-Rahawi, 2012: 29) that it is "the cornerstone of the organization's success and excellence, because it represents the path it guides in its journey to the future it aspires to by developing a clear vision that defines the formulation of its mission in a distinctive way and to set realistic goals in the light of its environment and the values it possesses."

2. Transparency: Openness within government policies and decisions. Such openness and the provision of information will reduce resource misuse,

support public accountability and support governments (Rogers, 2007: 2). Transparency refers to openness and clarity in decision-making and resource allocation, and organizations need transparent decision-making, budgeting and expenditure tracking systems. Therefore, transparency means making it clear and transparent, without ambiguity, and does not need to be interpreted. It also explains legislation and laws, easy to understand, stability, harmony with each other and their development in accordance with economic, social, political and administrative changes and in accordance with the spirit of the times (Al-Ameri, 2010: 68).

3. Information System: It is appropriate to note that accurate information enables stakeholders to support their policy with evidence. The Human Resources Information System (HRS) is an important subsystem for the Management Information System in Modern Organizations and reflects the interest of the management departments of organizations to deal with their human resources by providing information and facts regarding personnel, personnel policies and Strategies, and the Human Resources decision-making Process (Taha, 2006: 16). This Comprises a Set of relevant subsystems linked to a range of methods (Accuracy, Timing, Inclusiveness, Reliability), Used by Different Departments to Make Decision on Planning, Training, Training, Development, Wage Identification and Salaries, and Evaluation of Performance Human resources in the organization (Hadid, 2003: 37).

4. Employee Voice: The behavior of individuals is represented through organizations that represent their interests and those of society, and a voice word has been widely used in academic literature in the field of human resources management and industrial relations in recent years (Benson, 2000; Roche, 2000). So, the voice policies enable employees to communicate their concerns to management efficiently, as they will be higher levels of performance if the work environment is the environment in which employees have a voice in the sense that they can share their concerns, opinions and ideas with employers (Armstrong & Taylor, 2020:278). A key element in creating organizational commitment, as well as the importance of achieving the organization's objectives in a positive way by activating employee active participation factors because they feel that the process of achieving their goals through participatory work motivates them. To maintain and develop the organization itself, it is seen as a proactive building to express high standards, challenge others and make proposals for change, prompt and unguided. It was used to represent the deliberate expression of ideas, information, work and opinions about the work. It should enhance researchers' ability to distinguish between sound forms and conduct more rigorous empirical analyses. Dyne (2003) suggest effective ways to improve individual, collective or organizational performance.

F. The relationship between strategic human resources and human resource governability

The previous conceptual presentation has shown a close relationship between the changeable research as the strategic orientation that is one of the dimensions of governance can be achieved only through strategic human resources that focus and determine the desire and guidance of the organization to achieve successes and excellence in the future (Sharda, 2009: 9). Abu Zaid& Salem (2020: 3), state that strategic human resources is a distinctive approach to employment management that seeks to achieve a competitive advantage by employing a highly committed workforce with the ability to use a range of technologies to achieve the organization's goals (Storey, 2007:7). Tremendous developments in the business environment, the governorship of the human resource has not been kept out of sight, so this role can focus on the various processes of human management in organizations, requiring human resources officials to design and deliver Efficient human resources for

employment, training, evaluation, rewards, promotion and the like (Dornisch, 2006: 7). Thus, that the human resource governance is embodied through the relationship between business strategy and human capital and the functional strategies of human resources management that affect the business process and delivery of organizations, i.e. human resources can control the basic principles that guide the standards of control of strategic HR systems and processes, as well as enable employees to engage them to achieve the best performance and development of their capabilities and thus contribute to the success of the organization in a way that Year (Al-League, 2016: 67).

Based on these assumptions cited by the researchers, the work advances its main hypotheses as follows:

1. There is a morally significant correlation between strategic human resources and the governing of the human resource.
2. Strategic human resources affect the governing of human resources with a moral significance.

Second: Search Design

The problem, objectives, importance and hypotheses of the research will be presented, a description of the research variables, their measures, the academic method followed, a description of its society and the elected sample, and then the research tools to end this part with the limits of the research, as follows:

Search problem

There is no doubt that Iraqi university organizations, like other Iraqi organizations, follow the traditional approach in dealing with human resources, as they move somewhat away from the logic of global human resources or electronic human resources. This is the reality of the situation of the developing countries of the world, but university education and openness to the countries of the world during the last two decades of the third millennium knowledge and the researchers and the international standards imposed by the nature of scientific exchange between the countries of the world. This has prompted Iraqi university institutions to act somewhat, including the application of the international standard In the curriculum, the follow-up and publication in the international journals and the desire to adapt to the approach of strategic human resources, what is global is necessarily strategic for its interaction with the challenges of the public and private environment as well, and the approach of strategic human resources in Iraq cannot see the light if there is no governance of this reliable resource in everything and to make it the first resource in all the resources of all the organizations in the world.

On the basis of this, the observation of the sub dimensions of the search variables are almost reciprocal in terms of!

The first sub-dimension (strategic partner) cannot work if there is no organization (strategic orientation), which is the first dimension of the adopted variable to govern the human resource, such as that the two dimensions (agent change and management expert) are dimensions of the independent variable that cannot succeed if there is no (transparency of dealing, disclosure, accurate human resource information systems), two dimensions of the adopted variable, as well as the compatibility between the fourth dimension of strategic human

resources (worker support) and the fourth dimension of the human resource governorship (employee voice).

In the context of this integration, will the Iraqi technical universities succeed in applying the governance of human resources, and what are the links and effects between the two variables described in the practical level. If they have been resolved in the philosophical level, through which we can discern the work of universities with the strategic approach or away from it, and where are the areas of success in applying the governance of human resources and failure at the same time, that these questions formed the starting point of the researching effort and the reason for choosing it the justifies its problem that stated here.

1. The purpose of the search

The research aims to reveal the ability of Iraqi technical universities to work in the methodology of human resources strategic if these universities wish to apply the governance of human resources, which is an important approach from our point of view beyond the governance of organizations. money does not corrupt and laws do not deviate for themselves, as much as it corrupts those who manage money and enforce regulations and laws, hence it is necessary to establish the management of the resources of these institutions without the need for their human resources strategic rehabilitation, so the search is also aimed at revealing the extent to which these institutions are approaching or returning the philosophy of resources. human strategy in application, and any of its dimensions affects the application of the simulation of the human resource and any of these dimensions may decline.

2. The importance of research

The results of the research are expected to manifest digital indicators that are driven from the fact that these universities apply the philosophy of human resources strategic, guide their decision centers to the proper planning of the adoption of effective and effective human resources strategies, and move away from traditional way in the planning of human resources, Also, the importance of the work lies in the diagnosis of response points or non-response of the model of the human resource simulation of the nature of human resources in the practical sense at present.

4. Search variables and metrics

The measures are an Important technique that concentrates on the practical applicative part of the theories that are adopted here as an essential tool for testing and analyzing actions that are required to verify the validity of the research hypotheses and to reveal the researcher's ability in selecting the most expressive and precise means that govern the course of the relationship between the research variables and their dimensions (Al-Saidi and Muhammad, 2013: 3). Thus, The two variables are employed here:

1. Strategic Human Resources: An independent research variable that has consisted of four sub-dimensions (strategic partner, change agent, management expert, worker advocate) that are reflected in (13) paragraphs in the research questionnaire, based on measures (which are one of the measures applied in global studies after being adapted to the Iraqi context)

2. Human resource governance: This is the second approved research variable that has also been divided into four sub-dimensions (strategic orientation, transparency, information system, employee voice) within the embodiment of these dimensions in (18) paragraphs of the questionnaire based on the scale (Kaplan, 2013: 3) which is a high stability measure that is applied in previous studies.

5. RESEARCH METHODOLOGY

The existing research (curriculum – current research and meta analysis), referred to by Bratton and Gold (2003: 443) who adopted this approach as a design through which plans could be developed to collect information that would make the study show its effects in a simplified, coherent and systematic manner, a modern technique that allows researchers to mix the results of research involving different branches and sciences, for example here studies of organization theory and human resources management, as shown in (hobler & Johnson, 2004 665-676). It is a comprehensive approach because at the same time it is based on other approaches in reaching its objectives, for example descriptive approach, and the empirical approach is to provide evidence that takes into account cause and effect. (Al-Saidi, 2020: 32-33).

6. THE RESEARCH COMMUNITY AND ITS SAMPLE:

The research is carried out at the Middle Euphrates Technical University in Kufa, the Central Technical University in Baghdad, the Southern Technical University in Basra, the Northern Technical University in Mosul, whose colleges and institutes are interviewed spread across the geographical area of Iraq. Leaders, faculty and human resources experts through an electronic questionnaire with the aim of reaching all technical education formations, and the law is adopted (Glenn, 2003) to calculate the size of the sample, as the research community has consisted of (2200) people.

$$n = N \sqrt{1 + Ne^2}$$

As: n =Sample Size N = Community Size e = Questioner Level (allowed sin)

7. DATA AND INFORMATION COLLECTION TOOLS

1. Theoretical part: Books and periodicals (Arabic and foreign), letters and frameworks have been adopted, as well as research and studies published on the Internet, have been adopted in the current work.

2. Practical part includes the following:

A. Research questionnaire. It is the main source of information and data adopted by the researcher, that consist of (31) paragraphs that cover (8) sub dimensions of the research variables, (4) of which represent strategic human resources and (4) represent the governorship of the human resource.

B. The test of consistency, consistency and honesty have been carried out to identify the research, as the (alpha-kronbach) coefficient is (0.91) to show the consistency of the questionnaire paragraphs, and the method (Split –half) is adopted to test the stability of the questioner by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability was found to be (0.93), while the statistical honesty factor is (0.964) and thus the questionnaire is valid for its uncles on the research sample.

8. STATISTICAL ANALYSIS AND PROCESSING TOOLS :

1. Median is One of the measures of centrality that is used in conducting studies that comes through the order of values upward or descending, where the values are divided into two equal values in number. The middle position is occupied technically so that the number of answers is similar to above and below the average answer, but the average answer is within a large group and the number of values smaller is equal to the number of values larger than that (Al-Saidi, et al., 2020)

1. **Range:** The difference between the largest value and the smallest value in the group (Shaqir, Sharif and Halabi, 2000: 102).

2. **Simple linear Regression:** A simple regression coefficient is one of the most common transactions in causal studies looking for cause and effect, as a single independent variable often affects a single supported variable.

3. **Multiple regression:** Multiple linear regression coefficient is one of the most common means in causal studies looking for cause and effect, as one independent variable often affects a number of approved variables simultaneously, as these supported variables are a function of the independent variable.

4. **Factor Analysis:** A statistical method that is aimed at rotating the axes on which the data are located in order to obtain significant factors that do not change from one analysis to another. In the process of analysis, each method of analysis takes into account the development of the reference axes a different doctrine, and these arguments must be rotated in order to place them in specific places that are easy to interpret and compare (Imad al-Din, 967:140).

5. **Kendal Correlation Kendall's Coefficient:** relies on signals if the grades compared with the rank in question are greater, because with the order of the natural numbers, even if the smaller the rank has taken a negative signal, and the grade correlation coefficient is equal to the ratio between the actual total of signals in the total signals when the grades of the ranked values are ascending or descending (Mashhadani, 1976: 66).

6. **Alpha- Cronbach coefficient:** The (Alpha- Cronbach) equation is utilized to extract (alpha- Cronbach) to measure the accuracy of the search questionnaire, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questionnaire paragraphs based on (Sekaran), and the questioner has achieved a coefficient of (0.95) (Al-Saidi & Saleh, 2020).

9. Search limits:

Generally and behaviorally, research is particularly characterized by a vertical depth and a horizontal scope, and if the theoretical framework of the research covers the vertical depth through its academic assumptions, the task of the research limits is to cover the scope of horizontal research, as it limits the research to a specific point in itself, although it relates to other points to address a specific problem in its own right only. Based on the abovementioned things, the search is limited to these limits (Al- Saidi & Hasan, 2020: 3402):

A: Spatial boundaries: Research is conducted in the (Middle Euphrates Technical University in Kufa, the Central Technical University in Baghdad, Al-Ganobeiah Technical University in Basra, the Al-Shemaliah Technical University in Mosul). These are four technical universities that spread across Iraq.

B: Temporal boundaries: The research is done in terms of its practical part from January 2020 to April 2020.

C: Academic limits: The research is academically limited to its objectives.

Third: The practical part of the research

The application side includes the following paragraphs:

1. Testing the adequacy of the sample and the level of its significant
 The (KMO) test has been adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlet's Test of Sphericity), Kaiser's coefficient is more than (50%), with significant level (0.000) so the sample in terms of size is enough. The results of these analyses are presented in Table (1).

Table 1.KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.953
Bartlett's Test of Sphericity	Approx. Chi-Square	5.304E3
	Df	465
	Sig.	.000

2: Testing Loading Ratios for Questionnaire Paragraphs

This statistical effort is necessary before the start of testing and analyzing the correlation and effect relationships between the research variables in order to verify the strength and weakness of the questionnaire paragraphs, using factors analysis, so the statistical effort of this axis will be directed to the analysis of principals Component Analysis, in which the process of determining the saturation ratios is of (40%) Based on (Field, 2009: 647) and determine the degree of excellence by extracting the Factor Matrix first, and then the Rotated Matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS) the method of analysis (4) factors (roots) of factors that control the direction of the modulation of the questionnaire paragraphs of the component matrix, a good number of factors that give way to the researchers to choose the characteristic paragraphs, which led to the recycling of the data in order to obtain a rotation matrix that produces higher saturation ratios that results actually came from the rotation matrix at high saturation ratios for most factors. Therefore adopted for the purposes of analysis. Statistical analyses of the overall variation of these factors indicated that they were able to interpret (79.819) percent of the population One of the factors that controls the paragraphs of the research questionnaire confirms the realism of saturation ratios, as it is noted from the data of the tables below that all the paragraphs of the questionnaire have achieved high saturation rates above the statistically established standard ratio of 40%.

Table 2. Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	27.284	66.547	66.547	27.284	66.547	66.547	14.375	35.060	35.060
	2.990	7.293	73.840	2.990	7.293	73.840	8.413	20.521	55.580
	1.436	3.502	77.342	1.436	3.502	77.342	7.776	18.967	74.547
	1.016	2.477	79.819	1.016	2.477	79.819	2.161	5.272	79.819

Table 3. A: Testing Loading Ratios for Strategic Human Resource

SSEQ.	A: strategic partner The content of the paragraph	Loading rate	distinguishes the paragraph
1.	Human resources experts and officials help achieve the objectives of the college.	0.746	Saturated
2.	Human resources experts and officials are involved in the formulation of the strategy of the College.	0.773	Saturated
3.	Human resources experts work to ensure that the human resources management strategies are aligned with the college strategy.	0.771	Saturated
4.	Human resources experts contribute to reflecting the strategic direction of the college by providing sober advice to the leaders responsible for designing the strategy.	0.783	Saturated
5.	The efforts of human resources experts as partners in shaping the strategy of the College are clearly reflected in improving its operational efficiency.	0.777	Saturated
seq	B: change agent The content of the paragraph		
6.	Human resources experts and officials are actively involved in the design and completion of the college's operations.	0.842	Saturated
7.	Human resources experts and officials work to ensure the efficient management of its operations.	0.834	Saturated

8.	The faculty's human resources experts are effective in completing human resources operations.	0.829	Saturated
Seq	C: management expert The content of the paragraph		
9.	Human resources experts help develop processes and programs related to the care of the personal needs of employees.	0.827	Saturated
10.	Human resources experts and officials help create a high commitment in the college.	0.841	Saturated
11.	Helps HR Professionals accept and adapt to change.	0.839	Saturated
Seq	D: worker advocate The content of the paragraph		
12.	Human resources experts and officials participate in the process of the culture of change in order to achieve the unity of orientation towards general goals.	0.865	Saturated
13.	Hr experts spend enough time supporting new behaviors to support the effectiveness of the college and improve its performance.	0.851	Saturated

Table 3. A: Testing Loading Ratios for B: Human Resource Governance

Eseq.	A: strategic orientation The content of the paragraph	Loading rate	distinguishes the paragraph
11.	Employees can clearly know what the college will be like in the next 10 years.	0.722	Saturated
22.	The college's HR strategy vision stems from the college's core standards and values.	0.836	Saturated
33.	The vision of the College is clear and public.	0.634	Saturated
44.	The HR strategy vision focuses on identifying the core values of success.	0.840	Saturated
55.	The College translates its vision through an ambitious message that all employees are committed to.	0.843	Saturated
66.	All departments and people have goals that are aimed at achieving the vision of	0.795	Saturated

	the college.		
	B: transparency The content of the paragraph		
77.	The College discloses important information about the nature of its human resources in a timely manner.	0.829	Saturated
88.	The College provides real disclosure of its policies, procedures of work and programs.	0.796	Saturated
99.	The College provides a true picture of the personal qualifications of its members and how they are selected.	0.777	Saturated
110.	Stakeholders are assured of the nature of the college's work and its procedures are clear and open to them.	0.657	Saturated
	C: information systems The content of the paragraph		
111.	HRIS is characterized by precise timing and speed of execution.	0.873	Saturated
112.	The College has an updated human resources information system and keeps pace with any changes.	0.829	Saturated
113.	The college keeps up with documenting the developments that occur to the conditions of the employees accurately.	0.774	Saturated
114.	The College uses state-of-the-art software to work with it to implement its programs.	0.758	Saturated
	D: employee voice The content of the paragraph		
115.	Faculty staff have sufficient qualifications and intellectual and cognitive abilities to influence decision-making.	0.720	Saturated
116.	The College is keen to increase its performance through the participation of staff.	0.759	Saturated
117.	The college employees believe that their personal goals are achieved by achieving the goals of the Directorate	0.755	Saturated
118.	The workers' proposals and complaints find their way to the decision-maker easily.	0.692	Saturated

3. Testing correlation hypotheses

The first main hypothesis states that there is a morally significant correlation between strategic human resources and the governorship of the human resource at the macro and sub-level, and after linking the paragraphs

concerning the two variables. the results of the Kendall correlation matrix have appeared, indicating a correlation between the variables at the macro and sub-level, and therefore, the first main hypothesis accepted.

Fugger (3) Kendall's tau_b Matrix Correlations

		strategic partner	change agent	management expert	worker advocate	strategic orientation	Transparency	information systems	employee voice	Strategic human resource	Strategic human resource	
Kendall's tau_b	strategic partner	Correlation Coeff	1.000	.701**	.619**	.630**	.577**	.500**	.436**	.440**	.758**	.530**
	change agent	Correlation Coeff	.701*	1.000	.690**	.666**	.609**	.556**	.474**	.485**	.803**	.580**
	management expert	Correlation Coeff	.619*	.690**	1.000	.738**	.600**	.562**	.543**	.504**	.811**	.604**
	worker advocate	Correlation Coeff	.630*	.666**	.738**	1.000	.634**	.553**	.516**	.454**	.814**	.590**
	strategic orientation	Correlation Coeff	.577*	.609**	.600**	.634**	1.000	.618**	.602**	.549**	.645**	.743**
	Transparency	Correlation Coeff	.500*	.556**	.562**	.553**	.618**	1.000	.607**	.565**	.576**	.755**
	information systems	Correlation Coeff	.436*	.474**	.543**	.516**	.602**	.607**	1.000	.606**	.518**	.773**
	employee voice	Correlation Coeff	.440*	.485**	.504**	.454**	.549**	.565**	.606**	1.000	.500**	.722**
	Strategic human resource	Correlation Coeff	.758*	.803**	.811**	.814**	.645**	.576**	.518**	.500**	1.000	.615**
	Human resource governance	Correlation Coeff	.530*	.580**	.604**	.590**	.743**	.755**	.773**	.722**	.615**	1.000

Fugger (3) Kendall's tau_b Matrix Correlations

		strategic partner	change agent	management expert	worker advocate	strategic orientation	Transparency	information systems	employee voice	Strategic human resource	Strategic human resource	
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	Strategic human resource	Correlation Coeff	.758*	.803**	.811**	.814**	.645**	.576**	.518**	.500**	1.000	.615**
	Human resource governance	Correlation Coeff	.530*	.580**	.604**	.590**	.743**	.755**	.773**	.722**	.615**	1.000

******. Correlation is significant at the 0.01 level (2-tailed).

4. Testing the hypotheses of impact -

The second main hypothesis of the study stated that (there is a moral effect of strategic human resources in the governorship of the human resource), and in the light of this hypothesis, the equation of simple regression indicates that the mental abilities affect strategic flexibility, and in the terms of this relationship has been formulated a relationship between strategic human resources (X) and the governorship of the human resource (Y). This relationship was represented by the equation of simple regression machines :

This relationship means that the governorship of the human resource (Y) is a real function of strategic human resources (X), and the following is the estimated relationship and the value of its statistical indicators that are calculated at the level of the study sample of 780, and the slope equation was as follows:

$$\text{Human resource governing} = 1.004 + (0.825) (\text{Strategic human resource})$$

It is clear from table (4) the contrast analysis of the relationship between strategic human resources and the governance of the human resource

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.680	.678	1.06147

a. Predictors: (Constant), X

Table 5. ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	368.448	1	368.448	327.012	.000 ^a
Residual	173.514	154	1.127		
Total	541.961	155			

a. Predictors: (Constant),

X

b. Dependent Variable: Y

Table 6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.004	.305		3.292	.001
¹ Strategic human resource	.809	.045	.825	18.083	.000

a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value, at significant level (0.000) and degree of freedom (1,154), which indicates that the regression curve is good for describing the relationship between (X) and (Y), and according to the test (t), the value of ($t_x = 18.083$)

In view of the slope equation, the constant indicates ($a = 1.004$), which means that there is a human resource governance of (1.004) even if the value of the strategic human resource (X) is equal to zero.

The marginal slope angle of ($\beta = 0.825$) associated with X means that a change of (1) in strategic human resource will result in a change of (0.825) in strategic flexibility.

The selection coefficient has determined a coefficient of (0.680), which means that (0.680) of the variation in human resource governance (Y) is an indicated variation (X) and remains (0.320) of variance explained by other factors that did not enter the regression model, and on the basis of these indicators the second main hypothesis can be accepted, at the macro level.

At the sub-level, the second main hypothesis was derived from a sub-hypothesis (there is a significant effect relationship to the dimensions of strategic human resources in the governorship of the human resource).

In the light of this relationship, a functional relationship has been formulated between the dimensions of strategic human resources (X_1, X_2, X_3, X_4) and the governorship of the human resource (Y), as the dimensions of strategic human resources affect at the same time the governing of the human resource, and this relationship was represented by the equation of multiple automatic regression:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4$$

This relationship means that the governorship of the human resource (Y) is a real function of the dimensions of strategic human resources (X_1, X_2, X_3, X_4), and the following is the estimated relationship. The value of its statistical indicators that are calculated in the level of the study sample of (780), and the slope equation is as follows:

$$\text{Human resource governance} = 1.231 + (0.000) (\text{strategic partner}) + (0.233) (\text{change agent}) + (311) (\text{management expert}) + (327) (\text{worker advocate})$$

Table (9) shows that the contrast analysis of the relationship between the dimensions of strategic human resources and the governance of the human resource.

Table (7) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.832 ^a	.693	.684	1.05049

a. Predictors: (Constant), D, A, B, C

Table (8) ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	375.329	4	93.832	85.030	.000 ^a
Residual	166.632	151	1.104		
Total	541.961	155			

a. Predictors: (Constant), D, A, B, C

b. Dependent Variable: Y

Table 9. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.231	.316		3.894	.000
Strategic partner	.000	.092	.000	-.004	.997
Change agent	.218	.101	.233	2.156	.033
Management expert	.282	.103	.311	2.740	.007
worker advocate	.283	.092	.327	3.078	.002

a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value and moral level (0.000) and degree of freedom (4,151), which indicates that the regression curve is good to describe the relationship between the governorship of the human resource (Y) and the dimensions of strategic human resources (X₁, X₂, X₃, X₄). and on test (t), tx₁ = -0.004, tx₂ = 2.156, tx₃ = 2.740, tx₄ = 3.078.

In the light of the slope equation, the constant indicates (a= 1.231), which means that there is a human resource governorship of (1.231) even if the dimensions of strategic human resources are equal to zero.

The marginal slope angle ($\beta_1= 0.000$) associated with X means that a change of (1) in the strategic partner will result in a change of (0.000) in the governorship of the human resource. It is of a moral level (0.997) not reliable, so there is no impact on the strategic partner in the governance of the human resource in the institutions of technical education.

The marginal slope angle of ($\beta_2= 0.233$) associated with X means that a change of (1) in the agent of change will result in a change of (0.233) in the human resource trial.

The marginal slope angle ($\beta_3 = 0.331$) associated with X means that a change of (1) in the administrative expert will result in a change of (0.331) in the governorship of the human resource.

The marginal slope angle ($\beta_4 = 0.327$) associated with X means that a change of (1) in the worker's advocate will change the amount of the human resources governorship.

The selection coefficient has determined a coefficient of (0.693) which means that (0.693) of the variation in the human resource governorship (Y) is a variation explained by strategic human resources (X) and remains (0.307) of variation explained by other factors that did not enter the regression model, and on the basis of these indicators the sub hypothesis can be accepted.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

In accordance with the findings reached in the current study, the following conclusions can be made:

The research sample is highly aware of the philosophy of strategic human resources and the governance of the human resource, whether it is related to the intellectual or practical aspect of the study.

2. There is a strong convergence between the sample's perception of the content of the questionnaire paragraphs for both variables without a significant gap reflecting the progress of a variable on a sharp lye.

3. The dimensions of strategic human resources have been linked to the real governance of the human resource, reflecting the mutual relationship between the two variables and as revealed by the problem of research. This has been indicated by administrative expert of the most related dimensions followed by the worker's patron, then it has been seen after employing the agent of change and finally after using the strategic partner.

4. Strategic human resources have had a strong impact on the overall governance of human resource. However, at the level of sub-dimensions they have failed at the level of the strategic partner, as this dimension has not practiced any effect on the governance of the human resource.

5. Progress after looking at the support of the workers in the rest of the dimensions in its impact individually in the governorship of the human resource followed by the administrative expert.

6. The change in the governing of the human resource has declined after the agent changed its effect as in the case of the rest of the dimensions, as its effect is minimal.

7. There is a response to the dimensions of the governorship of the human resource to the effects of human resources can be arranged according to their dimensions as the information systems advanced in the first order followed by transparency and then after the strategic orientation.

8. The voice of the employee is the most regressive among the dimensions of the governorship of the human resource in the institutions of technical education.

Recommendations:

On the basis of the conclusions researched in this work, the following can be recommended:

1. As long as there is a high awareness in the sample of research of intellectual and philosophical frameworks which are produced by the results of the sample answers, the problem does not lie in raising awareness and education about the importance of strategic human resources and their impact on the governance of human resources in institutions of technical education, as much as in the procedures of these applied institutions, which should reconsider and reformulate effective governance strategies in the light of the philosophy of variables.
2. The results of the research may reflect a high understanding among the research sample, who are leaders and professors of technical education and human resources experts. The level of understanding may not be the same and with the same knowledge of the executive segments of the workers who are middle-level educational achievements and low leadership roles or may be located at the bottom of the career pyramid, so it is necessary to go to them by studying the impact of the two variables by preaching to avoid the gap of understanding and in order to be in harmony with the application of the model of the governorship of human resources in a balanced and consistent manner, being functional segments that cannot be dispensed with in building governance as supporting or supportive elements.
3. The digital age threatens traditional methods of human resources management, especially the last generations of employees, so it is now the time of developing of programs to contain the ideas of these generations by communicating according to their culture and electronic orientations, and rejecting the traditional methods of listening to the voice of the person.
4. The human resources strategy should be a strategic partner in building the strategies of technical institutions and does not neglect their role, which has become very weak as the results have shown.
5. Technical education institutions must clearly explain their strategic direction for at least 10 years, including a public vision that is understood by all and a message that translates this vision into reality.
6. The results manifest that the agent of change is still in the traditional understanding of the strategic role of human resources and this requires reformulating the understanding and role of agents of change in technical education institutions and subjecting them to living with leading global and regional experiences.

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