THE IMPACT OF HUMAN RESOURCES GOVERNANCE ON STRATEGIC SUCCESS - AN ANALYTICAL STUDY IN PRIVATE UNIVERSITIES IN BABYLON GOVERNORATE

O IMPACTO DA GOVERNANÇA DE RECURSOS HUMANOS NO SUCESSO ESTRATÉGICO — UM ESTUDO ANALÍTICO EM UNIVERSIDADES PRIVADAS NA PROVÍNCIA DE BABILÔNIA

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Abstract

This research aims to analyse the impact of human resources governance on strategic success through a field analytical study of a sample of middle managers in private universities in Babylon Governorate. The research focuses on testing the relationship between the dimensions of human resource governance, represented by (strategic orientation, transparency, human resource information systems, employee voice) and the dimensions of strategic success, represented by (growth, adaptation, survival).The research adopted a descriptive analytical approach, and data was collected using a questionnaire distributed to a sample of 145 middle managers in three private universities in Babil Governorate. The data were analysed using descriptive statistical methods, correlation analysis and linear regression using SPSS software, as well as structural equation modelling using AMOS software to test the relationships between the study variables.The results showed a high level of human resource governance implementation and a high level of strategic success in the universities studied. The results of the analysis also showed a positive significant correlation between human resource governance and strategic success ($r = 0.701$, $p < 0.01$). The results of the impact analysis also showed a significant direct impact of human resource governance on strategic success, with a value of ($B = 0.927$, $p < 0.01$) and an explanatory power of ($R^2 = 0.86$), indicating that human resource governance contributes significantly to

Resumo

Esta pesquisa tem como objetivo analisar o impacto da governança de recursos humanos no sucesso estratégico por meio de um estudo analítico de campo com uma amostra de gestores de nível médio em universidades privadas na Província de Babilônia. A pesquisa se concentra em testar a relação entre as dimensões da governança de recursos humanos, representadas por (orientação estratégica, transparência, sistemas de informação de recursos humanos, voz dos funcionários) e as dimensões do sucesso estratégico, representadas por (crescimento, adaptação, sobrevivência). A pesquisa adotou uma abordagem analítica descritiva, e os dados foram coletados por meio de um questionário distribuído a uma amostra de 145 gerentes de nível médio em três universidades privadas na província de Babilônia. Os dados foram analisados utilizando métodos estatísticos descritivos, análise de correlação e regressão linear com o software SPSS, bem como modelagem de equações estruturais com o software AMOS para testar as relações entre as variáveis do estudo. Os resultados mostraram um alto nível de implementação da governança de recursos humanos e um alto nível de sucesso estratégico nas universidades estudadas. Os resultados da análise também mostraram uma correlação positiva significativa entre a governança de recursos humanos e o sucesso estratégico (r = 0,701, p < 0,01). Os resultados da análise de impacto também mostraram um

explaining changes in strategic success. The importance of this research lies in providing empirical evidence of the role of human resource governance in achieving strategic success in the environment of Iraqi private universities, an area that remains understudied in Arabic literature.The results indicate that strengthening human resource governance practices contributes directly to strategic success by supporting the ability of educational institutions to grow, adapt, and survive in a changing competitive environment.

Keywords: Human Resource Governance. Strategic Success. Private Universities. Organizational Performance.

impacto direto significativo da governança de recursos humanos no sucesso estratégico, com um valor de (B = 0,927, p < 0,01) e um poder explicativo de (R² = 0,86), indicando que a governança de recursos humanos contribui significativamente para explicar as mudanças no sucesso estratégico. A importância desta pesquisa reside em fornecer evidências empíricas do papel da governança de recursos humanos na obtenção do sucesso estratégico no ambiente das universidades privadas iraquianas, uma área que permanece pouco estudada na literatura árabe. Os resultados indicam que o fortalecimento das práticas de governança de recursos humanos contribui diretamente para o sucesso estratégico, ao apoiar a capacidade das instituições de ensino de crescer, se adaptar e sobreviver em um ambiente competitivo em constante mudança.

Palavras-chave: Governança de Recursos Humanos. Sucesso Estratégico. Universidades Privadas. Desempenho Organizacional.

1 INTRODUCTION

Contemporary organisations face increasing challenges as a result of rapid environmental and competitive changes, which require the adoption of modern management policies capable of achieving strategic success and ensuring long-term sustainability. Strategic success is one of the key indicators of effective strategic management, reflecting an organisation's ability to grow, adapt and survive in a changing business environment. In light of these challenges, human resources have become one of the most important strategic resources that organisations rely on to achieve their strategic objectives.In this regard, the concept of human resource governance has emerged as one of the modern management approaches that aims to enhance the efficiency of human resource management through the application of the principles of strategic orientation, transparency, information systems, and employee participation in decision-making. Human resource governance contributes to improving the quality of administrative decisions and enhancing organisational trust, which has a positive impact on organisational performance and competitiveness.

Private educational institutions are among the organisations facing increasing competitive challenges that require the adoption of effective management practices to achieve strategic success. From this perspective, this study aims to analyse the impact of human resource governance on strategic success through a field analysis of a sample of middle managers in private universities in Babil Governorate, with the aim of diagnosing the nature of the relationship between the two variables and the extent to which governance practices influence strategic success.

2 FIRST SECTION: RESEARCH METHODOLOGY

2.1 Introduction

This section provides a detailed overview of the research problem, its importance, objectives, methodology, hypotheses, tools, and hypothetical framework, as well as the research community, sample, questionnaire tests, and statistical methods used, as outlined in the following paragraphs:

2.2 First: research problem

The research problem came to examine the reality of the human resource governance model in three private universities in the province of Babylon, where, in light of the rapidly competitive environment and significant changes facing the private college sector, success is no longer measured solely by traditional academic standards, but has gone beyond that to include achieving strategic success that ensures long-term growth and continuity . Human resources are the cornerstone of achieving this success, which requires the adoption of rational governance systems to manage them, in order to ensure efficient and effective performance. Hence, the problem of the study emerged in the following main question: What is the nature **of the impact of human resource governance on achieving strategic success in private universities in the province of Babil?**

2.3 Second: importance of the research

The importance of the research can be summarised as follows:

1. This study aims to address the gap in Arabic literature in general and the Iraqi reality in particular by linking human resource governance and strategic success in an integrated research model that combines the two variables and accurately understands the relationship between them.

2. The study provides an accurate diagnosis of current practices, enabling college administrations to identify the strengths and weaknesses of their governance systems and thus achieve strategic success.

3. The study provides scientific recommendations that can assist decision-makers in colleges and regulatory bodies to formulate more effective human resource management policies and strategies.

2.4 Third: research objectives

In light of the research problem and its importance, the research objectives are as follows:

1. To test the human resource governance model as a modern technique that has recently emerged to diagnose the soundness of resource use in the universities under study

2. Diagnosing which types of human resource governance and strategic success dimensions are more advanced than others and which have declined significantly.

3. Revealing the relationship and impact between governance dimensions and strategic success.

3 THE SECOND SECTION: THE THEORETICAL ASPECT OF THE RESEARCH

3.1 First: human resource governance: concept, importance, dimensions

1- **The concept of human resource governance**: human resource governance represents an integrated system that combines multiple human resource strategies and practices that contribute to achieving long-term strategic, financial, social and psychological goals, within a framework based on the principles of transparency, integrity, accountability and fairness(Abdullah, Enad, 323, 2021), In addition, This encompasses all practices and processes designed to help organisations achieve their goals in an ethical manner, through a clear definition of the powers, roles and responsibilities necessary to make the right decisions, and ensuring that both employees and management are accountable to shareholders and stakeholders (Kenjaeva 2023:6& Urinov).

2- **The importance of human resource governance**

- Helping to achieve long-term strategic, financial, psychological and social goals, and defining human resource management from a personal, social and organisational perspective. (Kramar, 2014, 6)

- Governance is considered to be the essence of an organisation's success. It is a fundamental element in achieving any organisation's goals, driving it towards continuous improvement, and maintaining ethical and legal standards within the organisation. (Melouney2017.,13)

- The importance of human resource governance lies in assessing and managing the risks associated with this resource within the organisation, thereby supporting organisations in meeting stakeholder requirements, making balanced decisions between innovation and risk, as well as developing employee capabilities through training to acquire skills   and deal quickly with crises or problems. (Hota, 2019:330)

3- **Dimensions of human resource governance**

- **Strategic orientation**: This is considered the cornerstone of an organisation's success and excellence, as it represents the path that guides it on its journey towards its desired future, through the development of a clear vision that defines its mission in a distinctive way and sets realistic goals in light of its environment and values (Al-Rahawi, 2012:29).

- **Transparency:** Clarity in the design and implementation of systems, mechanisms, policies, legislation and other tools that guarantee the rights of every party in the institution and ease of use by employees (Qasimi & Baghrich, 2020, 201).

- **Human resource information systems:** This is the process that helps an organisation acquire the ability to adapt to the external pressures it faces. It is not limited to organisations; companies also use it as a tool to learn about the activities, applications and technologies used in information management, which includes the processes of collecting, analysing and using information, as well as advertising and and responses in which competitors are identified (Borui, 2014, 4).

- **Employee voice:** Voice is a key element in creating organisational commitment, as well as being important in achieving the organisation's goals in a positive way by activating factors for effective employee participation, as they feel that achieving their goals through collaborative work motivates them. In order to maintain and develop the organisation itself, voice is seen as a proactive mechanism for setting high standards, challenging others, and making proposals for change in an immediate and unguided manner (Armstrong&Taylor, 2020: 278).

3.2 Second: strategic success: concept, importance, dimensions

1- **Strategic success:** This is the basic criterion for assessing an organisation's ability to survive and continue its work, which is the essence of its strategic management (Jassmy & Rahman 2023:48). It reflects the extent to which an organisation is able to achieve its objectives by investing its material and human resources, expertise

and information in maintaining excellence and achieving a balance between the organisation's capabilities and the environment in which it operates in the long term. (Al-Jabouri & Al-Saqqal, 268:2024)

2- The importance of strategic success

- Strategic success aims to avoid risks and achieve satisfaction, which is an important goal that organisations strive for in order to avoid challenges and dangers, attract stakeholders and customers, and gain their satisfaction (Willem, 2015.17).

- Ensuring continuity and keeping pace with change is reflected in an organisation's ability to deliver its products and services, adapt to rapid changes in the business environment, and face competitors (Al-Mawadhi and Al-Bashabisha, 274, 2022).

- A principle for assessing survival and an indicator of performance It represents the main criterion for assessing an organisation's ability to survive and continue, and an important indicator of its performance in using its resources and meeting market needs and requirements (Zaouji, 22, 2023).

3- Dimensions of strategic success

- **Survival:** This is the embodiment of a successful organisation's ability to understand the nature of competition with other organisations in a way that is commensurate with understanding its own capabilities and capacities. The survival of an organisation is linked to its ability to achieve the goals of society, as well as its own goals. Within the required levels of effectiveness and efficiency, it is a prerequisite for its survival and depends on the survival of the organisation's operations and linking the organisation's survival to change (Hlehel, 2022:79).

- **Adaptation:** The ability of an organisation to adapt to its environment, whether external or internal. The culture and values of the organisation are central to this adaptation. Some authors and researchers believe that adaptation embodies the organisation's ability to predict problems within or outside the organisation that it may face in the future and to find ways to deal with these problems and limit their impact. In addition to responding to any changes in its internal or external environment (Haleg, 2021:521).

- **Growth:** Growth has levels that include the economy, industry, and organisations. Economic growth affects the level of motivation in investment and innovation, leading to increased demand for products and services in the market. Growth in the industry in which the organisation operates will increase its value as it maintains its market share. Growth at the organisational level will ultimately lead to good organisational performance, including growth in product innovation and creativity, economies of scale, access to new markets, and ultimately higher profits. (2022:13, Maury)

3.3 Third axis: practical aspect

1. **Coding of variables and dimensions of the research model:** The research model to be tested contains two variables, an independent variable and a dependent variable. The first independent variable is human resource governance, while the dependent variable is strategic success. The following table shows the details of the structure of the scale to be used for the study.

Table 1

Details of the research scale

Source of scale	Code	Number of items	Dimension	Variable
(Kaplan:et al .2013)	Ori	6	Strategic orientation	Human resource governance
	Tra	4	Transparency	
	Hum	4	Human resource information systems	
	Sou	4	Employee Voice	
(Katz&Creen, 2007)	Sur	5	Survival	Strategic success
	Ada	5	Adaptation	
	Gro	5	Growth	

Source: Prepared by the researcher

2. **Stability test for the measurement tool:** Reliability is tested using Cronbach's alpha, which represents the ability of the scale to test the phenomena under study if tested at different points in time. At the same time, it expresses the internal consistency of the scale items, i.e., their ability to measure the phenomena under study (Oppenheim, 1992:144). To determine the stability of the scale, the

Cronbach's alpha ratio must be at a level of 0.70 or higher   (Tavakol & Dennick, 2011: 54). If the ratio falls below the specified standard, it is an indication that the scale is flawed and characterised by weak internal consistency. It is therefore unacceptable, and special statistical procedures must be carried out in such cases. Table 2 ( ) shows the test of the questionnaire's stability. After conducting the analysis, it is clear that the Cronbach's alpha values for the main research variables and their sub-dimensions ranged between (0.70-0.91). The resulting values are considered statistically acceptable and have an approved level of stability. Thus, the research tool and its measures became valid for final application, as they are characterised by accuracy, stability and high reliability.

Table 2

Results of consistency between the components of the scale

Kronbach's alpha	Variables and Dimensions	Kronbach's alpha	Variables and dimensions	
0.87	**Strategic Success**	**091.**	**Human Resource Management Variable**	
0.75	Survival	**0.78**	Strategic orientation	
0.86	Adaptability	**0.79**	Transparency	
0.76	Growth	**0.77**	Human resource information systems	
		0.82	Employee Voice	

Source: SPSS V26. programme outputs

3. **Description of research variables and dimensions** This section includes a description and diagnosis of the research variables and dimensions through the arithmetic mean and standard deviation[1] : Overall, the human resource governance variable dimensions achieved high availability levels. According to the sample responses, **the strategic orientation dimension** was the highest arithmetic mean, followed by transparency, then employee voice, and finally human resource information systems. Overall, the human resource governance variable achieved an arithmetic mean of (4.07), which represents the average of the variable dimensions. The standard deviation of the sample responses from the

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[1]The following categories will be used to determine the arithmetic mean and the level of acceptance based on it (1.80-1 very low, 2.60-1.81 low, 3.40-2.61 moderate, 4.20-3.41 high, 5-4.21 very high). Source: (Abdul Fattah, 2008: 541)

human resource governance variable was (864.), which is within the high agreement level. As for the dimensions of the strategic success variable , they achieved high levels of availability according to the arithmetic mean. According to the sample's responses, the highest growth was the arithmetic mean, followed by the arithmetic mean after adjustment, and then survival. Overall, the strategic success variable achieved a mean of (4.06), which represents the average of the variable dimensions. The standard deviation of the sample's responses from the strategic success variable was (854.) and within a high level of agreement.

Table 3

Descriptive characteristics of the main dimensions of variables n=(145)

Ordinal significance	Answer level	Relative importance	Standard deviation	Arithmetic mean	Main dimension
First	High	0.83	.811	4.17	Strategic orientation
Second	High	.81	881.	4.06	Transparency
Fourth	High	0.80	884.	3.99	Human resource information systems
Third	High	0.81	881.	4.05	Employee voice
-	High	0.81	.864	4.07	Overall human resource governance rating
Ordinal importance	Answer level	Relative importance	Standard deviation	Arithmetic mean	Main dimension
Third	High	0.80	954.	4.02	Survival
Second	High	81.	887.	4.06	Adaptation
First	High	81.	0.721	4.1	Growth
-	High	.81	.854	4.06	Overall average Strategic success

4. **Testing correlation hypotheses:** Person's correlation coefficients will be used to perform the analysis, but first the strength of the correlation between each independent variable and the dependent variable must be determined. The current

study adopted the view (Saunders2009.:459) in classifying the strength of correlation, dividing it into five basic categories of correlation, starting with no correlation if the correlation coefficient is **zero**, while if the correlation is one, it is a perfect correlation between the two variables, either positive or negative. If the correlation coefficient is between **0.30) ±-(0**), it indicates a weak correlation between the variables, either positive or negative. If the correlation coefficient is between **(0.31-0.70) ±**, it indicates a strong correlation between the variables, whether positive or negative. Finally, if the correlation coefficient is between ± **(0.71-0.99)** , it indicates a strong correlation between the two variables, whether the relationship is direct or inverse. However, the value resulting from the correlation matrix cannot be judged in principle unless it is statistically significant at the 1% level or at the 5% level to be statistically acceptable and interpreted. The following is a statement of the procedures for testing the hypotheses

3.4 First: testing the first main correlation hypothesis

The main hypothesis relates to the nature of the conceptual perception of the relationship between the human resource governance variable and the strategic success variable, within a hypothesis that includes **(there is a positive and meaningful relationship between human resource governance and strategic success).** It is clear that there is a positive correlation between the human resource governance variable and the emergence of the strategic success variable, with a correlation level of R=0.701**, Sig=000, < 0.01, which is a strong correlation value, as shown in Table (4).

Table 4

Correlations

Correlations		Strategic orientation	Transparency	Human resource information systems	Employee voice	Human Resource Governance	Strategic Success
Strategic orientation	Pearson Correlation	1	670.**	524.**	640.**	958.**	610.**
	Sig. (2-tailed)		000.	000.	.	.	000.
	N	145	145	145	145	145	145
Transparency	Pearson Correlation	670.**	1	612.**	609.**	796.**	606.**

	Sig. (2-tailed)	000.		000.	.	.	000.
	N	145	145	145	145	145	145
Human Resource Information Systems	Pearson Correlation	524.**	612.**	1	631.**	701.**	592.**
	Sig. (2-tailed)	000.	000.		.	.	000.
	N	145	145	145	145	145	145
Employee vote	Pearson Correlation	640.**	609.**	631.**	1	782.**	663.**
	Sig. (2-tailed)	000.	000.	.		.	000.
	N	145	145	145	145	145	145
Human Resource Governance	Pearson Correlation	958.**	796.**	701.**	782.**	1	701.**
	Sig. (2-tailed)	000.	000.	000.	.		000.
	N	145	145	145	145	145	145
Strategic success	Pearson Correlation	610.**	606.**	592.**	663.**	701.**	1
	Sig. (2-tailed)	000.	000.	.	.	000.	
	N	145	145	145	145	145	145

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

3.5 Source: outputs from Spss V26

The main hypothesis has four sub-hypotheses according to the intellectual model to be tested, which are:

1. **Testing hypothesis (2-1)**

The sub-hypothesis relates to the nature of the conceptualisation of the relationship between strategic orientation and strategic success variables, and within a hypothesis that includes **(there is a statistically significant positive correlation between strategic orientation and the strategic success variable)**, it is clear that there is a positive correlation between the emergence of the strategic orientation dimension and the strategic success variable, with a correlation level of   (R=0.610**, Sig=000, < 0.01), which is a correlation value. Therefore, the higher the level of strategic orientation, the higher the level of strategic success, and this correlation is positive within the limits of the current study sample. The above result supports the acceptance of the sub-hypothesis in the application environment.

2. **Testing hypothesis (2-2)**

The sub-hypothesis relates to the nature of the conceptual perception of the correlation between the **transparency** dimension and the strategic success variable, within a hypothesis that includes **(there is a statistically significant positive correlation between transparency and the strategic success variable).** It is clear that there is a positive correlation between **the transparency** dimension and the emergence of the

strategic success variable, with a correlation level of R=0.606**, Sig=000,<0.01, which is a strong correlation value according to the correlation strength classification and is statistically acceptable, as shown in Table (4).

3. **Testing hypothesis (2-3)**

The sub-hypothesis relates to the nature of the conceptual perception of the correlation between the dimension of human resource information systems and the variable of strategic success, within a hypothesis that includes **(there is a statistically significant positive correlation between human resource information systems and the strategic success variable)**, it is clear that there is a positive correlation between human resource information systems and the strategic success variable, with a correlation level of (R=0.592**, Sig=000, < 0.01), which is a strong positive correlation according to the correlation strength classification and is statistically acceptable, as shown in Table (4).

4. **Testing hypothesis (2-4)**

The sub-hypothesis relates to the nature of the intellectual perception of the correlation between employee voice and strategic success variables, and within a hypothesis that includes **(there is a statistically significant positive correlation between employee voice and strategic success variables).** It is clear that there is a positive correlation between employee voice and the strategic success variable (with a correlation level of R=0.663**, Sig=000, < 0.01), which is a strong positive correlation according to the correlation strength classification, as shown in Table (4).

5. **Second: Impact hypothesis**

The other part of this study is concerned with determining the effect between the independent variable and the dependent variable, i.e., verifying the extent of the influential capacity of the human resource governance variable on strategic success as a first path, as well as its explanatory capacity. To achieve these tests, structural equation modelling will be used, which is one of the best methods for testing research models and one of the analysis options in the Amos statistical programme. The first path that the study aims to verify is the path of the impact of the human resource governance variable on strategic success within an environment, and the hypothetical construction for this is **(there is a statistically significant positive relationship between the human resource governance variable and the strategic success variable).** This hypothesis explains the

nature and direction of the effect between the independent variable and the dependent variable and verifies this through a set of statistical indicators, including the standard beta value, i.e. the slope coefficient and its significance, as well as the explanatory power indicator.The structural model of influence (1) shows that there is a positive effect of the human resource governance variable (B=0.927) on the strategic success variable and that this value is statistically significant because the P-value is 0.01. , meaning that the result is acceptable at a confidence level of 99%. This means that an increase in the human resource governance variable by one unit will be followed by a proportional change in the strategic success . As for the explanatory power with which the independent variable can explain a percentage of the total changes in the dependent variable, the R² for the independent variable in the dependent variable was 086., which is a good percentage for explaining the changes in the dependent variable, strategic success. In other words, the strategic success variable contributes to 86% of the proportional changes in the human resource governance variable, while the remaining 14% is related to variables outside the scope of the current research model. Based on the above, the results support the acceptance of the hypothesis of a linear relationship between the human resource governance variable and the strategic success variable.

Figure 1

Structural model for testing the impact of human resource governance on strategic success
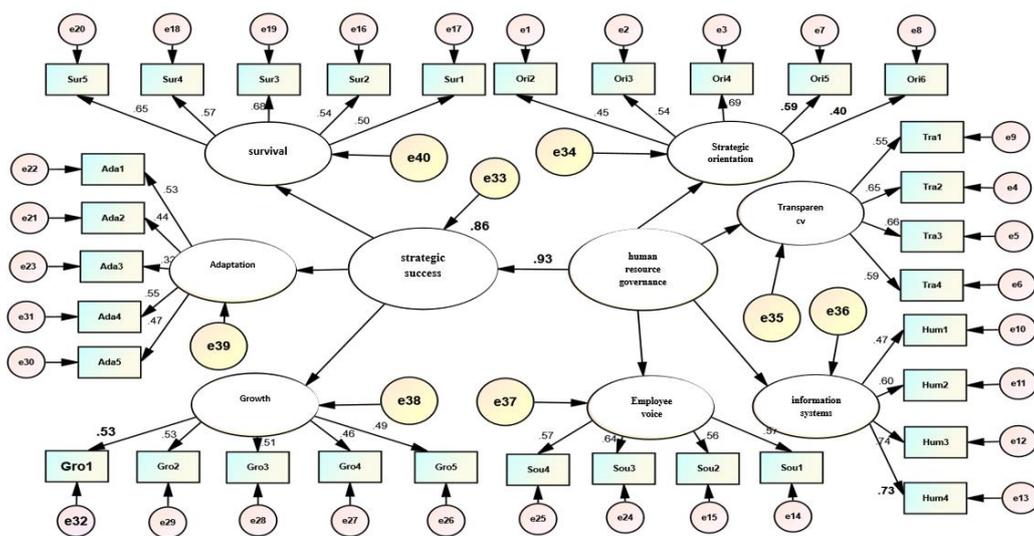
The table below shows the standard and non-standard test values for the path of influence, as well as the remaining values for verifying the significance of the results.

Table 5

Estimates of the impact model between the human resource governance variable and the strategic success variable

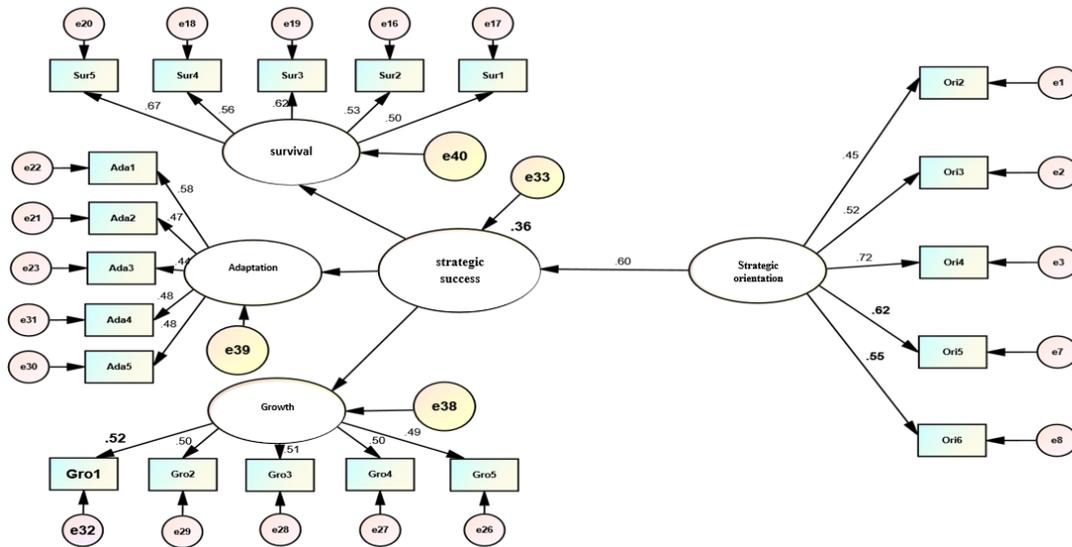|			S.R.W	Estimate	S.E.	C.R.	P
Strategic Success	<---	Human Resource Governance	927.	2,071	.567	3,651	***

Source: Prepared by the researcher using Amos V26.

The second step that the study aims to verify is the path of the impact of human resource governance variables on strategic success, as follows:

3.6 Sub-hypothesis (1-1)

The path of the sub-effect that the study aims to verify is the path of the effect of strategic orientation on strategic success within an environment, and the hypothetical construct for this is **(the existence of a statistically significant positive effect between strategic orientation and the strategic success variable).** The structural model of influence (2) shows that there is a positive influence of the strategic orientation dimension by an amount of (B=0.603) on the strategic success variable and that this value is statistically significant because the value (P-Value=0.01), meaning that the result is acceptable at a confidence level of 99%. This means that an increase in the strategic orientation dimension by one unit will be followed by a change in strategic success by 60%, which is a high percentage of influence. The significance criteria were good, as the critical ratio was around 3.635, which is higher than the minimum acceptable limit of 1.96. As for the explanatory power with which the independent variable can explain a percentage of the total changes in the dependent variable, the R^2 for the independent variable in the dependent variable was 36%, which is a good percentage for explaining the changes in the dependent variable, strategic success.

Figure 2

Structural model for testing the effect of strategic orientation on strategic success

The table below shows the standard and non-standard test values for the path of influence, as well as the remaining values for verifying the significance of the results.

Table 6

Estimates of the impact model between strategic orientation and the strategic success variable

	S.R.W	Estimate	S.E.	C.R.	P
Strategic Success <--- Strategic orientation	603.	.788	.217	3.635	***

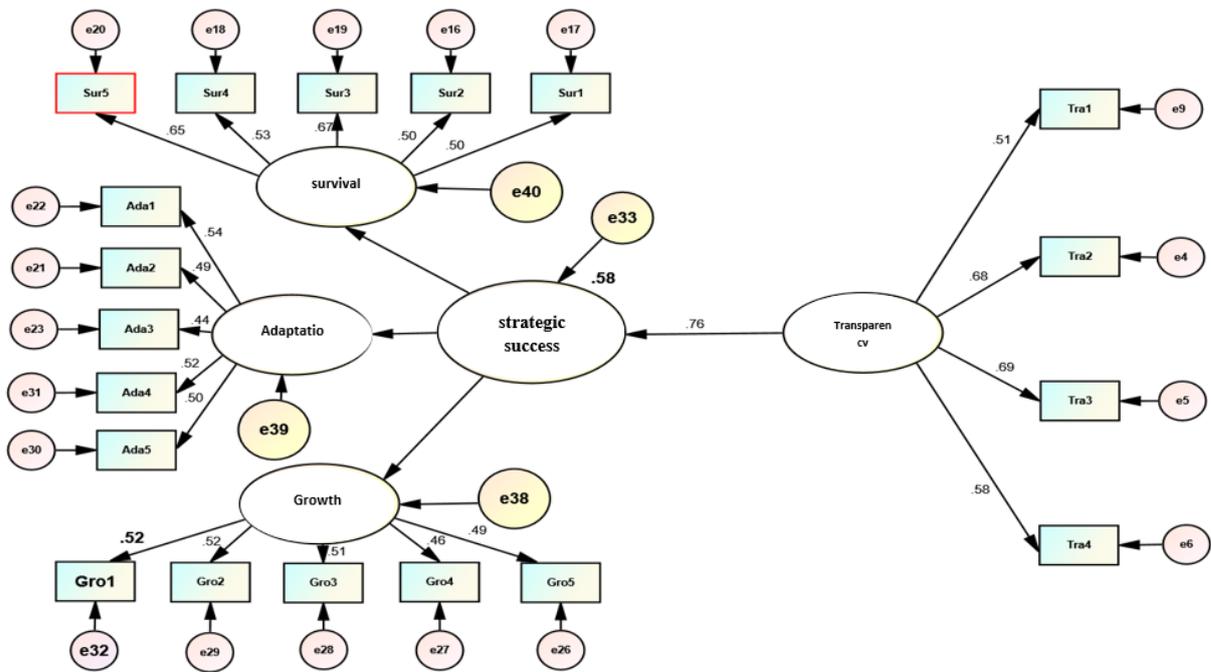Source: Prepared by the researcher using Amos V26.

3.7 Sub-hypothesis (1-2)

The sub-effect path that the study aims to verify is the effect path after transparency towards strategic success within an environment, and the hypothetical construct for this is **(the existence of a statistically significant positive effect between transparency and the strategic success variable).** The structural model of influence (3) shows that there is an influence of transparency (B=0.760) on the strategic success variable and that this value is statistically significant because the P-value is 0.01, meaning that the result is acceptable at a confidence level of 99%. This means that an increase in transparency by one unit will be followed by a change in

strategic success of 76%, which is a reasonable percentage for the effect, and the significance criteria were good, as the critical ratio was around 5.451. As for the explanatory power with which the independent variable can explain a percentage of the total changes in the dependent variable, the R² for the independent variable in the dependent variable was 058. This is a good percentage for explaining the changes in the dependent variable, strategic success. The above results support the acceptance of the hypothesis of the effect between transparency and strategic success within the application environment, with a good level of effect and a positive direction.

Figure 3

Structural model for testing the transparency dimension in strategic success

The table below shows the standard and non-standard test values for the impact path, as well as the remaining values for verifying the significance of the results.

Table 7

Estimates of the impact model between the transparency dimension and the strategic success variable

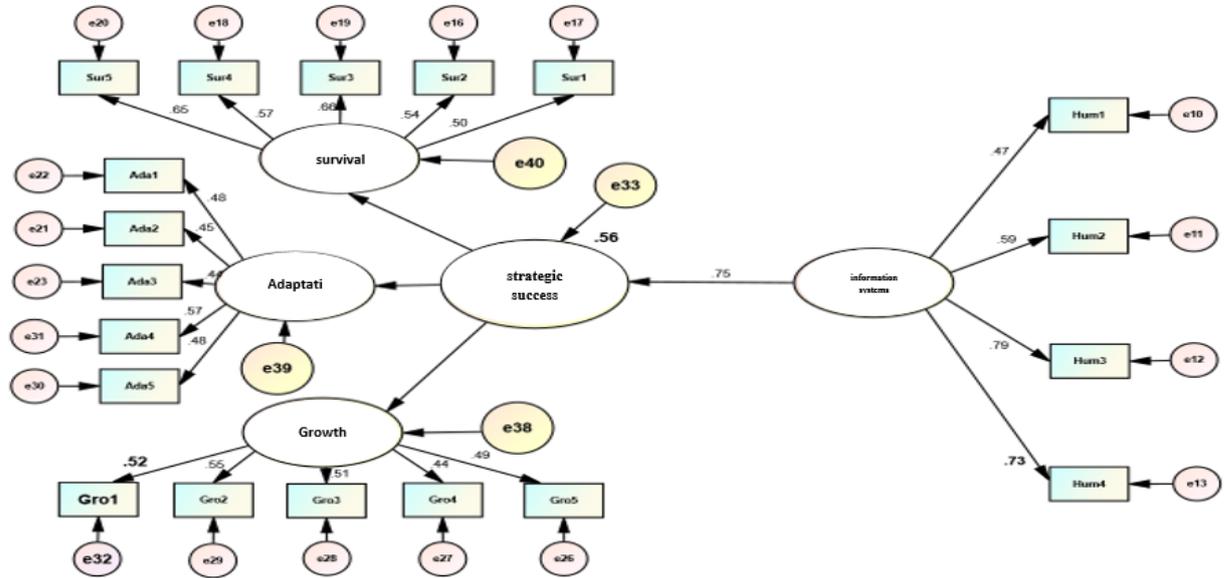|	S.R.W	Estimate	S.E.	C.R.	P
Strategic Success <--- Transparency	.760	.404	.074	5.451	***

Source: Prepared by the researcher using Amos V26.

3.8 Sub-hypothesis (3-1)

The sub-impact path that the study aims to verify is the impact path after human resource information systems towards strategic success within an environment, and the hypothetical construct for this is **(the existence of a statistically significant positive impact between human resource information systems and the strategic success variable)**.The structural model of influence (4) shows that there is a positive influence of human resource information systems (B=0.751) on the strategic success variable, and that this value is statistically significant because the P-value is 0.01. , meaning that the result is acceptable at a confidence level of 99%. This indicates that a one-unit increase in the human resource information systems dimension will be followed by a 75% change in strategic success, which is a reasonable percentage for the effect. The significance criteria were good, as the critical ratio was around 3.636. As for the explanatory power with which the independent variable can explain a percentage of the total changes in the dependent variable, the R^2 for the independent variable in the dependent variable was 056. Based on the above, the results support the acceptance of the hypothesis of the effect between the human resource information systems dimension and strategic success within the application environment, with a good level of effect and a positive direction.

Figure 4

Structural model for testing the dimension of human resource information systems in strategic success

The table below shows the standard and non-standard test values for the impact path, as well as the remaining values for verifying the significance of the results.

Table 8

Estimates of the impact model between the human resource information systems dimension and the strategic success variable

			S.R.W	Estimate	S.E.	C.R.	P
Strategic Success	<---	Human Resource Information Systems	751.	.902	.248	3,636	***

Source: Prepared by the researcher using Amos V26.

3.9 Sub-hypothesis (4-1)

The sub-effect path that the study aims to verify is the effect path after employee voice towards strategic success, which ensures an environment and the hypothetical construction for that is **(the existence of a statistically significant positive effect between employee voice and the strategic success variable).** The structural model of influence (5) shows that there is a positive correlation between employee voice (B=0.783)

and the strategic success variable, and that this value is statistically significant because the P-value is 0.01, meaning that the result is acceptable at a 99% confidence level. This means that an increase in employee voice by one unit will be followed by a change in strategic success of 78%. As for the explanatory power, which was (R^2) for the independent dimension in the dependent variable, it was (061.), which is a good explanatory ratio. Based on the above, the results support the acceptance of the hypothesis of the effect between employee voice and strategic success within the application environment, with a good level of effect and a positive direction.

Figure 5

Structural model for testing the employee voice dimension in strategic success
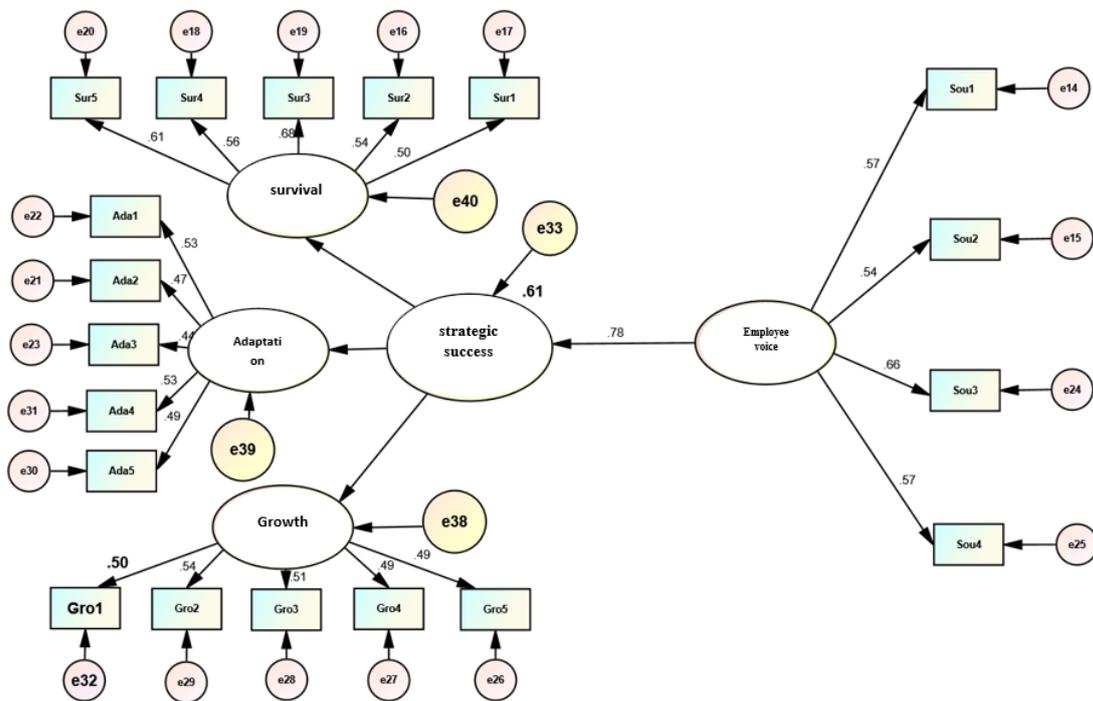
The table below shows the standard and non-standard test values for the impact path, as well as the remaining values for verifying the significance of the results.

Table 9

Estimates of the impact model between employee voice and strategic success variable

			S.R.W	Estimate	S.E.	C.R.	P
Strategic Success	<---	Employee Voice	783.	.541	.113	4,786	***

Source: Prepared by the researcher using Amos V26. software.

4 FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS

4.1 First: conclusions

1- The study showed that human resource governance represents an integrated administrative framework that helps organise policies and procedures related to human resource management through the adoption of the principles of strategic orientation, transparency, information systems and employee voice, which leads to improving the level of discipline or reducing the variation in administrative decisions within the universities studied.

2- The study shows that strategic success is one of the key indicators for measuring an organisation's efficiency, as it reflects its ability to achieve its long-term goals, adapt to environmental changes and maintain its long-term sustainability.

3- The study revealed a clear conceptual link between human resource governance and strategic success, as effective governance systems contribute to improving performance and enhancing the organisation's ability to achieve its strategic objectives.

4- The results revealed that integrating human resource information systems into governance frameworks contributes to the accuracy of forecasting human resource needs, thereby enhancing the university's ability to respond to rapid market changes and achieve strategic success.

4.2 Second: recommendations

1- The study recommends that researchers conduct further studies that include human resource governance as a modern management practice and link it to various organisational variables.

2- The need to develop theoretical models that explain the relationship between human resource governance and strategic success.

3- The study also indicates the need to conduct future studies linking human resource governance to other variables such as organisational commitment or job satisfaction.

4- The need to develop human resource information systems to include advanced analytical tools, allowing senior management to obtain rapid and accurate reports that support fact-based strategic decision-making.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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