



The impact of human resources governance on the organizational commitment of employees - A case study of LafargeHolcim in Algeria -

Saida Abdelkarim^{1*}, Boudjellal Abderrahim², Dia Said³, Sekher Ahmed⁴

¹University of Eloued (Algeria), E-mail: saida-abdelkarim@univ-eloued.dz

²University of Msila (Algeria), E-mail: boudjellal.abderrahim@univ-msila.dz

³University of Eloued (Algeria), E-mail: said-dia@univ-eloued.dz

⁴University of Eloued (Algeria), E-mail: sekher-ahmed@univ-eloued.dz

Citation: Saida Abdelkarim et al (2024), The impact of human resources governance on the organizational commitment of employees - A case study of LafargeHolcim in Algeria -, *Educational Administration: Theory and Practice*, 30(10), 23 - 32
Doi: 10.53555/kuey.v30i10.7908

ARTICLE INFO

Received: 09/2024,

Published: 10/2024

ABSTRACT

The study aims to know the contribution of adopting the principles of human resources governance (vision and strategic direction, participation, transparency and information generation, accountability, efficiency, integrity and responsiveness) in improving the organizational commitment of employees, where the descriptive analytical approach was relied upon and the study model was built based on theoretical and field studies, Arab and foreign, related to the subject of the study, with the help of a case study in the field aspect by choosing the "LAFARGE HOLCIM" complex in Algeria as a study community. The data was collected through a questionnaire prepared specifically for this purpose and distributed to a sample of 122 individuals, then analyzed and processed statistically using the statistical program (SPSS, v25) in order to test the hypotheses presented by the study. The study reached a set of results, the most important of which is that the LAFARGE HOLCIM complex is interested in applying the principles of human resources governance, believing in its importance, and that these principles adopted by the complex together contribute to improving the organizational commitment of employees. The study recommended the necessity of realizing the importance of adopting human resources governance and establishing a law that obligates institutions to apply the principles of human resources governance, and to enhance them through a code of conduct, ethics and principles.

Keywords: Corporate governance, human resources management, human resources governance, ISO 30804 standard, organizational commitment.

1. Introduction

Corporate governance applications have expanded to include all company departments, institutions and fields, both material or organizational, and even human resources, Human resources governance came as a new term in human resources management that the institution relies on to raise its performance, increase its profits and achieve its direct or indirect goals. Considering that human resources are among the most important resources in institutions, human resources are considered as a competitive advantage and an effective and essential source of forming and developing the institution's competitive capabilities. They are the most important and most valuable asset and source of its strength and wealth.

A number of factors have combined to create more importance and value for human resources to deal with these trends and face the challenges that have resulted from them. I consider human resources one of the most important capital components and assets that influence the economic and social status of countries. Their degree of efficiency is the decisive factor in achieving progress. Workers are the real tool for achieving the goals of the institution, and the source of planning and development. They are able to operate and use the other material resources available to the institution. Human resources also contribute effectively to achieving the goals of the institution if the positive conditions that motivate people to work and give are available. These goals are together with the presence of individuals who possess high confidence, continuous loyalty and

commitment to work in it. They are the main reason in the success or failure of the institution. This leads to a greater response than before from institutions in their social performance, especially towards their workers. In return, this response requires great awareness and to a greater extent moral commitment and organizational loyalty towards their institutions, which is represented in the degree of positive feeling and sentiment generated by employees towards their organization and commitment to its values, loyalty to its goals, belief in it and connection with it, and then continuous keenness to remain in it, through exerting effort and pride in its achievements, and creating harmony and interaction between their values and its values, which enhances the success of the institution and its preference over others in their view and judgment.

A- The Problem

Based on the above, the following problem can be formulated:

To what extent can adopting the principles of human resources governance contribute to improving the organizational commitment of employees in Algerian institutions in the LafargeHolcim complex in Algeria?

This main question leads us to pose a set of sub-questions as follows:

- What is the opinion of the sample members about the complex's adoption of human resources governance principles, and what is the level of organizational commitment among employees in the complex under study?
- Is there a statistically significant effect at a significance level ($\alpha \leq 0.05$) for human resources governance principles on the organizational commitment of employees in the institution under study?
- Is there a statistically significant effect at a significance level ($\alpha \leq 0.05$) for human resources governance principles independently (single) on the organizational commitment of employees in the institution under study?

B- Study hypotheses:

To answer all these questions and to achieve the research objectives, the following hypotheses were used:

- The first main hypothesis: LAFARGE HOLCIM Group adopts human resources governance principles at high levels
- The second main hypothesis: There are high levels of organizational commitment of employees in LAFARGE HOLCIM Group
- The third main hypothesis: There is a statistically significant effect of human resources governance principles on organizational commitment of employees in LAFARGE HOLCIM Group at a significance level ($\alpha \leq 0.05$)

T- Importance of the study:

The study derives its importance from the following:

- It addresses one of the most important and recent topics in the administrative management environment, namely the concept of human resources governance, a concept that has attracted the attention of a large number of researchers at the international level in recent years, but has not received sufficient attention and studies at the national level.
- The importance of human resources in economic institutions and their role in achieving their current and strategic goals, because human resources have a direct impact on this.
- Revealing the nature of administrative and organizational methods adopted in managing Algerian institutions, and the extent of their compatibility with international standards for human resources governance.
- Working to implement human resources governance and adopt its principles and practices is considered a modern topic due to its importance, as it contributes to controlling organizational matters and behaviors that will benefit the institution and all parties that have a relationship with the institution;
- The study also derives its practical importance from the necessity of identifying and explaining the most important principles of human resources governance adopted by LAFARGE HOLCIM in its various branches, as well as by reaching the extent of its contribution to improving organizational commitment among employees.
- Drawing attention to the importance of adopting social responsibility practices in Algerian institutions and thus encouraging them to apply the principles of human resources governance.

2. Human Resources Governance

2.1. Concept

Human resources governance is an important aspect of corporate governance (Anton & Louise, 2014, p. 170) that it is based on the same principles of corporate governance, especially with regard to effective leadership, ethics, transparency and compliance. The difference between them is that corporate governance is concerned with the institution (as a citizen institution) while human resources governance is the human capital dimension of the corporate governance framework, and thus human capital is treated as a resource that cannot be

duplicated and that it is one of the valuable assets (Mutiarin, 2019, p. 347). It can be said that human resources governance is an administrative concept based on clarity and transparency in various organizational processes and practices related to human resources, and also accountability to the institution's regulatory bodies, legal authorities and stakeholders. It helps control this resource whether for the human resources function itself or for all types of personnel management issues, and to treat employees fairly and consistently and ensure compliance with the law and achieve the best recognized practices. It is responsible for managing human resources investments related to improving the institution's performance, credit and financial responsibilities, risks and benefits of the function.

2.2. The importance of human resources governance

The importance of human resources governance is evident through the goals it achieves as a result of aligning human resources with the standard and strategic objectives of the institution, enhancing ethical commitment, and clarifying the roles and responsibilities of human resources (Jassim & Saleh, 2016, p. 216). It allows the institution to ensure consistency at the highest level between its strategy, work culture, organization, operations, and the people who contribute to its success every day. It also helps develop economic and human performance, and build and enhance everyone's commitment. This consistency allows for profound transformation and a commitment to permanent success for all and job satisfaction (Coherens)

2.3. Tasks and role of human resources governance:

The role of human resources governance is evident through the roles played by human resources management officials in human resources governance, especially the role of financial and credit management, risk management, and ethical management (Heslop, Hilbron, Koob, & Szumyk, 2005). It was indicated that the Human Resources Department is responsible for the following: (SABPP, 2011)

- Ensuring that HR management priorities and strategies are aligned with business priorities and strategies;
 - Improving the performance of the organization's human capital assets;
 - Complying with the legislation and regulations in the country in which the organization operates;
 - Making executive compensation practices consistent with corporate governance rules;
 - Fulfilling the financial and fiduciary responsibilities related to the HR function;
 - Identifying and mitigating HR risks;
 - Creating an ethical culture with mechanisms to enforce the organization's ethical rules;
 - Making effective decisions to ensure sound governance of the HR function;
 - Monitoring and measuring the impact of the HR strategy.
- Human resource development refers to an organization's work force development and knowing the capabilities of its members, which assists leaders in retaining talented employees and placing the right person in the right job (HAMOUCHE & al, 2023, p. 1398)

2.4. Principles of Human Resource Governance

The principles of human resource governance refer to its areas related to the organizational, social and administrative choices that guide human behavior within the organization and provide a framework to help organizations create and implement human resource management practices that will give the organization added value. (ISO, 2016, p. 1)

In this study, we relied on the principles referred to by Kaplan in a study conducted in 2013 published in the Journal of Human Resources Health, which is considered a comprehensive of what should be available in human resource governance, as it included the following: (Kaplan & others, 2013, p. 03)

Vision and strategic direction: Determining the vision and strategy contributes to choosing and drawing up policies related to human resource governance and helps to determine the priorities and expected roles of actors in the organization. (Khozal & Al-Hasnawi, 2017, p. 112)

Participation: It means that employees have a say in decision-making processes, whether directly or through representatives or through organizations that represent their interests. (United Nations Development Programme, 1997, p. 9)

Transparency and information generation: It refers to openness and clarity in the decision-making process and resource allocation. Providing information in a timely manner to make policies highly evidence-based, and taking action if the desired goals are not achieved. (King, 2006)

Accountability: Recognizing and assuming responsibility for actions, outcomes, decisions and policies for all stakeholders. (United Nations Development Programme, 1997, p. 10)

Efficiency: Refers to the extent to which HR policies are implemented without delay, loss or corruption. (Jayne, 2001, p. 11)

Fairness and integrity: Relates to policies and procedures that apply to everyone, as everyone should be treated under the same laws without discrimination regardless of gender, race, religion, socio-economic status. (Zawash, 2021, p. 425)

Responsiveness: The ability of the organization to respond appropriately to the needs of employees to all social issues that may affect the business. (CB, Daniel, & Sankar, 2008, p. 06)

3. Organizational Commitment

3.1. Concept

Organizational commitment is one of the most prominent behavioral variables that has been highlighted since the beginning of the second half of the twentieth century, specifically in 1950, due to its contribution to organizational effectiveness and efficiency (Robert, 2000, p. 31). It is a voluntary behavior that emerges as a result of the compatibility between the goals of the working employee and the goals of the institution, through adopting the values of the institution and the sincere desire to remain in it and his readiness to make a greater effort in the service of this institution in order to contribute to its success and continuity

3.2. Dimensions of Organizational Commitment:

The current study relied on the dimensions identified by the lifelong commitment model represented by loyalty to the institution, the responsibility that the individual feels towards his organization, the desire to continue working in it, in addition to belief in it. (Ibrahim Hammad, 2006, p. 16)

Organizational Loyalty: The working individual's feeling of commitment towards the institution and the psychological readiness to remain in it even if he is influenced by another organization. The individual who has loyalty to the institution in which he works enjoys a state of harmony, satisfaction and interaction with the institution and its employees. (Mitic Sinisa, 2016, p. 23)

Responsibility towards the institution: It means the individual's sense of commitment to remain in the institution in return for the good support that the institution provides to its members and allows them to participate and interact positively. (El-Sayrafi, 2009, p. 20)

Desire to continue working in the institution: It is the employee's feeling of a strong desire to adhere to the goals and values of the institution due to his awareness of the necessity of remaining in this institution and his inability to sacrifice it to increase the costs incurred by it. (El-Sayrafi, 2009, p. 20)

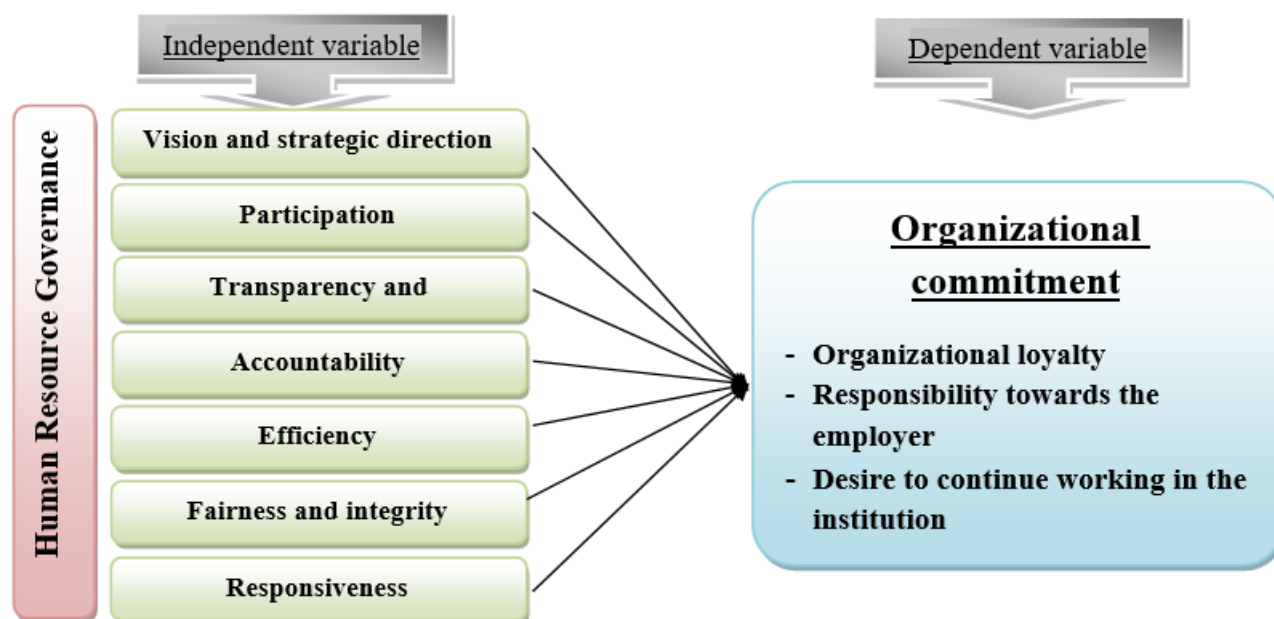
Belief in the institution: The employee's pride in its membership and what makes him proud of his belonging to his organization and presenting its activities in a positive way when talking to others about it and adopting its problems, and this dimension is affected by the degree to which the individual feels that the organizational environment in which he works allows him to participate effectively in the course of decision-making, whether related to work or what concerns him. (Al-Khashali, 2003, p. 217)

4. Field Study

The following will describe the selected study community and sample to study and test the extent to which the application of human resources governance contributes to improving the organizational commitment of employees in the (LafargeHolcim) institution in Algeria, which is one of the branches of the parent institution, one of the largest companies specialized in the manufacture of building materials such as cement and concrete in the world, established on July 10, 2015 as a result of the merger between the French cement company Lafarge and the Swiss company Holcim..

4.1 Study model

Based on a number of previous studies and to serve the objectives of this study, the independent variable is human resources governance and its principles, while the dependent variable is the organizational commitment of employees according to ISO 30804 and its principles, and Figure No. (01) illustrates this.

Figure 01: Theoretical Study Model

Source: Prepared by the researchers

4.2. Study community and sample:

In order to know the contribution of adopting human resources governance principles in improving the organizational commitment of employees, the LAFARGE HOLCIM complex was chosen to carry out this study, as the study community represented by the employees of the main units represented by the cement production units in the states of M'Sila, Biskra and Mascara. The reason for our choice of this institution is due to its remarkable development in management and administration methods and its interest in human resources as an important element in the institution. The study community represented all employees of the main production units of the complex specialized in cement production, distributed across a number of regions in Algeria.

The study targeted individuals who are almost permanently present within the main units of the complex and its administrative structures, and specifically the cadres of these units, where 164 questionnaires were distributed to all unit cadres, and 122 questionnaires were retrieved, i.e. 74.39%, all of which were valid for processing and are the final sample of the research. The researcher relied on the five-point Likert scale designed in 1932.

4.3. Stability of the study tool

The stability of the questionnaire means the stability of this tool and its lack of contradiction with itself, and the purpose of ensuring the stability of the study tool and its ability to obtain the same results in the event that it is redistributed to the same sample with the same conditions, meaning that there is no significant difference in the results during a specific period of time and under the same conditions and circumstances. Thus, allowing the results of the studied sample to be generalized to the study community to test the stability of the study tool, the Alpha Cronbach method was relied upon

Alpha- Cronbach Test:

The Alpha Cronbach test is considered one of the important statistical tests for analyzing statistical questionnaire data to give the questionnaire efficiency in terms of modifying this questionnaire or not based on the results of this test.

Table 01: Cronbach's alpha coefficient values and the overall reliability coefficient of the questionnaire

Variables	Number of paragraphs	Cronbach's alpha	Honesty
Principles of Human Resource Governance	48	0.965	0.931
Dimensions of Organizational	30	0.917	0.840
	78	0.957	0.915

Source: Prepared by researchers based on SPSS 26 outputs

We note from the stability coefficients table that all the questionnaire axes exceeded the minimum stability coefficient, meaning that this tool is characterized by good internal stability that enables the correct measurement of variables. The stability coefficient was also calculated by taking the square root of the Alpha Cronbach coefficient as shown in the table, as all the validity coefficients for the study variables and their dimensions are large and appropriate for the research objectives. Therefore, it can be said that the questionnaire is valid and suitable for analyzing and interpreting the study results and testing its hypotheses. In this chapter, the study identified the methodological procedures that are consistent with its objectives to study the impact of adopting human resources governance principles on the organizational commitment of employees in business organizations, by identifying the study community and sample, where the study tool was built and directed to employees of the LAFARGE HOLCIM complex, and ensuring the validity of the study tool to measure the studied variables and verify its stability. The study used statistical analysis using SPSS to test hypotheses. These steps are important to clarify the features of the study and lay the foundation stone for completing the field study in the next chapter, by testing the study hypotheses using appropriate statistical methods, and reaching results and discussing them in order to provide a number of recommendations and suggestions.

4.4. Testing the study hypotheses

The first main hypothesis: LAFARGE HOLCIM complex adopts the principles of human resources governance at high levels

In order to know the reality of applying the principles of human resources governance in the complex under study, we analyzed the results of the axis related to this variable through the following table

Table 02: Presentation and analysis of the results of the axis of human resources governance

Variables	Mean	Standard deviation	Practice level	Ranking
Strategic Vision and Direction	4.13	0.544	high	2
Participation	3.96	0.667	high	7
Transparency and information generation	4.05	0.605	high	4
Accountability	4.02	0.579	high	5
Efficiency	4.07	0.545	high	3
Integrity	4.20	0.586	high	1
Responsiveness	4.01	0.492	high	6
Scale	4.06	0.460	high	

Source: Prepared by researchers based on SPSS 26 outputs

The results in Table (02) indicate that the arithmetic averages of the study sample's estimates of the reality of adopting human resources governance were at a high level, which was indicated by the general trend of the axis, as the arithmetic average of the axis as a whole was 4.06 with a standard deviation of 0.460. The results of the table above indicate that the value of the arithmetic averages of the principles of human resources governance ranged between 4.20 and a standard deviation of 0.586 at its highest limit and between 3.96 and a standard deviation of 0.667 at its lowest limit. The order of acceptance of these principles by the sample members was as follows: the principle of integrity first, then the principle of vision and strategic direction second, the principle of efficiency third, transparency and information generation fourth, and in fifth place was the principle of accountability, followed by the principle of responsiveness in sixth place, and finally the principle of participation in seventh place. The levels of acceptance for all of these principles were at high levels. Meaning that the sample members, through their responses, agree that the institution adopts and applies the principles of human resources governance as a modern administrative concept through its awareness of the importance of human resources and the importance of human resources governance, as well as its efforts to embody the content of these principles on the ground. Hence, we can say that the first main hypothesis is correct

The second main hypothesis:

There are high levels of organizational commitment among employees in the LAFARGE HOLCIM complex

In order to know the level of organizational commitment among employees in the complex under study, we analyzed the results of the axis related to this variable through the following table

Table 03: Presentation and analysis of questionnaire data related to the dimensions of organizational commitment

Variables	Mean	Standard deviation	Practice level	Arrangement Ranking
Organizational Loyalty	4.36	0.464	Very High	2

Responsibility towards the institution	4.57	0.432	Very High	1
Desire to continue working in the institution	4.11	0.568	High	4
Belief in the institution	4.28	0.432	Very High	3
Scale	4.33	0.361	Very High	

Source: Prepared by researchers based on SPSS 26 outputs

We note from Table (03) that the sample members' attitudes towards the dimensions of organizational commitment were at a very high level, which was indicated by the general trend of the axis, as the arithmetic mean value for the axis as a whole reached 4.33 with a standard deviation of 0.361, and the arithmetic means of the dimensions came in the following order (4.57, 4.36, 4.28, 4.11) and standard deviations for these dimensions (0.432, 0.464, 0.432, 0.567) respectively, while the order of the dimensions was as follows: the dimension of responsibility towards the workplace came in first place, followed by the dimension of loyalty to the institution in second place, then the dimension of belief in the institution in third place. These principles mentioned were at very high levels, then the desire to continue working in the institution came in fourth and last place with a high level of acceptance. The results indicate that the sample members, through their responses, show the extent of their organizational commitment to their institution and its very high levels, through their loyalty to their institution, their sense of responsibility towards achieving its goals and sustainability, as well as their deep belief in its values, mission and vision, and also their adherence to it and their desire to continue working in it and not leave it, which confirms the validity of the second main hypothesis.

The third main hypothesis: There is a statistically significant effect of human resource governance principles on the organizational commitment of employees in the LAFARGE HOLCIM complex in Algeria at a significance level ($\alpha \leq 0.05$)

To answer this hypothesis, multiple regression was used to verify the extent of the impact of human resource governance principles on improving the organizational commitment of employees in Algerian institutions, as shown in the following table:

The rule for accepting or rejecting the hypothesis for the simple or multiple regression test is to look at the level of statistical significance (for the value of the statistical test)

Table 04: Results of the multiple linear regression to test the effect of applying human resource governance principles on the dimensions of organizational commitment

Dependent variable	R	R ²	F	DF	F	regression coefficient	T	T sig
organizational commitment	0.482	0.232	4.916	Between groups 3.666	0.000	-0.014	0.17 -1	0.864
				the 12.14 rests 5		0.279	3.91 4	0.000
						0.308	2.78 4	0.006
						-0.084	1.08 -8	0.279
				15.81 total 1		0.054	0.35 0	0.571
						0.066	2.8 21	0.014
						0.192	2.35 3	0.020

Source: Prepared by researchers based on SPSS 26 outputs

In order to know the relationship between organizational commitment and the independent variables represented in the principles of human resources governance, the multiple linear regression model was used (Table No. 4). The regression results showed a statistically significant effect of human resources governance and its principles on the level of organizational commitment of employees in the LAFARGE HOLCIM complex, as we find that the correlation coefficient R reached 0.482 at a significance level of 0.000, which is less than the approved significance level ($\alpha \leq 0.05$) a medium degree correlation. The results indicate that human resources governance principles explain 23.20% of the variance in organizational commitment, given the value of the R² determination coefficient, which reached 0.232, and the rest is due to other factors, random factors, or error. The regression results also showed that the regression model is significant, through the value (F) of 4.916 at a significance of 0.000, which is smaller than the significance level ($\alpha \leq 0.05$) and through the impact coefficient β , which shows the percentage of the impact of each principle on commitment. The organizational, where its values showed that the principle of transparency is the most influential principle on organizational

commitment, as its value reached 0.308, the latter explains 30.8% of the variance in the organizational commitment of employees, meaning that every change of one degree in the principle of transparency leads to a change of 0.308 in the organizational commitment of employees at a significance level of 0.006, which is less than the approved level ($\alpha \leq 0.05$), followed by the principle of participation, as for the value of β for this principle, it reached 0.279 at a significance level of 0.000, this value explains 27.90% of the variance in the organizational commitment of employees, meaning that every change of one degree in the principle of participation leads to a change of 0.279 in the organizational commitment of employees. Then comes the responsiveness principle, where the β value for this principle reached 0.192 at a significance level of 0.020, which is less than the approved significance level, meaning that this value explains 19.20% of the variance in the organizational commitment of employees, meaning that every change of one degree in the responsiveness principle leads to a change of 0.192 in the organizational commitment of employees.

As well as the integrity principle, where the β value reached 0.066 at a significance level of 0.014, which is less than the approved significance level, meaning that this value explains 6.6% of the variance in the organizational commitment of employees, meaning that every change of one degree in the participation principle leads to a change of 0.066 in the organizational commitment of employees.

As for the other principles (strategic orientation and vision, efficiency and accountability), the β values were not statistically significant at the adopted significance level ($\alpha \leq 0.05$), and the significance level was, in order, (0.864, 0.571, 0.279), and all of them were greater than the significance level. This means that each of the strategic orientation and vision, efficiency and accountability has no effect on organizational commitment. If through the table above, it appears that there is a statistically significant effect of human resources governance with its principles (transparency, participation, responsiveness, integrity) in improving organizational commitment in the LAFARGE HOLCIM complex, and accordingly the regression line equation is:

$$Y = 3.423 + 0.308 X_1 + 0.279 X_2 + 0.192 X_3 + 0.066 X_4$$

Where: X1: Transparency X2: Participation X3: Responsiveness X4: Integrity

It is noted that the interpretation rates are high and the highest was for the principle of transparency, which indicates the great importance it occupies and its direct impact on the organizational commitment of employees. Given the calculated T values for the principles, which amounted to 3.914 for the principle of participation, 2.784 for the principle of transparency, 2.353 for the principle of responsiveness, and 1.812 for the principle of integrity, which are greater than the tabulated values, and their significance level is less than the approved level ($\alpha \leq 0.05$)

Therefore We accept the alternative hypothesis H1 and reject the null hypothesis H0, i.e. there is a statistically significant effect of human resource governance principles on the organizational commitment of employees in the LAFARGE HOLCIM complex in Algeria at a significance level ($\alpha \leq 0.05$).

5. Conclusion

5.1. Study results Discussion of results

Among the results we reached in the theoretical and field aspects, we mention the following:

- LAFARGE HOLCIM complex possesses highly efficient administrative and leadership skills, which enables it to adopt the most effective methods and latest approaches to manage human resources and apply human resources governance efficiently and effectively, believing in its importance on several levels, especially for the complex and its employees alike. This is evident through the strategic directions adopted by the complex and the mechanisms, rules, procedures and practices it approves in each principle of human resources governance.
- The level of organizational commitment of employees in the complex is very high. This is evident from the trends of the opinions of the individuals surveyed, as they unanimously agreed on all paragraphs that make up the dimensions of organizational commitment.
- The complex is concerned with everything related to human resources, starting with attracting and employing competent individuals, then training them and developing their knowledge continuously within a clear and specific strategy. They are the source of its competitive advantage to ensure sustainability and effective investment. The principles of human resource governance adopted by LAFARGE HOLCIM Group contribute together to improving the organizational commitment of employees, where the principle of transparency had the greatest contribution and ranked first, followed by the principle of participation and then the principle of response, and the principle of integrity had the least contribution to improving the organizational commitment of employees in the group. While none of the remaining principles, which are: vision and strategic direction, efficiency and accountability, contributed significantly to improving organizational commitment.
- Each principle of human resource governance contributes individually (i.e. individually) to improving the organizational commitment of employees.

5.2. Suggestions and Recommendations

In light of the results reached, a number of recommendations can be presented, which would help in the proper application of human resource governance principles and increase the level of organizational commitment of employees alike.

- The necessity of paying attention to the human element as the way to compete and achieve excellence, as it is the only organizational element capable, through its functional performance, of absorbing new concepts and ideas that help exploit the advantages and face the challenges imposed by contemporary environmental conditions, as it is the main driver of all the organization's activities.
- The principles of human resources governance are not a binding regulation, but rather a guiding regulation, but in reality and the practical field, it is desirable and necessary for institutions to apply and adopt them in order to have sound administrative systems and control foundations that guarantee integrity and participation in a way that increases the desire of employees to remain in the institution. Therefore, it is necessary to establish a law that obliges institutions to apply the principles of human resources governance.
- Strengthening the principles of human resources governance through a code of conduct, ethics and principles, and supporting their continuous implementation by adopting behaviors that will develop a sense of responsibility among the institution's human resources and increase their sense of belonging to it.
- Creating a balance between the goal of maximizing profit and making decisions and policies take the social aspect into account in order to increase the confidence of employees in them, which will result in an increase in performance and economic return, if not in the short or medium term, it will certainly be in the interest of the institution in the long term.
- Relying on ISO standards for human resources management, and the sub-standards related to human resources management activities that arise from them. Which provides guidance on the tools, processes and practices necessary to establish, maintain and improve the human management of the institution regardless of size, industry or sector, by ensuring that human resources governance practices are aligned with comprehensive organizational practices.
- Strengthening the role of social responsibility in institutions as one of the most important characteristics of corporate governance, by integrating socially responsible behavior into the institution to contribute to sustainable development.
- Providing guidance on key practices that focus on how to attract, employ and evaluate talent, in order to develop sustainable employability policies and workforce planning at the level of ministries or institutions.
- The need to recognize the importance of adopting human resources governance by senior management, and those responsible for employee affairs and workers in various ministries, agencies and institutions, and educating workers about the concept of human resources governance and the principles and guidelines it includes.

References

1. Al-Khashali, S. J. (2003). The Impact of Leadership Styles of Heads of Scientific Departments on the Organizational Commitment of Faculty Members in Private Jordanian Universities. *Jordanian Journal of Applied Sciences*, Volume 6, Issue 01 , p. 217.
2. Anton, G. M., & Louise, B. A. (2014). Governance and HR: the development of a framework for South African organisations. *Management Contemporary of Journal*. Vol 11, N1 , p. 170.
3. CB, B., Daniel, K., & Sankar, S. (2008). Stakeholder-Company Relationships Through Mutually Beneficial Corporate Social Responsibility Initiatives. *ournal of Business Ethics* , p. 06.
4. Coherens. (n.d.). *Ledership et Transformation, gouvernance-rh*. Retrieved 03 15, 2024, from www.coherens.com/index.php/gouvernance-rh/des-missions-engouvernance-rh.
5. El-Sayrafi, M. (2009). *The Scientific Encyclopedia of Organizational Behavior, Analysis at the Organizational Level, Part 4*. Alexandria: Modern University Office.
6. HAMOUCHE, H., & al (2023). The role of strategic leadership in achieving job engagement from the employees' point of view-a case study of an Algerian grain and dry legume cooperative CCLS. *Tobacco Regulatory Science (TRS)*,9(1), 1392-1413.
7. Heslop, B., Hilbron, D., Koob, J., & Szumyk, R. (2005). *Why HR Governance Matters: Managing the HR Function for Superio*. rMercer Human Resource Consulting.
8. ISO. (2016). *Human resource management —Guidelines on human governance*. INTERNATIONAL STANDARD;First edition 2016-09-01.....
9. Jassim, M. I., & Saleh, G. S. (2016). Human Resources Auditing is an Effective Tool in Human Resources Governance, , College of Administration and Economics. *Journal of Human Development University*, Volume 02, Issue 02 , p. 216.
10. Kaplan, A. D., & others, a. (2013). Human resource governance: what does governance mean for the health workforce in low-and middle-income countries?. *Human resources for health*, 11(1) .
11. Khozal, K., & Al-Hasnawi, S. M. (2017). The Impact of Social Auditing on Human Resources Governance in Organizations: An Analytical Survey Study of a Sample of Faculty Members at the College of Administration and Economics, University of Karbala. *Journal of Management and Economics*, 06 (22) , pp. 106-125.
12. King, M. (2006). *The Corporate Citizen: Governance for all entities*. Johannesburg: Penguin Book.
13. Mammatt Jayne .(2001) .*The Company Director 's Handbook* .Cape Town, South Africa.
14. Mitic Sinisa, a. o. (2016,). Organizational culture and organizational commitment : Serbian Case . *Journal Engineering Management Competitiveness*.vol 6, No1 , p. 23.

15. Mutiarin, D. (2019). The Adoption of Information and Communication Technologies in Human Resource Management in the era of Public Governance. *Public Policy and Administration, Vol18, No2* , p. 347.
16. Robert, W. R. (2000). The Relationship Between Charismatic Leadership Behaviors and Organizational Commitment. *The Leadership and Organization Development Journal* , vol.21, no.1 , p. 31.
17. SABPP, (. A. (2011). HR governance and guide for HR professionals and line managers. Parktown.
18. Sami Hanounah Ibrahim Hammad .(2006) .Measuring the Level of Organizational Commitment among Employees in Palestinian Universities in the Gaza Strip .*Master's Thesis, Unpublished, Business Administration, Faculty of Commerce, Islamic University* . Gaza.
19. United Nations Development Programme. (1997).
20. Zawash, H. (2021). Governance of human resources management in Algeria between theoretical approach and legal texts. *Journal of Political and Legal Notebooks, Volume 13, Issue: 01* , pp. 419-432.