

THE IMPACT OF HR GOVERNANCE ON UNIVERSITY PERFORMANCE, SYSTEMATIC LITERATURE REVIEW

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Abstract:

This article presents a systematic review of the literature on human resources (HR) governance and its impact on university performance, covering the period from 2010 to 2022 according to the PRISMA protocol.

The originality of the study lies in its integrated approach to the determinants of “Human Resources Governance”, unlike previous work which treated them separately from “Governance” and “Human Resources Management”. By synthesizing knowledge from the specialist literature, the article identifies key factors influencing HR governance as a whole.

The results highlight the importance of this comprehensive approach to optimize academic performance. By providing a holistic perspective, this article contributes to enrich existing understanding and guide practitioners, researchers and policy makers in the field of academic human resource management. In summary, it provides an invaluable resource to guide future research and action in this crucial area.

Keywords : « Human resources governance » ; « University Performance » ; «Systematic literature review» ; « PRISMA».

Introduction:

The higher education sector is considered one of the most important pillars that contribute to the achievement of sustainable development of societies (Bouayad, 2012)

Its consideration as one of the most important active sectors, the university has become obliged to improve its performance and quality (Abdelkarim et al, 2022). In this sense, the interest of the governance of human resources in universities is strongly underlined. This governance has become an important axis and the cornerstone of the construction of strategies to improve the performance of universities (Puntillo et al, 2022).

Indeed, the human element is considered to be one of the most important resources that universities have. In this context, this paper focuses on the components of HR governance in universities, and their impacts on their overall performance. It aims to provide a systematic review of 80 articles and 5 theses during the period 2010 – 2022 using the PRISMA method on themes related to governance, human resource management, and university performance in order to identify the components and methods used in this research.

The objective of this work is to provide a synthesis of the work examined on the determinants of the HR governance construct and the components of the university performance constructs as well as the relationship between these two constructs. In order to achieve this objective, the 1st part of this article deals with HR governance, its theories and its determinants, the 2nd section examines the components of overall university performance as well as the different theories that deal with this axis. To conclude with a 3rd section which presents the different links between the determinants of HR governance and overall university performance?

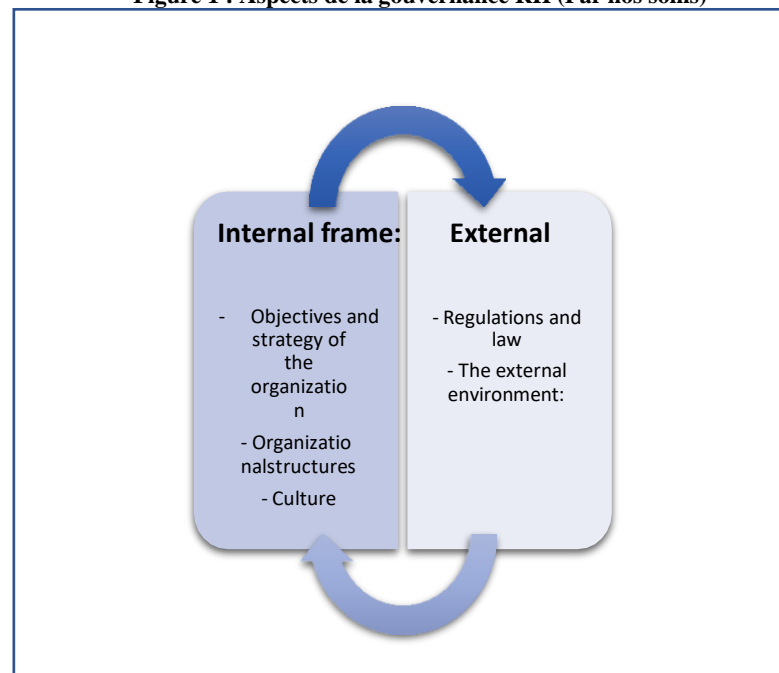
I. HR governance

a. From the concept of governance to HR governance

The concept of governance is one of the subjects that concerns several areas of research (ISO, 2016) in particular the field of Human Resources Management (Sastourne-Gasto, 2020). Indeed, the concept of human resources governance dates back to the 1990s by qualifying the organizational aspects of the management of the HR function as “HR governance”. (Grobler et al, 2014)

According to ISO 30408, human governance is defined as "the system by which an organization is directed and controlled, taking into account the organization's stakeholders as well as human and social factors, at the highest and at all levels. decision making" (Kaehler, 2018). This definition is considered to be multidimensional comprising the internal and external framework of organizations (**Figure 1**).

Figure 1 : Aspects de la gouvernance RH (Par nos soins)



It includes :

- **Components internal to the organization** : such as the constituent management of people and their influence, technical and factual issues, organizational structures as well as the business model and the legal aspect of the organization.
- **Components external to the organization** : covers the regulatory framework, and the rules relating to the external environment to which it belongs.

b. HR governance theories

the Resource Based View (RBV), the human capital theory, the behavioral theory, and the AMO (Abilities, Motivation, Opportunities) framework.

Table 1 summarizes the four main theories of human resource governance as well as their approaches, objectives and limitations.

Theory	Approaches	Theoretical contributions	Boundaries	Authors
The Resource Based View (RBV) perspective	- Consideration of the individual aspirations of all employees	Effective use of the organization's internal resources	Does not help understand how certain resources generate a competitive advantage	(Boon et al., 2017) (Freeman et al, 2021)
The human capital theory	- Based on human capital as a major resource for the performance of organizations and its economic value. - Promotes human capital and the strategic management of this capital	Highlights specific high quality human resources and considers them as a potential source of competitive advantage	- Failure to consider the individual aspirations of all employees; - The limited ability to represent the reality and diversity of the professional world.	(Boon et al., 2017) (Schmidt et al., 2021)
Behavioral theory	Based on a microscopic approach centered on individuals The mediating mechanisms of the relationship between HR systems and their effects at the organizational level	Development of human capital behaviors	Against the myth of the one best way by arguing that there is no universal model of HR management	(Charreaux, 2012)
The AMO framework (Abilities, Motivation, Opportunities)	Based on capabilities, motivation and opportunities to improve organizational performance.	Better economic and financial performance	Requires investment in strategic leadership	(Jiang et al., 2012). (Touate et al., 2022).
Motivation, Opportunities)	improve organizational performance.			

Table 1: Synthesis of HR governance theories (By us)

According to Table 1, we see that the heterogeneity of the theoretical approaches within the governance of human resources reflects a lack of strong consensus around its object and gives rise to diversified works on HR governance in diversified fields.

c. The components of HR governance

Although several research attempts are made to link human resource management to the overall concept of governance (Maalej, 2014), the theory is lacking in research that deals with the components of HR governance. This deficiency in the literature associates the term of HR governance to the human resources function (Creelman & Lambert, 2012).

Based on the work of Mercer (2016), the HR governance system is composed of five main elements (Figure 2):

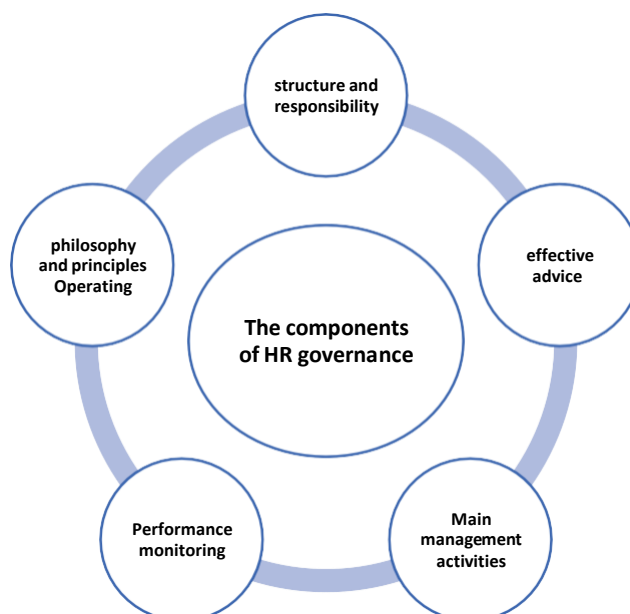


Figure 2 : Les composants de la gouvernance RH selon Mercer (2016)

According to Mercer (2016), five basic elements that make up an HR governance system include accountability structure, effective boards, operating philosophy and principles, key management activities, as well as performance monitoring (Mercer, 2016). The mix of these components is included between governance mechanisms and HR practices.

Although we lack theoretical research dealing with HR governance and its components, we were able to propose a governance composition model based on eight factors:

1. **Regulation:** According to the definition of Kaehler (2018) mentioned above, it brings together the internal framework and the external framework, and underlines the interests of its respect by taking into account internal and external rules (Kaehler, 2018). In order to have a good human resource structure within an organization, legal obligations must be met
2. **Ethics:** Indeed, the organization must be a transparent administrative structure in order to obtain a competitive advantage in terms of human resources (Kreissle, 2012). Indeed, HR governance is an important aspect of governance that is based on the same principles as the latter, particularly in terms of transparency, ethics and compliance. (Mudiarin, 2019).
3. **Risk management:** Although risk is inevitable in a business environment, it is common to manage key HR risks through a pragmatic, integrated and coordinated approach to comprehensive people risk analysis. (Zuma, 2018).
4. **Leadership:** According to ISO30408 V.2016, leadership is one of the basic pillars of human resources governance. The latter influences, motivates and enables others to contribute to the effectiveness and success of the organization (Iso, 2019).
5. **Stakeholder engagement:** Published in 2016, the International Organization for Standardization defines governance as the system of directing and controlling an organization, taking into account stakeholders as well as human and social factors at the highest level. decision-making (Kaehler, 2018).
6. **Supervision and control:** According to Zuma (2018), supervision is one of the necessary elements of HR governance. Similarly, control is essential as a tool of good governance because it constitutes a central element of internal control which closely monitors the competitiveness and productivity of production and cost control tools. (Bendarkawi, 2020)
7. **Technology watch:** HR process automation and technology support make it easier and faster to deal with HR governance (Zuma, 2018). In his article, Al-Shible (2023) lists the benefits of applying technology in HR governance. These benefits are summarized into administrative benefits, economic benefits, and social benefits (Al-Shible, 2023).
8. **Strategic human resource management:** Human resource governance is the

combination of human resource practices and strategies to achieve long-term strategic, financial, psychological and social goals (Kramar, 2014). The application of governance is influenced by many actors and stakeholders who establish the internal laws of the organization (Bertrand et al, 2021).

II. University performance

a. Definition and role of academic performance

University performance is currently considered one of the main objectives of good university governance (ARBAOUI, 2018). It is a multidisciplinary concept, assessed using various measures. These measures are based on the linkages between university outputs and inputs, as well as national competitiveness. These measures illustrate the potential role of university performance in national socioeconomic development (ELKHIDER et al, 2022) .

b. Academic performance theories

This subsection summarizes the main theories of university performance including the theories of student social origin, teacher-effect, institution-effect and stakeholders as a basic theory.

Table 2: summary of theories of university performance

University performance theory	Measurement approach	Authors
The theory of the social origin of students	<ul style="list-style-type: none"> - Measures academic performance from the perspective of students. - Treats university performance according to the academic performance of students which is based on all the cultures they accumulate during their evolution in their social reference groups and which impact their academic results. 	Galdiolo et al. (2012).
Establishment-effect theory	<ul style="list-style-type: none"> - Explains academic performance based on the type of institution attended - Guaranteed by a high quality of education established by the investment of both apprentices and teachers who impose higher demands on learning. 	Chaabita et al; (2021)
“Teacher-effect ” theory	<ul style="list-style-type: none"> - This theory links university performance to the quality of its teachers. - This performance is explained by the difference in the levels of qualification of the teacher, the pedagogical method applied and his experiences. 	Fournier et al (2019)

Stakeholder Theory	<ul style="list-style-type: none"> - Treats university performance with a multidimensional aspect related to several different actors. - Consists of determining the individuals to whom the manager should be much more attentive and defining their interests and expectations in the organization. 	El Filali (2022)
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From Table 2, it is summarized that despite the diversity of aspects addressed by the theories for the measurement of university performance, the theory of stakeholders is considered as a basic theory of the measurement of indicators of university performance under a multidimensional global aspect.

c. The determinants of university performance

Universities are complex institutions characterized by a wide variety of stakeholders (Hanafi and El-Marzouki, 2021), which makes it difficult to measure their performance.

According to Como et al. (2016), the measurement of university performance makes it possible to measure the level of development of higher education institutions in the country and constitutes a means of positioning itself at the national and international level (Côme et al. 2016). These performance measurement determinants are also supported by the research work of Bouayad et al., (2017) which defines university performance according to ten determinants.

including scientific research, pedagogy and training offer, organization and good governance. university, the social and environmental responsibility of the university, openness to the outside world, economic and financial performance, integration and employability rate, innovation and creativity, size, geographical location, as well as the promotion of the country's values (Bouayad et al., 2017).

Along the same lines, Ben Abdelaziz et al. (2021), universities are assessed ranked according to several performance indicators according to two types: academic or research. These indicators include academic performance, publications and citations of researchers as well as the community of former students and staff (Ben Abdelaziz, 2021).

For their part, Kabba and Ejbari (2021) summarizes the determinants of university

performance into three major functions including the teaching function, the research function and the innovation function (Kabba and Ejbari, 2021) (Figure 3).

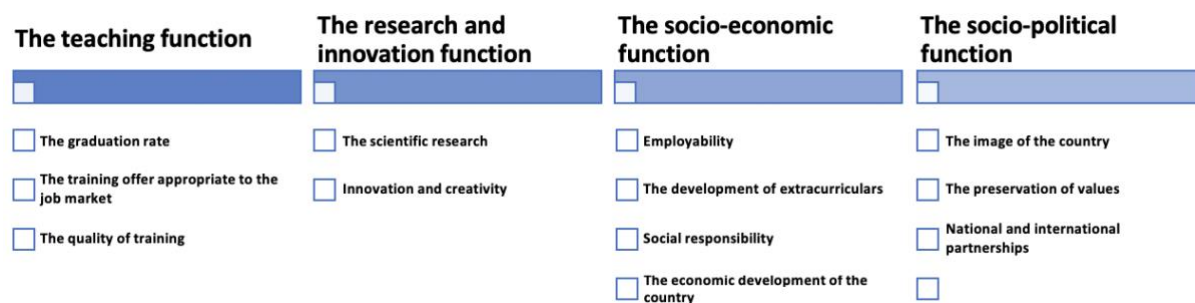


Figure 3 : The functions of the university performance

Figure 3 illustrates a performance measurement model based on 4 main functions including the teaching function, the research and innovation function, the socio-economic function and the socio-political function.

- **The teaching function:** includes the graduation rate, the quality of training, as well as the supply of training appropriate to the job market. (Kabba and Ejbari, 2021)
- **The research and innovation function :** integrates scientific research, innovation and creativity. According to Aebischer (2016) the majority of countries rely on research and innovation to promote their growth and development.
- **The socio-economic function :** includes employability, social responsibility, the development of extracurricular activities and the economic development of the country (El khider and El maataoui, 2022).
- **The socio-political function :** represented by indicators related to national and international partnerships, the preservation of values as well as the role of the university in the development of the image of the country.

According to the course of the literature review on the determinants of HR governance and university performance, we find that there are no common or unique determinants for the measurement and evaluation of these two components and that the evaluation of these remains difficult.

In this sense, our choice of the determinants of HR Governance and University Performance is based on the objective of proposing a model that allows the evaluation of university

performance according to the components of HR governance, with a multidimensional approach based on the various stakeholders of the university to evaluate and measure its performance.

III. HR governance and university performance

Although research on governance, human resource management and performance is diverse (ElBahaoui, 2022), the literature dealing with the issue of human resource governance and its impact on university performance in a systematic approach remains very limited.

a. HR governance in universities

The governance of university human resources is part of the practice of ensuring the quality of the university. This governance of human resources has become the basis for academic institutions to develop strategies aimed at improving their performance (Abdelkarim and Marzouki., 2022).

The governance of human resources in a university context brings together the concepts of " **University Governance** " and " **Human Resources Management** " in universities. Universities are thus considered as other organizations and can apply a form of governance called "University Governance" (Paye, 2015).

According to Lachheb (2020), university governance is defined as the way universities manage their activities to ensure quality and performance excellence. This quality is based on effective plans and methods as well as the participation of all parties involved, including faculty members and staff (Lachheb, 2020).

From this definition, we conclude that university governance is characterized by the same governance mechanisms of other organizations. It is considered one of the best strategies and methods that guarantee the quality of universities (Abdelkarim and Marzouki., 2022).

Based on the assertion that human resources are the means to translate university objectives into action, the importance of HR governance has become evident through its alignment between human resources and the strategic objectives of the university. University as well as its consolidation of moral commitment and clarification of roles in the university (Maalej et al., 2014).

Thus, we assume that the 'Governance of Human Resources' in universities makes it possible to ensure coherence at the highest level between the strategy, the culture, the organization and the human resources which contribute to the success of the university.

b. The relationship between HR governance and academic performance

Determining the concept of academic performance is of great concern to researchers, as it is a concept made up of multidimensional components due to the complex nature of academia. Despite the abundant literature on governance in the academic field, there is relatively little concrete data and analysis on the governance of human resources and its relationship to academic performance.

This field of study seems to be little treated by researchers, since empirical studies that deal with the link between risk management and performance in universities are rare.

Some authors attempt to link some components of human resource governance and some indicators of university performance.

On their part, Boudahab et al (2015) show the impact of regulation on the quality of faculty members in Libyan universities, they also confirm that there is a significant relationship between regulation and scientific research.

Regarding the ethical component of HR governance, Akhlaffou et al (2017) state that this component serves as a guide in solving behavioral problems and it is of paramount importance and their application constitutes an important indicator of good behavior. governance and a sign of the quality of organizational performance.

Regarding risk management, this component allows universities to maintain a competitive advantage, strengthen their integrity and reputation, react effectively to major events, as well as manage all their resources effectively. (Gazoulit and Oubal in 2022).

Similarly, the leadership component is considered the center of concern of several researchers who emphasize the integration of this concept with the internal and external performance of any organization in general and universities in particular. (El Azizi et al 2022)

The university has many stakeholders in its environment for its actions and decision-making. Thus, university performance is impacted by the expectations and interests of these stakeholders as well as their commitments (Bouayad Amine et al, 2017).

We thus concluded that performance is an element dependent on the internal and external mechanisms of HR governance and these implications in terms of feedback can be observed at three cascading levels. (Elkhider et al, 2022)

In addition, technology watch is a component that contributes to the development of

education and scientific research. And therefore, to the improvement of the performance of universities (Lassoued , 2020).

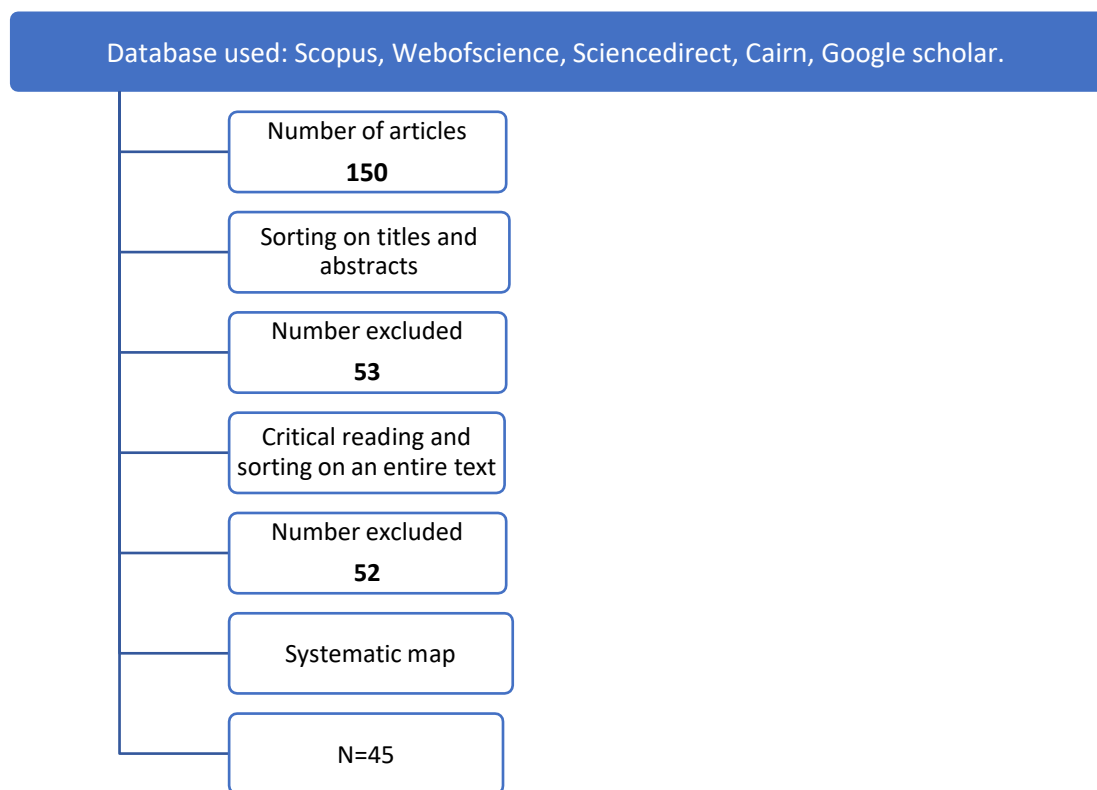
IV. Method :

This work presents a systematic literature review focusing on the governance of human resources and the performance of university structures. The aim is to examine the methods and theories employed by researchers in this field, following the guidelines of the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. To achieve this objective, a literature search was carried out on the two key concepts of this article, namely human resources governance and university performance.

This systematic review covers work published between 2010 and 2022, focusing on research containing the terms such as "governance", "HR practices", "human resource governance", "performance", and "academic performance" in their titles, abstracts and/or keywords.

A protocol was previously developed to document the analysis method and inclusion criteria, based on indexed sources such as Scopus, Web of Science, ScienceDirect, Cairn and Google Scholar, to search for relevant journals on governance and university performance. As part of this research, the Nvivo tool was used to analyze and structure the documents collected.

Protocol:



Conclusion :

In summary, this systematic review highlights a significant gap in research on human resource governance and its correlation with academic performance. Although various studies have attracted growing interest, our analysis reveals a notable insufficiency in the characterization and understanding of the fundamental components of these concepts.

The identification of new determinants during this review offers an original contribution to the existing literature. These elements constitute a promising basis for the proposal of an innovative conceptual model linking human resources governance to university performance. This model, likely to stimulate new research perspectives, invites us to further explore the complex interactions between these two fields.

However, it is essential to recognize the limitations inherent in our approach. The absence of in-depth research, both theoretically and empirically, regarding the specific components of human resource governance in the academic context, highlights an unexplored research opportunity. These limitations call for increased attention to addressing these gaps in ways

that foster a more holistic understanding of governance practices in academic institutions.

In conclusion, this systematic literature review offers a substantial contribution to the field of human resources governance and university performance. However, it also serves as a catalyst for future investigations aimed at deepening our understanding of the underlying mechanisms, enriching theoretical debates and providing practical guidance for effective implementation of human resource governance in the university context.

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