THE IMPACT OF DETERMINING HUMAN RESOURCES GOVERNANCE REQUIREMENTS TO ACHIEVE ADMINISTRATIVE REFORM USING AN HONEST MANAGEMENT APPROACH

ABSTRACT: Efficient administrative reforms are crucial for the long-term survival of any organisation. Identifying the factors that contribute to administrative reforms is crucial. Thus, the primary objective of the study is to analyse the influence of human resource governance on administrative reforms by considering the role of transparent management. This study is conducted within the framework of Iraqi institutions. A sample of managers and experts from various Iraqi public institutions across all governorates was included in the study, with a total of 117 responses. The study's response rate is 93.6%, which is quite high. The collected data is analysed using a statistical analysis programme (SPSS V.23) to test the research hypotheses. The study's findings indicate that HR governance and its factors have a significant impact on administrative reforms. In addition, this study also highlights the importance of transparent leadership. This study provides a comprehensive analysis of the recommendations for future research.

Keywords: HR Governance, Honest Management, Accountability, Resource Management, Administrative Reform.

Riyadh Hussein Obyes[1], Rasha Abbas Abood[2], Husam Hussein Shyaa[3], Ahmed Abdullah Amanah[4]*

[1] Business Administration Department, Faculty of Administration and Economics, University of Kerbala, Kerbala, Iraq.
ORCID iD: https://orcid.org/0000-0002-9498-4658
Email: Riyadh.h@uokerbala.edu.iq

[2] Babylon University, Faculty of Administration & Economics, Business Management Department, Babylon, IRAQ.
ORCID iD: https://orcid.org/0009-0007-6023-4772
Email: bus238.rasha.abbas@uobabylon.edu.iq

[3] Business Administration Department, Faculty of Administration and Economics, University of Kerbala, Kerbala, Iraq.
ORCID iD: https://orcid.org/0000-0002-7919-6717
Email: hussam.h@uokerbala.edu.iq

[4] Business Administration Department, Faculty of Administration and Economics, University of Kerbala, Kerbala, Iraq.
ORCID iD: https://orcid.org/0000-0001-5092-391X
Email: ahmed.a@uokerbala.edu.iq

1. Introduction

One of the most pressing issues that our society grapples with is administrative corruption, as highlighted by Baraei et al. (2019). Managerial deception and corporate frauds have had a devastating impact on the shareholders of the organisations. Several responses have been recorded regarding this behaviour of deception and fraud. These responses highlight the importance of managerial compensation in enhancing the independence of auditors and board members. Overall, the department's regulation will experience a positive impact (Liu et al., 2022). Prior research has primarily examined the integrity of managers in relation to market discipline.

Honest management is crucial for achieving administrative reform in institutions and driving economic reform for the entire country. There is a widespread consensus on the development of administrative governance due to its departure from traditional moral, social, and political norms, as well as the conventional economic context (Tarko, 2021). Organisations that aim to combat administrative and financial corruption must prioritise integrity and establish a strong foundation from the start (Rosmi & Syamsir, 2020). It is essential for individuals to understand the significance of embracing transparency at the highest level and gaining a deep understanding of its principles. Examining the impact of adopting principles of transparency and accountability culture is crucial for maintaining the integrity of honest systems. Organisations in Iraq are unfortunately plagued by a lack of transparency and a weak economy, which has a negative impact on the private sector. This has led to them being ranked first in corruption (Deore et al., 2023).

In 1989, the World Bank identified that Africa's development challenges were primarily a result of governance issues. The proponents of good governance view it as a noble objective with far-reaching implications, particularly in terms of economic development and growth (Khouya & Benabdelhadi, 2020). It has been observed that some individuals in positions of power in countries with insufficient governance hinder development efforts by misappropriating assistance funds or diverting them towards less productive endeavours (Andreevska & Raicevic, 2018). Equally concerning yet less obvious are governments that lack transparency and have inefficient bureaucracies and weak institutions, making them hesitant or incapable of formulating and implementing policies that foster economic growth and reduce poverty.

The global financial crisis is presenting substantial economic and social challenges for numerous nations and financial institutions in the Western world. Notable organisational shortcomings, like the heavy dependence on government regulation and the decline in customer confidence, have had a negative effect on the financial sector (Islam et al., 2023). Effective governance plays a crucial role in eliminating poverty and fostering development.

HR Governance and administrative reform are crucial aspects of equitable organisations. If they are grounded in solid scientific foundations and methods, they play a crucial role in determining the success or failure of organisations (Romanelli & Sena, 2018). Embracing the principles of transparency has become crucial as they are closely tied to the success of accountability that is being

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observed across various domains on a daily basis. Robust organisational cultures are characterised by individuals who are highly organised, responsible, and maintain a healthy work-life balance. This enables the organisation to establish transparent systems that align with its core values. Ensuring compliance with regulations and laws is a key focus of HR governance (Channuwong et al., 2024). It improves organisational integrity.

In addition, HR governance helps to reduce legal risks. Effective HR governance promotes fairness and consistency in employee management, cultivating engagement and trust. HR governance ensures that HR strategies are in line with the organization's goals, aiming to support the overall objectives of the organisation. Through the implementation of HR governance, organisations can increase their potential for innovation, improve their operations, promote transparency and accountability, and effectively manage performance (Hidir et al., 2021). The creation of a positive work environment ultimately leads to the retention and attraction of skilled and talented employees. Various elements play a crucial role in ensuring the organization's continued viability and triumph in the long run.

The administrative department of the organisation is also impacted by the administrative reforms. The organization's administrative reforms cannot be addressed by a particular public policy. Developing policies related to administration is an important aspect of the work (Farazmand, 2020). Put simply, administrative reforms involve making intentional changes to the procedures, processes, and institutional arrangements of public administration in order to implement and design administrative policies. Hence, the process of administrative reform can be approached and analysed as a distinct policy with its own unique dynamics influenced by various factors. These features are the underlying cause of structural issues tied to administrative reforms (Capano, 2021).

In the realm of corporate culture, integrity in leadership plays a crucial role. Organisations worldwide are committed to adhering to laws and regulations in order to enhance their reputation for ethical leadership (Dodo Khan Alias Khalid et al., 2023). Alias Khalid, Mehmood, Riaz, and Ilyas, 2023). It is crucial for the long-term success of the organisation. It is crucial for organisations to implement comprehensive risk control and governance systems in order to maintain a sustainable business environment. In this aspect, organisations strive to conduct business activities with transparency and fairness (Achot & Bill, 2022). In addition, it is crucial

for organisations to conduct regular reviews of their business activities in order to reduce the likelihood of unethical behaviour and misconduct. The primary focus of this study is to analyse the issue of identifying the fundamental criteria for governance that institutions must meet in order to enhance administrative reform in Iraq. In addition, the study highlights the potential impact of ethical leadership. The study outlines methods that can assist public institutions in achieving administrative reform by implementing HR governance to ensure a transparent management system approach.

2. Literature Review
2.1. Human Resources Governance (HRG)
Studies have shown that there is no universally accepted definition of governance that provides a convenient method for organising the literature. In Garcia (2022) definition, governance is described as the utilisation of economic, political, and administrative authority to effectively oversee the operations of a nation at various levels. Governance encompasses a range of institutions, procedures, and mechanisms that facilitate individuals and groups in expressing their interests, exercising their legal rights, fulfilling their obligations, and resolving conflicts.

The IMF defines it as "the process by which public institutions conduct public affairs and manage public resources" (Elahi, 2009). The OECD defines it as "the use of political authority and exercise of control in a society about the management of its resources for social and economic development, which encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled" (Thomas, 2012). According to the World Bank, effective governance involves a responsible administration, efficient public service, and reliable judicial system.

The governance of human resources focuses on the strategic aspects of HR activities, ensuring that business objectives are aligned with corporate governance. The primary objective of HRG is to enhance organisational performance through efficient management of workforce-related matters, such as employee relations, compliance, development, and recruitment (Zuma, 2018). The HRG framework ensures that the organization's HR policies are fair and clear. It also ensures that the organization's ethical and legal standards are in alignment. Establishing HR roles, accountability mechanisms, performance metrics, and responsibilities is crucial for improving the productive environment of the organisation (Addink,

2017). Regular assessments and audits are essential in HR governance to ensure continuous improvement.

In addition, HRG plays a crucial role in managing risk by identifying and mitigating HR-related risks. These risks pertain to employee misconduct, discrimination, and labour laws. It also has a significant impact in supporting CSR initiatives by promoting inclusion, equity, and diversity (Stahl et al., 2020). The HRG plays a crucial role in ensuring the firm's sustainability by fostering a positive organisational culture, enhancing employee engagement, and spearheading strategic initiatives that align with long-term organisational objectives.

2.2. Honest Management (HM)
Leadership is crucial for organisational success, as it plays a pivotal role in determining the outcome of many organisations. Research indicates that ethical leadership positively impacts work satisfaction and decreases absenteeism. Ethical leadership is associated with an organization's ethical environment, resulting in reduced employee misconduct. Responsible leadership is crucial for effective management and the success of organisations (Abun et al., 2023). The presence of effective leadership has a positive influence on both employee job satisfaction and absenteeism. Trustworthy leadership plays a critical role in the operation and growth of organisations.

Organisational honesty is based on self-governing concepts that align with a set of systems and principles. These concepts define and inspire organisational values and contribute to the effectiveness of the organisation. The significance of an honest organisation is demonstrated through the adoption of high ethical values and the rejection of corruption by maintaining impartial behaviours within organisations (Tanner et al., 2022). The approach involves emphasising the development of personal integrity, which in turn contributes to the establishment of organisational integrity.

Honest leadership is the "promotion of normatively appropriate conduct to followers through two-way communication, reinforcement, and decision-making, as well as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships" (Zheng et al., 2022). Conversely, Hamoudah et al. (2021) present additional evidence affirming the idea that ethical leadership promotes an ethical environment in organisations, leading to a decrease in misconduct. Hence, the presence of trustworthy leadership plays a vital role in attaining efficient management and organisational triumph in multiple countries. The importance of ethical

leadership, devoid of any misconduct, has prompted an interest in studying honest leadership within organisations. Furthermore, studies have shown that the occurrence of unethical behaviour among workers decreased significantly when they observed managers and supervisors who exhibited ethical behaviour as role models. If an organisation tolerates or promotes unethical activity, it sends a message to employees that acting unethically is a means to achieve wealth or success (Ho, 2024; Zhao & Qu, 2022).

2.3. Administrative Reforms (AR)
Administrative reforms are efforts to implement administrative solutions for various issues. Reforms can involve making direct changes to the organization's formal structure or rearranging existing departments. On the other hand, it creates new ones while getting rid of outdated ones. Reforms may also alter the way control is exerted or the manner in which employees interact with customers. Reform may also involve exploring new perspectives on the organization's purpose and environment, including organisational ideas (Meuleman, 2021). Sometimes, these changes are seen as having inherent value, like when they establish more democratic processes, structures, or ideologies. In other scenarios, the objective is to enhance organisational output or performance, such as by boosting productivity or adapting to evolving consumer demands (Ngouo, 2024).

Reforms are a common occurrence in organisations, but their success rate can vary. Reforms may have a minimal impact, and organisational and administrative changes are only possible through reforms. Reforms are often depicted as major, one-time overhauls that can lead to subsequent modifications. Nevertheless, reform is frequently a regular, monotonous endeavour. Reforms are regular occurrences, rather than dramatic disruptions, in the realm of organisational life (Han & Wan, 2023). Numerous studies indicate that the process of implementing change requires a significant amount of time.

Reformers argue that change is crucial for an organisation to adjust to significant environmental shifts. There are multiple factors that influence administrative reform, such as dedication, competence, and mobilisation. The first one addresses the implementation of management transformation in Iraq, specifically the shift from traditional to New Management (NM) and post-NM methodologies (Han et al., 2023). Institutions must ensure that they have the necessary resources and management technologies

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to effectively address their challenges and implement electronic governance.

Iraq's dedication is the second factor fuelling the country's requirement for a more efficient management reform strategy. The institutions' commitment to change has been emphasised in several evaluations of NPM in developing countries. The reason for reform differs from the dedication to change as it represents what sparked the initial decision to pursue enhancements in management (Bayiz Ahmad et al., 2020). 'Mobilisation' plays a significant role in understanding why Iraq's approach to management change is highly ineffective. Mobilisation is a concept discussed by Manning that involves different actors, such as private firms, interest groups, and leaders, who try to exert excessive influence over the functioning of state institutions (Hameed, 2020). Administrative reform is achieved through a continuous and dedicated process that demands consistent effort. It is crucial to maintain a constant motivation to accomplish this lifelong and labour-intensive task.

2.4. HR Governance and Administrative Reform
It is vital for organisations and their HR decision makers to shift their focus from administrative and operational tasks to strategic contributions. This transformation will enable firms to gain a competitive advantage in the market. The HR governance of the organisation has a significant impact on the administrative reforms of the organisations. These reforms are implemented due to established frameworks and policies that standardise organisational procedures and promote ethical behaviour (Wahyurudhanto, 2020). In addition, the transparency of the organisational procedures is improved. HR governance is crucial for facilitating change management by ensuring that HR strategies, support systems, communication, and training are all aligned. Ensuring that HR strategies are in line with the goals of the organisation is crucial for the success of the reform effort.

The organization's performance management is improved through HR governance, which involves the establishment of measurable metrics and ensuring compliance with regulations. Additionally, steps are taken to minimise risks (Atmaja et al., 2022). Furthermore, HRG fosters an organisational culture that embraces adaptability and innovation through the promotion of new technologies and practices. These elements play a crucial role in supporting the successful implementation of administrative reforms. The study conducted by Nogueira and Paranaguá de Santana (2015) also highlighted the positive impact of HRG on administrative reforms.

2.5. HR Governance and Honest Management
The organisation values employees who prioritize their growth by demonstrating patience, diligence, sincerity, and honesty. It is essential for the employees to maintain a high level of discipline while carrying out their tasks. The concept of governance refers to the effective management of an organisation, characterised by a sense of responsibility, transparency, and honesty. It also encompasses the organisation's commitment to excellence, fairness, ethical conduct, and moral integrity. Organisations can foster effective governance by addressing conflicts and promoting harmony among group members, creating an environment conducive to peaceful coexistence (Tongvijit et al., 2023). Directors have a responsibility and duty to carry out their tasks with utmost honesty. It is imperative for them to ensure that all operations of their departments are in full compliance with the law. Likewise, it is expected that the employees under their supervision adhere to the law and carry out their duties accordingly. Therefore, it is crucial for the top management to recruit capable and ethical top managers (Hertati et al., 2019).

2.6. Administrative Reform and Honest Management
Organizations that belong to both developed and under developed countries have initiated administrative reforms in order to promote honest management. Though, the strategies and approaches to administrative reforms may vary according to economic development, culture and history (Musmar, 2022). Honest management is significantly affected by the administrative reforms. The procedures of the organization are streamlined with the help of administrative reforms. Additionally, the corruption opportunities and inefficiencies are reduced. Clear ethical standards are enforced by it in which management practices are ensured by the alignment of moral and ethical guidelines. Through the enhancement of performance and effective system of the feedback, integrity of the managers are promoted as well (Dogaru, 2016). On the other hand, reforms are also based on training of the leaders that help in decision-making process.

Developing business models for ethical organisations relies on incorporating work with the principles of transparency and accountability. This results in a series of directives, guidelines, and regulations that circulate within the organization's hierarchical structure, starting from top management and extending to all levels of the organisation (Jackson & Jackson, 2017). The key

elements that make up a comprehensive model of successful management are trust and appreciation, empowerment, and integrity.

The investigation displays the relationship between variables HR Governance, Honest Management and Administrative Reform in Figure 1.
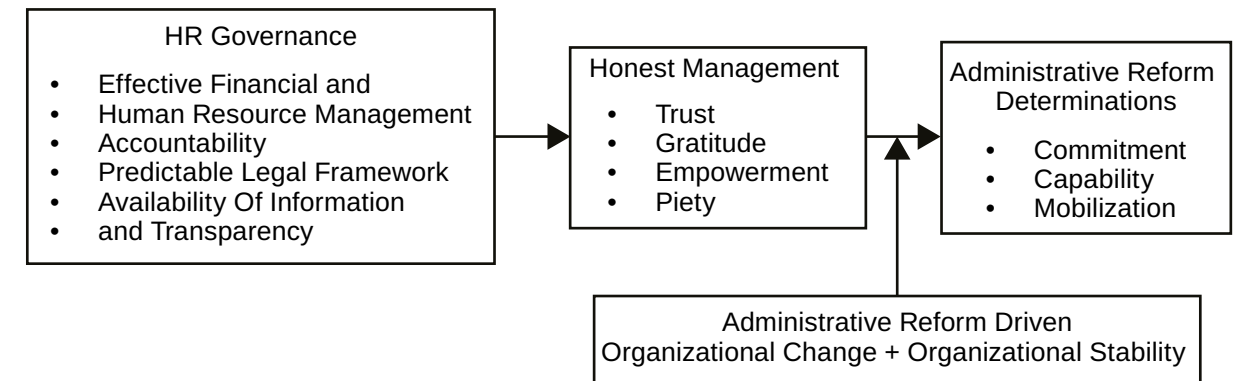

Figure 1: Conceptual Model.

2.7. Hypothesis
Based on the existing research, the findings regarding the connection between HR Governance and Administrative Reform and the role of Honest Management are inconclusive and inconsistent. According to the literature review, the main hypothesis of this study suggests that implementing HR governance with ethical management practices can lead to administrative reform and yield improved outcomes during times of crisis. And the subsequent sub-hypotheses:

H1: HR Governance has a positive relationship and effect on Administrative Reform.
H2: HR Governance has a positive relationship and effect with Honest Management.
H3: Administrative Reform has a positive relationship and effect with Honest Management.
H4: Honest Management Interactive effect in the HR Governance and Administrative Reform relationship.

3. Methodology
3.1. Measurement Scales
The sources used to construct the dimensions of honest management scales were Van Deth and Scarbrough (1998) and Kristiansen and Hotte (2013). The Administrative Reform Usability scale was adapted by Stackman et al. (2000) for evaluation purposes. The authors of this work are Cameron (2013) and Naidoo (2015). In addition, there were four key components of effective HR governance. Participants were given clear instructions to utilise a five-point Likert scale in order to express their level of agreement or disagreement with the provided item

statements across all scales: (1) Strongly Disagree, (2) Disagree, (3) Agree, and (4) Strongly Agree; (0) Not Applicable.

3.2. Study Limits and Scope
a) **Subject (Academic) limitations:** The research was restricted to examining the prerequisites for implementing decision support systems centres in Iraqi public institutions.
b) **Human Limitations:** The research was carried out among administrative and academic managers employed in public institutions in Iraq.
c) **Institutional Limit:** The research was carried out on public institutions in Iraq.

3.3. Model and Hypotheses
Figure 2 presents the core model of the research. Assessing the direct influence of governance on administrative reform and examining the potential impact of ethical management on this relationship can be valuable. This section of the article explains the concepts that make up the model. Their choice was based on their theoretical inclination and their contribution to prior research. This can help provide context for the findings of this study in relation to previous studies.
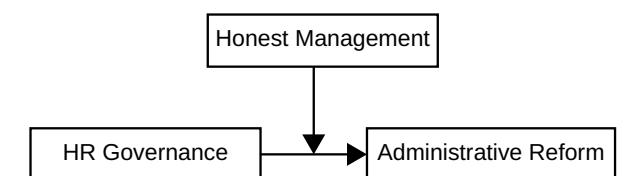

Figure 2: Study Model.

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3.5. Sample

Managers from various Iraqi businesses were selected to take part. In order to conduct the research, a total of 125 questionnaires were distributed to individuals, and 117 of them were successfully completed and returned. This section provides demographic information on the survey's participants, specifically 117 managers. Table 1 presents the demographic distributions of the research questionnaires and their associated variables.

Table 1: Descriptive Statistics Regarding Research Sample.

Specifications		%	N	Specifications		N	%
Gender	Male	70	84	Education	High School	34	4
	Female	47	16		Bachelor	53	82
	Total	117	100		Master	17	14
Age	26 – 35	20	14		PhD	13	0
	36 – 45	45	18		Total	117	100
	46 -55	30	23	Service Period	6 - 10	38	9
	56+	22	45		11- 15	47	19
	Total	117	100		21 and above	32	72
Business Education	Yes	55	45		Total	117	100
	No	62	55				
	Total	117	100				

Upon examining the demographics of the participants, as presented in Table 1, it was observed that a significant majority of the participants were male (84%). Additionally, it was found that the majority of participants (23%) fell within the age range of 45 to 55, making them the largest age group in the study. After examining the educational backgrounds of the participants, it was discovered that 82% had obtained a Bachelor's degree. After carefully examining the service periods of the participants in their respective organisations, it was found that those with 21 years or more of experience were ranked at the top. Approximately 45% of the participants reported having a background in business education.

3.6. Method of Analysis
3.6.1. Findings

The collected data was analysed using SPSS 23 and Microsoft Excel 2010. The primary statistical instrument used was non-parametric statistical testing, which included person correlation, regression, and descriptive statistics. Descriptive data were utilised to achieve objectives 1 and 2. Person association analysis was instrumental in achieving objective 3 and testing hypotheses H1, H2, and H3. Regression analysis was instrumental in achieving objective 4 and testing hypothesis H4. The results were analysed using a 5% significance level as a final step. A value of $p \leq 0.05$ was considered significant, and a value of $p \leq 0.01$, highly significant.

Table 2: Descriptive Statistics and Correlations of the Variables.

Variables	Mean	SD	1	2	3	Cronbach Alpha
HR Governance	3.57	0.56	1			0.73
Administrative Reform	3.77	0.81	0.453	1		0.79
Honest Management	3.51	0.93	0.548	0.264	1	0.82

The results of the descriptive analysis in Table (2) above indicate that the members of the targeted sample possess a strong understanding of the research variables and their sub-dimensions. This suggests that the results obtained are reliable, realistic, and can be applied to public sector institutions in Iraq.

The correlation coefficients show that the independent, interaction, and dependent variables are positively and significantly related to one another. The findings shown in Table 2 validated the correlation between Administrative Reform and HR Governance (r = 0.453, p<0.01), as well as the correlation between HR Governance and Honest Management (r = 0.548, p<0.01) and Honest Management and Administrative Reform (r = 0.264, p< 0.01). In support of these findings, the standards allow for an analysis of Honest Management's interaction function in the link between HR Governance and Administrative Reform .

3.6.2. Causal Steps Approach

The causal stages Baron and Kenny technique (Hayes, 2009) was used to evaluate the research hypotheses and establish that Honest Management interaction HR Governance and Administrative Reform. Tables 3 and 4 show the findings of the causal steps technique. Table 3 shows significant findings for equation 1 of the model, namely HR Governance and Honest Management (HR Governance β = 0.453, t = 6.00, p < 0.00). As a result, this investigation **accepts** hypothesis 1. Table 3 reveals significant findings for equation 2 of the model, HR Governance and Administrative Reform (HR Governance β = 0.539, t = 9.75, p < 0.00). Therefore, Hypothesis 2 is accepted in this study. The third equation of the model demonstrated a significant correlation between Honest Management and Administrative Reform (β = 0.576, t = 9.68, p < 0.00). The research findings confirm the third hypothesis. The findings support the three-step interaction process proposed by Baron and Kenny, as demonstrated by simple regressions. The study employed multiple regressions to assess the relationship between HR Governance and Administrative Reform, specifically focusing on the interaction effect of Honest Management (step four of the interaction process). The results of this analysis are presented in Table 4.

Table 3: Regression Results.

Independent factors	Honest Management			Administrative Reform		
	β	t-value	Sig	β	t- value	Sig
HR Governance	0.453	6.00	0.00	0.539	9.75	0.00
Honest management (I)	----	------	----	0.576	9.68	0.00
Note: The regressions are performed separately between one independent, interaction and independent variable.						

The results of the multiple regressions, as shown in Table 4, confirm the fourth step proposed by Baron and Kenny for assessing the indirect effect. The results in Table 4 indicate significant findings (β = 0.03, t = 0.42, p = 0.05) when HR Governance is included in the equation. The results of model 1 indicate that Honest Management moderates the relationship between HR Governance and Administrative Reform, as per the fourth phase of the interaction process proposed by Baron and Kenny. The data validates research hypothesis 4.

Table 4: Results of Indirect Effect.

Model	Factor	R²	F	S. Error	β	t-value	Sig.
1	HR Governance	0.31	48.52	0.06	0.03	0.42	0.05
	Honest Management			0.07	0.55	9.16	0.00

The findings suggest that HR Governance indirectly influences Administrative Reform. The study found a significant positive correlation between Administrative Reform and Honest Management, which in turn was positively correlated with HR Governance.

4. Discussion and Conclusion

The results of this study validate all of the research assumptions. There is a strong correlation between HR Governance, Honest Management, and Administrative Reform. However, Honest Management acts as a connection between HR Governance and Administrative Reform. This research also highlights the way in which the CEO Core strengthens the link between administrative reform and ethical management. The relationship between sincere management and HR

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governance is positive, suggesting that governance plays a supportive role in administrative reform. This research significantly contributes to the existing literature on honest management and Iraqi enterprises' business by examining the impact of honest management on the relationship between HR Governance and administrative reform. Our most significant achievement is the development of a model and the empirical verification of the role of interaction in administrative reform. Prior studies have primarily examined the direct connections between honesty and crisis management.

This study presents a model that aims to connect the secondary outcomes of effective governance and ethical management with a new phenomenon known as administrative reform. Ultimately, the study explored the impact of ethical leadership on the connection between human resources governance and the successful implementation of administrative reform in these institutions. The results of this study provide evidence that the effects of ethical leadership on organisational change become more significant when companies undergo restructuring and redistribute their current resources. The relationship between HR Governance and Administrative Reform becomes more robust when sufficient resources and effective utilisation methods are in place.

4.1. Limitations, Future Suggestions and Implications
This study conducted an empirical analysis of the relationship between proposed frameworks, there are a few limitations in the study. Firstly, this study explored HR governance and dimensions as a composite variable. It is recommended that future studies focus on examining these dimensions and main variable separately. Additionally, the current study framework lacks mediation. Future research can incorporate additional factors, such as satisfaction, to further enhance the current framework and conduct a more comprehensive analysis. Furthermore, we are currently in the age of digitalization. The study lacks variables related to technology. Future studies could consider incorporating additional variables, such as artificial intelligence, to enhance the current framework and provide a more technologically focused perspective.

This study stands out due to its focus on the interaction effect of honest management between HR governance and administrative reforms, which has significant implications. This study contributes to the existing body of knowledge by examining HR governance, administrative reforms, and honest management within a single framework. These findings can provide valuable insights for administrators seeking to implement reforms in their administrations. This research can be valuable for academicians in their future studies.

4.2. Recommendations
This research highlights the importance of prioritising honest management during crises and evaluating its effects on administrative reform strategies.

1. Managers should strive to incorporate administrative reform into HR Governance by practicing honest management.
2. The report suggests incorporating administrative reform procedures into a company's strategic planning process. This enhances the effectiveness of HR governance and facilitates better administrative change. Thoughtful consideration and careful planning enable businesses to strategically think and prepare during the reform process, enhancing their ability to effectively manage administrative change.
3. A possible approach to integrating these two areas is by promoting the adoption of ethical management practices, which can enhance managers' ability to navigate organisational transformations.
4. It is crucial to offer training courses, seminars, and training programmes for company executives and staff on the principles of ethical leadership and its vital role in improving performance. Our goal is to find and recruit highly skilled human resources executives who can create forward-thinking administrative reform strategies and management plans for the future.
5. Creating a specialised department to focus on administrative reform within governmental organisations.
6. Encouraging effective communication methods among partners to ensure prompt and easily accessible information throughout Administrative Reform.
7. It is crucial for higher education and research ministries, as well as other scientific organisations, to give utmost importance to conducting research and studies on administrative change in order to enhance intention and care.
8. Hosting annual conferences focused on administrative reform and its influence on governance and ethical organisations. Offering courses on teaching administrative reform, HR governance, and honest management.

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Author Contribution
Conceptualization: Riyadh Hussein Obayes
Data curation: Husam Hussein Shyaa
Formal analysis: Ahmed Abdullah Amanah
Funding acquisition: Rasha Abbas Abood
Investigation: Riyadh Hussein Obayes
Methodology: Rasha Abbas Abood
Software: Ahmed Abdullah Amanah
Validation: Riyadh Hussein Obayes, Husam Hussein Shyaa
Visualization: Rasha Abbas Abood, Husam Hussein Shyaa
Writing – original draft: Riyadh Hussein Obayes
Writing – review & editing: Ahmed Abdullah Amanah

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