العلاقة بين حوكمة الموارد البشرية والعبء الإداري:
دراسة تطبيقية

The Relationship between Human Resource Governance and Administrative Sludge: An Empirical Study

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المستخلص:

تهدف هذه الدراسة إلى استكشاف العلاقة بين حوكمة الموارد البشرية والعبء الإداري من منظور موظفي ديوان محافظة الدقهلية. اعتمدت الدراسة المنهج الوصفي التحليلي لجمع البيانات وتحليلها، حيث استهدف مجتمع الدراسة جميع موظفي الديوان العام، وتم اختيار عينة ممثلة شملت 277 موظفًا، موزعين بين الذكور والإناث ومختلف الفئات العمرية.

وتناولت الدراسة سؤالين رئيسيين: ما طبيعة العلاقة الارتباطية بين حوكمة الموارد البشرية والعبء الإداري، وما تأثير حوكمة الموارد البشرية على هذا العبء كما يدركه الموظفون. وقد وضعت الدراسة فرضيتين: وجود علاقة ارتباطية ذات دلالة إحصائية بين المتغيرين، ووجود تأثير لحوكمة الموارد البشرية بشكل معنوي على مستوى العبء الإداري.

1- دكتوراه إدارة الاعمال ـ جامعة المنصورة

2- باحث دكتوراه إدارة الأعمال ـ جامعة المنصورة

3- باحث دكتوراه إدارة الأعمال ـ جامعة المنصورة

أظهرت النتائج وجود ارتباط سلبي متوسط بين حوكمة الموارد البشرية والعبء الإداري، كما أشارت التحليلات الانحدارية إلى أن حوكمة الموارد البشرية لها تأثير معنوي قوي في خفض مستوى العبء الإداري لدى الموظفين -0.462 = β ، $R^2 = 0.536$، p (< 0.001).

وبناءً على هذه النتائج، أوصت الدراسة بتعزيز ممارسات الحوكمة داخل الديوان، وتطوير سياسات إدارية تقلل الإجراءات البيروقراطية، وتحفيز الإدارة العليا على متابعة تطبيق أفضل الممارسات لتحقيق كفاءة أعلى في الأداء الإداري.

الكلمات المفتاحية: حوكمة الموارد البشرية، العبء الإداري، ديوان محافظة الدقهلية.

Abstract

This study aims to examine the relationship between Human Resource Governance and Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate. The study employed a descriptive-analytical approach to collect and analyze data. The target population included all employees at the General Office, with a representative sample of 277 employees, distributed across genders and different age groups.

The study addressed two main questions: the nature of the correlation between Human Resource Governance and Administrative Sludge, and the effect of Human Resource Governance on this administrative burden as perceived by employees. Accordingly, two hypotheses were formulated: the existence of a statistically significant correlation between the variables, and a significant effect of Human Resource Governance on the level of Administrative Sludge.

The results revealed a moderate negative correlation between Human Resource Governance and Administrative Sludge. Regression analysis indicated that Human Resource Governance has a significant negative effect on Administrative Sludge ($\beta = -0.462$, $R^2 = 0.536$, $p < 0.001$).

Based on these findings, the study recommends enhancing governance practices within the office, developing administrative policies to reduce bureaucratic procedures, and encouraging top management to implement best practices to achieve higher administrative efficiency.

Keywords: Human Resource Governance, Administrative Sludge, Dakahlia Governorate General Office.

العلاقة بين حوكمة الموارد البشرية والعبء الإداري:
دراسة تطبيقية

Introduction

Human resource governance has gained increasing academic and practical attention over the past decade as public organizations seek to improve transparency, accountability, fairness, and disclosure in managing their human capital. Effective governance practices are viewed as essential for enhancing employee performance, strengthening organizational integrity, and reducing dysfunctional administrative behaviors within public institutions. As governments continue to modernize their administrative systems, governance mechanisms in human resource management have become a critical pillar for improving efficiency and responsiveness in public service delivery. *(Ben Saada & Bakhouch, 2022)*.

At the same time, the concept of *administrative sludge*—a term used to describe unnecessary cognitive, procedural, temporal, financial, and psychological burdens imposed on employees—has emerged as a major concern in public administration research. Administrative sludge contributes to inefficiency, delays, employee frustration, reduced productivity, and weakened trust in governmental procedures. Studies have demonstrated that administrative burdens can hinder employees' ability to perform effectively and may even contribute to bureaucratic inertia and administrative corruption when excessive procedures become normalized.

Despite the growing body of research examining human resource governance and administrative burdens independently, empirical investigations that explore the *direct relationship* between these two constructs remain limited, especially within governmental workplaces in developing countries. In Egypt, and particularly within local government units, the challenges related

to administrative inefficiency and bureaucratic overload are frequently highlighted, yet little empirical evidence exists regarding how governance practices within human resource systems may help reduce these burdens.

Given this gap, the present study aims to examine the relationship between human resource governance—represented by fairness, transparency, disclosure, and accountability—and administrative sludge, conceptualized through cognitive, temporal, financial, and psychological burdens. The study is applied to employees at the General Office of Dakahlia Governorate, providing a practical investigation within a real governmental context. Through this research, a deeper understanding is expected to emerge regarding how governance practices can contribute to mitigating administrative burdens and improving organizational effectiveness.

This study contributes to the literature by integrating two important concepts that have not been sufficiently linked in previous research and offers practical insights for decision makers seeking to enhance administrative performance and reduce bureaucratic inefficiencies within government institutions.

Conceptual Definitions

1. Independent Variable: Human resource governance

Human Resource Governance refers to the system of rules, procedures, and institutional mechanisms that guide how decisions related to people management are made, ensuring transparency, fairness, accountability, and alignment between HR practices and organizational objectives (OECD, 2019).

2. Dependent Variable: administrative sludge

Administrative sludge represents the unnecessary frictions, excessive steps, bureaucratic delays, and compliance efforts that individuals or employees face when performing administrative tasks, which impose learning, psychological, and procedural costs that hinder efficiency (Burden et al., 2012).

Exploratory research

The researchers are conducting an exploratory study by reviewing previous literature and carrying out a pilot study. Based on this, they will identify the gap that the research aims to investigate and address.

1. Literature review

Regarding Human Resource Governance (HRG), prior research has largely focused on its effects on employee performance and organizational attachment. For example, a field study conducted in economic institutions found that HR governance practices—such as transparency, accountability, and participation—positively influence human resource performance *(Ben Saada & Bakhouch, 2022)*.

Similarly, another empirical study on the Egyptian Customs Authority indicated that governance dimensions including accountability, participation, and transparency are significantly associated with higher levels of employee engagement *(Anonymous, 2025)*. Another study published in the Egyptian Journal of Development and Planning highlighted that the principles of HR governance have a significant effect on employees' organizational loyalty *(Hosam, 2022)*.

With respect to administrative sludge (also known as *administrative* burden), research has shown that ineffective bureaucratic practices are associated with increased administrative corruption, particularly in the public sector. A local study demonstrated a strong relationship between bureaucratic procedures and administrative corruption within the framework of good governance *(Abdel Salam, 2024)*.

On the international level, a study published by Oxford University Press argued that "administrative burdens"—such as excessive paperwork, time costs, and complex procedures—constitute a real burden on individuals and may be associated with petty bribery and corrupt behavior among frontline bureaucrats *(Bell & Smith, 2022)*.

Furthermore, other studies examined the nature of bureaucratic administrative planning, concluding that certain bureaucratic procedures hinder employees' ability to take initiative, thereby increasing routine work and limiting administrative development *(Chelali & Maysak, 2021)*.

2. Pilot study

In the Arab Republic of Egypt, until this research was conducted, there are no empirical studies that specifically examine the relationship between Human Resource Governance and Administrative Burden (Sludge) in public institutions. Therefore, the researchers performed a pilot study to explore this relationship at the General Office of Dakahlia Governorate.

Structured interviews were conducted with 30 employees from different departments of the office. The Researchers asked 2 questions, and interviewees were required to choose one of three alternatives: Yes, I am not

sure, and No. Participants were also encouraged to explain their answers and provide more detailed information about their perceptions and experiences.

The questions were as follows:

1- Do you believe that effective Human Resource Governance reduces Administrative Burden in your department?

2- Do you think that improvements in Human Resource Governance positively affect employees' perceptions of administrative procedures?

The obtained answers were as follows:

- 65% of respondents indicated that effective Human Resource Governance reduces Administrative Burden, particularly among employees in managerial and supervisory positions.

- 75% of respondents stated that improvements in Human Resource Governance positively influence employees' perception of administrative procedures.

These results suggested that there is a potential link between Human Resource Governance and Administrative Burden, justifying the need for a full-scale quantitative study to examine the relationship more rigorously across the General Office of Dakahlia Governorate.

3. Research gap

The past studies regarding Human resource governance focused their attention on:

1. Decision-making in organizations (Kure, 2025; Chnaida, Sahib Eddine, & Naji, 2023).

2. Governance in public health workforce context (Francis, Buchan, & Aiken, 2013).

3. Performance outcomes in academic institutions (Chnaida, Sahib Eddine, & Naji, 2023).

A group of studies investigated the relationship between administrative sludge and other variables as:

1. Conceptualization and measurement of administrative burden (Baekgaard & Tankink, 2022; Baekgaard, Tankink, & colleagues, 2022).

2. The political economy of administrative burden and corruption (Bell & Smith, 2022).

3. Effects of administrative burden on citizens, including costs and inequality (Moynihan, Herd, & Harvey, 2015; Baekgaard, 2022).

Although there are a few studies that touch on the connection between governance and administrative burdens (e.g., examining how bureaucratic complexity can open opportunities for corruption) (Bell & Smith, 2022), to the best of the researchers' knowledge, no empirical study has directly examined the relationship between Human Resource Governance and administrative burden/sludge from the perspective of public-sector employees in a specific organizational context — such as a governorate general office.

Accordingly, and within the limits of the researchers' knowledge, previous studies have largely overlooked the direct relationship between Human Resource Governance and administrative burden (sludge) in practical settings, particularly from the perspective of employees at the General Office of Dakahlia Governorate.

Research problem & questions

The current study stems from both academic and practical gaps, as well as the researchers' observations, highlighting the need to examine the relationship between Human Resource Governance and Administrative Sludge. While prior studies have addressed aspects of organizational governance and administrative efficiency, limited research has specifically explored how governance practices influence employees' perceptions of administrative burdens in public institutions, particularly within the context of the Dakahlia Governorate.

Accordingly, the main research problem is defined as investigating the relationship between Human Resource Governance and Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.

To address this problem, the study formulates the following research questions:

Q1. What is the nature of the correlation between Human Resource Governance and employees' perception of Administrative Sludge at the General Office of Dakahlia Governorate?

Q2. What is the effect of Human Resource Governance on employees' perception of administrative Sludge at the General Office of Dakahlia Governorate?

Research Objectives

Based on the identified research gap and the research questions, this study aims to achieve the following objectives:

O1. To determine the nature of the correlation between Human Resource Governance and Administrative Sludge.

O2. To measure the effect of Human Resource Governance on Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.

Research Hypotheses

Based on previous studies and in order to answer the research questions, this study develops the following central hypotheses:

H1. There is a significant correlation between Human Resource Governance and Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.

H2. Human Resource Governance has a significant effect on Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.

Conceptual framework for the relationships between research variables

Based on the above relationships, this research adopts the following framework figure 1.
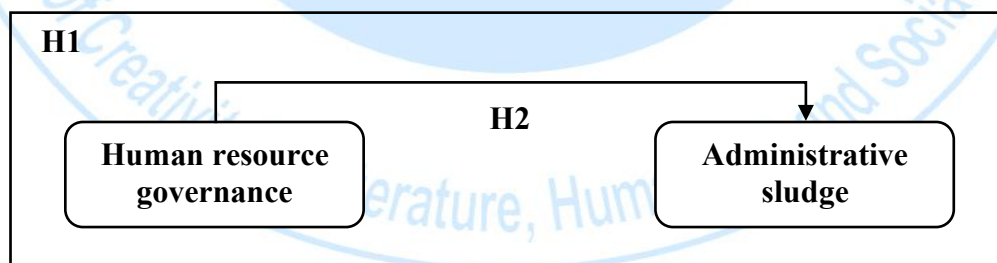
Figure (1): The Conceptual Framework for the relationship between research variables

Source: Prepared by the researchers according to exploratory research

Research Significance

1. The Development of the Science:

This study focuses on specific aspects of Human Resource Governance and Administrative Sludge that have not been examined in depth before. It provides a comprehensive investigation of these variables and their interrelationships. Moreover, it identifies new gaps that can motivate further research in this area.

2. The Development of the Field of Application:

The study offers a deeper understanding of the professional framework, enabling top management to apply effective aspects of Human Resource Governance in order to reduce Administrative Sludge and enhance organizational efficiency.

Research Limitations

This study is subject to the following limitations:

1- Spatial Limitation: The research was conducted only at the General Office of Dakahlia Governorate, which may limit the generalizability of the findings to other offices or regions.

2- Temporal Limitation: Data were collected during a specific period from June to October 2025.

Despite these limitations, the study provides meaningful insights and serves as a foundation for future research in broader contexts.

Theoretical Framework

Independent variable: **Human resource governance**

Human Resource (HR) Governance refers to the system of policies, practices, and processes through which organizations manage their human capital in a

manner that ensures accountability, transparency, fairness, and alignment with strategic objectives. Effective HR governance strengthens organizational performance, mitigates administrative inefficiencies, and fosters employee trust. The dimensions of HR governance generally include the following: (Bell & Smith, 2022).

1-Fairness: Fairness in HR governance ensures that all employees are treated impartially in recruitment, promotion, remuneration, and evaluation. Fair practices reduce perceived injustice and enhance organizational commitment. Equity in decision-making fosters trust and reduces conflicts among employees.

2-Transparency: Transparency involves clear communication of HR policies, decisions, and procedures to employees. Transparent governance reduces ambiguity, prevents favoritism, and allows employees to understand the rationale behind organizational decisions. It is particularly important in building credibility in public institutions.

3-Disclosure: Disclosure refers to the proactive provision of relevant information regarding HR rules, procedures, and performance outcomes. Timely disclosure enables employees to make informed decisions, participate actively in organizational processes, and align their work with organizational goals.

4-Accountability: Accountability requires that managers and HR personnel are responsible for their actions and decisions, and that mechanisms exist to evaluate their adherence to policies and standards. Accountability ensures that deviations from governance norms are identified and corrected, thereby reducing administrative inefficiencies.

العلاقة بين حوكمة الموارد البشرية والعبء الإداري:
دراسة تطبيقية

5-Compliance with Policies and Regulations while sometimes considered part of accountability, compliance specifically emphasizes adherence to legal, ethical, and organizational standards. It ensures that HR practices meet statutory requirements, organizational codes, and best-practice guidelines.

Dependent variable: **administrative sludge**

Administrative burden refers to the obstacles and constraints imposed on employees due to complex, redundant, or unnecessary administrative procedures. These burdens reduce efficiency, increase cognitive load, and may lower job satisfaction. Researchers often classify administrative burden into four main dimensions: *(Abdel Salam, 2024)*.

1. Cognitive Burden: Cognitive burden involves the mental effort required to understand, process, and comply with administrative procedures. Employees experience this when tasks are overly complex, unclear, or require high-level decision-making without sufficient guidance. High cognitive burden can lead to errors, stress, and reduced performance.

2. Temporal (Time) Burden: Temporal burden refers to the excessive amount of time employees must spend completing administrative tasks, such as documentation, reporting, or approvals. Time-consuming processes reduce productivity and may delay the completion of core responsibilities.

3. Material (Financial/Resource) Burden:Material burden includes the financial and physical resources consumed by administrative procedures. This may involve costs for paper, printing, office

supplies, or other resources required to comply with bureaucracy. Excessive material burden can strain organizational budgets and operational efficiency.

4. Psychological Burden: Psychological burden arises from stress, frustration, or demotivation caused by bureaucratic inefficiencies. Employees may feel powerless, constrained, or discouraged when repetitive or unnecessary administrative procedures prevent them from performing meaningful work.

In the current study, the dimensions of the two main variables were carefully selected based on theoretical foundations and empirical evidence from previous research. For **Human Resource Governance**, the dimensions of **fairness, transparency, disclosure, and accountability** were chosen. These dimensions reflect core principles of effective HR governance that ensure equitable treatment of employees, clarity of policies and procedures, access to relevant information, and responsible decision-making, all of which have been highlighted in the literature as crucial for reducing administrative inefficiencies (Dessler, 2020; Brewster, Chung, & Sparrow, 2016).

For the **Administrative Burden** variable, the dimensions of **cognitive, temporal, material, and psychological burdens** were selected. These dimensions capture the multifaceted nature of administrative load experienced by employees, ranging from mental effort and time consumption to financial/resource costs and stress or frustration caused by bureaucratic processes. Prior studies have demonstrated that these dimensions are essential for understanding how administrative procedures impact employee

performance and satisfaction (Baekgaard & Moynihan, 2022; Moynihan, Herd, & Rigby, 2015).

By adopting these specific dimensions, the study aims to provide a comprehensive assessment of the relationship between HR governance and administrative burden, ensuring that both the structural and human factors influencing administrative efficiency are adequately represented.

Population and sample size

The study population includes all employees of the Dakahlia Governorate's General Diwan, regardless of age, gender, social status, or level of experience, and across all human resources fields. The total number of employees is 980.

Given the large size of the population, and considering the variety of job grades and functional levels within the Dakahlia Governorate's General Diwan, the sample size was determined using the Sample Size Calculator program at a 5% margin of error and 95% confidence level. The final sample size reached 277 respondents.

Given the absence of a complete sampling frame for all employees at the General Diwan of Dakahlia Governorate, and due to the clear variation in levels of experience and knowledge relevant to the subject of the study, the researchers adopted a criterion-based purposive sampling approach. This method was selected to ensure access to individuals who are most closely connected to human resource processes and administrative procedures, and who possess the ability to provide an accurate description of the administrative burden and assess the level of governance practices within the Diwan.

This type of sampling relies on selecting participants who meet a set of predetermined criteria, ensuring that the collected data reflect a deep understanding and direct experience of the phenomenon under investigation. The criteria used for selecting the sample included: Possessing sufficient job experience that enables a sound understanding of the administrative context. Having direct involvement with daily administrative procedures within the Diwa . Actively participating in human resource processes or maintaining continuous engagement with HR systems and practices.

Study Instrument and Measurement of the Research Variables

The researchers developed a scale to measure both Human Resource Governance (independent variable) and Administrative Sludge (dependent variable) as perceived by the employees. The instrument consisted of 32 statements distributed across the two main variables. To ensure content validity, the researchers obtained face validity evidence by presenting the instrument to five (5) academic experts in Business Administration at the Faculty of Commerce, Mansoura University. Their feedback was incorporated to refine wording, clarity, and appropriateness of items.

Measurement of the Study Variables

The measurement of the study variables was based on prior literature and divided into specific dimensions as follows:

Human Resource Governance (Independent Variable) This variable was measured through four dimensions:

> **Fairness**: Ensuring equitable treatment and opportunity for all employees.

Transparency: Clarity and openness in HR policies and procedures.

Disclosure: Sharing relevant HR information with employees.

Accountability: Responsibility for decisions and actions in HR management.

Administrative Sludge (Dependent Variable)

This variable was measured through **four dimensions** reflecting employees' perceived burdens:

Cognitive Burden: Mental effort required to understand procedures and regulations.

Time Burden: Delays and excessive time spent on administrative processes.

Material Burden: Physical or resource costs associated with administrative tasks.

Psychological Burden: Stress, frustration, or negative emotional impact due to bureaucratic procedures.

Sample Description

Accepted responses to the questionnaire were (277), described as follows:

1- Sample distribution according to Gender

Table (1). Sample distribution according to Gender

Gender	N	Percentage
Male	128	46 %
Female	149	54 %

Source: Prepared by the researchers according to statistical analysis

Table (1) shows the distribution of the sample according to gender. The sample consists of 128 males (46%) and 149 females (54%), indicating a slightly higher representation of females in the study. This balanced distribution provides a reasonable basis for analyzing potential gender-related differences in the variables under investigation.

2- Sample distribution according to Age

Table (2). Sample distribution according to Age

Age	N	Percentage
Less than 30	20	7 %
between 30-45	107	39 %
more than 45	150	54 %

Source: Prepared by the researchers according to statistical analysis

Table (2) presents the distribution of the sample according to age groups. The majority of participants are over 45 years old (150 individuals, 54%), followed by those aged between 30 and 45 years (107 individuals, 39%), while a smaller proportion is under 30 years old (20 individuals, 7%). This distribution suggests that the study predominantly reflects the perspectives of more experienced or older participants, which may influence the interpretation of the results.

Testing hypotheses

1- Testing the first hypothesis correlation relationship between Human resource governance, administrative sludge)

Table (3). Pearson Correlation factors matrix between Variables

	Human resource governance	administrative sludge
Human resource governance	1	-0.562**
administrative sludge	-0.562**	1

Source: Prepared by the researchers according to statistical analysis

Table (3) demonstrates a statistically significant negative correlation between human resource governance and administrative sludge. This result indicates that higher levels of human resource governance are associated with lower levels of administrative sludge. The strength of the correlation is moderate, suggesting that improvements in governance practices may contribute to reducing administrative burdens within the organization.

2- The effect of Human resource governance on administrative sludge
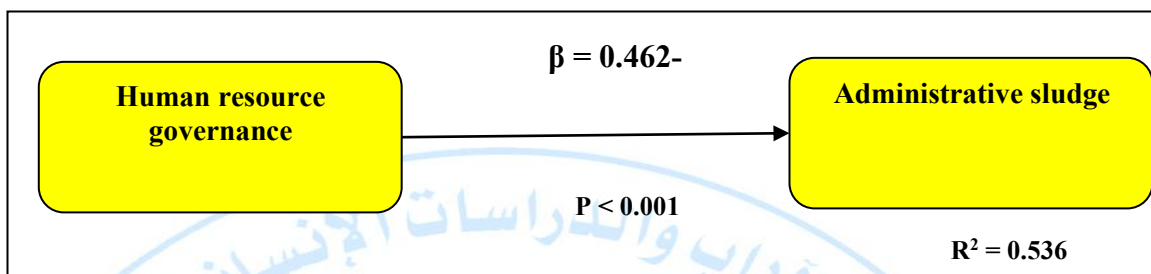
Figure (2). The effect of Human resource governance on administrative sludge

Source: Prepared by the researchers based on smart PLS V 4.0 Statistical
analysis outputs.

The figure (2) indicates that human resource governance has a significant negative effect on administrative sludge, with a standardized regression coefficient of β = –0.462. The model explains 53.6% of the variance in administrative sludge (R^2 = 0.536), and the effect is highly statistically significant (p < 0.001). This confirms that stronger human resource governance substantially reduces administrative burdens in the Governate.

Findings and Recommendations

Research Questions Revisited

Table 4 below shows the overall view for Research Questions, Objectives, Hypothesizes, and Results of Testing hypotheses as follows:

Table (4). Research Questions, Objectives, Hypothesizes, and Results

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
Q1. What is the nature of the correlation between Human	**O1.** To determine the nature of the correlation between Human	**H1.** There is a significant correlation between Human	Accepted

العلاقة بين حوكمة الموارد البشرية والعبء الإداري:

دراسة تطبيقية

Research Questions	Research Objectives	Research Hypothesizes	Results of Testing Hypothesizes
Resource Governance and employees' perception of Administrative Sludge at the General Office of Dakahlia Governorate?	Resource Governance and Administrative Sludge. .	Resource Governance and Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.	
Q2. What is the effect of Human Resource Governance on employees' perception of Administrative Sludge at the General Office of Dakahlia Governorate?	**O2.** To measure the effect of Human Resource Governance on Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.	**H2.** Human Resource Governance has a significant effect on Administrative Sludge as perceived by employees at the General Office of Dakahlia Governorate.	Accepted

Source: Prepared by the researchers based on Statistical analysis outputs.

العلاقة بين حوكمة الموارد البشرية والعبء الإداري:
دراسة تطبيقية

Research Findings and its Interpretations

Table 5 below shows the summary of research findings compared to literature:

Table (5). Research Findings compared to Literature

Research Findings	Compared to literature
Human resource governance significantly Affect administrative sludge.	It agrees with the findings of Bell and Smith (2022), as the results derived from the literature indicate that human resource governance affects administrative burden, which justifies the assumption that this relationship exists in the theoretical context.

Source: Prepared by the researchers based on Literature.

The results of the hypothesis testing reflect the strength of the relationship between the improvement of human resource governance practices and the reduction of administrative burdens at the employee level. Through direct observation and engagement, the researchers can interpret that the procedures and policies associated with human resource governance are not merely formal organizational elements, but rather have a tangible and effective impact on the daily work environment of employees. They noted that the psychological burden arising from administrative tasks is minimal, as the simplification of processes, clear distribution of responsibilities, and the promotion of transparency and accountability contribute to reducing unnecessary bureaucracy, all of which lessen the administrative burden faced by employees.

Researchers can further interpret this effect through several dimensions. First, effective human resource governance provides clear mechanisms for work management and decision-making, reducing ambiguity and preventing redundant procedures, thereby alleviating administrative pressure on employees. Second, the presence of transparent evaluation and reward systems enhances employee commitment and motivates them to perform their tasks more efficiently, which positively influences their perception of workload. Third, the implementation of governance policies facilitates the use of modern technology and tools in human resource management, such as electronic archiving and automated reporting, which reduces the time and effort required for traditional paperwork and decreases administrative backlogs.

Moreover, this effect aligns with theoretical assumptions and previous studies linking human resource governance to institutional performance effectiveness. The literature indicates that organizations adopting clear governance policies achieve higher operational efficiency and reduce administrative complexities, supporting employees' perception of an organized and disciplined work environment. Therefore, it can be concluded that the observed result is not merely a statistical finding but reflects a practical administrative reality, highlighting the importance of governance in enhancing institutional efficiency and reducing administrative burdens on employees, ultimately contributing to improved overall performance and supporting the organization's objectives.

Theoretical Implications

The current research contributes to the body of knowledge of the existing literature of Human resource governance and administrative sludge. In addition, the research aimed to fill the knowledge gap focusing on the effect of Human resource governance on administrative sludge; therefore, the researchers summarize the theoretical implications as follows:

The current Research contributes to a broader and more comprehensive understanding of Human resource governance and knowing the extent of its effect on administrative sludge.

Based on the current research, the researchers recommend these topics   for future research:

1- The Mediating Role of Organizational Culture in the Relationship between Human Resource Governance and Administrative Sludge.

2- Digital HR Governance and Its Impact on Reducing Administrative Burdens in Public Sector Organizations.

3- Comparative Analysis of Administrative Sludge across Local Government Units in Egypt.

4- Leadership Style as a Moderator between Human Resource Governance and Administrative Burdens.

5- A Mixed-Method Investigation of Bureaucratic Barriers and Governance Practices in Governmental Institutions.

6- Developing a Multidimensional Scale for Measuring Administrative Sludge in Arab Public Organizations.

8- The Effect of Transparency and Accountability Practices on Reducing Cognitive and Temporal Burdens among Public Employees.

Practical Implications

Based on the results of the current research, the researchers summarized the practical recommendations in Table 6 as follows:

Table (6) Research recommendations for the field of practice

Practical Recommendations		Notes for application
Enhance transparency in HR procedures to reduce administrative Sludge.	Who?	HR Department & Governorate leadership
	How?	Implement clear reporting protocols, publish HR policies, conduct regular audit.
	When?	Within 6 months, continuous monitoring quarterly.
Reduce unnecessary bureaucratic procedures that create cognitive and temporal burdens.	Who?	HR & Operations Departments.
	How?	Map current processes, eliminate redundant steps, and digitize routine approvals.
	When?	Start process review within 3 months, implement changes within 12 months.

Source: Prepared by the researchers based on Literature.

العلاقة بين حوكمة الموارد البشرية والعبء الإداري:

دراسة تطبيقية

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