ISSN Online: 2821-1936

Transactions on Data Analysis in Social Science

Journal Homepage: https://transoscience.ir



Good Governance and the Effectiveness of Employee Recruitment and Selection in Public Organizations: The Mediating Role of Knowledge Management

N. Minh[1,*], A. Minh Nguyen[2,*]

[1] Department of Public Administration, Faculty of Management and Economics, Vietnam National University, Hanoi, Vietnam
[2] Department of Public Administration, Faculty of Management and Economics, Vietnam National University, Hanoi, Vietnam

ARTICLE INFO

Article History:
Received 2 March 2026
Received in revised form 12 May 2026
Accepted 3 June 2026
Available online 26 June 2026

Keywords:
Good Governance;
Knowledge Management;
Recruitment and Selection;
Public Organizations;
Human Resource Management; PLS-SEM;
Mediation

ABSTRACT

Purpose: Recruitment and selection is one of the most consequential human resource management (HRM) processes in public organizations. This study examines whether good governance is associated with the effectiveness of recruitment and selection systems and whether knowledge management (KM) mediates this association. **Design/methodology/approach:** A cross-sectional survey was conducted among 345 employees and managers of five provincial public organizations in Nghe An Province, Vietnam, selected by stratified random sampling (usable response rate 82.1%). A 36-item questionnaire measured three dimensions of each construct, and the data were analysed with partial least squares structural equation modeling (PLS-SEM). **Findings:** The measurement model showed satisfactory loadings (0.805–0.882), composite reliability (0.878–0.904), convergent validity (AVE 0.706–0.759) and discriminant validity (HTMT 0.61–0.62, all upper confidence limits below 0.85). Good governance was positively associated with KM ($\beta = 0.502$) and with recruitment and selection effectiveness ($\beta = 0.315$), and KM with recruitment and selection effectiveness ($\beta = 0.363$; all $p < .001$). The indirect effect through KM was 0.182 (95% CI [0.129, 0.239]), 37% of the total effect, indicating complementary mediation. The model explained 25.2% of the variance in KM and 34.6% in recruitment and selection effectiveness. **Originality/value:** The study links governance principles to a specific HRM outcome and identifies KM as a mechanism through which governance may be translated into better hiring; because the design is cross-sectional and single-source, the paths are associations rather than demonstrated effects.

1. INTRODUCTION

Human capital is among the most important determinants of an organization's capacity, effectiveness and efficiency. Its importance is greater still in public organizations, which deliver public services, implement policies and pursue development goals on behalf of citizens. Public organizations need more than financial resources and technology to perform well: competent, specialized and committed employees whose skills fit organizational needs

* Corresponding Author: AnhMinhNguyen@gmail.com
Department of Public Administration, Faculty of Management and Economics, Vietnam National University, Hanoi, Vietnam

http://dx.doi.org/10.22034/tdas.2026.256213

© 2026 by the authors. Licensee TDASS, Tehran, Iran. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/).

are a basic precondition for achieving public goals. From this perspective, recruitment and selection is one of the most important HRM processes, because decisions made at the point of entry have long-term consequences for the quality of the workforce, organizational performance and the effectiveness of public services [1, 2]. Comparative research shows that merit-based recruitment of civil servants is associated with lower corruption and higher government quality [3].

In many developing and transitional administrative systems, however, public recruitment is vulnerable to patronage, nepotism, opaque procedures and weak links between hiring criteria and actual job requirements [4]. Such weaknesses erode both the competence of the civil service and public trust in it. Identifying the organizational conditions that make recruitment and selection systems effective is therefore a practical priority as well as a research priority.

Good governance is a natural candidate for such a condition. Good governance refers to the management and leadership of a country or an organization toward satisfactory goals on the basis of the rule of law, integrity, transparency, justice, accountability and stakeholder participation [5, 6]. Its principles are directly relevant to hiring. Transparency requires published criteria and procedures; accountability requires that hiring decisions be justifiable; the rule of law and equity require that candidates be treated equally and judged on merit; and participation brings multiple perspectives into personnel decisions [7]. Studies of individual governance principles have linked them to employee outcomes: an ethics programme improved employees' perceptions of organizational integrity [8], accountability was associated with higher performance in public agencies [9], fair treatment was related to employee trust and commitment [10], and organizational politics, the opposite of transparent and rule-based decision-making, was negatively related to employee performance [11]. Good governance has also been linked to organizational performance [12].

How good governance is translated into better recruitment, however, remains largely unexplained. Governance principles are abstract. Making them effective in hiring requires organizational capabilities that capture past hiring experience, codify competency criteria, maintain interview protocols and question banks, and share lessons across units. These are the processes of knowledge management (KM): the acquisition, storage, sharing and application of organizational knowledge [13, 14]. The resource-based and knowledge-based views of the organization regard such knowledge as a strategic resource that is valuable, scarce and difficult to imitate [15, 16]. When governance creates the transparency, trust and accountability that encourage knowledge sharing, the organization can draw on this resource to improve recruitment and selection decisions.

1.1. Research gap and objectives

Three gaps motivate this study. First, research on good governance in public organizations has focused mainly on general outcomes such as organizational health, trust or performance. Specific HRM processes such as recruitment and selection have received little quantitative attention, and the few available studies are qualitative [4]. Second, KM research has examined knowledge capabilities mainly as direct drivers of organizational effectiveness [12]. The possibility that KM is the mechanism through which governance operates has not been tested. Third, empirical evidence from Vietnamese public organizations, where recruitment is subject to strong regulatory and political pressures, remains scarce.

This study therefore examines the effect of good governance on the effectiveness of the recruitment and selection system in public organizations and the mediating role of knowledge management in this relationship.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1. Governance and good governance

The concept of governance has historical roots, but its wide use in political science, public administration and organizational development began in the 1990s. Previously, public affairs were understood mainly through the concept of government, the state as the principal decision-maker responsible for designing policy and implementing public programs. The growing complexity of social problems and the increasing interaction among sectors led to a

broader view [17]. Rhodes [18] described governance as a new mode of governing in which the boundaries between state, market and civil society blur and networks of actors shape public decisions without the state being the sole determinant. The World Bank defined governance as the manner in which political, economic and administrative power is exercised in managing a country's resources [19]. The United Nations Development Programme (UNDP) defined it as the values, institutions and processes through which citizens and groups articulate their interests, exercise their legal rights and mediate their differences [6]. Governance is therefore broader than governing. Government refers to formal structures of power, whereas governance emphasizes interaction, cooperation, accountability and coordination among multiple actors [20].

The concept of good governance emerged in international development discourse in the 1980s and 1990s. At that time, many developing countries faced weak administrative systems, pervasive corruption and ineffective development programs, and international agencies concluded that financial aid without institutional reform could not produce sustainable development [21]. The World Bank framed good governance as a prerequisite for development [19], and UNDP and other international organizations later emphasized institutional reform, the rule of law, anti-corruption and participation. In public administration, the rise of good governance coincided with a shift from traditional administration toward New Public Management and the New Public Service. This shift redefined the role of the state from an executing bureaucracy to a coordinator and facilitator [22].

In this study, good governance is operationalized through three dimensions:

- **Participation and consensus orientation:** Stakeholders, including employees, take an active part in decisions. Participation strengthens employees' sense of belonging and motivation and promotes knowledge transfer and organizational learning [22].
- **Rule of law, justice and equity:** Formal rules and standards take precedence over personal and arbitrary decisions, and all individuals have equal opportunities without discrimination [6, 19]. Weber [23] identified formal rules and clear structures as a defining feature of efficient bureaucracy; although classical bureaucracy was later criticized, clear rules remain a foundation of administrative fairness.
- **Transparency, accountability, effectiveness and efficiency:** Stakeholders have free, timely and understandable access to information about decisions and processes. Organizations must explain and justify their actions and are responsible for their results. Transparency reduces ambiguity and opportunities for corruption and increases public trust [17].

2.2. Knowledge management

In the knowledge economy, KM is regarded as a key success factor for organizations. Following Alavi and Leidner [13], KM is conceptualized here as three interrelated processes. Knowledge acquisition and creation develops new knowledge through learning and the conversion between tacit and explicit knowledge [14]. Knowledge storage and organization captures this knowledge in repositories, procedures and documentation. Knowledge sharing and application distributes knowledge to where it is needed and uses it in decisions. According to the knowledge-based view, these processes allow an organization to integrate the specialized knowledge of individuals into organizational capabilities [16].

2.3. Recruitment and selection effectiveness

Recruitment and selection effectiveness refers to the extent to which an organization identifies, attracts and selects candidates who are competent and suited to its needs through procedures that are fair and defensible [1, 2]. It is operationalized here through three dimensions: workforce planning and attraction, meritocracy and selection criteria, and justice and person–job fit. The last dimension reflects the importance of procedural and distributive justice in hiring [24].

2.4. Hypotheses

2.4.1. Good governance and knowledge management.

Governance principles create the conditions for KM. Transparency enables the free flow of information and knowledge; organizations that restrict information usually have less capacity for innovation and problem solving.

Accountability requires organizations to record experience, document decisions and learn from past performance, which builds KM capacity. Participation brings employees' tacit knowledge into decisions, and equity and the rule of law build the trust that knowledge sharing requires. Research on KM capabilities likewise shows that trust-based culture and enabling structures are preconditions for effective knowledge processes [12].

H1. Good governance has a positive effect on knowledge management.

2.4.2. Good governance and recruitment and selection.

Each governance principle corresponds to a property of effective hiring. Transparency is reflected in public announcements of hiring criteria, clear evaluation stages, standardized assessments and feedback to candidates. Accountability requires that hiring criteria and decisions can be justified. The rule of law and equity ensure that hiring is based on merit and predefined criteria, which limits unqualified appointments, demotivation of capable staff and the erosion of human capital [3]. Qualitative evidence from Indonesia suggests that governance principles are largely reflected in public recruitment, although weak transparency still creates room for favoritism and nepotism [4].

H2. Good governance has a positive effect on recruitment and selection effectiveness.

2.4.3. Knowledge management and recruitment and selection.

Organizational knowledge relevant to hiring includes past recruitment experience, competency-assessment criteria, interview protocols and question banks. When this knowledge is managed systematically, it can improve the quality of selection and reduce the risk of hiring errors. KM also supports workforce planning by making information on future skill needs available [13, 16].

H3. Knowledge management has a positive effect on recruitment and selection effectiveness.

2.4.4. The mediating role of knowledge management.

Combining H1 and H3 with the knowledge-based view [16], good governance is expected to improve recruitment not only directly, through fairer and more transparent procedures, but also indirectly, by creating the conditions under which hiring-relevant knowledge is acquired, stored, shared and applied.

H4. Knowledge management mediates the relationship between good governance and recruitment and selection effectiveness.

Figure 1 presents the conceptual model together with the estimated path coefficients.

3. METHOD

3.1. Design, population and sample

The study is applied in purpose and descriptive–correlational in method, and it uses a cross-sectional survey design analysed with structural equation modeling. The population consisted of the 3,120 employees and managers of five provincial public organizations in Nghe An Province, Vietnam (the provincial departments of education, tax administration, social security, municipal services and health network) in 2024. The minimum sample given by Cochran's formula [33] for this population (95% confidence, 5% margin of error) was 343. Respondents were selected by stratified random sampling proportional to the size of each organization, using personnel lists. Of 420 questionnaires distributed, 371 were returned (88.3%). Seventeen respondents who gave the same answer to all 36 items (straight-lining) and nine with more than 10% missing items were excluded [34], leaving 345 usable questionnaires (82.1% of those distributed); remaining missing values (0.6% of responses) were replaced by the item mean. Of the respondents, 61.2% were men; 22.6% were under 30 years old, 47.8% were 30–45 and 29.6% were over 45; 71.3% held a bachelor's degree or higher; and 18.0% held managerial or supervisory positions. A minimum sample of 77 is required to detect $R^2 = 0.25$ with two predictors at 80% power in PLS-SEM [25], so the sample is ample for the model.

3.2. Instrument

Data were collected with a questionnaire combining adapted items from previous governance [6, 19], KM [13] and staffing [1, 2] studies with researcher-developed items. The questionnaire comprised 36 items, 12 for each construct (four for each of its three dimensions), rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree); all items are listed in the Appendix available from the corresponding author. To reduce construct overlap, the items were written to refer to concrete, observable practices (for example, "Hiring criteria for each vacancy are published before applications open") rather than to general evaluations of the organization. Content validity was assessed by ten experts in public administration and HRM: all items had a content validity ratio (CVR) of at least 0.62, the critical value for ten experts [26], and the scale-level content validity index (S-CVI/Ave) was 0.91. Following a two-stage approach, the score of each dimension (the mean of its items) served as an indicator of its construct, so that each construct had three reflective indicators [25]. Participation was voluntary and anonymous, and questionnaires were returned in sealed envelopes; the predictor and outcome items were placed in separate sections with different instructions to reduce common method variance [35].

3.3. Data analysis

Descriptive statistics were computed first. The measurement and structural models were then estimated with PLS-SEM in SmartPLS 4.0.9 (path weighting scheme, 5,000 bootstrap subsamples, percentile confidence intervals). PLS-SEM was chosen because the study aims to predict and explain the endogenous constructs and test a mediation model [25]. The measurement model was evaluated using indicator loadings (≥ 0.70), Cronbach's alpha, rho_A and composite reliability (≥ 0.70), average variance extracted (AVE ≥ 0.50), the Fornell–Larcker criterion [27] and the heterotrait–monotrait ratio (HTMT), whose bootstrapped upper confidence limit should be below 0.85 [28, 36]. An item-level analysis checked that every item correlated more strongly with its own dimension than with any dimension of another construct. The structural model was evaluated using path coefficients with bootstrapped confidence intervals, R^2, f^2 [29] and collinearity (VIF < 3). Overall fit was assessed with SRMR (< 0.08) [30] and rms_Theta (< 0.12). The indirect effect was tested by bootstrapping, and the type of mediation was determined following Zhao et al. [31]. Common method variance was assessed with Harman's single-factor test, the full-collinearity approach [32] and a marker variable [37].

4. RESULTS

4.1. Descriptive statistics

Table 1 reports descriptive statistics for the three constructs and nine dimensions. Construct means ranged from 3.14 (KM) to 3.27 (good governance), and dimension means from 2.92 (meritocracy and selection criteria) to 3.41 (rule of law, justice and equity), so respondents rated all constructs slightly above the scale midpoint. Skewness (-0.24 to 0.05) and kurtosis (-0.82 to -0.34) indicate approximately symmetric distributions.

Table 1. Descriptive statistics of the constructs and their dimensions (N = 345; scale 1–5).

Construct / dimension	*M*	*SD*	*Skewness*	*Kurtosis*
Good governance	3.274	0.773	-0.145	-0.339
Participation and consensus orientation	3.303	0.942	-0.206	-0.525
Rule of law, justice and equity	3.412	0.895	-0.242	-0.697
Transparency, accountability, effectiveness and efficiency	3.107	0.924	-0.003	-0.580
Knowledge management	3.144	0.862	-0.059	-0.704
Knowledge acquisition and creation	3.039	0.994	0.014	-0.801
Knowledge storage and organization	3.275	0.979	-0.127	-0.661
Knowledge sharing and application	3.118	0.996	0.025	-0.812
Recruitment and selection effectiveness	3.140	0.856	-0.044	-0.638

Workforce planning and attraction	3.168	0.974	-0.029	-0.811
Meritocracy and selection criteria	2.919	1.033	0.049	-0.823
Justice and person–job fit	3.333	0.969	-0.109	-0.762

Note. All scores range from 1 to 5.

Table 2 shows the distribution of all item responses (345 respondents × 12 items = 4,140 responses per construct). For every construct, the most frequent responses were neutral and agree, all five categories were used, and the distributions differed across constructs, which argues against uniform responding.

Table 2. Distribution of item responses by construct (n = 4,140 responses per construct).

Construct	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Good governance	281 (6.8%)	779 (18.8%)	1,266 (30.6%)	1,153 (27.9%)	661 (16.0%)
Knowledge management	386 (9.3%)	865 (20.9%)	1,277 (30.8%)	990 (23.9%)	622 (15.0%)
Recruitment and selection effectiveness	387 (9.3%)	901 (21.8%)	1,235 (29.8%)	980 (23.7%)	637 (15.4%)

4.2. Measurement model

4.2.1. Indicator loadings.

All loadings exceeded the 0.70 threshold and ranged from 0.805 to 0.882. No indicator needed to be removed (Table 3). At the item level, corrected item–dimension correlations ranged from 0.59 to 0.75, whereas no item correlated above 0.42 with a dimension of another construct.

4.2.2. Reliability and convergent validity.

Cronbach's alpha (0.791–0.842), rho_A (0.798–0.842) and composite reliability (0.878–0.904) all exceeded 0.70, and AVE values (0.706–0.759) exceeded 0.50 (Table 3), which supports convergent validity.

Table 3. Indicator loadings, reliability and convergent validity.

Construct	Indicator (dimension)	Loading	α	rho_A	CR	AVE
Good governance	Participation and consensus orientation	0.805	0.791	0.798	0.878	0.706
	Rule of law, justice and equity	0.844				
	Transparency, accountability, effectiveness and efficiency	0.870				
Knowledge management	Knowledge acquisition and creation	0.867	0.842	0.842	0.904	0.759
	Knowledge storage and organization	0.882				
	Knowledge sharing and application	0.865				
Recruitment and selection effectiveness	Workforce planning and attraction	0.873	0.828	0.833	0.897	0.744
	Meritocracy and selection criteria	0.858				
	Justice and person–job fit	0.857				

4.2.3. Discriminant validity.

Under the Fornell–Larcker criterion, the square root of each construct's AVE should exceed its correlations with the other constructs. As Table 4 shows, this condition is met with clear margins (for example, 0.863 versus at most 0.521 for recruitment and selection effectiveness).

Table 4. Discriminant validity: Fornell–Larcker criterion.

Construct	1	2	3
1. Good governance	**0.840**		
2. Knowledge management	0.502	**0.871**	
3. Recruitment and selection effectiveness	0.497	0.521	**0.863**

Note. Diagonal values (bold) are the square roots of AVE; off-diagonal values are latent-variable correlations.

The HTMT ratio is a more sensitive criterion [28, 36]. All three HTMT values were well below the conservative 0.85 threshold (0.609–0.620), and the upper limits of their one-sided 95% bootstrap confidence intervals were also below 0.85 (Table 5). The three constructs are therefore empirically distinct.

Table 5. Discriminant validity: HTMT ratio.

Construct pair	HTMT	95% upper limit	Assessment
Good governance – knowledge management	0.612	0.684	Below 0.85; discriminant validity supported
Good governance – recruitment and selection effectiveness	0.609	0.684	Below 0.85; discriminant validity supported
Knowledge management – recruitment and selection effectiveness	0.620	0.692	Below 0.85; discriminant validity supported

Common method variance. Because all constructs were measured with the same self-report instrument, common method variance was assessed in three ways. In Harman's single-factor test, the first unrotated factor of the 36 items explained 34.1% of the variance, well below 50%. The full-collinearity VIFs [32] were 1.49 for good governance, 1.54 for KM and 1.53 for recruitment and selection effectiveness, far below the 3.3 threshold. Finally, a theoretically unrelated marker variable (attitude toward sport) correlated at most 0.13 with the constructs, and partialling it out changed no path coefficient by more than 0.01 [37]. Common method bias is therefore unlikely to account for the results, although it cannot be ruled out completely.

4.3. Structural model

Collinearity. The VIF of the predictors of recruitment and selection effectiveness (good governance and KM) was 1.336, well below 3, so collinearity does not bias the path estimates.

Path coefficients. Table 6 reports the direct effects. All three were positive and significant. Good governance was associated with KM ($\beta = 0.502$, $t = 13.100$, $p < .001$, 95% CI [0.424, 0.576]), which supports H1. Good governance was directly associated with recruitment and selection effectiveness ($\beta = 0.315$, $t = 6.490$, $p < .001$, 95% CI [0.221, 0.408]), which supports H2. KM was associated with recruitment and selection effectiveness ($\beta = 0.363$, $t = 7.303$, $p < .001$, 95% CI [0.264, 0.458]), which supports H3.

Table 6. Direct effects in the structural model (all hypotheses supported).

H	Path	β (SD)	t	p	95% CI	f^2
H1	Good governance → knowledge management	0.502 (0.038)	13.100	< .001	[0.424, 0.576]	0.336
H2	Good governance → recruitment and selection effectiveness	0.315 (0.049)	6.490	< .001	[0.221, 0.408]	0.114
H3	Knowledge management → recruitment and selection effectiveness	0.363 (0.050)	7.303	< .001	[0.264, 0.458]	0.151

Explanatory power and effect sizes. Good governance explained 25.2% of the variance in KM ($R^2 = 0.252$), and good governance and KM together explained 34.6% of the variance in recruitment and selection effectiveness ($R^2 = 0.346$). These values indicate weak-to-moderate explanatory power, which is typical for organizational survey data in which many other factors influence hiring. The effect of good governance on KM was medium to large ($f^2 =$

0.336); the effects on recruitment and selection effectiveness were small to medium for good governance ($f^2 = 0.114$) and for KM ($f^2 = 0.151$). KM therefore had the slightly larger unique contribution to the outcome.

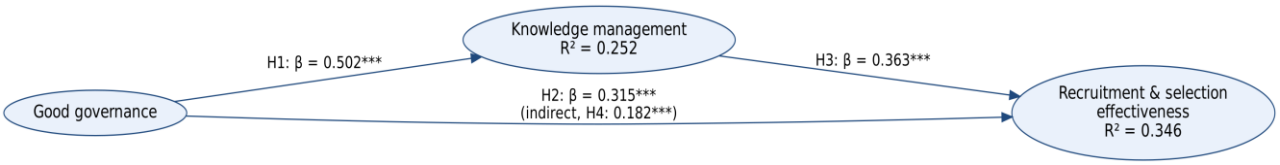


Fig. 1. Structural model with standardized path coefficients and R^2 values. *** $p < .001$.

4.4. Mediation analysis

The indirect effect of good governance on recruitment and selection effectiveness through KM was 0.182 (SD = 0.028, t = 6.510, $p < .001$). Its bootstrapped 95% confidence interval [0.129, 0.239] does not include zero (Table 7). Because the direct effect also remained significant and had the same sign, the mediation is complementary (partial) [31]. The total effect of good governance was 0.497, of which the indirect path accounted for 36.6% (variance accounted for, VAF). H4 is therefore supported.

Table 7. Indirect, direct and total effects of good governance on recruitment and selection effectiveness.

Effect	Estimate	SD	t	p	95% CI
Indirect (via knowledge management)	0.182	0.028	6.510	< .001	[0.129, 0.239]
Direct	0.315	0.049	6.490	< .001	[0.221, 0.408]
Total	0.497			< .001	
VAF (indirect / total)	36.6%				

The SRMR was 0.064, below the 0.08 threshold, which indicates an acceptable discrepancy between the observed and model-implied correlation matrices [30], and rms_Theta (0.044) was below the 0.12 cut-off, indicating that the outer-model residuals are only weakly correlated. Together with the measurement-model quality, the significance of the paths and the R^2 and f^2 values, this evidence supports the adequacy of the model [25].

5. DISCUSSION

5.1. Summary of findings

This study examined whether good governance is associated with the effectiveness of recruitment and selection in public organizations and whether knowledge management mediates this association. All four hypotheses were supported. Good governance was associated with KM, and both good governance and KM were associated with recruitment and selection effectiveness. KM transmitted about 37% of the total effect of good governance.

5.2. Interpretation

Governance as a foundation for knowledge management (H1): The effect of good governance on KM was the strongest relationship in the model ($\beta = 0.502$; $f^2 = 0.336$). This finding is consistent with the argument that transparency, accountability, participation and fairness create the trust and information flows that KM requires. Where decisions are transparent and staff are treated fairly, employees have less reason to hoard knowledge and more reason to share it. Accountability, in turn, institutionalizes documentation and learning from past decisions. The finding agrees with evidence that ethical and fair management strengthens employees' perceptions of integrity and their trust in the organization [8, 10] and with research showing that trust-based culture and enabling structures are preconditions for effective knowledge processes [12].

Governance and recruitment (H2): The significant direct effect of good governance on recruitment and selection effectiveness ($\beta = 0.315$) indicates that governance principles are reflected directly in hiring practice. Merit-based, rule-bound and transparent procedures limit discretion and favoritism. This result is consistent with comparative evidence that meritocratic recruitment is a core component of good government [3]. It also mirrors the qualitative finding by Azzahra et al. [4] that governance principles are broadly reflected in public recruitment and that the remaining weaknesses lie in transparency.

Knowledge management and recruitment (H3): KM had a larger unique effect on recruitment and selection effectiveness ($f^2 = 0.151$) than governance had ($f^2 = 0.114$). This suggests that the *capability* to use hiring-relevant knowledge, such as past hiring outcomes, competency frameworks and interview protocols, is at least as important as the *principles* that govern hiring. This is consistent with the knowledge-based view, which locates competitive advantage in the integration of specialized knowledge into organizational routines [16].

The mediating mechanism (H4): The complementary mediation, with the indirect path accounting for 37% of the total effect, suggests that governance is related to hiring through a direct route, fair and transparent procedures, and an indirect route, the organizational knowledge that governance helps to build. KM research has mostly examined knowledge capabilities as direct drivers of organizational effectiveness [12]; the present findings suggest that KM can also be understood as a channel of governance. The findings parallel studies in which governance-related practices were related to employee outcomes through intervening mechanisms, such as perceived justice [10], accountability [9] and organizational politics [11].

5.3. Theoretical and practical implications

Theoretically, the study links macro-level governance principles to a specific micro-level HRM process and identifies a knowledge-based mechanism that connects them. It thus integrates the governance literature [6, 21] with the resource- and knowledge-based views of the organization [15, 16]. The findings suggest that governance is not merely a normative framework of legitimacy and fairness but also an enabling condition for building organizational capabilities.

Practically, the results imply that improving recruitment in public organizations requires more than issuing transparency or anti-nepotism rules. Managers should (a) publish hiring criteria, evaluation stages and results, and provide feedback to candidates; (b) make hiring decisions documentable and defensible; (c) build knowledge repositories of competency profiles, validated tests, interview guides and question banks, together with records of past hiring outcomes; (d) create communities of practice in which HR staff share lessons learned; and (e) involve employees and line managers in workforce planning. Because KM transmitted a substantial share of the association, investment in KM infrastructure and culture is a cost-effective lever for governance reforms in public HRM.

5.4. Limitations and future research

Several limitations qualify these conclusions. First, the cross-sectional, self-reported design does not permit causal inference: reverse relations, for example better hiring outcomes improving perceptions of governance, are also compatible with the data. Second, although Harman's test, the full-collinearity VIFs and the marker variable did not indicate serious common method bias, all constructs were rated by the same employees; multi-source designs, with recruitment effectiveness measured from HR records (for example, turnover of new hires or probation outcomes), would provide stronger evidence. Third, the sample came from five organizations in one province, which limits generalizability to other regions and to national ministries. Fourth, only one mediator was examined; future research could test organizational justice, trust or digital HR systems as additional mechanisms, and moderators such as organizational size or the degree of political intervention in hiring.

6. CONCLUSION

This study shows that good governance is associated with more effective employee recruitment and selection in public organizations, both directly and indirectly through knowledge management. Good governance explained about a quarter of the variance in KM; governance and KM together explained about a third of the variance in

recruitment and selection effectiveness, and KM transmitted about 37% of governance's total effect. Improving public recruitment therefore requires not only transparent, accountable, fair and lawful procedures but also deliberate investment in the acquisition, storage, sharing and application of hiring-relevant knowledge. Longitudinal and multi-source studies are needed to establish the causal direction of these relationships.

Authors' Contributions

N. Minh contributed to conceptualization, data collection, and drafting of the manuscript. A. Minh Nguyen contributed to supervision, methodology, data analysis, and critical revision of the manuscript. Both authors reviewed and approved the final version of the manuscript.

Declaration of Generative AI Use

During the preparation of this manuscript, the authors used an AI-based tool to improve language, grammar, and readability. Following the use of this tool, the authors reviewed and edited the content as necessary and take full responsibility for the accuracy, integrity, and final content of the publication.

Acknowledgments

The authors would like to express their sincere gratitude to all employees and managers of the five provincial public organizations in Nghe An Province, Vietnam, who participated in this study. Their valuable time, cooperation, and insights made this research possible.

Declaration of Competing Interests

The authors declare that they have no competing interests related to this research or its publication.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Ethical Considerations

The study was approved by the Research Committee of the Faculty of Management and Economics, Vietnam National University, Hanoi. Permission to conduct the research was also obtained from each participating public organization. Participation was voluntary and anonymous, and informed consent was obtained from all participants through the consent statement provided on the first page of the questionnaire. The confidentiality of participants was maintained, and only aggregated results were reported. The collected data were used exclusively for research purposes.

REFERENCES

[1] Armstrong, M. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.

[2] Ployhart, R. E. (2006). Staffing in the 21st century: New challenges and strategic opportunities. *Journal of Management, 32*(6), 868–897. https://doi.org/10.1177/0149206306293625

[3] Dahlström, C., Lapuente, V., & Teorell, J. (2012). The merit of meritocratization: Politics, bureaucracy, and the institutional deterrents of corruption. *Political Research Quarterly, 65*(3), 656–668. https://doi.org/10.1177/1065912911408109

[4] Azzahra, N. A., Ariansyah, A., & Imawan, Y. N. (2024). Implementation of good governance principles in the recruitment and selection process of government employees in Indonesia. *International Journal of Social Service and Research, 4*(6), 1-7. https://doi.org/10.46799/ijssr.v4i6.808

[5] Burikul, T. (2003). Good governance: New public administration. *King Prajadhipok's Institute Journal, 2*(3), 45–56.

[6] United Nations Development Programme. (1997). *Governance for sustainable human development: A UNDP policy document*. UNDP.

[7] Arulrajah, A. A. (2016). Literature review on good governance in the organizations through human resource management: A corporate level analysis. *International Business Research, 9*(8), 24–38. https://doi.org/10.5539/ibr.v9n8p14

[8] Beeri, I., Dayan, R., Vigoda-Gadot, E., & Werner, S. B. (2013). Advancing ethics in public organizations: The impact of an ethics program on employees' perceptions and behaviors in a regional council. *Journal of Business Ethics, 112*(1), 59–78.

[9] Han, Y., & Hong, S. (2019). The impact of accountability on organizational performance in the U.S. federal government: The moderating role of autonomy. *Review of Public Personnel Administration, 39*(1), 3–23.

[10] Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology, 86*(3), 425–445. https://doi.org/10.1037/0021-9010.86.3.425

[11] Vigoda-Gadot, E. (2007). Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models. *Personnel Review, 36*(5), 661–683. https://doi.org/10.1108/00483480710773981

[12] Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems, 18*(1), 185–214. https://doi.org/10.1080/07421222.2001.11045669

[13] Alavi, M., & Leidner, D. E. (2001). Review: Knowledge management and knowledge management systems: Conceptual foundations and research issues. *MIS Quarterly, 25*(1), 107–136. https://doi.org/10.2307/3250961

[14] Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science, 5*(1), 14–37. https://doi.org/10.1287/orsc.5.1.14

[15] Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120. https://doi.org/10.1177/014920639101700108

[16] Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal, 17*(S2), 109–122. https://doi.org/10.1002/smj.4250171110

[17] Kaufmann, D., Kraay, A., & Zoido-Lobatón, P. (2000). Governance matters: From measurement to action. *Finance & Development, 37*(2), 10–13.

[18] Rhodes, R. A. W. (1996). The new governance: Governing without government. *Political Studies, 44*(4), 652–667. https://doi.org/10.1111/j.1467-9248.1996.tb01747.x

[19] World Bank. (1992). *Governance and development*. World Bank.

[20] Heywood, A. (2013). *Politics* (4th ed.). Palgrave Macmillan. https://doi.org/10.1007/978-1-137-27244-7

[21] Grindle, M. S. (2004). Good enough governance: Poverty reduction and reform in developing countries. *Governance, 17*(4), 525–548. https://doi.org/10.1111/j.0952-1895.2004.00256.x

[22] Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public Administration Review, 60*(6), 549–559. https://doi.org/10.1111/0033-3352.00117

[23] Weber, M. (1947). *The theory of social and economic organization* (A. M. Henderson & T. Parsons, Trans.). Free Press.

[24] Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management, 16*(2), 399–432. https://doi.org/10.1177/014920639001600208

[25] Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE. https://doi.org/10.1007/978-3-030-80519-7

[26] Lawshe, C. H. (1975). A quantitative approach to content validity. *Personnel Psychology, 28*(4), 563–575. https://doi.org/10.1111/j.1744-6570.1975.tb01393.x

[27] Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39–50. https://doi.org/10.1177/002224378101800104

[28] Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

[29] Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.

[30] Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems, 116*(1), 2–20. https://doi.org/10.1108/IMDS-09-2015-0382

[31] Zhao, X., Lynch, J. G., Jr., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research, 37*(2), 197–206. https://doi.org/10.1086/651257

[32] Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration, 11*(4), 1–10. https://doi.org/10.4018/ijec.2015100101

[33] Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). Wiley.

[34] Meade, A. W., & Craig, S. B. (2012). Identifying careless responses in survey data. *Psychological Methods, 17*(3), 437–455. https://doi.org/10.1037/a0028085

[35] Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

[36] Rönkkö, M., & Cho, E. (2022). An updated guideline for assessing discriminant validity. *Organizational Research Methods, 25*(1), 6–14. https://doi.org/10.1177/1094428120968614

[37] Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology, 86*(1), 114–121. https://doi.org/10.1037/0021-9010.86.1.114