Abstract. This paper discusses past researches on human governance elements. Eight elements of human governance are proposed in this paper: leadership, integrity, religiosity, spirituality, culture, recruitment, training and internal control policy. Empirical study shall be conducted in the future study to confirm the eight elements of human governance proposed in this paper. It is expected that these elements may enhance the human governance practice in the organizations.

1. Introduction

Human plays an important role in an organisation at every level of management. This is because most of organisations’ activities such as documentation, organizing and managing, are conducted by the employees. These activities will be influenced by conflicts whether conflict in their workplace or conflict in family (Greenhaus & Beutell, 1985, p. 77). Human governance is about internal, inside-out and value-based conviction to guide human to behave. It focuses on the axiology covering the traits of value, religion, belief system, culture and ethics in order to encourage the trust culture, which produces high ethical values and moral conduct (Salleh & Ahmad, 2010). According to the World Bank (2007), human governance is defined as the manner in which public officials and institutions acquire and exercise the authority to shape public policy and provide public goods and services.

2. Literature review

Leadership

Leadership plays an important role in promoting and managing organisation development by influencing the subordinates both directly or indirectly. According to Pierce and Newstrom (2011), they are individuals who are capable of taking ambiguous situations, interpreting these situations, and framing for the followers an understanding of the situation and what needs to be done to move forward.
Integrity

According to Transparency International (TI) (2000), it is acknowledged that political corruption can be remedied when citizens demand integrity and accountability from their leaders. It showed that, the level of integrity of employees is lower at work place.

Religiosity

The term religion refers to faith in a divinely created order of the world. It is an agreement with which is the means of salvation for a community and thus, each individual has a role in that community. This notion is principally applied by Judaism, Christianity and Islam (Samanta, 2011).

Spirituality

Meanwhile, Falk (2001) and Mead (2006) stated some notable pieces in the literature on the connection between religion and governance and religion and corruption (Paldam, 2001; Woodberry & Shah, 2004), which addressed the overlap portions of spirituality and religion. However, there is a large and significant portion of spirituality that lies outside the bounds of religion.

Culture

Additionally, economists narrowed down the definition of culture which is, to share values and beliefs governing interaction among individuals (Huntington, 2000; Greif, 2004; Fernandez, 2008; Barr & Serra, 2010). In all definitions, culture is “shared” among group members, and indeed, the group may be defined by these shared values. This is another angle to represent human governance framework.

Recruitment

According to Taylor (2008) and Rees and French (2010), recruitment is the process whereby an organisation collects applications for a position and generates a pool of potential suitable employees, while selection involves using techniques or different methods to assess the applicants and decide who is best suited to the available position, given management goals and legal requirements.

Training and Development

Apart from that, Bates and Davis (2010) emphasized on the usefulness of training programme which is possible only when the trainee is able to practise the theoretical aspects learned in the training programme in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations.

Internal Control Policy

Lastly, effective internal control system provides information to management about the entity's progress, or lack of progress toward the achievement of their objectives (Changchit et al., 2001; Jokipii, 2010; Ninhuyom & Chanthinok, 2011; Vijayakumar & Nagaraja, 2012; Verdina, 2011). Thus, it is also vital to be included in the human governance proposed framework.

3. Human Governance

Human governance is a religious-based governance that guides the view of nature, thought, decision making and the behaviour of the leaders. Human governance looks at the axiology, encompassing the
traits of values, religion, belief system, culture, and ethics in order to foster the culture based on trust where human within the organization was viewed as the soul of the organization (Salleh & Ahmad, 2010).

4. Gap in the literature

There are several terms and definitions that apply consistently where further undermine public administration debate (Oman & Arndt, 2013). Since 2008, the development of human governance by researcher and practitioners had focused on broadening and achieving the objective. Apart from having corporate governance, human governance is really needed which emphasizes more about the spirit of the law in order to guide the human.

5. Exploratory Study Framework

The above theoretical framework is mainly to determine the influencing determinants that represent human governance. This is supported by the rotten apple theory that justifies that corruption depends on leadership, individual characteristic, ethical and moral failure, and also the culture of organization (Chandrasekaran & Raza, 2015).

6. Conclusion

The proposed framework intends to measure each of the elements on how they influence human governance. Elements that have a relationship with human governance will be used in another study in order to combat corruption.

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