HUMAN GOVERNANCE DETERMINANTS

[1]ZULKEFLI HANAPIYAH, [2]SALINA DAUD, [3]WAN MOHAMMAD TAUFIK WAN ABDULLAH

College of Business Management and Accounting, Universiti Tenaga Nasional
E-mail: zulkeflihanapiyah@ymail.com, salina@uniten.edu.my, wmtaufik@uniten.edu.my

Abstract- Governance practices play an important role in attaining high quality workforce. The establishment of governance in the organization have produce a concept of human governance. Human governance is a significant element to improve the value and ethical behavior of employees in the organization. This study seeks to establish the human governance determinants. The selected organization that involved in this study are based on the information provided by Malaysia Anti-Corruption Commission (MACC). The unit of analysis for this study is focusing on the employees whom involved in the decision making within the organization. The study adopted simple random sampling technique. The study used questionnaires to collect data and Cronbach's alpha was used to test the reliability of the instruments. A statistical package for social sciences (SPSS) was used to analyze the quantitative data. The results of this study revealed that the factor loading for each item are above 0.40. Exploratory Factor Analysis (EFA) confirmed 8 dimensions of human governance namely: Leadership, Integrity, Religiosity, Spirituality, Culture, Training and Development, Recruitment and Selection and Internal policy Control.

Keywords- Human Governance, Determinants, Exploratory Factor Analysis.

I. INTRODUCTION

In the scope of administration and management, human governance is deemed to be the core principal for professional conduct in the organization. Human governance should be a priority in management rather than the other form of governance. A complete human governance approach is vital, and the factor that should be part of implementation and consideration is ethical behavior. (Salleh and Ahmad, 2010). Malaysia is a multiracial country, everyone has one's own personal belief, religion, thinking, culture, a way of working and uniqueness. Human governance is more than what is achievable or perceived by the senses, experience, common sense, and feelings. Human Governance, moving from the internal dimension to outside or from spiritual to physical treatment. Therefore, the most basic components of an internal nature, consciousness and spiritual aspects of human should be referred when discussing about the subject of basic human in the concept of human governance In the organization, administrators place these written rules and law on a pinnacle. But the standards by which objectivity is employed on subjective, abstract and dynamic governance activities on the organization to control the behavior of employees is not feasible (Ahmad, Adha, Hamid, Izham, & Hamzah, 2015). Without considering the moral and practical implications of this great material growth, the dignity of human beings have been lowered in this advanced era to the level of computers, information technology, and machines are considered to have the human ability, (Christian, 2011).

II. LITERATURE REVIEW

2.9 Human Governance

Human governance determinants are the important criteria to help the organization to add the value of employee, to improve the company procedure and practices, and also improving the organization objective. Human governance covering the traits of value, religion, belief system, culture and ethic in order to nurture the trust culture that produce high ethical values and moral conduct (Salleh and Ahmad, 2010). In the other word, human governance acts as a mechanism to improve the core value, ethics and behavior of individuals in the organization that guides from the internal of the individual itself.

To help the organization improve the value, ethics, and behavior of employees in the organization, this study suggested that, leadership, integrity, religiosity, spirituality, culture, training and development, recruitment and selection, and internal policy control are the determinant of human governance. All the determinants have been tested and the result was confirmed that each of determinant gives an effect to human governance.

2.2. Leadership

The most obvious things about leadership is the ability to inspire and influencing subordinate directly or indirectly with the main objective of promoting and managing organizational development (Hanapiyah, Daud, & Abdullah, 2016). Leader is a person who forces his position to affect that group consciously or subconsciously. A leader is mentioned as a driver or the force behind the progress of the people he is leading. According to Pierce & Newstrom (2011) leaders who are capable to framing for the followers understanding of the situation, taking ambiguous situations, interpreting these situations, and what needs to be done to move forward.

Self-leadership (Manz, 1986; Neck & Houghton, 2006; Neck & Manz, 2010) is a process of self-evaluation and self-influence by behavioral and cognitive whereby people achieve the self-direction

and self-motivation that each of employee needed to enhance the performance and shape their behaviors in positive ways. More precisely, enhance individual performance, self-leadership involves specific sets of strategies and normative prescriptions designed. Self-leadership strategies are divided into three primary categories which are behavior-focused strategies, natural reward strategies, and constructive thought strategies (Neck & Houghton, 2006).

2.3. Integrity

According to Jamiah et al (2005), integrity refers to "The knowledge, awareness, en-living and tight grasp to pure values, consistently, together with a full commitment to those values in every spoken word and action to achieve self and organization excellence". According to Pattison and Edgar (2011), integrity is the utmost compliance to the values of local community. In accordance to that, individuals are said to have a high integrity when their actions are aligned with the pure values they hold (Jamiah Manap et al., 2005)

The fast-paced development of organizational management makes the term 'integrity' become important and frequently makes a correlation study to solve many of the complexities in professionalisms management (Pattison, and Edgar, 2011). To the concept of human governance, integrity of employees in the organization refers to the core values, ethics and behavior that guided from internal of individuality itself that covering the value of religion, belief system and culture in order to build trust and highest morale conduct within the organization

2.4 Religiosity

Religiosity represents individuals' identification with and commitment to the values and principles of a religion (Bouarif, 2015). According to Park and Smith (2000), religiosity refers to a set of behaviors that show the worth of one's religion or faith. Other point of view, religiosity as a belief in God accompanied by a commitment to follow certain principles (McDaniel and Burnett, 1990). In this sense, the term applies mostly in every religions like Judaism, Christianity, and Islam. It involve faith in a creed, obedience to a moral code set down in sacred scriptures, and participation in common practices. In simple term, religiosity may be referred to as the state of one's belief in God, characterized by his piety and religious zeal (Salleh, 2012).

Regarding morality in the workplace, based on Bouarif (2015), Islam believes that working is an act of ibadah (worship) that has to be discharged with justice, commitment, and honesty. In Islam, there are important to each person will be held accountable and questioned about how he earned his wealth and how he spent it. Thus, Islam places a greater emphasis on duties and obligations. Islam encourage individuals to work on the basis of "ihsaan" (proficiency and efficiency). That is to do more than the minimum requirement: "Verily, God command that you establish justice and be efficient and proficient" (Quran, 16:90). The prophet said: "God loves that when anyone does a job, he does it perfectly" (Al-Bayhaqi, no. 4915). Islam, for instance, regards the motives behind the acts and evaluates the deeds from the intention behind them.

2.5 Spirituality

Karakas (2010) stated that spirituality and religion can be distinguished based on individualism, inclusive, non-denominational, universal human feeling, rather than an adherence to the beliefs, rituals or practices of a specific organized religions institution. Spirituality can lead individuals to experience consciousness at a deeper level, thereby enhancing their intuitive abilities (Vaughan, 1989). Nur (2003) found that self-described Christian companies exhibited higher level of satisfaction. East (2005) found a strong and significant relationship between workplace spirituality and a person's job satisfaction. Polley, Vora, & SubbaNarasimha (2005) debated that despite the intrinsic human benefit and potential organizational benefit of spirituality, spirituality at work was subject to dilemmas, costs, and outright negative effects. Evidence indicated that managers are grasping that prayer can be a source of accuracy or a lesser margin of error in their corporate decision making (Cavanagh and Hazen, 2008; Vasconcelos, 2009). McGee and Delbecq (2003) asserted that executives regard prayer as being beneficial to them because it helps them to keep their mental and emotional capacities at an optimal level, and they feel somehow inspired to make a right decisions.

2.6 Culture

Economists narrow the definition down to shared values and beliefs governing interaction among individuals (Greif 1994; Huntington 2000; Fernandez 2008; Barr and Serra 2010). In all definitions, culture is "shared" among group members, and indeed, the group may be defined by these shared values. We can further distinguish two channels through which culture operates: social norms and formal institutions (Elster 1989). Social norms are informal rules, driven by values and beliefs that govern interaction, and are both shared and sustained by group members. Institutions are formal rules governing individual interaction, and are also influenced by values and beliefs. According to Huntington (2000) discuss the link between formal institutions and culture. Formal institutions are readily observable, and provide some insight into culture, while informal rules are more difficult to observe. Indeed, social norms and institutions can be in harmony, or in direct conflict with each other.

2.7 Training and Development

The process to obtain or transfer knowledge, skills and abilities (KSA) known as training and

development that needed to carry out a specific activity or task. Therefore, the benefits of training and development, both for employers and employees are strategic in nature and hence much broader (Niazi, 2011). To achieve organizational goals and also to create competitive advantage, a comprehensive training and development program helps in deliberating on the knowledge, skills and attitudes necessary (Peteraf 1993). In fact, in the start of the twenty-first century Human Resource Managers have opined that one of the main challenges they are to confront had involved issues related to training and development (Stavrou, Brewster and Charalambous 2004).

2.8 Recruitment and Selection

According to Griffin, (1997) "Securing the right people for particular jobs, and it may take the form of advertising for large groups of employees or taking out a lightly skilled individual for specific work" is the definition of recruitment. In the differences point of view, Monday and Noe (2005) "recruitment is a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it". Clear knowledge of the job helps the potential employees to put in their best when employed (Omisore & Okofu, 2014).

As explained by Opatha (2010) to apply for job vacancies in the organization, recruitment is the process of finding and attracting suitably qualified people. It is a set of activities an organization uses to attract candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. In the simple words, recruitment refers to finding, attracting and screening process to securing the right people that covers the traits of knowledge, skills, ability and attitudes of candidates before accepted to join the organization.

2.9 Internal Policy Control

According to Aramide & Bashir (2015) the process of internal control system in the organization covered activities for effective and efficient operation, reliability of financial accountability and compliance with applicable law and regulation. New public management (NPM), an international public reform movement formulates significant improvement in the management of public treasures in many countries, to promote good management system that will work towards efficiency, effectiveness and proper accountability, which can only be realized through effective internal control system (Campbell, 2008).

According to Mawanda (2008) internal controls are processes designed and affected by those charged with governance, management, and other personnel to provide reasonable assurance about the achievement of an entity's objectives. In order to influencing management performance, internal control plays a direct role and they are charged to provide a reasonable assurance of the reliability of financial reporting, the compliance with laws and regulations and to uphold good corporate governance (Abdulkadir, 2014).

III. RESULTS AND DISCUSSION

3.1. Response Rate

A total of 95 questionnaires were distributed to the target population. The selected unit of analysis for this study is focusing on the employees whom involved in the decision making within the organization. This consisted of the Road Transport Department, District Land Office, State Land Office, District Council, Municipal council, Forestry Department, and Royale Malaysia Police. The number of questionnaires distributed included Road Transport Department with a total of 15, District Land Office with a total of 10, State Land Office with a total of 15, District Council with a total of 10, Municipal Council with a total of 10, Forestry Department with a total of 15, while Royale Malaysia Police had a total of 15. Out of the 95 questionnaires distributed, a total of 71 were returned which represents a response rate of 74.7%. This response rate was satisfactory to draw conclusions from the study and was, therefore, representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is generally good while a response rate of above 70% is excellent. This is also the same position taken by Babbie (2010) who also asserts that a response rate of above 70% is deemed to be very good. Table 1 shows the distribution and a response rate of questionnaires from the respondents.

Table 1: Response Rate

Name of the organization	Total number of Questionnaires distributed	Total number of Questionnaires completed and returned	Response rate per organization
Road Transport Department	15	15	100%
Public Work Department	15	15	100%
State Land Office	15	10	66.6%
District Council	10	8	80%
Municipal Council	10	7	70%
Forestry Department	15	6	40%
Royale Malaysia Police	15	10	66.6%
Total	95	71	74.73%

Table 1 showed that only one department has a response rate below 50%, which is Forestry Department with a 40% response rate. Another six department, all of them got above 60% response rate, which is a Road Transport Department and Public Work Department with a 100% response rate, followed by the District Council with 80%, Municipal Council with 70%, State Land Office and Royale Malaysia Police with a 66.6% response rate.

3.2 Human Governance Determinant

Human governance is very important criteria because it determines whether employee will achieve their objectives or not with the highest human value. Human governance also tends to enhance the employee and corporate image. The analysis for this study used Exploratory Factor Analysis (EFA). Traditionally factor analysis has been used to explore the possible underlying structure which a set of interrelated variables without imposing any preconceived structure on the outcome (Child, 1990). By performing exploratory factor analysis (EFA), the number of constructs and the underlying factor structure are identified.

Factor analysis starts with the process of dimension deduction, which is all the items for each variable to be tested. The result of this process, all the item loading that below 0.4 will be deleted. According to Stevens (1992) and Field (2000), "recommends interpreting only factor loadings with an absolute value greater than 0.4, which means explain around 16% of the variance)

According the analysis of data, the variable of leadership, spirituality, culture, training and development and internal control policy has been through deduction process. Leadership contain nine (9) item, only six (6) item were confirmed valid, therefore, the other two (2) items were excluded from subsequent analysis. For spirituality variable, one (1) item were excluded and only 11 items were confirmed valid. Culture variable with seven (7) item in which five (5) item were confirm valid and two (2) item were deleted from the subsequent analysis. Training and development with 12 items in which is 11 items were confirmed valid and one (1) item were cut out. For the internal control policy, with nine (9) items, one (1) item were deleted from the analysis and the remaining eight (8) item were confirmed valid.

However, the variables of integrity, religiosity, and recruitment, all item are acceptable and this variable remain 10 item for integrity, seven (7) items for religiosity and ten 10 items for recruitment and selection.

After all the item gone through the process of dimension deduction, all the items were computed according to the variable. Through the process dimension deduction, all the variable has been tested. The result showed that, the loading value for all variables are above 0.4. This information presented in Table 2.

Table 2: Component matrix for human governance

Variable	extraction
Leadership	0.547
Integrity	0.531
Religiosity	0.610
Spirituality	0.478
Culture	0.705
Training and Development	0.727
Recruitment and Selection	0.852
Internal Policy Control	0.778

Complete measurement must meet the tests of validity and reliability. Smith (1991) defined the validity as the "degree to which the researcher has measured what he has set out to measure." It is essential that the questionnaire can measure the concept accurately. Tapping the concept comprehensively enhances the credibility of the instrument. Three types of validity discussed in this study, which is the content validity, construct validity, and convergent validity

Content validity of this study, the questionnaire has been validated by a panel of judges who are lectures in the field of management and also the expert from the industry. All these experts are lecturers in University Tenaga Nasional and integrity officer from Malaysia Anti-Corruption Commission who validated the suitability of the research questionnaire and test to be used in Malaysian context. This panel was selected based on their experience in the field of education, their knowledge in research work, and work experiences in the organization

Construct validity requires a definition with clearly specified conceptual boundaries (Newman, 2002) and concerned with the underlying attributes rather than with the scores the instrument produces (Salkind, 2000). The validation emphasizes a logical analysis and tests the relationships predicated based on theoretical considerations.

To test construct validity, the method that will be used is Convergent validity. The word of construct shows a theoretic viewpoint to explain some phenomenon (Wiersma, 2000). According to (Van Dalen, 1973) states that construct usually focusing on the complex concept that includes several interrelated factors. In this study, convergent validity was assessed by factor loading.

Reliability test is used to enhance the reliability and ensure the accuracy of the data (Zikmund et al., 2010). Cronbach's Alpha is the most familiar method applied to measure reliability (Sekaran, 2003). The result form the reliability is as shown in table 3 below.

Table 3: Reliability Co-efficient for Human Governance

Variable	Number of Items	Cronbach's Alpha
Leadership	7	0.779
Integrity	10	0.944
Religiosity	7	0.871
Spirituality	11	0.798
Culture	5	0.715
Training and Development	11	0.916
Recruitment and Selection	10	0.927
Internal Control Policy	8	0.916

According to Cronbach's alpha, all the variables are accepted and reliable. Based on the result, Cronbach's alpha for each of variables are above 0.70 and represent acceptable and good. According George and Mallery (2003) provide the following rules of thumb: the result of Cronbach's alpha above 0.9 considered as excellent, above 0.8 considered as good, above 0.7 acceptable, the result above 0.6 considered as questionable, the value above 0.5 are considered as poor Cronbach's alpha and it became unacceptable when the value of Cronbach's alpha below 0.5. Reliability test for this study was conducted using Cronbach's Alpha based on the items that were confirmed in order to ascertain the measure of the degree to which a research instrument would yield the same results of data after repeated trials (Devellis, 1991)

CONCLUSIONS

There are eight variables that give impact towards the human governance itself and based on the result, all the eight variables will be the dimension for human governance. Correspondingly, each variables are important in order to represent human governance and help the organization to improve the value, ethical and behavior of the individual itself. All dimensions will be used in another study in order to fight corruption.

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