



UNIVERSITI UTARA MALAYSIA

**COLLEGE OF BUSINESS
MASTER OF SCIENCE (MANAGEMENT)
UUM / INTAN BUKIT KIARA, KUALA LUMPUR
SESSION FEBRUARY 2009**

RESEARCH PROPOSAL:

“Perceptions of red tape by manager in different echelon in government sector”

PREPARED BY:

**MOHD SYUKRY BIN MOHD ALI
803601
G/15184**

03rd NOV 2009

PERCEPTIONS OF RED TAPE
BY
POLICE PERSONNEL IN DIFFERENT ECHELON IN
ROYAL MALAYSIA POLICE

MOHD SYUKRY BIN MOHD ALI

PERCEPTIONS OF RED TAPE BY
POLICE PERSONNEL IN DIFFERENT ECHELON
IN ROYAL MALAYSIA POLICE

M.SC.(MGT)

SARJANA SAINS (PENGURUSAN)
UNIVERSITI UTARA MALAYSIA
2009

**PERCEPTIONS OF RED TAPE
BY
POLICE PERSONNEL IN DIFFERENT ECHELON IN
ROYAL MALAYSIA POLICE**

Submitted in partial fulfillment of the requirements of the
requirements for the degree of Master Science Management
in Universiti Utara Malaysia (UUM), Sintok, Kedah

By:

MOHD SYUKRY BIN MOHD ALI

Copyright © 2009 by Mohd Syukry bin Mohd Ali
All Rights Reserved

Matrik Number: 803601

Copyright 2009 by
Mohd Syukry bin Mohd Ali
All rights reserved.

Dedicated to
My parents Mohd Ali bin Raub and Rohayah bte Manaf
to my siblings
Azmi, Baizura, Baiton, Yusof
to my wife
Noraini bte Abdul Rachman
to my children
Fatin Farhana, Muhammad Zafrul and the late Muhammad Farkhan



KOLEJ PERNIAGAAN
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certify that)

MOHD SYUKRY BIN MOHD ALI (803601)

Calon untuk Ijazah Sarjana **SARJANA SAINS (PENGURUSAN)**
(Candidate for the degree of) **MASTER OF SCIENCE (MANAGEMENT)**

telah mengemukakan kertas projek yang bertajuk
(has presented his project paper of the following title)

PERCEPTIONS OF RED TAPE BY
POLICE PERSONNEL IN DIFFERENT ECHELON IN ROYAL MALAYSIA POLICE

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia UUM : **PROF. MADYA DR. HASSAN ALI**
(Name of Supervisor)

Tandatangan : _____
(Signature)

Nama Penyelia INTAN : **DR. MOHAMAD FARAZI BIN JOHARI**
(Name of Supervisor)

Tandatangan : _____
(Signature)

Tarikh : **03 NOVEMBER 2009**
(Date)

INFORMATION TO USER

This project paper is submitted in fulfillment of the requirements for the degree of Master Science Management in Universiti Utara Malaysia (UUM), Sintok, Kedah. I agree to allow the UUM's Library to display as general references. I do agree that any form of duplication either all or partially of this paper for the purpose of academic only allowed under the approval of this project paper for the purpose of academic only allowed under the approval of this research advisor or Dean of Research and Post Graduate, College of Business, UUM. Any form of duplication or printing for commercial reason is prohibited prior consent and written approval from the researcher. Any reference made on this paper must be first acknowledged to the researcher and UUM.

Approval to copy or use either fully or partially of this project paper must be applied through:

Dean of Research and Post Graduate

College of Business

Universiti Utara Malaysia

06010 Sintok

KEDAH DARULAMAN

ABSTRACT

Red tape is one of the importance fundamental studies of organizations. It has received scant attention from organizational scholars. In particular, this study focuses on managers' perceptions of red tape between different echelons in organization. Red tape consists of the general administrative red tape and personnel red tape.

One model which consist of three main elements for explaining perceptions of red tape are proposed in this study. The *job factor model* focuses on the factors which influence the performance of the job given which closely related to three hypotheses which are goal ambiguity, insecurity and expectancy.

The hypotheses included a goal ambiguity hypothesis that claims that ambiguous goals in the public sector cause managers to create red tape, an insecurity hypothesis that argues that public managers initiate red tape because they feel risk-averse and insecure about their authority and an expectancy hypothesis that depicts red tape as the result of weak linkages between performance and extrinsic rewards such as pay and promotion in the public sector. The data for this study were collected through handing out the questionnaire designated target respondents.

The findings indicate that the model is supported. There is a positive moderate relationship between goal ambiguity, insecurity, expectancy over red tape. Middle level rank police personnel perceived higher red tape as compared to lower level rank police personnel. Finally, police personnel in Royal Malaysia Police perceived higher level personnel red tape rather than general administrative red tape.

ACKNOWLEDGEMENTS

Kudos to Allah S.W.T that has gives me the courage to complete this thesis with strong will and determination. First and foremost, I would like to thank my parents and my family who has been very supportive to me to complete my study and this thesis. I also would like to thank the top management of Royal Malaysia Police for giving me the chance to further my study and enhance my career development. Without their concern, I would not be here completing my study. I also would like to give my gratitude to the Public Service Department of Malaysia (JPA), for giving me the valuable scholarship in order for me to finance my study. My greatest thankful to Universiti Utara Malaysia in providing the most dedicated lecturer in sharing their knowledge with all the MSc. Management student in INTAN Bukit Kiara, Kuala Lumpur.

There are lots of people who have contributed to this thesis either directly or indirectly, and I deeply appreciate the contribution that they have made to my development as a police officer and as a human being. I've been extremely fortunate to find myself in a stimulating intellectual environment at INTAN Bukit Kiara, Kuala Lumpur, and I would like to thank the people who have helped me in my time here. I also would like to thank my advisor who has been great to me in giving their opinion and as well as plenty of good criticisms. Associate Prof. Dr. Hassan Ali and Dr. Mohamad Farazi who has provide me with invaluable guidance and counseling as I've progressed through my studies. Whenever any kind of problems arose, Dr. Hassan and Dr. Mohamad Farazi will invariably help me through them.

Spending my time in the class room with the nineteen other students has been a very great moment in my entire tenure in Bukit Kiara. All the staff and lecturer who have direct and indirect who have given their commitment to my study have been very helpful to me during my time completing my degree here. For Puan

Rozita, Mr. Muhaimin, Mr. Faizal, Mr. Naim and Kak Ani, thank you for your courteous help through out the year.

As for Wan and Kak Zurin, wishing you all the best and hope you will complete your master degree eventually. I understand that time and ideas are the most valuable commodities in academics, and I appreciate everyone's willingness to share both with me. While I could not have produced this thesis without the input of others, I am still fully responsible for any errors, omissions or foolishness that can be found here.

On a personal note, I would like to thank my parents, Mohd Ali b. Raub and Rohayah bte Manaf, for helping me gain an appreciation for curiosity and intellectual endeavors as I was growing up. I also wish my siblings, Mohd Azmi, Baizura, Baiton and Mohd Yusof, a very good incoming future and I could not ask for a better, more loving family.

Finally, I need to acknowledge my wife, Noraini bte Abd Rachman. Her brilliance as a dedicated housewife and as a person has been inspirational to me as I have grappled with the challenges of following her into academia. Her love and support have been invaluable in allowing me the time to do so. Since my children are still growing up and have not contributed much to this research directly, I want to dedicate this thesis to Fatin Farhana and Muhammad Zafrul with all my love. Wishing you a bright future and being bless by Allah S.W.T.

| | |
|--------------------------|---|
| TABLE OF CONTENTS | i |
|--------------------------|---|

| | |
|---------------------------------|----|
| LIST OF FIGURE AND TABLE | iv |
|---------------------------------|----|

| | |
|------------------|---------------------|
| CHAPTER 1 | INTRODUCTION |
|------------------|---------------------|

| | | |
|-----|--------------------------------|---|
| 1.1 | Definition of Red Tape | 1 |
| 1.2 | Problem Statement | 3 |
| 1.3 | Research Questions | 7 |
| 1.4 | Research Objectives | 7 |
| 1.5 | Contributions of Research | 8 |
| 1.6 | Research Scope and Limitations | 9 |

| | |
|------------------|--------------------------|
| CHAPTER 2 | LITERITURE REVIEW |
|------------------|--------------------------|

| | | |
|-----|-----------------------------|----|
| 2.0 | Introduction | 11 |
| 2.1 | Definition of Concept | 11 |
| | 2.1.1 Dependent Variables | 11 |
| | 2.1.2 Independent Variables | 12 |
| 2.2 | Literiture Review | 14 |

| | |
|------------------|-----------------------------|
| CHAPTER 3 | RESEARCH METHODOLOGY |
|------------------|-----------------------------|

| | | |
|-----|----------------------------|----|
| 3.0 | Introduction | 22 |
| 3.1 | Theory Explaining Red Tape | 22 |
| 3.2 | Theoretical Framework | 25 |
| 3.3 | Hypotheses | 26 |
| 3.4 | Sampling Procedure | 26 |
| | 3.4.1 Population | 26 |

| | | |
|---------|---------------------------------|----|
| 3.4.2 | Sample | 27 |
| 3.4.3 | Questionnaire | 27 |
| 3.4.4 | Pilot Study | 27 |
| 3.4.4.1 | Reliability Test | 27 |
| 3.4.5 | Main Study | 28 |
| 3.4.5.1 | Reliability Test | 28 |
| 3.4.6 | Techniques | 28 |
| 3.4.7 | Research Limitation | 29 |
| 3.5 | Definition of Operation | 30 |
| 3.5.1 | General Administrative Red Tape | 30 |
| 3.5.2 | Personnel Red Tape | 30 |
| 3.5.3 | Goal Ambiguity | 30 |
| 3.5.4 | Insecurity | 30 |
| 3.5.5 | Expectancy | 30 |
| 3.5.6 | Management Level | 31 |
| 3.6 | Questionnaire Description | 36 |
| 3.6.1 | Dependent Variables | 36 |
| 3.6.2 | Independent Variables | 36 |
| 3.7 | Data Analysis Techniques | 33 |

| | | |
|-------------------|---|----|
| CHAPTER 4 | DATA ANALYSIS | |
| 4.0 | Introduction | 34 |
| 4.1 | Descriptive Analysis | 34 |
| 4.2 | Inferential Analysis | 38 |
| 4.3 | Hypothesis Testing | 41 |
| CHAPTER 5 | CONCLUSIONS & DISCUSSION | |
| 5.0 | Introduction | 44 |
| 5.1 | Review of Theoretical Framework | 44 |
| 5.2 | Major Findings | 45 |
| 5.3 | Implications for Practice | 46 |
| 5.4 | Caveats and Implications for Future Studies | 47 |
| REFERENCES | | vi |
| APPENDIXES | | x |

| | PAGE |
|---|-------------|
| LIST OF FIGURES AND TABLES | iv |
| Figure 3.1: Red Tape Model | 27 |
| Table 3.1: Reliability Test of Pilot Study | 30 |
| Table 3.2: Reliability Test of Main Study | 31 |
| Table 4.1: Departments in Royal Malaysia Police | 37 |
| Table 4.2: Police Headquaters in Royal Malaysia Police | 38 |
| Table 4.3: Respondent's Gender | 39 |
| Table 4.4: Respondent's Age | 39 |
| Table 4.5: Respondent's Echelon | 40 |
| Table 4.6: Respondent's Length of Service | 40 |
| Table 4.7: Respondent's Qualification | 41 |
| Table 4.8: General Administrative Red Tape | 42 |
| Table 4.9: Personnel Red Tape | 42 |
| Table 4.10: Mean of General Administrative Red Tape and Personnel Red Tape | 43 |
| Table 4.11: Correlation coefficient and coefficient of determination | 43 |
| Table 4.12: Regression Model | 45 |

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

The term 'red tape' refers to the cord that tied up together government documents in the early centuries of British and American bureaucracy and probably those of other colonies as well. For the trivia minded, the tape was a loosey woven fabric (probably wool), brick red in colour, and 7/6th of an inch wide when iron flat. More importantly, of course the term red tape is the leading pejorative symbol of government bureaucracy in the English language (Goodsell, 2000).

1.1 DEFINITION OF RED TAPE

The nature and impact of red tape on public agencies has long been debated. In the international community red tape has been associated with corruption and declining trust in government (Walker & Brewer 2008).

When we talked about red tape, the word bureaucracy will first come into picture. Bureaucracy can be defined as 'the system of official rules and way of doing things' (Oxford Dictionary, 2005). In the recent years, public administration scholar have focused on 'bad rules', or when rules making goes hare wire and rules shift from actions that stifle and inhibit it. Red tape can be define as "rules, regulations, and procedures that remain in force and entail a compliance burden but do not advance the legitimate purposes the rules were intended to serve" (Bozeman, 2000). Red tape can originate inside the organization or from external sources. It can have an internal impact or an external impact on the organization. It may sometimes interpret

The contents of
the thesis is for
internal user
only

REFERENCES

Aiken, M., and Hage, J. (1966). Organizational alienation: A comparative analysis. *American Sociological Review*, 31(4), 497-507.

Allison, G.T. (1983). *Public and Private Management*: Are they fundamentally alike in all unimportant respects, In *Public Management*, (Eds) J.L. Perry and K.L. Kraemer, Mountain View, CA: 1983.

Baldwin, J.N. (1990). Perception of Public and Private Sector Personnel and informal red tape: Their impact on motivation. *American Review of Public Administration*, (20), 7-28.

Bozeman, B. (1984). *Dimensions of publicness*: An approach to public organization theory. In *New Direction in Public Administration*. (Eds) B. Bozeman and J. Strausman, Monterey, CA: Brooks/ Cole Publishing Company.

Bozeman, B. (1993). A theory of government 'red tape'. *Journal of Public Administration Research and Theory*, (3), 273-303.

Bozeman, B., Reed, P., and Scoot, P. (1992). Red Tape and task Delays in Public and Private Organizations. *Administrative and Society*, (24),3, 290-322.

Daft, R.L. (1989). *Organization Theory and Design*. 3rd Ed., New York: West Publishing Company.

Downs, A. (1967). *Inside Bureaucracy*. Boston: Little Brown.

Goodsell, C. T. (1983). *The Case for Bureaucracy*. Chatham, N.J.: Chantam House.

Goodsell, C. T. (2006). A New Vision For Public Administration. *Public Administration Review*. *ProQuest Education Journals*, 66(4), 623-635.

Hage, J. (1965). An axiomatic theory of organizations. *Administrative Science Quarterly*, (10), 3, 289-320.

Hage, J. (1980). *Theory of organizations*. New York: John Wiley.

Hopkins, A. (1983). *Work and Job Satisfactionin The Public Sector*. Towata, NJ: Rowman & Allanheld.

Hornby, A.S. (2005). *Oxford Advance Learner's Dictionary of Current English*. Oxford University Press, 7th ed., China.

Inspector General of Police Standard Operating Procedure.

Kaufman, H. (1977). *Red Tape: Its Origins, Uses and Abuses*, Washington, D.C: Brooking.

Lan, Z., and Rainey, H.G. (1992). Goals, rules and effectiveness in public, private and hybrid organizations: More evidence about assertions about differences, *Journal of Public Administration Research and Theory*, (2), 5-28.

Meier, K. J. (1997). Bureaucracy and Democracy: The case for More Bureaucracy and Less Democracy. *Public Administration Review*. *ProQuest Education Journals*, 57(3), 193-199.

Pandey, S. K. and Bretschneider, S. (1992). The impact of administrative red tape on public organizations' interset in new information technologies, Center for Technology and Information Policy, *Working Paper Series*, 92-105.

Pandey, S.K. (1995). *Managerial Perceptions of Red Tape*. A Bell & Howell Information Company, United State of America.

Perry, J.L and Rainey, H.G. (1988). The public-private distinction in organizational theory: A critics and research strategy, *Acedemy of Management Review*, (13),2, 182-143.

Pfiffner, J.P. (1999). The public Service Ethnic in the New Public Personnel Systems. *Public Personel Management. ProQuest Education Journals*, 28(4), 541-555.

Police Act, 1965.

Rainey, H.G., Pandey, S.K., & Bozeman, B. (1995). Public and Private Managers' perceptions of Red Tape. *Public Administration Review. ProQuest Education Journals*, 55(6), 567-573.

Sekaran, U. (2003). *Research Methods For Business, A Skill Building Approach*, 4th ed., John Wiley & Sons, Inc., United State of America.

Shaw, C.K.Y. (1992). Hegel's Theory of Modern Bureaucracy. *The American Political Science Review. ProQuest Education Journals*, 86(2), 381-389.

Walker,R.M, & Brewer, G.A. (2008). An Organizational Echoen Analysis of the Determinants of Red Tape in Public Organizations. *Public Administration Review*. *ProQuest Education Journals*, 68(6), 1112-1127.