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

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POLICE PERSONNEL IN DIFFERENT ECHELON  
IN ROYAL MALAYSIA POLICE

M.SC.(MGT)

**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:**

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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



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## 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.



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# **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

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