

**INTEGRITY LEVEL AMONG MALAYSIAN
ANTI-CORRUPTION COMMISSION (MACC) STAFFS –
A CASE STUDY OF HUMAN RESOURCE AND
ADMINISTRATION DEPARTMENT**

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MASTER OF HUMAN RESOURCE MANAGEMENT

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By

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Dissertation Submitted to

**Othman Yeop Abdullah Graduate School of Business, Universiti Utara
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Resource Management**

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ABSTRACT

The main purpose of this study is to identify the staffs' integrity level of Human Resource and Administrative Department (BPSMPA), Malaysian Anti-Corruption Commission (MACC), and the factor(s) that influencing their integrity level the most. Other objectives include to examine the relationships between the factors and their integrity level; and to examine the underlying demography factors that could predict their integrity level. Data was collected through a survey of 104 respondents. Analysis of the quantitative data suggests that the integrity level of BPSMPA, MACC staffs is at ordinary level which proposes factors that influenced their integrity level the most are religiosity, job performance, and leadership quality. The presences of leadership quality, religiosity, job performance, along with the transformational plan are significantly associated with their integrity level. The results also suggest that the relative importance of respondents' year of employment in predicting integrity level differed according to the integrity domains. This research does generalized BPSMPA staffs' integrity level and its relationship with leadership quality, religiosity, job performance, and transformational plan. Therefore, this study could be replicated in other enforcement agencies in order to find the non-enforcement staffs' integrity level.

ABSTRAK

Tujuan utama kajian ini adalah untuk mengenal pasti tahap integriti pegawai-pegawai di Jabatan Pengurusan Sumber Manusia dan Pentadbiran Am (BSMPA), Suruhanjaya Pencegahan Rasuah Malaysia (SPRM), dan faktor-faktor utama yang mempengaruhi tahap integriti mereka. Objektif lain dalam kajian ini termasuklah mengkaji hubungan antara faktor-faktor tersebut dengan tahap integriti, dan mengenal pasti faktor demografi yang boleh mempengaruhi tahap integriti mereka. Data diperoleh melalui kajian terhadap 104 responden. Analisis data kuantitatif mencadangkan bahawa tahap integriti pegawai-pegawai BPSMPA, MACC adalah di tahap biasa dengan menyarankan religositi, prestasi kerja, dan kualiti kepimpinan sebagai faktor utama yang mempengaruhi tahap integriti mereka. Kehadiran faktor kualiti kepimpinan, religositi, prestasi kerja, dan pelan transformasi mempunyai hubung kait yang signifikan dengan tahap integriti mereka. Hasil kajian juga mencadangkan tempoh perkhidmatan responden sebagai faktor yang membezakan tahap integriti di antara domain-domain integriti. Kajian ini dapat membuktikan tahap integriti pegawai SPRM secara keseluruhan, dan hubungannya antara kualiti kepimpinan, religositi, prestasi kerja, dan pelan transformasi. Sehubungan itu, kajian ini boleh diguna pakai di agensi penguatkuasaan lain dalam mengkaji tahap integriti pegawai-pegawai bukan penguatkuasa.

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LIST OF ABBREVIATIONS

GTP -- Government Transformational Plan

MACC -- Malaysian Anti-Corruption Commission

NIP -- National Integrity Plan

IIM -- Malaysian Institute of Integrity

SPA -- Public Service Commission

JPA -- Public Service Department

BPSMPA -- Human Resource and Administration Department

TI-CPI -- Transparency International's Corruption Perception Index

MyIntegrity -- Civil Servants Integrity Self-evaluation Instruments

EDA -- Exploratory Data Analysis

SPSS -- Statistical Package for the Social Sciences

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter outlines the background of the organization in which the research was carried out. It introduces the concept of integrity values, problem statement, research questions, objectives of the study, significance of the study, scope of the study, limitations faced, definitions of key terms, and the organization of the thesis.

1.2 Background

Transformation in government services is highly needed as changed in the business and society has occurred. Demand on the best service delivery with good performance has highly raised and government is racing into increasing its delivery. In order to compete in a globalized situation, government has built various strategies. The strategies adopted are not only focused on improving service delivery and performance, but also related to retaining talented who are having high performance and high competence in workplace (Berger and Berger, 2004). But still, integrity has emerged as a critical driver to the organizational success in today's competitive business. Integrity is defined as a moral attribution that we placed on another person's behaviour rather than an account about the consistency of that person's words and actions (Kaiser and Hogan, 2010). It exhibits obligations through their actions as employees and their attitude towards achieving organizational strategies whole heartedly. There are many variables of integrity that have been identified in several major studies which touched on managerial behavioural context in private companies.

Prime Minister of Malaysia announced six initiatives that government of Malaysia must be focused on in Government Transformational Programs (GTP) which was released on 28th January 2010. The “six GTP’s initiatives are: (1) reducing crime (led by the Minister of Home Affairs); (2) fighting corruption (led by the Minister in the Prime Minister); (3) refining educational attainment (led by Minister of Education); (4) rising living standard for low incomers (led by the Minister of Women, Family and Community); (5) civilising basic rural infrastructure (led by the Minister of Rural and Territories); and (6) enlightening urban public transport services (led by the Minister Transport)” (Jabatan Perdana Menteri, 2011).

The objective of this GTP is to accelerate government’s performance in order to achieve Vision 2020 that committed to nine aims, which include economic, politic, social, spiritual, psychological and cultural. Consequently, “the nine aims of Malaysia’s Vision 2020 include: (1) establishing a united Malaysian nation made up of one race (Malaysian Race); (2) creating a psychologically liberated, secure and developed Malaysian society; (3) fostering and developing a mature democratic society; (4) establishing a fully moral and ethical society; (5) establishing a matured liberal and tolerant society; (6) establishing a scientific and progressive society; (7) establishing a fully caring society; (8) ensuring an economically just society, in which there is a fair and equitable distribution of the wealth of the nation; and, (9) establishing a prosperous society with an economy that is fully competitive, dynamic, robust and resilient” (Jabatan Perdana Menteri, 2010). With the Malaysia’s Vision 2020 nine aims as the pillar of GTP, 1Malaysia concept is created by the government with holding the principle of “*People First, Performance Now*”. 1Malaysia is constructed on the concept of fairness to all. It means that no groups will be disregarded; that sustenance and opportunities will be given based on need

and merit. “*People First*” principle is Malaysian government will focus on areas much needed and desired by the people and limited resources will distribute to those areas. “*Performance Now*” is a level that has been set to revealed government transparency and accountability in achieving those six initiatives.

As a result, enhancing the value of integrity is one of the areas needed and desired by Malaysians. It is important in the development of organizational human capital that will provide a big impact to the country delivery system. Paine (1994) strongly said that integrity is important in daily activities; otherwise, damage on ethical lapse could tarnish organizations’ reputations and relationships with their stakeholders. Integrity values also considered equally important in determining an individual’s competence and suitability for employment (Paine, 1994).

In government sector, integrity values is consider as not something that is static – as it could increase and may even decline. It because the practices of integrity when dealing with daily job tasks are accordingly; to the situations, environment and stakeholders (Kaptein and Reenen, 2001) as government is a part of every level of bureaucracy in the country. Therefore, the GTP on fighting corruption has been constructed and put under Malaysian Anti-Corruption Commission (MACC) obligation. As the implementer, MACC need to ensure its staffs from various service schemes background well versed about the government’s fighting corruption plan which include integrity as the main pillar. Therefore, as an integrity obligatory government’s body, MACC has to find preventive measures on moral and ethics problems among civil servants. In such, improving the efficiency and integrity values agenda is the most important task in MACC core business.

Mohammad Yusoff (2004) found that receiving money and gifts from customers, using department property for personal gain, and using position or personal interest are forms of corruption that occur among civil servants. Researcher is intimidated by a total of 860 prosecution reports on civil servants involvement in the violation of integrity between the year 2010 to 2012 as in Table 1.1. These prosecutions consist of charges on corruption, fraud and abuse of power (MACC, 2011).

Table 1.1

Civil Servants Violation of Integrity Case from Year 2010-2012

Staffs category	Year		
	2010	2011	2012
Top management	8	3	0
Management and professional	37	91	66
Supporting	248	229	178
Total	293	323	244

Source: MACC 2011 Annual Report

To reduce those numbers, government implemented various preventive measures and public efficiency improvements. The establishment of National Integrity Plan (NIP) and Malaysian Institute of Integrity (IIM) are to set targets on: (1) reducing corruption, malpractice and power abuse; and (2) binding efficiency of public service delivery system through strengthening transparency principle, responsibility and good governance. The implementation of NIP in government agencies is to develop ethical civil servants that are able to distinguish between right and wrong behaviours. This is in line with the fourth challenge of Vision 2020 – establishing a fully moral and ethical society.

If civil servants are unable to perform their duties and responsibilities with integrity, then the quality of service expected will not be achieved. Some of the examples of ethical behaviours and acts without integrity value that affect the quality of service are as follows:

- a. Punch-in in time but not in place for work, spend a lot of time in the morning in the cafeteria;
- b. Slow and delay action in settling duties and responsibilities;
- c. Spend a lot of time managing personal matters without taking annual leave;
- d. Not being honest or making false claims, working overtime but actually spend time surfing the internet and using office facilities for personal advantage;
- e. Biased, for example, in matters of recruitment, promotion, and awarding of contracts; and
- f. Wasteful, in term of using office equipment such as paper, stationery, printing machine and others.

MACC is very concerned about the staffs' integrity level. Therefore, various types of courses are conducted including management courses, self-development courses, talks, seminars and many more. In addition, the integrity element is also included in MACC transformational plan which known as MACC Strategic Plan 2011-2013. This strategic plan focused on four main fields: (1) effective investigation management, (2) effective society's prevention and education system on bribery, (3) improve society's trust on MACC; and (4) well-planned human resource development – in the end will create professional and accountable MACC staffs.

1.2.1 Integrity Domains

Integrity covers every aspect of human life, which accounted with God, family, neighbours, colleagues, duties, responsibilities and own-self. Integrity is what we feel (heart), what we think and what we do on a basis of proper and sincere. Integrity is a good habit and is also comes from good spirit: it came from the soul of a person (Syed Othman AlHabshi, 2003). In reflection of day-to-day action, integrity is makes right and good act even if it invisible to others. From an Islamic perspective, the concept of courtesy which associated with integrity means doing some worship performance as seem as one sees God. If the individual does not see God, God always sees him. What is important in the context of integrity is the correct intention and determination in all aspects of life in order to comprehend the integrity. This item also has to do with the question of faith. Prophet Muhammad has emphasized the importance of purified heart to produce behaviour that highlights the good values. If one's heart is damaged, so damaged will be all the way.

Values of trust, honesty, fairness, sincerity, transparency, truth, adhere to the principle, not easily influenced and reliable is up to integrity. Integrity is actually started from own-self. Prophet Muhammad, is an example of perfection and personality traits that are admirable. His ethical behaviour recorded in Surah Al-Ahzab: 21 which means:

"Certainly, you have in the Apostle of Allah an excellent exemplar for him

Who hopes in Allah and the latter day and remember Allah much."

Researcher defined individuals with integrity is an individual that full of knowledge, awareness, appreciation and strong grasp of the values consistently. It is also consider as giving full commitment to these values for the excellence and well-being of the organization. In the context of this study, the integrity has three domains - accountability, knowledgeable and courtesy and separated into 10 subdomains - disciplined, responsible, honest, corruption-free, power abuse-free, rational, innovative, optimistic, polite, and caring.

1.3 Problem Statement

The establishment of Integrity Unit in each Government's Ministry/ Agency/ Department on July 27, 2011 proved that Government is very keen on civil servants' integrity level. It is because the function of this Unit establishment is to ensure that all public officers are not involved in unlawful and unethical behaviour. The Unit also responsible in providing knowledge and administer the implementation of Government's integrity programs. Thus, these Integrity Units will be held by civil servants but fully monitored by MACC.

Before monitoring the integrity level of other Ministries/ Agencies/ Departments, MACC need to ensure its staffs especially non-investigation officers are at their best level of integrity. MACC comprises of various service schemes mainly from uniformed and non-uniformed staffs. In recruitment process of uniformed staff or known as investigation officer service scheme, MACC has been given autonomy by Public Service Commission (SPA) as the appointing authority. Therefore, special screening in defining high-integrity officer involved during the recruitment process. But MACC was not involved in the selection of officers other than the investigation

officer service scheme for the placement in the organization. It is because recruitment for non-uniformed staffs is under SPA responsibility and the placement in MACC is prepared by the Public Service Department (JPA).

The issue in this study is Human Resource and Administration Department (BPSMPA) is one of the departments in MACC that consists of staffs from various service schemes – apart from investigation officer service scheme. Hence, integrity level of these staffs is not being measured yet before they entered MACC. In respective of government's vision on eliminating corruption, the integrity level among the public officers must be known in order to be in line with the vision so that all public officers have a high level of integrity in delivering their services.

The main purpose of this study is to investigate the most dominant factor that influenced BPSMPA, MACC staffs' integrity level (values). Therefore, the problem statement is: *What is the factor(s) that influenced BPSMPA, MACC staff's integrity level the most?*

1.4 Research Questions

In order to accomplish the purpose of the study, four research questions have been formulated:

- a. What is the BPSMPA, MACC staffs' integrity level?
- b. Do independent variables (leadership quality, religiosity, job performance, and transformational plan) affect the extent of BPSMPA, MACC staffs' integrity level?
- c. What is the factor(s) (leadership quality, religiosity, job performance, and transformational plan) influenced BPSMPA, MACC staffs' integrity level the most?

- d. Is there any difference in BPSMPA, MACC staffs' integrity level according to demographic variables (gender, age, and year of employment)?

1.5 Research Objectives

Specifically, this study mainly seeks to achieve the following objectives:

- a. To identify BPSMPA, MACC staffs' integrity level;
- b. To examine the relationship between independent variables (leadership quality, religiosity, job performance, and transformational plan) and BPSMPA, MACC staffs' integrity values; and
- c. To identify factor(s) (leadership quality, religiosity, job performance; and transformational plan) influenced BPSMPA, MACC staffs' integrity level the most.
- d. To identify BSMPPA, MACC staffs' integrity level differences according to demographic variables (gender, age and year of employment).

1.6 Significance of the Study

This study will provide input on integrity level of MACC staffs that will strengthen medium of integrity programs across all level of civil servants. It also helps MACC's top management having the opportunity to be more aware about the determinants of the civil servants' integrity level and the factors that have great impact towards integrity.

From the findings, this study could be a precedent of integrity level for other Integrity Unit under the supervision of the MACC which are placed in all Ministries / Agencies / Departments. The findings might be able to help MACC producing strategic approach to enhance integrity level of civil servants which in turn can

achieve government's mission. At the same time, it can also increase civil servants performance.

This study will be able to help MACC find non-investigation officers that have high integrity level and groom them as good examples to others for better civil servants. Moreover this knowledge is positively would be beneficial as a source of information for the future research concerning this subject. It will also add on the current literature of integrity level and can be used as one of the references or guidance for future research as well as elevating the literature in human resource management.

1.7 Scope and Limitations of the Study

Scope of the study covers all 163 non investigation officers in BPSMPA, MACC whether there are in permanent or contract status. Based on the information given by the department, until January 1, 2013, BPSMPA, MACC has a total number of: one officer from top management category (Grade Utama C to Turus 1), 25 officers from management and professional category (Grade 41 to 54) and 137 officers in execution category (Grade 1 to 40). Distribution of BPSMPA staffs by category is as shown in Table 1.2.

Table 1.2

BPSMPA staffs distribution

Staffs Category	Number
Top management (Grade Utama C to Turus 1)	1
Management and professional (Grade 41 to 54)	25
Execution (Grade 1 to 40)	137
Total	163

In context of this study, integrity level will be based on 10 components as follow (Ezhar, Azimi, Hanina and Amini, 2010):

- a. Disciplined
- b. Responsible
- c. Honest
- d. Corruption-free
- e. Power abuse-free
- f. Rational
- g. Innovative
- h. Optimistic
- i. Polite
- j. Caring

The limitation of the study is findings from this study are very limited to the sample only – as it will not generalized integrity of level of whole MACC staffs. A different setting of sample in MACC might provide different findings for this kind study.

1.8 Definitions of Key Terms

The definitions of key terms on this study are as follows:

- a. Integrity values that defined integrity level construct of three domains: accountability, knowledgeable, and courtesy which consist of 10 subdomains: disciplined, responsibility, honest, corruption-free, power abuse-free, optimist, innovative, rationale, polite and caring in addressing integrity behavioural (Ezhar et.al, 2002).
- b. Leadership quality is defined as leadership characteristics such as trust and credibility that strongly influenced by perceived patterns of behavioural integrity – that is, the perceived degree of equivalence between values supported by words and values stated in action (Simons, 1999).

- c. Religiosity is defined as a construction of spirituality and integrity that consist of an understanding of the source of personal values, and how they are associated to ethics in the workplace (Driscoll and McKee, 2007).
- d. Job performance is defined as the inner force that drives individuals to achieve personal and organizational goals (Reena and Shakil, 2009).
- e. Transformational plan is defined as MACC 2011-2013 Strategic Plan: (1) effective investigation management, (2) effective society's prevention and education system on bribery, (3) improve society's trust on MACC; and (4) well-planned human resource development – in the end will create professional and accountable MACC staffs (MACC 2011 Annual Report).

1.9 Organization of The Dissertation

This study is organized into five chapters. Chapter 1 of the study provides an overview of the research topic and importance of this research towards organizational success followed by the description of the problem statement, research questions, research objectives, significance of the study, scope of the study, limitations of the study and definition of key terms.

Chapter 2 presents the literatures from previous studies on integrity values as dependent variable and the relationship with the four independent variables (leadership quality, religiosity, job performance, and transformational plan). Based on the literature reviewed, this chapter subsequently discusses theoretical framework adopted and hypotheses generated for this study.

Chapter 3 discusses about research methodology of the study. This includes research framework and the analysis of the research hypotheses, research design,

measurement of data analysis, and the development of the questionnaire for the research and data analysis techniques.

Chapter 4 explains about analysis result based on the questionnaires distribution, which data is gathered and analyze by using Statistical Package for Social Research (SPSS) software version 20. The results are summarized in a number of tables to facilitate interpretation.

Finally, Chapter 5 discusses the research findings and conclusions based on the research objectives that developed some recommendations for future study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, researcher discusses on literature review that supported and designed the framework of this study. The first part discusses on the concept of integrity as dependent variable. The discussion includes definitions, theories and the values. Then, the second part explains about the interrelated evidences between the dependent variable and the independent variables (leadership quality of immediate supervisor, religiosity, job performance, and response towards MACC Transformational Plan) from theories and academic reviews.

2.2 Dependent Variable

2.2.1 Definition of Integrity

Earlier in 1973, Rokeach defined values as the individual's prescriptive beliefs concerning the desirability of certain modes of conduct or end-states of behaviour (Glover, Bumpus, Logan and Ciesla, 1997). Thus, individuals will differ in their value system and the stability of that system because of variations in personal and cultural experiences. Rokeach (1973) refers to two kinds of values: instrumental values and terminal values. Terminal values are defined as end-states of existence. Instrumental values are identified as modes of behaviour used to arrive at end-states. The values related to the focus of this paper are instrumental values. In this study, it suggests values determine moral judgement or reasoning. As civilian staffs increasingly encounter social situations in which several values contradict one another, the staff weighs

these values individually and decides which values are more important or have priority. Therefore, in the concept of this study, integrity values are further discussed.

From the previous literature, integrity is defined inversely by various organization and authors. Most of the definitions are reformed to what the organizations believe important for them. Based on Oxford Dictionary (2012) integrity is the quality of being honest and having strong moral principles. This definition is supported by the perspective of organizational behavioural, that integrity refers to honesty and trustworthiness as it occur in the nature of trust in an organization (Robbins and Judge, 2011). But then, integrity is considered as the most critical characteristic in that nature.

As described by Kim and Sik (2012), integrity comes from the Latin root "integritass", literally means soundness, wholeness. Therefore, in this context, integrity is the inner sense of "wholeness", originating from qualities such as honesty, sincerity and consistency of character. Integrity refers to the quality of a person's character. Integrity is also assigned to various aspects or elements of a person's life as it could explains as attributes such as professional, intellectual and artistic integrity. However, philosophers judged that a person who has integrity may acts according to the core values, beliefs and principles they claim to hold (Kim and Sik, 2012). Thus, integrity is considered as a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes.

Gosling and Heh (2009) outlined a discussion on integrity which provided a clustered of five groups: (1) wholeness, (2) consistency in the face of

difficulty, (3) authenticity, (4) consistency of word and action, and (5) ethics and morality. These groups of integrity definition created a new dimension of integrity study that can be suggested as sub dimensions of integrity. This approach has been taken by scholars who consider integrity to be coherence of thoughts, attitude, words, and behaviour across time (Worden, 2003). From this approach, Gosling and Heh (2009) concluded that a person of integrity will bear the consequences of their principles and their actions even if difficult or with unpleasant costs. This is not easy to maintain as Calhoun (1995) observes, “social circumstances upright powerful restrictions to speaking and acting on one’s own best judgment”. Indeed in the normal path of business, the individual does not need to search far for excuses to rationalize an action that allows him to take an easier path, but one that might be suitable that is less integrity. Integrity is an instrumental value that somehow or rather will be used according to situational circumstances

But from most literatures, integrity is always correlates with ethics, morals and character. Kaiser and Hogan (2010) used the terms of integrity in three definitions: (1) ethics as moral principles that govern a person’s or group’s behaviour; (2) morals as standards of behaviour or beliefs concerning what is and is not acceptable to do; and (3) character as a person’s good reputation, to describe or define each other (synonymously). Therefore, ethics refers to the “values and behaviours that society defines as desirable and that provide the rules for judging actions as good or bad” (Pojman, 1995). In ethics, integrity is considered as the honesty and truthfulness or accuracy of one's actions (Kim and Sik, 2012). Integrity also can be deliberate as the opposite of hypocrisy, in that it views internal consistency as a virtue, and suggests that

parties holding apparently conflicting values should excuse for the discrepancy or alter their beliefs.

On the other hand, most moral philosophies assume that ethics and integrity is about one's relationships with other people. Violations of ethics typically involve harming others (Ciulla, 2004; Northouse, 2006) that include lying, cheating, and stealing. These actions signify attempts to advance one's self-interest while ignoring the rights of other people. It is the same effect as violating the integrity concept in daily life or in an organizational thrust.

Meanwhile, Brown (2005) defined integrity as (1) consistency: which refers to the alignment between what one does and what one says, doing and saying should not belong to the same whole; (2) relational awareness: a consciousness of the relations in which one participates because integrity requires consistency in action, between what one says and what one does; (3) inclusion: refers to the integration of the ethical theories of virtue ethics, deontology and utilitarianism in guiding corporate decisions which balanced the corporate integrity from different claims and obligations that arise from both inside and outside the corporation; and (4) pursuing a worthwhile purpose: integrity has a normative connotation that provides a guideline for right action.

However, Jennings (2006) defined that the term integrity can be used in two dissimilar ways with clear clarification. First, integrity refers to honesty. Although this involves playing by the rules, it is different from following the rules—it is more like “fair play.” People sometimes use rules in order to harm others, whereas fair play may require setting the rules aside in cases where

people will be victimized by them. Second use of the term integrity is “the state of being whole and undivided”—for instance, consistency between words and actions. Thus, in this study, researcher used integrity definition as individual that has knowledge, awareness, appreciation, and commit to the good values consistently in all interaction and action within the context of excellence achievement, and personal and organizational well-being (Ezhar et.al, 2010). Like beauty, integrity is in the eyes of the beholder.

2.2.2 Theories and Models Related to Integrity

2.2.2.1 *Nicomachean Ethics*

Nicomachean Ethics developed by Aristotle (Trapero and De Lozada, 2010) is a fundamental theory of integrity values. In this fundamental theory, integrity can be presented when the particular goals of human beings are linked and oriented towards a personal project of realization. In this theory Aristotle described the best practice in life is the one who lives well and acts well. Thus, integrity is also presents in those good acts that the human being performs. For Aristotle, there must be an agreement with those righteous acts, not just for the acts themselves, but these must be done with full consciousness and complete resolution (Trapero and De Lozada, 2010). In other words, if one of these two elements is missing, then the act is not considered with integrity.

Lack of integrity in humans has also been attributed to a breaking up of morality due to an ignorance of the difference between role integrity that is living according to specific responsibilities.

Verstraeten (2003) argument about integral integrity is where the elements of life are concerted and expressed in a single element. Role integrity excludes man and woman to having double morals, one at home and one in the workplace, for instance, and thus generating an unacceptable duplicity.

2.2.2.2 The Big Five Personality Model

Big Five Personality Model is a personality assessment model that taps five basic dimensions. These five basic dimensions underlie all others and encompass most of the significant variation in human personality (Robbins and Judge, 2011). The Big Five Personality Model interpretation is as in Figure 2.1 below.

Figure 2.1

The Big Five Personality Model

Extraversion	<ul style="list-style-type: none"> • This dimension captures our comfort level with relationships.
Agreeableness	<ul style="list-style-type: none"> • This dimension refers to an individual's propensity to defer to others.
Conscientiousness	<ul style="list-style-type: none"> • This dimension is a measure of reliability.
Emotional stability	<ul style="list-style-type: none"> • This dimension often labeled by its converse, neuroticism, taps a person's ability to withstand stress.
Openness to experience	<ul style="list-style-type: none"> • This dimension addresses range of interests and fascination with novelty.

The Big Five factors are correlated with one another (Ones, Viswesvaran, and Dilchert, 2012). These correlations have implications for the presence of psychologically meaningful higher order factors. According to Hogan and Brinkmeyer (1997), the psychological gap between personality and integrity measure is not as broad as expected. It is proven from Ashton, Lee and Son (2000) that the Big Five personality dimensions are strongly correlated with honesty or integrity factor as representing reluctance versus willingness to exploit others. Thus, honesty or integrity is the sixth factor of the personality model (Lee, Ashton, Morrison, Cordery, and Dunlop, 2008) because personality traits are practical utility in terms of providing valid information about the person's personality that is not captures by self-reports.

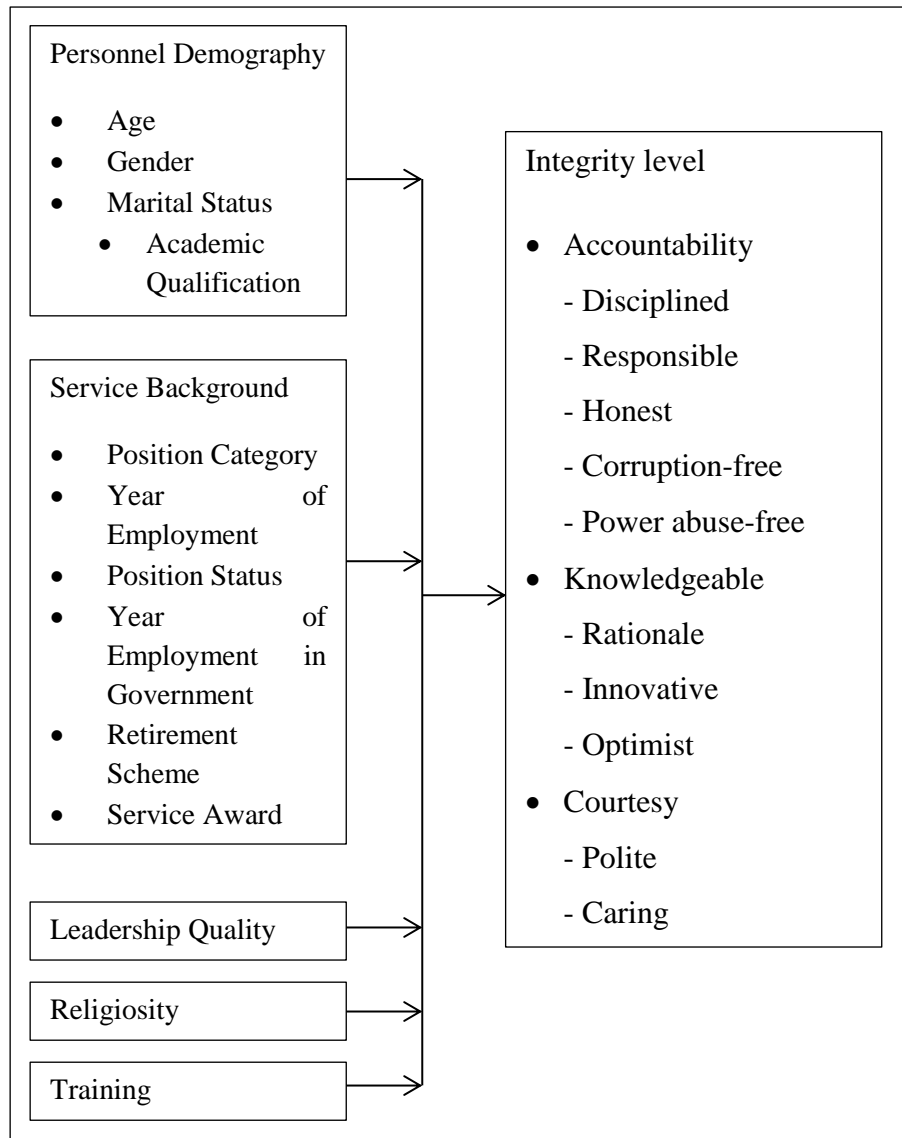
2.2.2.3 Integrity Audit Model

In the context of Malaysian public service integrity level, Ezhar et.al (2010) developed a strong integrity model that includes three domains: accountability, knowledgeable and courtesy that touched holistic view in integrity values. With the three integrity domains, Ezhar et.al (2010) constructed 10 subdomains in the integrity values. The subdomains for accountability domain are disciplined, responsible, honest, corruption-free and power abuse-free. Meanwhile, the subdomains for knowledgeable domain are rationale, optimist and innovative. Last but not least, the subdomains for courtesy domain are polite and caring. This model involved all the

current integrity value theories and it is suited to the Malaysian public service environment. The model is shown in Figure 2.2 below.

Figure 2.2

Integrity Audit Model



2.2.2.4 Other Related Theories

Integrity also features conspicuously as an independent variable in several leadership theories. It is included in transformational leadership (Bass and Steidlmeier, 1999; Simons, 1999), ethical

charismatic leadership (Howell and Avolio, 1992), spiritual leadership (Fry, 2003), and is particularly important in authentic leadership (Avolio, Gardner, Walumbwa, Luthans and May, 2004; Endrissat, Muller and Kaudela-Baum, 2007). However, once again the nature of integrity is assumed and not made clear. A more recent leadership theory, ethical leadership, shares some overlap with the leadership theories above. It differs in that integrity can be applied to a wider area than just leadership.

Nonetheless, Heineman (2008) described integrity concept as dependent variable as (1) a tenacious adherence on the part of the corporation to the spirit and the letter of the formal rules, financial and legal, (2) voluntary adoption of global ethical standards that bind the company and its employees to act in its enlightened self-interest, and (3) employee commitment to the core values of honesty, candour, fairness, reliability, and trustworthiness – values which infuse the creation and delivery of products and services and which guide internal and external relationships. In this concept, integrity is still correlated with ethics, values and good spirit in behaviour.

Hooijberg, Lane, and Diversé (2010) reviewed that there is no single unified, universally accepted concept of integrity, concluding that “the study of integrity suffers from three significant problems: too many definitions, too little theory and too few rigorous empirical studies”. Several authors have treated integrity in discussions on the roles of virtues (Audi and Murphy, 2006). Palanski and Yammarino (2007) categorized the use of the term integrity into one of the five major

strands of thought – wholeness, authenticity, word/action consistency, consistency in adversity, and philosophical – and suggested that integrity is best characterized as consistency between words and actions. They later extended their work and conceptualized how integrity at different levels of analysis – the individual, group, and organization levels – could impact various stakeholders' perceptions of trust, satisfaction, follower integrity, leader performance, and organization level trust and performance.

According to Simons (2002), behavioural integrity concept is related to trust and credibility as he described integrity is an attributed trait, describing a perceived pattern of alignment between another's words and deeds. Simons (2002) designed the interrelationships of integrity with trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party. While integrity looks back to the past, trust looks forward for future decisions (Mayer, Davis, and Schoorman, 1995). Meanwhile the relationship of integrity and credibility is a perceiver's assessment of believability, or of whether a given speaker is likely to provide messages that will be reliable guides to belief and behaviour. Credibility, like trust, is forward looking. Like trust, one would expect credibility to be affected by integrity and other factors (O'Keefe, 1990).

2.2.3 Integrity Level

From the concept or theories discussed above, researcher's integrity level consist of three domains; accountability, knowledgeable and courtesy adopted from Ezhar et al. (2010).

2.2.3.1 Accountability

Ezhar et al. (2010) defined accountability as MACC staffs determination on fulfilling the assigned duties and responsibilities. In another definition, accountability may be defined as a social relationship in which an actor feels an obligation to explain and to justify his or her conduct to some significant other (Akech, 2011). The accountability of public managers in the government is often explained through principal or agent theory (Cook, 1989; Wood, 1988) as typical discussion addresses delegation of powers from the legislature to executive agencies (Volden, 2002). Consequently, many accountability discussions about civil servants theorize how and to whom they are accountable to (Rohr, 1986). The archetypical loop model of democracy articulated by Fox and Miller (1996) portrays public managers as directly accountable to legislators and only indirectly accountable to citizens, but other models (King, Stivers, and Collaborators, 1998) call for public managers to be directly accountable to citizens. Thus, accountability is desired because it is believed can lead to increased efficiency, effectiveness, and justice (Power, 1997).

The first subdomain in this integrity domain (accountability) is disciplined. Based on Ezhar et.al's (2010) framework of integrity values, discipline is respecting rules, regulations and work procedures. In Confucian belief, integrity is professionalism that consist of honest (consistent and dedicated); detached (no self-interest or personal gain); and self-disciplined (Kim and Sik, 2012). Being ethical is also about being professional; and to be professional is to be consistent. The second subdomain in accountability domain is responsible. Ezhar et.al (2010) described responsible as appreciating the job scope and committed to do the tasks. Being responsible is one strong value in explaining accountability as it materialized the surface and in depth meaning of fulfilling the assigned duties seriously.

The third subdomain is honest. Honest is sincere and trustworthy in words or in actions (Ezhar et.al, 2010). Kim and Sik (2012) described on being high integrity, a person needs to delivers what have been promised; honest and sincere; and reliable and can be trusted ordinarily. Indeed, integrity involves honesty and trustworthiness, one can be depended upon; others or the followers can depend on or trust the person. Thus, integrity refers to behaviour that is honest, sincere and ethical (with purify of heart) that making a person trustworthy. Meanwhile, honesty refers to trustworthiness rather than falsehood, trickery or deception. In other words, the person is not greedy, let alone self-interested.

The fourth accountability subdomain is corruption-free. From Ezhar et.al (2010)'s justification, corruption-free is not accepting or giving

bribe even though he had a chance to do it. Corruption-free is normally related to moral integrity. To preserve moral integrity and stay true to oneself is to maintain the ordering and sacredness of one's principles - not to allow any violation or corruption of one's "core or essential self by outside forces" (May 1996). Integrity requires that one hold fast to one's principles in the face of attraction and social pressures (Goodstein, 2000). Integrity also requires a strong commitment to a thoughtful process in which one is aware of how one is making critical decisions (May 1996, Paine 1991). From this perspective of the self, one can begin to understand moral compromise as the completion of a basic ethic of responsibility (May 1996). An ethic of responsibility has a strong social orientation such that a person of moral integrity remains "true to oneself by virtue of acknowledging and at times deferring to the commitments of others" (Goodstein, 2000).

Finally, power abuse-free is the last subdomain in accountability domain. Power abuse-free is performing tasks without using the status and position to benefit themselves and others (Ezhar et.al, 2010). Power abuse can be attributed to the absence of effective regulatory principles and mechanisms (Akech, 2011). Typically, the law has granted executive, legislative, and judicial actors broad power without establishing effective mechanisms to circumscribe their exercise. Therefore, power abuse-free is part of accountability dimensions that implies a relationship in which "some actors have the right to hold other actors to a set of standards, to judge whether they have fulfilled

their responsibilities in light of these standards, and to impose sanctions if they determine that these responsibilities have not been met” (Anderson, 2009).

2.2.3.2 Knowledgeable

Ezhar et al. (2010) notion on knowledgeable domain is MACC staffs strong mind-set in managing personal and organization. Bollinger and Smith (2001) defined knowledge as a critical factor affecting an organization's ability to remain competitive in the new global marketplace. Meaning that knowledge is a tool for understanding, awareness, or familiarity acquired through study, investigation, observation, or experience over the course of time. It is an individual's interpretation of information based on personal experiences, skills, and competencies. To the organization, knowledgeable is defined as what people know about customers, products, processes, mistakes, and successes (Grayson and O'Dell, 1998). Therefore knowledgeable person is important in integrity values practices as it will provide success and high integrity values in the organization.

There are three subdomains in the knowledgeable domain in the integrity level framework. The first subdomain is rationale. Rationale is a thinking based on facts objectively without being influenced emotionally (Ezhar et.al, 2010). The second subdomain is innovative that is defined as seeking to use creativity for continuously improving the work quality (Ezhar et.al (2010).

Lastly, the third subdomain in knowledgeable domain is optimist. Optimist is being confident and seeing challenges as opportunities for self-development and career (Ezhar et.al, 2010). Lopes, Cunha, and Rego (2011) explained that optimism in integrity values has two interrelated meanings. First, it refers to “a generalized belief that good things will happen in the future” and it can be conceived either as positive or negative. Second, optimism has been shown to have a positive impact on variables such as psychological and physical well-being, health protective behaviour, higher achievement, increased perseverance and higher work motivation, as well as with higher work performance (Luthans, Avolio, Walumba, and Li, 2005). Thus optimism will carry knowledge of integrity solidly and strongly.

2.2.3.3 Courtesy

The final domain in integrity level is courtesy. Ezhar et al. (2010) described courtesy as order and show civility when doing the job given. There are two subdomains in this domain. The first subdomain is polite. Based on Ezhar et.al (2010) definition, polite is honouring the respect and love in relation while getting the job done. Kim and Sik (2012) claimed that being ethical and humane is a part of integrity attribute. One who holds strong integrity value in himself holds high the value of humanity which is polite, keeps on improving oneself, and socially responsible which is cares for the community.

The second subdomain is caring. Caring is protecting and advancing the organizational interests in delivering the tasks, and being

considerate and sensitive to the needs of colleagues and customers (Ezhar et.al, 2010). Avedisian and Bennet (2010) expressed caring as empathy. Empathy is defined as the “identification with and understanding of another’s situation, feelings, and motives” (American Heritage Dictionary of the English Language, 2000). Rifkin (2009) explains that “empathy” is the act of identifying with another’s struggle as if it were one’s own, and is the ultimate expression of a sense of equality as in page 31.

- a. Empathy requires an absorbent boundary between I and thou that allows the identity of two beings to mingle in a shared mental space.
- b. Empathy emphasizes on the unconditional value of the human person and the meaning of his development and the development of his fellow man. When coupled with integrity, empathy can help create a credible company and product or service from the perspective of all key stakeholders. It builds the foundation not for just collaboration and participation, but for true society, mutuality, and assimilation.

Integrity and empathy provide pre-conditions for the effectiveness of other more operational values by creating trust and mutual respect, and providing a non-judgmental environment, all of which form the basis of communication through shared understanding. Thus, empathy and integrity are not mutually independent (Avedisian and Bennet, 2010). First, empathy needs to be understood, confirmed and practiced

in the light of integrity. Without integrity, empathy may degenerate into sentimentality. Second, integrity is softened by empathy. Without empathy, integrity may become judgmental, and even harsh and unforgiving. Together, empathy and integrity serve as a foundation for effective teamwork and facilitate the creation of new knowledge creation, sharing and leveraging, enabling new, quick, flexible, and effective responses.

2.3 Independent Variables

2.3.1 Leadership Quality

Leadership quality as independent variable in integrity study has widely discussed in management literatures. Simons (1999) described that the trust of subordinates in their managers is widely recognized as critically important. It is because subordinates' trust not only recognizes as a result in any leadership theory, but trust may also be seen as an integral component of charismatic leadership (Bass, 1990; Bycio, Hackett, and Allen, 1995). Gaining subordinates' trust is essential for managing change because trust is necessary for risk-taking, and personal risk-taking is integral to organizational change. If subordinates are to willingly change their attitudes, values, assumptions and commitments to bring them more closely in line with those of the organization, they must have deep trust in the integrity and credibility of their leader (Carlson and Perrewe, 1995).

Washington, Sutton, and Feild (2006) suggested that leaders should be servant leader when dealing with subordinates. Washington et.al (2006) defined servant leaders as a concept of leadership that leader serves the

servant first to make sure that other people's highest priority needs are being served. Servant leaders strengthen their communication and decision making with a deep commitment to listen closely to others. Through listening servant leaders seek to understand and empathize with others in order to identify and clarify the will of their group, as well as to seek insight from followers having significant insight into an issue.

According to the leadership literature, integrity is a vital value of good leaders (Russell, 2001) and is prominent in servant leadership (Smith, Montagno, and Kuzmenko, 2004). Integrity is domineering in constructing interpersonal and organizational trust (Russell and Stone, 2002) such that trust and credibility are best sustained through leaders' actions that are consistent with the leaders' embraced values (Kramer, 1996). In a study of leader's credibility, Kouzes and Posner (1993) conducted a study on defining behaviours that the participants used to assess a leader's credibility. Recurrent responses included, "they do what they say they will do", "they practice what they preach", "they walk the talk", and "their actions are consistent with their words". Thus, characteristics such as trust and credibility are strongly influenced by perceived patterns of behavioural integrity – that is, the perceived degree of equivalence between values supported by words and values stated in action (Simons, 1999). Covey (1989) further observed that "integrity includes but exceeds honesty". That is, while honesty involves one telling the truth - confirming one's words to reality, integrity involves conforming one's reality to one's words (Simons, 1999).

Peter Drucker, a well-known management guru said that integrity is "the touch- stone" of management (Maciariello, 2005). Meaning that, touchstone

as “a test or criterion for determining the quality or genuineness of a thing” (Merriam-Webster Dictionary, 2013). Therefore, Drucker taught us that the effectiveness of executive leadership is determined by the integrity of the leader. This connotation is supported by Hooijberg et.al (2010) as they described that integrity is supposed to be good for the organization and to be an important trait of leaders. People high in integrity make excellent candidates for leadership positions because they will not dissuade organizational resources, treat others unfairly or mislead themselves or others (Becker, 1998). This is consistent with Badaracco and Ellsworth’s (1990) notion that value-driven leaders make decisions in line with the supposed values of the organization and with Srivastva (1988)’s emphasis on equivalence, consistency, morality, universality and concern for others in their description of integrity. It is also easier for them to convince others they are worth following (Kouzes and Posner, 2002), which in turn can lead to more innovation (Jassawalla and Sashittal, 2002).

Morgan (1989) explored the link between integrity and leadership through trust. He found that integrity was the most important variable related to trust, while the motivation scale was the most important variable related to overall leadership, leadership in groups and long-term potential. However, none of the studies discussed in Morgan’s examined the relative impact of values in general and integrity in particular on leader effectiveness compared to leadership behaviours. It is important to understand this relative impact. When subordinates see leaders’ behaviours dominating the prediction of performance, this tells them that integrity is relatively less important; when values dominate, integrity is more important. This lack of exploration of the

relative impact of values and behaviours on perceptions is equally absent in the leadership literature.

Ezhar et.al (2010) also strongly support studies on leadership quality impact on integrity level as he defined leadership quality in integrity study is immediate supervisor actions on practicing integrity in delegating tasks, making decision, and handling corrupt or power abuse situations. Considering the need for further exploration and based on the literature discussed above, researcher used leadership quality as the first independent variable in the search of finding the relationship between this variable and of integrity level.

2.3.2 Religiosity

Although religion and morality are not the same things, there are obviously links. Religion includes, “particularly belief in an inspiring reality or spiritual being, religiosity which is signified by the beliefs held and practices in which devotees engage, and affiliation with a religious organisation” (Marquette, 2012). In this situation, religion has to do with “supernatural realities, with the sacred and with ultimacy” (Rakodi, 2007). On the other hand, Gert (2011) defines morality as either: (1) descriptively, refer to a code of conduct that put forward by a society or some other group, such as a religion, or accepted by an individual for her own behaviour; or (2) normatively, refer to a code of conduct that, given specified conditions, would be put forward by all rational persons. In this sense, religion certainly can be, and most often is, concerned with morality, but morality does not have to be concerned with religion.

As compared to the west, Islam has competitive values to elevate and refine the ethics or integrity values (Rochania and Norakma, 2011). They supported

that unity, trusteeship, and accountability are the three concepts of Islam and also the pillars of the environmental ethics of Islam. Besides that, Beekun and Badawi (2005) mentioned that criteria of Islamic ethics system encompass justice and balance, trust and benevolence. Having deep insight in the concept of tawhid, accountability, and benevolence as the concrete acts guides the individuals to raise innate ethics.

Marquette (2012)'s research showed that religion may have some impact on attitudes towards integrity behaviour. This is because dishonesty is seen as being so widespread, so constructed into the system, that being dishonesty often makes little sense. Therefore religion provides many researchers with the language of ethics and often described as an actual 'list' of rules to live by, some of which can be interpreted as being mostly essential on fighting dishonesty. The basis for the increasing attention given to the religion - dishonesty relationship generally stems from the argument that fairness and honesty form the basis of many religions (Luxmoore, 1999). According to Marquette (2012), there are two obvious assumptions underlying the call on religious leaders and groups in the fight against dishonesty. The first is faithful devotees to religion will refrain from corruption because of the inherent theft, dishonesty, illegality, and mistreatment of others. The second is those who are not faithful devotees of religions are more likely to engage in corruption because of an absence of religious guidance. However, contrary to these assumptions, many of the most corrupt countries in the world (according to Transparency International's Corruption Perception Index (TI-CPI)) also rank highly in terms of religiosity. On this basis, there would appear to be little evidence to support these assumptions, but there is a small,

growing literature that looks direction at the possible relationship between religion and integrity.

Houston, Freeman, and Feldman (2008) explained that relationship between religiosity and integrity is an ethic that holds the importance of the common good, service to others, and social equity. It is because religiosity has been found to retain more humanitarian and spiritual attitudes than others. Religiosity values influence a wide range of behaviours, including voting and volunteering, and play an important role in the decision making (Dionne, Elshtain, and Drogosz, 2004; Lam, 2002; and Putnam, 2000). Does religion influence the delivery of human services? Though other disciplines have examined the factors that lead to trust in those delivering services (Wuthnow, 2004), public administration has done relatively little of this. For example, “a deep faith in God” was shown in one study to be by far the most important variable in promoting trust between care-takers and their clients - more important than race and a willingness to bend the rules to help the client (Wuthnow, 2004). Claims by Cunningham (2005) and Farmer (2005) that “traditional” public administration will lose in a competition with religiously based service delivery point to the importance of this topic. There is a reason to suspect that religion influences public servants more than workers in many other professions, for sociologists note that “when secular guidelines are unavailable, in flux, or have lost their authority and hence their power to oblige, the salience of religious prohibitions is enhanced” (Tittle and Welch, 1983).

Issa and Pic (2011) described that spirituality is closely linked to religion. Nash (2000) identified that pressures on the ‘faithful’ (spiritual) individual in

business faces include the pressure between their love for God and the pursuit of profit, and between faithful witness and secularity. In relation to religiosity, a relationship has been established between religiosity and moral identity. Spirituality also resulting not from religion or any religious backgrounds, but is more to do with ability to find peace, tranquillity, justice and a capability to nurture these in a fast-moving world (Griffiths 2008). However, regardless of whether spirituality is defined as being religious or not, Giacalone and Jurkiewicz (2003) concluded that the degree of individual spirituality influences whether an individual perceives a questionable business practice as ethical or unethical. Thus, spirituality is connected to both religiosity and secularism. Religiosity refers to the tendency of a person to identify with divine truth, miracle, prayer and the individual as a spiritual person. The difficulty with researching religiosity arises from the transformation of religion from the public jurisdiction into the private, placing it beyond rational dialogue (Neusner, 1988). Nevertheless, spirituality can be connected to an ability to establish a meaningful relationship between the inner-self, others and the divine (God) through faith, hope and love. A connection between integrity and spirituality has been established by Driscoll and McKee (2007), concluded that spirituality involves an understanding of the source of personal values, and how these are connected to ethics in the workplace. This harmonises with Saraswati (2000)'s conclusion that, "in order for human beings to progress and to develop spiritually, there has to be stamina in all dimensions of life, including stamina of mind, belief and work".

In the Malaysians context, religiosity in integrity study is defined as good values in self-directed, social interpersonal-interactive, and ritual or formal worship that based on religion (Ezhar et.al, 2010). Therefore, researcher concluded that study need to be done on MACC staffs to find the relationship between their religiosity and integrity level.

2.3.3 Job Performance

Reena and Shakil (2009) described that job performance is interconnected to motivation in workplace. Motivation has been defined as: the psychological process that provides behaviour purpose and direction (Kreitner, 1995); a tendency to behave in a purposive method to achieve specific, unachieved desires (Buford, Bedeian, and Lindner, 1995); an inner force to fulfil an unsatisfied need (Higgins, 1994); and the will to accomplish (Bedeian, 1993). For this research, job performance is operationally defined as the “inner force that drives individuals to achieve personal and organizational goals” (Reena and Shakil, 2009).

Understanding what motivates employees is one of the key challenges for managers. Although it is not possible directly to motivate others, it is nonetheless important to know how to influence on what others are motivated to do, with the overall aim of having employees identify their own welfare in the organization (Bruce and Pepitone, 1999). In general terms, rewards programmes come within the overall “concept of compensation strategies as an essential integrating mechanism through which the efforts of individuals are directed towards the achievement of an organization’s strategic objectives” (Gomez-Mejia and Balkin, 1992). They are management tools

that hopefully contribute to a firm's effectiveness by influencing individual or group behaviour (Lawler and Cohen, 1992).

Ezhar et.al (2010) notion that job performance in integrity study is having high sense of belonging to the organization with employees contribute, being responsible and accept organization matters as their own. This definition noted clearly that job performance has a strong relationship with integrity level.

According to La Motta (1995), “good job performance is simply the reason individuals have for doing the things they do when and how they do them”. In day-to-day society many different things motivate people, and something that motivates one person may not necessarily motivate another. Danlami, Sulu, and Salami (2012) added that job satisfaction and affective commitment would positively associate with integrity values while continuance commitment in job would exhibit a negative association. As predicted, job satisfaction associated positively with performance and integrity values. Thus, researcher find there is a need to find whether there is a relationship between job performance and BPSMPA, MACC staffs’ integrity level.

2.3.4 Transformational Plan

Transformational plan strategized by the management usually not easily to be accepted by the employees especially if it involved integrity values. Taylor (2000) defined transformational plan as high performing organization with excellent governance characteristics plan that focus on improvement governance, management, operational paradigm focused on continuous improvement. Meanwhile, Kinjerski and Skrypnek (2006) pointed to the

importance of a strong organizational foundation in nurturing spirit at work. A shared vision, mission, values, purpose, and goals along with an intention to contribute to the higher good seemed to nurture that sense of shared purpose among staff. Interestingly, a sense of purpose among staff was the second critical trait in the top 100 best companies (Leiber, 1998). It is reasonable to expect that arrangement among the organization's mission and purpose, and employees' values and higher purpose promotes organizational integrity, and nurturing spirit at work. Moreover, clarity of personal and organizational values (Kouzes and Posner, 2002) and arrangement between the two is associated with enlarged employee commitment to the organization. Thus, in addition to obtain precision about the organization's transformational plan purpose, helping employees to identify their personal mission and values, and then to align their work with the organizations' mission is expected to increase the likelihood of being engaged in his work.

Watson (2003) recognized that changes involving structure and job security must be justifiable to stakeholders and other interested observers. To accomplish this, these changes must assume the essence of fairness. A focus on fairness enhances the likelihood of an effective and successful change initiative (Cobb, Folger, and Wooten, 1995). Fairness in transformational plan should mandate respect for the dignity, integrity and rights of every member within the changing organization (Stephens and Cobb, 1999). Consequently, research on perceptions of fairness is complicated because of the various ideas, norms and values – ideology – that encourage others to understand and interpret changes through management's preferred cognitive frame of reference (Watson, 2003).

In the context of understanding the integrity transformational plan in enforcement agencies, employees may have fully understand the plan, but in order to practice it is a bit harder. It because proper enforcement authorities works may sometimes be contrary to the interest of citizens as they requires that is both sensitive to legitimate expectations and resistant to illegitimate expectations (Kaptein and Reenen, 2001). Such situation makes integrity in enforcement organizations much more difficult than in other types of organizations even though the organization has developed integrity transformational plan. But, Kaptein and Reenen (2001) added that it is true that breaches of integrity cannot be entirely prevented but, by taking measures at the organization level with strategizing transformational plan, the management can ensure that the damage to the organization and its environment is limited.

In the study of Malaysian public servant's integrity level, Ezhar et.al (2010) described transformational plan is employees' response towards organizational integrity transformation plan. In the context of MACC, the transformational plan is MACC Strategic Plan 2011-2013 that focused on four main fields: (1) effective investigation management, (2) effective society's prevention and education system on bribery, (3) improve society's trust on MACC; and (4) well-planned human resource development – in the end will create professional and accountable MACC staffs. Considering the need for further exploration based on the literature discussed above, researcher would like to find whether there is a relationship between transformational plan and integrity level or not.

2.4 Demographic Variables

A study on demography factors impact on integrity level has significance and well established proves that supported gender in ethical perception. Glover et.al (1997) found that women have more ethical intention than men. But researchers who have done research on ethical decision making have a different finding. Some researchers found that there are similar ethical choices between men and women in decision making process (Serwinck, 1992). Tsalikis and Ortiz-Buonafina (1990) found no differences in ethical behaviour between men and women or in how they process the ethical information.

But, Glover et.al (1997) does not provide overwhelming support for a relationship between age and ethical decision choice, nor between tenure and ethical decision choice. The scarcity of empirical work in these areas warrants the need for additional research.

CHAPTER 3

METHODOLOGY

3.1 Introduction

In this chapter, researcher discussed on the framework and research methodology used in the study. Topics covered in this chapter include theoretical framework and hypotheses development, research design, measurement and instruments, data collection and administration, data analysis techniques and chapter summary.

3.2 Theoretical Framework

Previously, Chapter 2 discussed on the literature review on integrity values (level) and the relationship between leadership quality, religiosity, job performance, and transformational plan. The construction of the theoretical framework of this study is based on the research problems and literature review. An adaptation of Ezhar et.al (2010)'s framework on integrity level study did focused on the factors that could influence integrity values on BPSMPA, MACC staffs. The findings and conclusion of the study will depend on the fully utilization of the data collected and statistical analysis using SPSS.

3.2.1 Dependent Variables

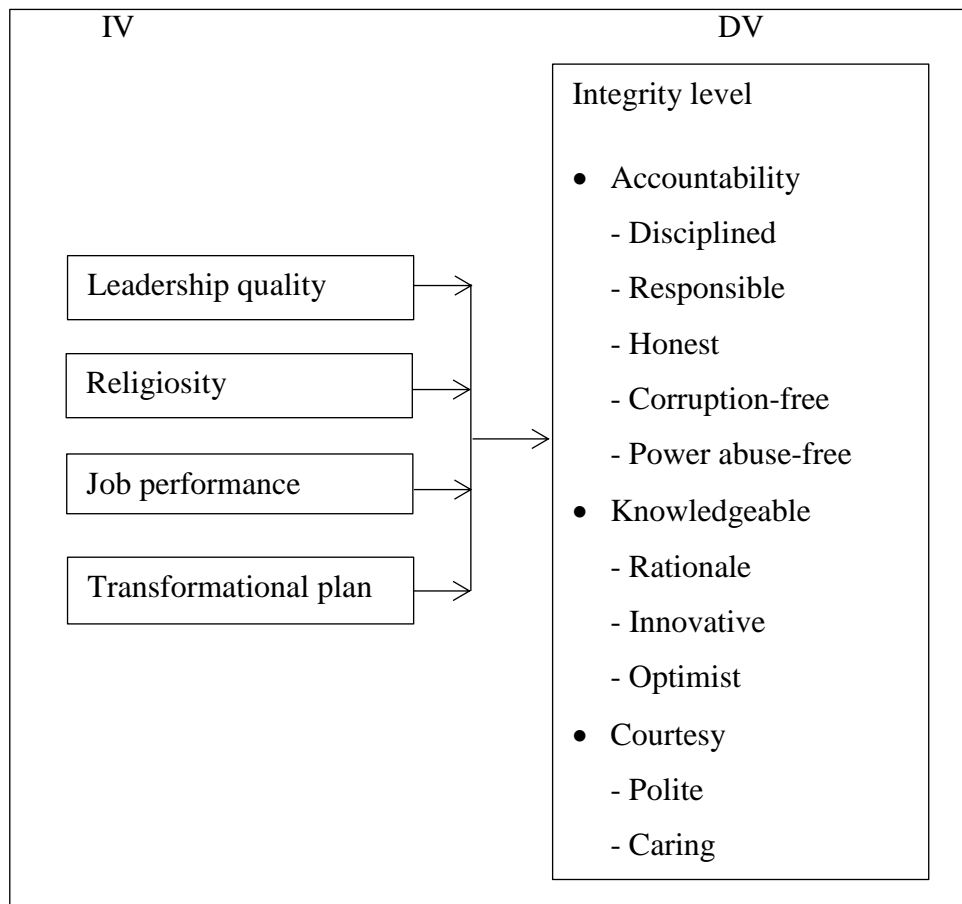
The dependent variable in this study is integrity level. The integrity level is consists of three domains (accountability, knowledgeable, and courtesy) and 10 subdomains (disciplined, responsibility, honest, corruption-free, power abuse-free, rationale, innovative, optimist, caring, and polite).

3.2.2 Independent Variables

From the literature, the four factors that could influence integrity level are leadership quality, religiosity, job performance, and transformational plan. These factors have proven as positive or negative impact on the individual's integrity level. Therefore, researcher summarized the theoretical framework on the study of Integrity Level among MACC Staffs as Figure 3.1.

Figure 3.1

Theoretical Framework



3.3 Hypotheses Development

In this study, the researcher would like to examine which factor of integrity that influenced BPSMPA, MACC staffs' integrity level the most. Thus, knowing a slight

relationship between integrity factors and integrity level, several hypotheses were identified. The proposed hypotheses of this study are as follow:

H₁: There is a positive relationship between leadership quality and integrity level.

H₂: There is a positive relationship between religiosity and integrity level.

H₃: There is a positive relationship between job performance and integrity level.

H₄: There is a positive relationship between transformational plan and integrity level.

H₅: There is a factor(s) that influenced BPSMPA, MACC staffs' integrity level the most.

H₆: There are differences between demographic variables and BPSMPA, MACC staffs' integrity level

3.4 Research Design

Research design is the methodology used to collect data and information needed in this research. Further explanations are as below:

3.4.1 Purpose

This is a descriptive (quantitative) study because it used statistical analyses to interpret the collected data on ensuring the data collected are reliable and valid. Apart from that, this study also used the questionnaire on exploring the determinant of BPSMPA, MACC staffs' integrity level. The research also examined the relationship between independent variables and dependent variable. Hypothesis testing also adopted to predict the relationship between the independent variables and dependent variable.

3.4.2 Type of Study

This research is a field study on correlational study. It is because the study is an identification of independent variables (leadership quality, religiosity, job performance, and transformational plan) associated with dependent variable (integrity level). In gathering information pertaining to the research questions, questionnaires were used as the main instrument for data collection from the respondents.

3.4.3 Unit of Analysis

The researcher treated all data gathered from each individual or employees' response as an individual data source. Therefore, in this study the units of analysis were all non-uniformed staffs in BPSMPA, MACC.

3.4.4 Population

The populations of this study are 163 staffs in BPSMPA, MACC. They consist of administrative and diplomatic officers, assistant administrative officers, assistant accountants, clerks, secretary, technicians, labour and driver.

3.4.5 Sampling Techniques

Sampling method used in this research is probability sampling. Probability sampling is being used because elements in the population have a known chance of being chosen and they will be representative of the samples. Based on Krejcie & Morgan (1970) table for determined sample size (see Appendix A), given population for this study is about 163 workers so from the table, the sample size is about 113 workers would be needed to represent a cross

section of the population. This study used proportionate stratified simple random sampling because the sample for this study are relatively small and target respondents are attached in different unit from the department. The proportionate formula is; a total number of respondents = (multiply the group number of sample size total number) / total of population.

The accurate number of non-investigation staffs selected for sampling is based on percentage as shown in Table 3.1.

Table 3.1

Total Number of Samples

No.	Category	Population	Proportionate (%)	Samples (%)
1.	Top management (Grade Utama C to Turus 1)	1	$1/163 \times 100 = 1\%$	$1\% \times 113 = 1$
2.	Management and professional (Grade 41 to 54)	25	$25/163 \times 100 = 15\%$	$15\% \times 113 = 17$
3.	Execution (Grade 1 to 40)	137	$137/163 \times 100 = 84\%$	$84\% \times 113 = 95$
	Total	163		

3.5 Operational Definition

In order to provide respondents a consistent understanding on what is integrity level, leadership quality, religiosity, job performance, and transformational plan; definition of terms are included in the questionnaire. In this study, Ezhar et.al (2010) developed operational definitions on dependent variable that consist of three domains and 10

subdomains; with four independent variables. Integrity is individual that has knowledge, awareness, appreciation, and commit to the good values consistently in all interaction and action within the context of excellence achievement, and personal and organizational well-being.

Integrity level's accountability domain is MACC staff determination on fulfilling the assigned duties and responsibilities. This domain includes in five subdomains which are disciplined (respecting rules, regulations and work procedures); responsible (appreciating the job scope and committed to do the tasks); honest (sincere and trustworthy in words or in actions); corruption-free (not accepting or giving bribe even though he had a chance to do it); and power abuse-free (performing tasks without using the status and position to benefit themselves and others).

On integrity level's knowledgeable domain, it is defined as MACC staffs strong mind-set in managing personal and organization. This domain includes three subdomains which are rationale (thinking based on facts objectively without being influenced emotionally); innovative (seeking to use creativity for continuously improving the work quality); and optimist (being confident and seeing challenges as opportunities for self-development and career).

For integrity level's courtesy domain, it is defined as order and show civility when doing the job given. This domain includes two subdomains which are polite (honouring the respect and love in relation while getting the job done); and caring (protecting and advancing the organizational interests in delivering the tasks, and being considerate and sensitive to the needs of colleagues and customers).

Besides that, leadership quality is defined as immediate supervisor actions on practicing integrity in delegating tasks, making decision, and handling corrupt or

power abuse situations. Religiosity is good values in self-directed, social interpersonal-interactive, and ritual or formal worship that based on religion. Job performance is having high sense of belonging to the organization with employees contribute, being responsible and accept organization matters as their own. Transformational plan is employees' response towards organizational integrity transformation plan. In the context of MACC, the transformational plan is MACC Strategic Plan 2011-2013 that focused on four main fields: (1) effective investigation management, (2) effective society's prevention and education system on bribery, (3) improve society's trust on MACC; and (4) well-planned human resource development – in the end will create professional and accountable MACC staffs.

3.6 Measurement and Instrument

In this study, the researcher used descriptive research or quantitative method and hypotheses. It was a cross-sectional survey design where data were collected at one time. The researcher used survey method by asking question through questionnaire. All respondents were asked the same questions, in the same circumstances.

3.6.1 Questionnaire Design

The questionnaire in this research is divided into 29 sections. All items were close-ended. The respondents were required to tick a suitable answer for each question. All items in the questionnaire were conducted in dual language, Bahasa Malaysia and English. Section 1 to Section 10 consists of 62 items that seek to measure 10 subdomains (disciplined, responsible, honest, corruption-free, power abuse-free, innovative, optimist, rationale, polite and caring) in integrity level. Section 11 to Section 14 consists of 40 items

measuring four independent variables: leadership quality, religiosity, job performance and transformational plan.

The last 15 sections consist of demographical background of the respondents including gender, age, race, job position, length of service with the government sector, work achievements and discipline background. This instrument is adopted from *MyIntegrity* (Civil Servants Integrity Self-evaluation Instruments) developed by Ezhar et.al (2011) that measures the integrity level of civil servants at the individual level. *MyIntegrity* was designed based on the importance and role of integrity; and the need to benchmark and monitor the integrity level of civil servants systematically. Researcher found that any researcher, who is into integrity study in Malaysia, should use *MyIntegrity* in measuring the integrity concept. It is because the development of this instrument is based on Malaysian work culture, work environment, and work values.

Overall, *MyIntegrity* touched on independent variables and dependent variable that has a total of 29 sections with 117 items that provide accurate assessment of individual' integrity level. The construct of the questionnaire is as shown in Table 3.2.

Table 3.2

Distribution of Variables

Variables	Total no. of questions	Scales
<u>Dependent:</u> <u>Integrity level</u> <i>Accountability domain</i>	31	Likert scale 1-5, which rank from 1 (not related at all) to 5 (strongly related).

Variables	Total no. of questions	Scales
Subdomains:	Questions for each subdomains:	
Disciplined	7	
Responsible	7	
Honest	6	
Corruption-free	5	
Power abuse-free	6	
<i>Knowledgeable domain</i>	18	
Subdomains:	Questions for each subdomains:	
Rationale	8	
Innovative	5	
Optimist	5	
<i>Courtesy domain</i>	13	
Subdomains:	Questions for each subdomains:	
Polite	6	
Caring	7	
<u>Independent</u>		Likert scale 1-5 which rank from 1 (never) to 5 (common practice).
Leadership quality	10	
Religiosity	9	
Job performance	12	Likert scale from 1-5 which rank from 1 (strongly disagree) to 5 (strongly agree)
Transformational plan	9	Likert scale from 1-3 which rank from 1 (Not sure) to 3 (sure).

See Appendix B for questionnaire.

3.6.2 Integrity Index

Index is an indication level of constructs existence that is measured and the constructs have several dimensions or components. Integrity index in this instrument was developed (Ezhar et.al, 2010) on the combination of the three average scores on the measured domains (accountability, knowledge and courtesy). Thus, in this instrumentation index, average score of accountability is weighs at .50, knowledge average score is weighs at .30, and average score for courtesy is weighs at .20 which reform an integrity index formula as the following:

$$\text{Integrity Index} = (.50) \text{ Accountability average score} + (.30) \text{ Knowledge average score} + (.20) \text{ Courtesy average score}$$

Accountability domain is given higher weight because it is the primary domain and significant in defining the construct of integrity. Granting greater weight to the accountability domain is actually in line with the focus on defining the concept of integrity adopted by IIM which addressing the values of responsible, disciplined, honest, corruption-free and power abuse-free. In addition, the weight is more on accountability domain because it is measured by five subdomains, while knowledge has three subdomains and courtesy has two subdomains. In other words, the weightage between these three domains is 50:30:20 according to the number of subdomains on each domain. From another aspect, integrity index is more comprehensive because it includes the components of knowledge and courtesy that could expand the scope of defining and measuring integrity level even though both of the domains are given relatively small weights.

For the purposes of facilitating the interpretation, the index scores are categorized into four integrity level bands. The band levels are: excellent, good, ordinary, and weak. Range of the average scores of the four bands are as follows:

Level	Range of integrity level average scores
Excellent	Above than 4.25 (85% to 100%)
Good	4.00 – 4.24 (80% to 84%)
Ordinary	2.50 – 3.99 (50% to 79%)
Weak	Below than 2.50 (below than 50%)

3.7 Pilot Study

The questionnaire was pilot tested to help the researcher to refine the questions and ensure the validity and reliability of data collection (Saunders, Lewis, and Thornhill, 2009). In this study, the pilot test was conducted at UUM and performed on 30 respondents that have similar nature to the actual study sample. Questionnaires were distributed on 25th December 2012 and all of them returned within five working days. The main purpose of this pilot study is to ensure that this questionnaire could be answered without the problems that can affect the process of data collection and other weaknesses that can fade respondents' readiness and focus in filling out the questionnaires. This pilot study also done to ensure the respondents understood the items given and to determine the time taken to complete the questionnaire. Thus, the findings of the pilot study have assisted the researcher to improve the items by refining the words and phrases to make the instrument clear and could be understood by the respondents.

Based on the literature, methodology underlying integrity level by using *MyIntegrity* has been centred on the successful research in finding the integrity level of groups and individuals. This measurement concentrates on the currently important human resource issues that manager can encourage and refine the delivery system in reaching high integrity values in the organization.

Based on the pilot test performed, all variables met the above requirement. All variables were located within the acceptable level and the results of the study were considered reliable. The first integrity level domain in *MyIntegrity* instrument is accountability. The value of accountability in the context of this measurement is the 'determination of civil servants in performing their obligations and given responsibilities'. There are 31 items that measure the domain where each items is grouped into five subdomains: disciplined, responsible, honest, and corruption-free, and power abuse-free. The Cronbach Alpha value for the domain is 0.96.

Thus, the Cronbach Alpha values for the subdomains are as below:

Subdomain	Definition	Total Items	Cronbach Alpha Value
Disciplined	Respect the rules and procedures.	7	.87
Responsible	Appreciate the scope of work and committed to it.	7	.85
Honest	Sincere and true in words.	6	.80
Corruption-free	Do not accept or pay bribes even if he/ she had to do.	5	.84
Power abuse-free	Perform tasks without using the status and position to benefit themselves and other individuals.	6	.87

The second domain is knowledgeable which was defined as 'mind-set strength of civil servants in managing themselves and the organization'. This domain contains 18 items which were grouped into three subdomains of rational, innovative and optimistic. The Cronbach Alpha value for the domain is 0.93.

The subdomains Cronbach Alpha values are as follow:

Subdomain	Definition	Total Items	Cronbach Alpha Value
Rationale	Think based on facts objectively without being influenced emotionally.	8	.83
Innovative	Effort on using creative ideas continuously on improving the quality of work.	5	.80
Optimist	Confidence and accept challenges as opportunities for self-development and career.	5	.85

The third domain in *MyIntegrity* instrumentation is courtesy which means 'order and show courteousness when doing their jobs'. There are 13 items that measured the domain which were divided into two subdomains of polite and caring. The Cronbach Alpha value for the domain is 0.91 and the Cronbach Alpha values for the subdomains are as follow:

Subdomain	Definition	Total Items	Cronbach Alpha Value
Polite	Honour, respect and love in relation to the course of duty.	6	.81
Caring	Caring and emphasize the importance of the organization in	7	.87

Subdomain	Definition	Total Items	Cronbach Alpha Value
	settling duties; and be considerate and sensitive to the needs of colleagues and customers.		

On the independent variables part, all variables also met the above requirement which considered reliable. From the reliability test, the Cronbach Alpha value for leadership quality is 0.957, religiosity is 0.957, job performance is 0.957 and transformational plan is 0.957 as described in Table 3.3.

Table 3.3

The Cronbach Alpha for Pilot Test (n = 30)

No.	Elements	No. of items	Alpha value
1.	Leadership quality	10	.959
2.	Religiosity	9	.959
3.	Job performance	12	.959
4.	Transformational plan	9	.959
	Total	40	

3.8 Data Collection and Administration

The data was collected using a structured questionnaire, which consists of 29 sections with 117 items. A permission letter from researcher upon sending the questionnaire has been given six months before (see Appendix C). The researcher obtained a list of respondents from Director of BPSMPA, MACC to ensure the data is up to date and fully covered.

Data collection was conducted from 7th January 2013 until 14th January 2013. The questionnaires to the respondents were sent to the Director of BPSMPA, MACC. 113 questionnaires were sent to every civilian staffs in BPSMPA, MACC with the guaranteed of the confidential nature of the research survey, to certify that no information would be used non-other than this academic study. The respondents have been given seven (7) days to complete the questionnaires. Follow-ups by telephone calls had been done and were performed occasionally to determine the progress of the survey and number of responses.

Hence, overall total respondents involved in this study from the questionnaires return rate were 104 (86.67%) whereby 10 respondents from Management and Professional category and 94 respondents from Execution category as in Table 3.4 below.

Table 3.4

Total Number of Samples and Final Data Collected From Respondents

No.	Category	Samples	Final data collected	Percentage (%)
1.	Top management (Grade Utama C to Turus 1)	1	0	
2.	Management and professional (Grade 41 to 54)	17	10	58
3.	Execution (Grade 1 to 40)	95	94	99
	Total	113	104	92

3.9 Exploratory Data

The Exploratory Data Analysis (EDA) is always the first procedure to any data analysis. This preliminary step is to identify errors in the data set, unusual extreme values, checking whether assumption for parametric test were met, to determine whether the statistical techniques considered for data analysis are appropriate and lastly an approach to describe data.

In this study, data were analyzed using parametric tests such as paired t-test, ANOVA, Correlation and Multiple Linear Regression. Therefore, assumptions of normality, homogeneity of variance and linearity were examined using the SPSS explorative procedure. Test of normality was employed in examining the assumption that the data comes from a normal distribution. This was determined by the normal probability plot and the de-trended normal plot of this study (refer to Appendix D).

Herein, reference to the plot for each variable showed that all points fall more or less on a straight line. In addition, another criterion in data normality assumption was examined using the skewness value. George and Mallery (2003) suggested that a skewness value between ± 2.0 is considered excellent for most psychometric purposes; however, in many cases and depending on particular applications a value between ± 2.0 is acceptable.

Skewness measures the symmetry and provides an indication of departure from normality. Byrne (2010), suggested data is considered to be normal if the Kurtosis is between -7 to + 7. In reference to the skewness values, the normal probability plot, together with the de-trended normal plot indicated that the normality assumption for data used in this study was fulfilled. On the other hand, the Kolmogorov-Smirnov test showed significance ($p < 0.05$), indicating the sample is significantly different

from the normal distribution. Nonetheless, according to Field (2005), a limitation of the Kolmogorov-Smirnov test in a large sample size is the ability for providing significant results even from a small deviation from normality

Exploration of data to check for homogeneity of variance using Levene's Test of Homogeneity of variance was accomplished. This is to test for the null hypothesis whether all groups' variance were equal. In reference to the Levene's Test, results showed a significant difference with alpha larger than 0.05 between two variances namely gender. This indicates that groups' variance was not equal, thus, the null hypothesis is accepted. This result suggests that the assumption of normality and homogeneity of variance have been met which permit further statistical analytical test of linearity assumption and inferential analysis (Lomax, 2007 and Field, 2005). Therefore, in reference to the outcome, the assumption of homogeneity of variance for variables involved in this study was fulfilled.

In illustrating vital information on the exploratory data analysis, visual presentations are usually superior in representing the attributes or shape of data distribution. In this study, each variable is visual represented in histogram and boxplots as depicted in Appendix C1. Finally, descriptive statistic procedure in SPSS was executed for checking and describing the data as in Appendix C2.

In conclusion, results from Exploratory Data Analysis (Refer to Appendix E) showed that the basic assumptions of the normality, homogeneity and homoscedecity all met the assumption for conducting the parametric statistical analyses tests. Therefore, the data in this study fits well for analysis of data using T-test, ANOVA, Correlation and Regression.

3.10 Techniques of Data Analysis

The following analysis was conducted in this research to provide answer for each research questions:

- a. Descriptive statistics:
 - i. Frequency distributions
 - ii. Mean and standard deviations.
- b. Test of mean differences:
 - i. T-test
 - ii. Analysis of variance (ANOVA)
- c. Test of association:
 - i. Pearson Correlation Analysis
 - ii. Multiple Regression Analysis

3.10.1 Descriptive Analysis

According to Zikmund (2000) descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret. All the variables (independent and dependent) were analysed using descriptive analysis namely frequencies, mean and standard deviation. These analyses were used to describe the characteristics of respondent.

3.10.2 Test of Association

Pearson correlation analysis was used to determine whether there are significant relationships among the independent variables and dependent variable. The scale model suggested by Davies (1971) used to describe the

relationship between the independent variables and the dependent variable, are as shown below:

- a. 0.7 and above – very strong relationship,
- b. 0.50 to 0.69 – strong relationship,
- c. 0.30 to 0.49 – moderate relationship,
- d. 0.10 to 0.29 – low relationships and
- e. 0.01 to 0.09 – very low relationship.

Next, multiple regression analysis was used to determine the dominance of four independent variables that have the close relationship with the dependent variable. According to Sekaran (2006), the correlation coefficient “R” will specify the strength of relationship between two variables and also present the variance in the dependent variable. Meaning that, this analysis was used to determine which independent variables influenced BPSMPA, MACC staffs’ integrity level the most.

3.10.3 Test of mean differences

The test of mean differences has been used in this study to find differences of BPSMPA, MACC staffs’ integrity level based on demography variables (gender, age, year of employment).

T-test is used in this study to compare whether means of two groups are different from each other on 95% confidence level (Sekaran, 2006) on the study of integrity level. This analysis also can be used as a post-hoc or planned contrast after conducting ANOVA analyses. Next, ANOVA (F-test) analysis was used to compare whether means of three or more groups are different from each other at the 95% confidence level.

3.11 Summary of Test on Hypotheses

Table 3.5 shows the summary of test on hypotheses of this study.

Table 3.5

Statistical Analysis

	Hypotheses	Test
H ₁	There is a positive relationship between leadership quality and integrity level.	Pearson's Correlation
H ₂	There is a positive relationship between religiosity and integrity level.	Pearson's Correlation
H ₃	There is a positive relationship between job performance and integrity level.	Pearson's Correlation
H ₄	There is a positive relationship between transformational plan and integrity level.	Pearson's Correlation
H ₅	There is a factor(s) that influenced BPSMPA, MACC staffs' integrity level the most.	Multiple Regression
H ₆	There are differences between demographic variables and BPSMPA, MACC staffs' integrity level	T-test and ANOVA

3.12 Conclusion

This chapter explained several important aspects in the methodology carried out in this study. It has discussed in details regarding the methodology and data collection used in this study. The methodology comprises of research design that was conducted in quantitative research method; the measurement and instrumentation used; sample selection and the data analysis. The findings and discussion in the study of the hypotheses will be presented in the next chapter.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of response obtained from the survey questionnaires distributed to the respondents. The findings of the analyses will also be covered in this chapter. All data were analysed using Statistical Package for the Social Sciences (SPSS) version 20 for Windows to perform the statistical analysis.

4.2 Respondents' Profiles

Respondents' profiles are divided into two main parts: backgrounds and employment information. Table 4.1 showed the result achieved in this study.

4.2.1 Respondents' Background

This section describes basic information about background of the respondents by gender, age, race, religion, marital status and academic qualifications.

The study involved 104 respondents who are serving in BPSMPA, MACC. Out of 104 respondents, a total of 80 (76.9%) among the respondents are female and the remaining 24 respondents (61.7%) are men. In terms of the age categories, majority of respondents are aged between 19 years to 39 years (with mean value 33.73). In addition, almost all of the respondents in this study are Malays (89.4%) and Muslim (95.2%). The study also found that more than half respondents (73.8%) were married. For academic qualification information, the study showed that 66.3 percent of respondents graduating at least STPM or Diploma level and above.

4.2.2 Respondents' Employment Information

For information on employment, the study found that majority of the respondents are in the Execution group (90.3%), who are in permanent status (96.2%) and have chosen pension (98.0%) as their retirement scheme. For the length of service in the government and MACC, researcher found that 29.5% of 49 respondents worked in a period of one to five years. While, for the length of service as MACC staffs, the study shows that majority of the respondents (44.8%) had served between one to five years.

Table 4.1

Respondents' Demography Information (N=104)

Variables		Frequency	Percentage
Gender	Male	24	23.1
	Female	80	76.9
Age	< 29 years	35	38.9
	30 – 39 years	40	44.4
	40 – 49 years	3	3.3
	> 50 years	12	13.3
	Mean (S.D)	33.73 (8.890)	
Race	Malay	94	89.4
	Chinese	1	1.0
	Indian	3	2.9
	Others	7	6.7
Religion	Islam	99	95.2
	Buddha	1	1.0
	Hindu	3	2.9

Variables		Frequency	Percentage
	Others	1	1.0
Marital status	Married	76	73.8
	Single	22	21.4
	Divorced/ separated	2	1.9
	Death of spouse	3	2.9
Highest academic qualification	SPM and below	35	33.7
	STPM/ Diploma	54	51.9
	First degree	13	12.5
	Postgraduate	2	1.9
Position category	Management and professional	10	9.7
	Execution	93	90.3
Position status	Permanent	100	96.2
	Contract	4	3.8
Retirement scheme	Pension	98	98.0
	KWSP	2	2.0
Length of service in the government sector	< 5 years	31	63.3
	6 – 10 years	11	22.4
	11 – 20 years	3	6.1
	21 – 30 years	1	2.0
	> 31 years	3	6.1
	Mean (S.D)	6.83 (8.667)	
Length of service in MACC	< 5 years	47	85.5
	6 – 10 years	8	14.5
	Mean (S.D)	2.62 (2.383)	

4.3 Overall Integrity Index

Administration of the integrity index or integrity level covers three domains: accountability, knowledgeable and courtesy which includes a total of 62 items. Responses to all indexes using five scoring options Likert scale. Each item is scored either 1,2,3,4 or 5, in which one (1) represents very low and five (5) very high. The highest mean score that can be opted by a respondent is 5.0 while the lowest mean score was 1.0. To obtain Overall Integrity Index, the steps are as follows:

- a. The total index obtained for each of variable is multiplied by the weights as requisite.
- b. The result from each index should then be divided by the total weight to obtain the total value of the index.

Based on the proposed integrity level rating in Chapter 3, *MyIntegrity* level BPSMPA, MACC is at ORDINARY level. Table 4.2 is the details on the calculation and rating of *MyIntegrity* index.

Table 4.2

BPSMPA, MACC MyIntegrity Index Calculation

Direction:

Insert composite mean score (from SPSS analysis) in the text box for each dimension below:

No.	Instrument	Score	Point	Weightage	Result
1.	Accountability index	4.1011	77.53	0.5	38.76
2.	Knowledgeable index	3.8952	72.38	0.3	21.71
3.	Courtesy index	3.9795	74.49	0.2	14.90
	<i>MyIntegrity composite</i>			1.0	75.38
	<i>MyIntegrity level</i>				3

*MyIntegrity level

Level	Range of integrity level average scores
Excellent (1)	Above than 4.25 (85% to 100%)
Good (2)	4.00 – 4.24 (80% to 84%)
Ordinary (3)	2.50 – 3.99 (50% to 79%)
Weak (4)	Below than 2.50 (below than 50%)

4.3.1 Integrity Level According to Domains

The first objective of this study is to identify the integrity level of BPSMPA, MACC staffs. Integrity level in the study is divided into three domains, namely: accountability, knowledgeable, and courtesy. Each domain is measured based on the combination of total subdomains. Accountability domain contains five subdomains (disciplined, responsible, honest, corruption-free, and power abuse-free). Knowledgeable domain consists of

three subdomains (rationale, innovative, and optimist). Courtesy domain has two subdomains that includes polite and caring. Average range of the integrity values score is from 1 to 5, meaning that higher average reflects higher level of integrity. Findings about the integrity value in accordance with the domains are shown in Table 4.3.

Table 4.3

Integrity Score According to Domains

Domain	Excellent Percentage	Good Percentage	Ordinary Percentage	Weak Percentage	Mean	S.D
Accountability	23.8	20.0	53.3	2.9	4.10	.508
Knowledgeable	14.3	13.3	68.6	3.8	3.90	.527
Courtesy	17.1	16.2	65.7	1.0	3.98	.498

Overall, BPSMPA, MACC staffs' integrity level for all three domains is ordinary. Average score on accountability domain (M=4.10) is higher compared to courtesy domain (M=3.98) and knowledgeable domain (M=3.90).

4.3.2 Integrity Level According to Subdomains

Table 4.4 summarizes the BPSMPA, MACC staffs' integrity level according to the integrity subdomains. Accountability domain has five subdomains, knowledgeable domain consists of three subdomains and courtesy domain has two subdomains. As presented in Table 4, all accountability subdomains are at the good level (M=4.04 to M=4.20). Corruption-free score (M = 4.20) is relatively higher compared to power abuse-free score (M = 4.12), disciplined

(M = 4.09), responsible (M = 4.08), and honest (M = 4.04). For knowledgeable subdomains, three subdomains are formed: rationale, innovative and optimist. The results showed that optimist (M = 3.95) and rationale (M = 3.93) mean scores are almost the same and followed by innovative subdomain (M = 3.78). The third domain is courtesy which includes almost similar mean scores subdomains as caring (M = 3.99) and polite (M = 3.97).

Table 4.4

Integrity Mean Scores According to Subdomains

Domain	Subdomain	Mean	S.D
Accountability			
	Disciplined	4.09	.547
	Responsible	4.08	.530
	Honest	4.04	.541
	Corruption-free	4.20	.568
	Power abuse-free	4.12	.527
Knowledgeable			
	Rationale	3.93	.535
	Innovative	3.78	.606
	Optimist	3.95	.554
Courtesy			
	Polite	3.97	.552
	Caring	3.99	.512

To understand more about the items in the subdomains, Table 4.5 displayed following items for each of the variables. It also exhibits all mean scores for

each items in each subdomains in the BPSMPA, MACC staffs' *MyIntegrity* Index.

Table 4.5

Mean Items According to Integrity Values

Domain	No.	Item	Mean	S.D
Accountability	Disciplined			
	1.	I believe that high level of discipline could increase productivity.	4.28	.643
	2.	I feel guilty if abetting in breaking the work rules and regulations.	4.17	.657
	3.	I still comply with working hours regulation even there are colleagues who take it lightly.	4.11	.738
	4.	I prefer to follow work regulations because it teaches me disciplined.	4.10	.706
	5.	I still comply to the working procedures even it is burdensome.	4.08	.661
	6.	I prefer to complete my work rather than gossiping.	3.95	.739
	7.	I follow work regulations thoroughly.	3.90	.714
	Responsible			
	8.	I am prepared to accept any given responsibility.	4.17	.642
	9.	I feel guilty if I do not fully understand my job scope.	4.15	.647
	10.	I informed my supervisor if there is any problem that would affect the effectiveness of the job.	4.15	.617
	11.	It is my habit to make sure that I carry out the job diligently.	4.09	.748
12.	I will make sure that each of my tasks will be finished in stipulated time.	4.08	.675	
13.	As a public servant, I fully understand the	4.01	.658	

Domain	No.	Item	Mean	S.D
		government policies.		
	14.	I do not like to see my colleagues disappeared during working hours.	3.90	.771
		Honest		
	15.	I do not disclose any confidential information to outsiders.	4.35	.679
	16.	I feel guilty if I am not honest during conversation.	4.12	.646
	17.	Honesty in words is the most important criteria in my career development.	4.10	.658
	18.	I feel ashamed if I am not honest in my actions.	4.07	.669
	19.	I'd rather face the risk being honest with my words.	4.02	.665
	20.	I am outspoken if I do not agreed with something.	3.61	.803
		Corruption-free		
	21.	For me, there is no benefit in giving or accepting bribe.	4.27	.800
	22.	I will avoid myself from any matter that leads to corruption.	4.27	.640
	23.	I am worried if my colleagues involved in corruption.	4.19	.652
	24.	I am ready to fully cooperate with any party that wants to fight corruption.	4.17	.686
	25.	I am not going to keep quiet if corruption happened before me.	4.10	.746
		Power abuse-free		
	26.	I always careful not to be caught in abusing power or position.	4.32	.628
	27.	I do not like lobbying on influencing decision making for the benefit of my networking.	4.26	.665
	28.	I feel guilty if I'm using my power and position to gain personal benefit.	4.23	.654

Domain	No.	Item	Mean	S.D
	29.	During decision making process, I am not easily distracted by personal interest.	4.09	.590
	30.	In carrying out my duties, I fully comply with the current standard operating procedures.	4.09	.574
	31.	I do not use organization assets as mine	3.74	.888
Total mean for accountability domain			4.10	.508
Knowledgeable		Rationale		
	1.	I consider all choices before making any decision.	4.09	.709
	2.	I do not mix business matters with personal problems.	4.06	.691
	3.	I will study validity of any information before making a decision.	4.04	.570
	4.	I am easily accepting critics without any grudges.	3.92	.793
	5.	I can control my emotion during carrying out my duties.	3.89	.609
	6.	I do not like to be hasty when making decision.	3.89	.593
	7.	I am grateful though my opinion is being rejected.	3.82	.769
	8.	I will not retaliate if I have been criticized.	3.77	.775
		Innovative		
	9.	I used various approaches to complete a task.	4.01	.700
	10.	I constantly look for chances for my career development.	4.01	.643
	11.	I like to find new idea for job improvement.	3.92	.730
	12.	I am not afraid of trying on new ideas.	3.66	.770
	13.	I like to give radical opinion during meeting.	3.31	.880
		Optimist		
	14.	Every hardship faced while carrying out duties is a challenge for self-development.	4.03	.627

Domain	No.	Item	Mean	S.D
	15.	I feel relieved when being reprimanded of my mistake.	3.98	.707
	16.	I think positively in every action.	3.96	.706
	17.	I do not give up easily if I had faced difficulties.	3.90	.643
	18.	I have full confidence on my every action.	3.86	.685
	Total mean for knowledgeable domain		3.90	.527
Courtesy		Polite		
	1.	I respect every person regardless any position.	4.20	.626
	2.	I do not look down on other person's opinion.	4.10	.673
	3.	I feel guilty complaining about other colleagues.	3.96	.771
	4.	I always greet/ giving salam to my colleagues.	3.90	.687
	5.	I respect my friend's opinion though I feel that it is not correct.	3.86	.699
	6.	I do not speak harsh words during stressful condition.	3.77	.901
		Caring		
	7.	I also share the feeling of grieve when misfortune happens to my colleagues.	4.22	.620
	8.	I always offer help when the need arises.	4.16	.622
	9.	I always protect organizational interest.	4.11	.655
	10.	I always protect organizational image.	4.10	.706
	11.	I always take care of my colleagues' welfare.	3.97	.642
	12.	I take seriously on my errors due to negligence.	3.95	.685
	13.	I reprimand my friend who took office property for personal use.	3.42	.818
	Total mean for courtesy domain		3.98	.498

4.4 Independent Variables Mean Scores

The independent variables consist of four variables that have been identified can be affected the integrity level of an employee. The four variables are leadership quality, religiosity, job performance and transformational plan. Table 4.6 to Table 4.9 displayed the mean scores of the findings related to all of the independent variables studied. Overall, the religiosity variable mean score ($M = 3.88$) is the highest followed by transformational plan variable ($M = 3.84$) and job performance variable ($M = 3.82$). The mean score for leadership quality variable ($M=3.45$) was the lowest among all the variables.

Leadership quality variable is measured based on the scores obtained from the respondents on 10 items with five options. In general, the analysis in Table 4.6 found that the mean score for all items are less than the value of 4.0 and overall scores, the leadership quality variable ($M = 3.45$) was the lowest among the mean scores of the other independent variables.

Table 4.6

Mean Score for Items Related to Leadership Quality

No.	Items	Mean	S.D
1.	Organizational objectives are being explained to the employees.	3.61	1.033
2.	Employees' talents are exploited to the maximum level.	3.56	1.037
3.	High performance employees are made exemplary.	3.55	1.019
4.	Employees' works are being recognized.	3.50	1.084
5.	In decision making process, employees' feedbacks are taken into account.	3.49	1.030
6.	Ideas are generated by teamwork.	3.48	1.020

No.	Items	Mean	S.D
7.	Assessments are jointly made.	3.47	1.066
8.	Suitable facilities are provided to boost up the employees' potential.	3.41	.987
9.	Performance feedbacks are being reported to the group at continuous rate.	3.34	.979
10.	Group work will be given recognition.	3.10	1.143
Total		3.45	.856

Although religiosity has the highest mean score value (M = 3.88) than other independent variables, still, the descriptive analysis results on religiosity items, as described in Table 4.7 showed that nine out of 10 items earned scores less than 4.0.

Table 4.7

Mean Score for Items Related to Religiosity

No.	Items	Mean	S.D
1.	I would ensure that my family comply with the entire religious requirement.	4.18	.662
2.	I abandon the practices that I feel dubious in nature.	3.98	.604
3.	I feel happy whenever my colleagues are being praised.	3.98	.734
4.	I feel bad when I missed doing the good deeds.	3.92	.631
5.	I prefer to do small good deeds but consistently.	3.90	.673
6.	I prefer to help people in distress without others knew about it.	3.90	.701
7.	I discuss on the subject of religion with my colleagues.	3.87	.721
8.	I am prepared to forgive anyone before he asked for forgiveness.	3.74	.694
9.	I am grateful when a beggar seeks my help.	3.71	.781
10.	I would ensure that my family comply with the entire religious requirement.	3.63	.835
Total		3.88	.544

Job performance variable measured by 12 items on the job practices in MACC. Results of the analysis are summarized in Table 4.8. The overall mean score of the items ($M = 3.82$) is at a moderate level.

Table 4.8

Mean Score for Items Related to Job Performance

No.	Items	Mean	S.D
1.	I appreciate group members' contributions.	4.04	.570
2.	I fulfil responsibilities in the group work.	4.00	.620
3.	I encourage the group members to do the best.	3.91	.590
4.	I help group members who have any difficulty in their assignments.	3.90	.570
5.	I completed the group assignment on time.	3.86	.685
6.	I feel I am part of the organization family.	3.84	.786
7.	I am happy to continue working in this organization.	3.83	.871
8.	I proposed suggestions on improving group performance.	3.77	.654
9.	This organization is very important in my life.	3.76	.849
10.	I acknowledge my group members' performance.	3.76	.714
11.	I feel a high sense of belonging in this organization.	3.66	.853
12.	I consider the problem in this organization as if it is my own..	3.53	.931
Total		3.82	.524

For the transformational plan variable, respondents have a positive reaction towards the plan ($M = 3.84$). Nevertheless, all the mean scores in the nine items that displayed in Table 4.9 showed that the scores are under 4.0 namely between $M = 3.34$ to $M = 3.99$.

Table 4.9*Mean Score for Items Related to Transformational Plan*

No.	Items	Mean	S.D
1.	The GTP in fighting corruption has increased MACC delivery system efficiency.	3.99	.628
2.	I believe the GTP in fighting corruption has increased MACC staffs' morale value.	3.96	.664
3.	MACC programmes are supporting GTP in fighting corruption.	3.95	.626
4.	I believe that GTP in fighting corruption will be able to make Malaysian corruption-free by the year 2020.	3.94	.618
5.	I believe the GTP in fighting corruption has provided the competitive edge for MACC.	3.93	.654
6.	MACC is a customer friendly agency.	3.89	.670
7.	MACC instilled 1Malaysia value in its work culture.	3.80	.656
8.	I also contribute towards the success of GTP in fighting corruption.	3.79	.689
9.	GTP in fighting corruption programmes are not helping improving staffs' integrity.	3.34	1.008
Total		3.84	.522

4.5 Hypotheses Testing

Pearson's correlation and multiple regression tests were performed in the hypothesis testing. Pearson's correlation analysis method was used to answer the third research objective, namely the relationship between all of the independent variables (leadership quality, religiosity, job performance, and transformational plan) and integrity values domains (accountability, knowledgeable, and courtesy). Interpretation of this correlation is based on Guildford's (1973) Rule of Thumb as below:

Pearson coefficient (r)	Correlation
< .20	Very weak correlation
.20 to .40	Weak correlation
.41 to .70	Moderate correlation
.71 to .90	Strong correlation
> .90	Very strong correlation

R value indicates the strength of the relationship or the relationship of two variables while those with - or + indicates the relevance of these two variables. The higher the R value the stronger the relationship between those two variables. This analysis consistently use $p < .001$ significance level in each relationships test run.

Multiple regressions were used to identify changes in two or more factors (independent variables) that contributed to the change in a dependent variable (Chua, 2006). In this research, regression analysis using stepwise method was used to measure the fourth research objective - to identify the main factor that influenced BPSMPA, MACC staffs' integrity level the most. According Diekhoff (1992), stepwise method has advantages compared with other regression because with this method, only significant predictor variables included in the regression. The second advantage is stepwise regression could avoid multicollinearity problems that exist due to the strong correlation between predictor variables. Correlation does not mean and it cause analysis becomes less accurate (Diekhoff, 1992). This problem can be overcome through stepwise multiple regression analysis for variables as this problem will not be included into the regression.

In this research, t-test and ANOVA were used to examine mean differences at 0.05 significant level on integrity level domains and demographic variables (gender, age

and year of employment). If the significance value (p) is lower than the significance level (.05), the differences between the two groups of variables studied are significant. On the other hand if the value of p greater than .05, there is no significant differences existed.

H₁: There is a positive relationship between leadership quality and integrity level.

Table 4.10 shows results of the correlation analysis between leadership quality and integrity level. The analysis illustrates that there is a positive relationship but at moderate level between leadership quality and accountability domain ($r = 0.409$), knowledgeable domain ($r=0.423$) and courtesy domain ($r = 0.442$). Thus, this result accepts the H₁ hypotheses. In conclusion, the increasing of leadership quality mean score will effect on the increasing of integrity level.

Table 4.10

Pearson's Correlation between Integrity Domains and Leadership Quality

(N=104)

Variable	<i>r</i>	<i>p</i>
Accountability	.409**	.000
Knowledgeable	.423**	.000
Courtesy	.442**	.000

Note: ** Significance level at $p < 0.01$

H₂: There is a positive relationship between religiosity and integrity level.

Table 4.11 shows the results of religiosity correlation analysis with integrity level. The analysis shows that there is a positive relationship but at moderate levels

between religiosity and accountability domain ($r = 0.771$), knowledgeable domain ($r = 0.769$) and courtesy domain ($r = 0.781$). Thus, this finding accepts the H_2 hypothesis. As a conclusion, increasing of religiosity mean score will effect on the increasing of integrity level.

Table 4.11

Pearson's correlation between Integrity Domains and Religiosity (N=104)

Variable	<i>r</i>	<i>p</i>
Accountability	.771**	.000
Knowledgeable	.769**	.000
Courtesy	.781**	.000

Note: ** Significance level at $p < 0.01$

H_3 : There is a positive relationship between job performance and integrity level.

Table 4.12 describes the results of the correlation analysis between job performance and integrity level. Analysis showed that there is a positive relationship but at moderate level between job performance and accountability domain ($r = 0.709$), knowledgeable domain ($r = 0.771$), and courtesy domain ($r = 0.737$). Thus, this finding accepts the H_3 hypothesis. For a conclusion, the increasing of job performance mean score will effect on the increasing of integrity level.

Table 4.12

Pearson's Correlation between Integrity Domains and Job Performance

(N=104)

Variables	<i>r</i>	<i>P</i>
Accountability	.709**	.000
Knowledgeable	.771**	.000
Courtesy	.737**	.000

Note: ** Significance level at $p < 0.01$

H₄: There is a positive relationship between transformational plan and integrity level.

Table 4.13 shows the results of correlation analysis between transformational plan and integrity level. The results of the study found that there is a positively significant relationship between transformational plan but at moderate level and accountability domain ($r = 0.434$), knowledgeable domain ($r = 0.408$), and courtesy domain ($r = 0.421$). Thus, this result accepts the H₄ hypothesis. As a conclusion, the increasing of transformational plan mean score will effect on the increasing of integrity level.

Table 4.13

Pearson's Correlation between Integrity Domains and Transformational

Plan (N=104)

Variable	<i>r</i>	<i>p</i>
Accountability	.434**	.000
Knowledge	.408**	.000
Courtesy	.421**	.000

Note: ** Significance level at $p < 0.01$

H₅: There is a factor(s) that influenced BPSMPA, MACC staffs' integrity level the most.

This section describes the findings on multiple regressions using the *stepwise* method on independent variables across the dependent variable (integrity level). The findings in Table 4.14 shows that The findings in Table 4.14 shows that three (religiosity, job performance, and leadership quality) out of four independent variables are the predictors for integrity level ($F = 68.702$, $R^2 = 0.733$, Adjusted $R^2 = 0.723$).

Religiosity is a major predictors (Beta = 0.514, $t = 7.154$, $p = 0.000$). This finding means that when religosity increased by one unit, integrity level will be increased by 0.514 units. On job performance (Beta = 0.354, $t = 3.981$, $p = 0.000$) and leadership quality (Beta = 0.113, $t = 1.970$, $p = 0.052$); these findings show that when job performance and leadership quality increased by one unit, integrity level will be increased by 0.3549 and 0.113 units. Transformational plan was removed from the analysis of the model because it has no direct impact on the improvement of integrity level. Thus, these findings accept the H₅.

Table 4.14

Multiple Regression Analysis (Stepwise) on Integrity Value (N=104)

Variable	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	.666	.229		2.195	.004
Religiosity	.467	.065	.514	7.154	.000
Job performance	.334	.084	.354	3.981	.000

Leadership quality	.065	.033	.113	1.970	.052
Transformational plan	.010	.064	.010	.154	.878

*p < 0.05, p < 0.01

H₆: There are differences between demographic variables and BPSMPA, MACC staffs' integrity level

a. Gender

To determine the mean difference based on gender, t-test was conducted between the three integrity level domains (accountability, knowledgeable, and courtesy) on respondents. Table 4.15 shows that there are no significant differences in the accountability domain based on gender; male (M = 38.59, SD = 7.096) and female (M = 38.79, SD = 6.202) on the value of [t(102) = 0.133, p = 0.895] . Whereas, for the knowledgeable domain, the analysis showed that there is also no significant differences for gender-based as for male respondents (M = 21.72, SD = 4.283) and women (M = 21.68, SD = 3.887) on the value of [t (102) = - 0.045, p = 0.964]. Similarly, there are no significant differences for gender-based for the courtesy domain as male respondents (M = 14.82, SD = 2.559) and women (M = 14.91, SD = 2.503) on the value of [t (102) = 0.153, p = 0.878]. Thus, the findings of this study illustrates that gender is not a measure in determining the difference of integrity level in BPSMPA, MACC staffs.

Table 4.15

*T-test Analysis on Integrity Level Mean Differences According to Gender
(N=104)*

Variable	N	M	SD	t	p
Accountability domain				.133	.895
Male	24	38.59	7.096		
Female	80	38.79	6.202		
Knowledgeable domain				-.045	.964
Male	24	21.72	4.283		
Female	80	21.68	3.887		
Courtesy domain				.153	.878
Male	24	14.82	2.559		
Female	80	14.91	2.503		

b. Age

Table 4.16 also displays the findings for mean differences based on the age of respondents and integrity level with one-way ANOVA analysis. The results showed that there is no significant differences for all integrity level (accountability, knowledgeable, and courtesy) and respondents' age. In this study, the age is grouped in three categories: younger than 29 years old, between 30 years to 39 years, and older than 40 years. These categories were respectively in value of [F (87) = 1,028, p = 0.362], [F (87) = 0.115, p=0.892]

and [F (87) = 0.531, p = 0.590]. Therefore, this study shows that age is not a measure in determining the integrity level of BPSMPA, MACC staffs.

Table 4.16

One-way ANOVA Analysis on Integrity Level Mean Differences According to Age (N=104)

Variable	N	M	SD	F	p
Accountability domain				1.028	.362
< 29 year old	35	38.34	5.755		
30 – 39 year old	40	39.47	5.852		
> 40 year old	15	40.89	6.217		
Knowledgeable domain				.115	.892
< 29 year old	35	21.83	3.603		
30 – 39 year old	40	21.96	4.062		
> 40 year old	15	22.39	3.368		
Courtesy domain				.531	.590
< 29 year old	35	14.80	2.047		
30 – 39 year old	40	15.37	2.589		
> 40 year old	15	15.10	2.413		

d. Year of Employment

Table 4.17 explained the findings for mean differences based on respondents' year of employment and integrity level with one-way ANOVA analysis. The results showed that there are clearly significant differences for all integrity

level (accountability, knowledgeable, and courtesy) and respondents' year of employment. In this study, the year of employment in MACC is categorised in three categories: below than two years, between two to four years, and more than four years. There is significant differences in accountability domain as below than two years employment ($M = 40.92$, $SD = 5.358$), between two to four years ($M = 36.72$, $SD = 4.911$), and more than four years ($M = 34.99$, $SD = 5.788$) with the value of $[F(55) = 6.388, p = 0.003]$. There are also significant differences in knowledgeable domain as below than two years employment ($M = 22.41$, $SD = 3.112$), between two to four years ($M=21.44$, $SD = 3.125$), and more than 4 years ($M = 19.46$, $SD = 4.220$) with the value of $[F(55) = 3.302, p = 0.045]$. Last but not least, there are also significant differences in courtesy domain as below than two years employment ($M = 15.36$, $SD = 1.952$), between two to four years ($M = 14.67$, $SD = 2.014$), and more than four years ($M = 13.14$, $SD = 2.076$) with the value of $[F(55) = 5.418, p = 0.007]$. Therefore, this study shows that year of employment is a measure in determining the integrity level of BPSMPA, MACC staffs as more experience staffs are practicing more integrity values in their daily activities.

Table 4.17

One-way ANOVA Analysis On Integrity Level Mean Differences According to Year of Employment (N=104)

Variables	N	M	SD	F	p
Accountability domain				6.388	.003
< 2 years	27	40.92	5.358		
2 – 4 years	15	36.72	4.911		
> 4 years	13	34.99	5.788		
Knowledgeable domain				3.302	.045
< 2 years	27	22.41	3.112		
2 – 4 years	15	21.44	3.125		
> 4 years	13	19.46	4.220		
Courtesy domain				5.418	.007
< 2 years	27	15.36	1.952		
2 – 4 years	15	14.67	2.014		
> 4 years	13	13.14	2.076		

As a conclusion, these findings accept the H₆ hypothesis. It is because this study has identify that only one (year of employment) out of three demographic variables has significant differences in BPSMPA, MACC staffs' integrity level.

4.6 Summary of the Test Results

Based on the analyses, the results showed that all hypotheses had been proven and verified. Table 4.20 shows the results of the hypotheses.

Table 4.18

The Summary of Hypotheses Results

	Hypotheses
H ₁	There was a positive relationship between leadership quality and integrity level.
H ₂	There was a positive relationship between religiosity and integrity level.
H ₃	There was a positive relationship between job performance and integrity level.
H ₄	There was a positive relationship between transformational plan and integrity level
H ₅	Religiosity, job performance, and leadership quality have influenced BPSMPA, MACC staffs' integrity level the most.
H ₆	Year of employment has a significant difference on BPSMPA, MACC staffs' integrity level.

4.7 Conclusion

As a conclusion, this chapter presented and discussed the findings of the study. Based on the results obtained, it shows that independent variables (leadership quality, religiosity, job performance, and transformational plan) are positively significant relationship that impacted BPSMPA, MACC staffs' integrity level with suggested

that religiosity and job performance influenced the integrity level the most. It also resulted that year of employment has a significant difference on the integrity level. The next chapter will discuss on the conclusion and recommendations of the study.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the results and discussion conversed in the previous chapter, this chapter implements to respond the specific four objectives of this study. By giving conclusion based on the objectives of the study, this chapter also identifies and proposes few improvements towards increasing the level of BPSMPA, MACC staffs' integrity values.

5.2 Recapitulation of Results

As discussed in Chapter 4, integrity level is divided into three domains: accountability, knowledgeable and courtesy. Each discussion on independent variables or demography variables involved those three domains. The first finding is BPSMPA, MACC staffs' integrity level is at ordinary level with domains mean scores: accountability (M=4.1), knowledgeable (M=3.9) and courtesy (M=3.98).

The next findings are on BPSMPA, MACC staffs' integrity level positive relationship between independent variables, namely leadership quality, religiosity, job performance, and transformational plan. From the relationships findings, religiosity (Beta = 0.514), job performance (Beta = 0.354) and leadership quality (Beta = 0.113) are the dominant factors that influenced staffs' integrity level the most.

The final finding is in term of difference between demographic variables and integrity level. Year of employment in MACC has a significant difference on the staffs' integrity level.

5.2.1 Objective 1

The first objective this study is to identify BPSMPA, MACC staffs' integrity level.

Based on the findings from the data analyses, it can be concluded that:

- a. Relatively, BPSMPA, MACC staffs' integrity level accountability, knowledgeable, and courtesy still at ordinary level. At the same time, the percentage of staffs at good level in all three domains is still low. Of all the three integrity domains audited, accountability domain is the only domain that at the good level. In other words, MACC staffs determination on fulfilling the assigned duties and responsibilities is at good level, nor excellent neither weak. But, by looking at the standard of MACC, this integrity level is something that cannot be proud. It is because as government body that has been given a mandate to fight corruption in Malaysia, MACC staffs supposed to be in excellent level individually and as organization ambassador.
- b. On the integrity level according to subdomains, this study found that BPSMPA, MACC staffs' integrity is at medium level as the subdomains in accountability domain are at good level; subdomains in knowledgeable domain and courtesy domain are at ordinary level. This situation is less satisfying because there is only a small percentage of good level on the subdomains disciplined, responsible, honest, corruption-free and power abuse-free. BPSMPA, MACC staffs should be more respecting rules,

regulations and work procedures more; appreciate more their job scope and committed to do the tasks; more sincere and trustworthy in words or in actions; never accepting or giving bribe even though there is a chance; and performing more tasks without using the status and position to benefit themselves and others.

5.2.2 Objective 2

The second objective is to examine the relationship between independent variables (leadership quality, religiosity, job performance, and transformational plan) and BPSMPA, MACC staffs' integrity level. Based on the Pearson's correlation analysis results, it could be concluded that all independent variables have positive relationship with the integrity level. With the support of these four independent variables, MACC staffs' integrity values could be improved if each of the variables being strengthens.

5.2.3 Objective 3

The third objective was to identify factor(s) (leadership quality, religiosity, job performance; and transformational plan) that influenced BPSMPA, MACC staffs' integrity level the most. Based on the findings from the *stepwise* regression analysis, it can be concluded that:

- a. Religiosity, job performance and leadership quality are predictor factors for integrity level, whereby religiosity is the major predictor. It maybe because religions are the strong base of good practice they teach harmony lifestyle holistically.
- b. Transformational plan factor is not a predictor. It is because this factor did not provide any impact to the staffs' integrity level.

5.2.4 Objective 4

The fourth and final objective in this study is to identify BPSMPA, MACC staffs' integrity level differences according to demographic variables (gender, age and year of employment). From the findings, conclusions that could be made are:

- a. Relatively, staffs' year of employment is a predictor to the integrity level. Staffs that have been working more than four years in MACC have better accountability, knowledgeable and courtesy about integrity values in their lives. It might be because they have received more exposure on dealing with integrity issues whether from their working experience or integrity courses they have attended. This finding is different from Ezhar et. al (2010) as they found that length of service did not give any impact to the employees' integrity level.
- b. Gender and age are not predictors in determining BPSMPA, MACC staffs' integrity level in all three integrity domains (accountability, knowledgeable, and courtesy). This finding also verified that Glover, et.al (1997) study on gender and age as integrity level predictors cannot be proven in the context of BPSMPA, MACC staffs.

5.3 Implications and Recommendations

Based on the conclusion discussed above, following are the implication of the study and recommendations proposed to further stabilize staffs' integrity level:

- a. From the presented data, MACC still has a long and far journey onto having all staffs with excellent level of integrity. It is because there is none of staffs at excellent level of integrity. Meanwhile, the total staffs at good level of integrity are still small. Therefore, MACC must strategize

plans and approaches that lead to increase staffs' integrity level not only in BPSMPA, but across all departments. MACC need to create an ideal integrity work culture in the workplace comprehensively.

b. However, MACC still has space on improving and stabilizing the staffs' integrity level. It is because there is a strong basis and potentially high factors that could influenced its current integrity level. Following are some suggestions that researcher proposed to improve MACC staffs' integrity level:

- i. Create mentor-mentee system which providing immediate supervisor a coach / counsellor / mentor / facilitator;
- ii. Legislate training programmes that include leading to accentuate staffs' credibility in increasing the three integrity domains. Special attention should be given to courtesy domain as it has the lowest level in all three domains. In order to be excelled in integrity, all three domains should be in excellent level. It is because this integrity model is a combination of all important values that need to be discussed on integrity. Therefore, MACC should expand its integrity training programs not only on the investigation officers, but also to all civilian staffs in the organization. Among self-development course that need to be prioritized is ego management. It is needed on instilling integrity value thoroughly - mentally, physically and professionally.

- iii. Recheck teamwork approaches on emphasizing participation and reducing gap. This recommendation could be done by creating environment whereby every staff senses themselves worth and can contribute to the organization.
 - iv. Provide space and opportunity on increasing self-development and integrity value to a higher level. This recommendation should be done especially for young staffs. It is important for future leadership quality improvement and continuity.
 - v. From religiosity aspect, method that can be used in strengthening staffs' integrity values is to instil accountability element and professionalism in the actual success context.
- c. In addition to the recommendations above, longitudinal study need to be handled with the same instrument that will identify gaps that need to be overcome in the effort of increasing MACC staffs integrity level. This study also could be replicated in other enforcement agencies in order to find the non-enforcement staffs' integrity level.

5.4 Conclusion

This study creates new findings in MACC integrity level especially on the non-uniformed officers. It is because their integrity level has not been evaluated before. Four research questions and four research objectives have been answered and proven. The role of integrity in society is central to this study; but progressing from them to establish guidelines for good governance is challenging in a field of contested concepts, disparate theoretical approaches and unsettling questions

(Trezise, 1996). Thus, many commentators advocate a more central role for HR specialists – in this study is BPSMPA, in strategy formulation (Woodd, 1997). They claim that any integrity study will result in greater organization concern for environmental impact and for implications for employees and wider stakeholders. Therefore, it is obviously clear that there are factors that influencing integrity values, in MACC environment and situation – religiosity, job performance, and leadership quality - could impact the integrity level.

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