

**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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**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.

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