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

AFEEFA BINTI AZIMI

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

May 2013
INTEGRITY LEVEL AMONG MALAYSIAN ANTI-CORRUPTION COMMISSION (MACC) STAFFS – A CASE STUDY OF HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT

By

AFEEFA BINTI AZIMI

Dissertation Submitted to

Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, in Fulfilment of the Requirement for the Degree of Master in Human Resource Management

May 2013
PERMISSION TO USE

In presenting this dissertation in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman
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

ACKNOWLEDGEMENT

I would like to convey my utmost gratitude to Allah S.W.T for giving me the drive and motivation to complete this study.

I would like to thank my dissertation supervisor, Dr. Amer Darus, for his valuable efforts and time in providing proper guidance, assistance and effortless support throughout the entire process. From him I learnt skills, patience and endurance in completing the dissertation.

My sincere appreciation to the management of Malaysian Anti-Corruption Commission (MACC) for granting permission to carry out this study. The dedication goes to the Chief Commissioner, Y.Bhg. Dato' Sri Haji Abu Kassim bin Mohamed; Director of Human Resource and Administration Department (BSMPA), Puan Hjh. Rohani binti Kadir; and Principle Assistant Director, Encik Noryusran bin Sairan for their assist, understanding and patience during the completion of my study.

I would like to thank my parents, who have been continuous source of inspiration and encouragement. Thanks to my family; my husband and my children, who have been greatest supporter throughout the duration of my studies and unceasing prayers for my success.

In addition, thanks to my friends that helped, supported, provided insightful and useful ideas, constructive comments, criticisms and suggestions throughout the duration of completing this research.

Thank you.
# TABLE OF CONTENTS

PERMISSION TO USE ................................................................. i

ABSTRACT ........................................................................ ii

ABSTRAK ........................................................................... iii

ACKNOWLEDGEMENTS ............................................................. iv

TABLE OF CONTENTS ............................................................... v

LIST OF TABLES ..................................................................... ix

LIST OF FIGURES .................................................................. xi

LIST OF ABREVIATIONS ......................................................... xii

CHAPTER 1: INTRODUCTION ......................................................... 1

1.1 Introduction ................................................................. 1

1.2 Background ................................................................. 1

1.2.1 Integrity Domains ....................................................... 6

1.3 Problem Statement ......................................................... 7

1.4 Research Questions ......................................................... 8

1.5 Research Objectives ......................................................... 9

1.6 Significance of the Study .................................................. 9

1.7 Scope and Limitations of the Study ................................. 10

1.8 Definitions of Key Terms ................................................ 11

1.9 Organization of the Dissertation ..................................... 12

CHAPTER 2: LITERATURE REVIEW .............................................. 14

2.1 Introduction ................................................................. 14

2.2 Dependent Variable ......................................................... 14

2.2.1 Definition of Integrity ................................................ 14
2.2.2 Theories and Models Related to Integrity

2.2.2.1 Nicomachean Ethics

2.2.2.2 The Big Five Personality Model

2.2.2.3 Integrity Audit Model

2.2.2.4 Other Related Theories

2.2.3 Integrity Level

2.2.3.1 Accountability

2.2.3.2 Knowledgeable

2.2.3.3 Courtesy

2.3 Independent Variables

2.3.1 Leadership Quality

2.3.2 Religiosity

2.3.3 Job Performance

2.3.4 Transformational Plan

2.4 Demographic Variables

CHAPTER 3: METHODOLOGY

3.1 Introduction

3.2 Theoretical Framework

3.2.1 Dependent Variable

3.2.2 Independent Variables

3.3 Hypotheses Development

3.4 Research Design

3.4.1 Purpose

3.4.2 Type of Study

3.4.3 Unit of Analysis
3.4.4 Population........................................................................45
3.4.5 Sampling Techniques.....................................................45
3.5 Operational Definition.......................................................46
3.6 Measurement and Instrument...........................................48
  3.6.1 Questionnaire Design................................................48
  3.6.2 Integrity Index............................................................51
3.7 Pilot Study........................................................................52
3.8 Data Collection and Administration.................................55
3.9 Exploratory Data..............................................................57
3.10 Techniques of Data Analysis..............................................59
  3.10.1 Descriptive Analysis...............................................59
  3.10.2 Test of Association..................................................59
  3.10.3 Test of Mean Differences.........................................60
3.11 Summary of Test on Hypotheses......................................61
3.12 Conclusion......................................................................61
CHAPTER 4: RESULTS AND DISCUSSION.................................62
  4.1 Introduction....................................................................62
  4.2 Respondents’ Profiles.....................................................62
    4.2.1 Respondents’ Background.........................................62
    4.2.2 Respondents’ Employment Information......................63
  4.3 Overall Integrity Index..................................................65
    4.3.1 Integrity Level According to Domains.......................66
    4.3.2 Integrity Level According to Subdomains...................67
  4.4 Independent Variables Mean Scores................................73
  4.5 Hypotheses Testing......................................................76
LIST OF TABLES

Table 1.1 Civil Servants Violation of Integrity Cases From Year 2010-2012

Table 1.2 BSMPA Staffs Distribution

Table 3.1 Total Number Samples

Table 3.2 Distribution of Variables

Table 3.3 The Cronbach Alpha for Pilot Test (n = 30)

Table 3.4 Total Number of Samples and Final Data Collected from Respondents

Table 3.5 Statistical Analysis

Table 4.1 Respondents’ Demography Information (N=104)

Table 4.2 BPSMPA, MACC MyIntegrity Index Calculation

Table 4.3 Integrity Score According to Domains

Table 4.4 Integrity Mean Scores According to Subdomains

Table 4.5 Mean Items According to Integrity Values

Table 4.6 Mean Score for Items Related to Leadership Quality

Table 4.7 Mean Score for Items Related to Religiosity

Table 4.8 Mean Score for Items Related to Job Performance

Table 4.9 Mean score for Items Related to Transformational Plan

Table 4.10 Pearson’s Correlation between Integrity Domains and Leadership Quality (N=104)

Table 4.11 Pearson’s Correlation between Integrity Domains and Religiosity (N=104)

Table 4.12 Pearson’s Correlation between Integrity Domains and Job Performance (N=104)
Table 4.13 Pearson’s Correlation between Integrity Domains and Transformational Plan (N=140)……………………………………. 80
Table 4.14 Multiple Regression Analysis (Stepwise) on Integrity Value (N=104)……………………………………. 81
Table 4.15 T-test Analysis on Integrity Level Mean Differences According to Gender…………………………………………………… 83
Table 4.16 One-way ANOVA Analysis on Integrity Level Mean Differences According to Age…………………………………………………… 84
Table 4.17 One-way ANOVA Analysis on Integrity Level Mean Differences According to Year of Employment………………………………. 86
Table 4.18 The Summary of Hypotheses Result……………………………………. 87
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>The Big Five Personality Model</td>
<td>19</td>
</tr>
<tr>
<td>2.2</td>
<td>Integrity Audit Model</td>
<td>21</td>
</tr>
<tr>
<td>3.1</td>
<td>Theoretical Framework</td>
<td>43</td>
</tr>
</tbody>
</table>
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.
The contents of the thesis is for internal user only
REFERENCES


DOI 10.1108/00197850910995764


DOI 10.1108/10748121011072708


DOI:10.1016/j.leaqua.2004.09.003


Roger, F. (______). Are you a giver? Or are you a taker or watcher? Service Givers. *Personal Excellence, 13*. 112


and leadership styles according to the Model of Bernard Bass. *Estudios Gerenciales*, 26(114), 59-75.


