

**HUMAN RESOURCE MANAGEMENT PRACTICES,  
AFFECTIVE COMMITMENT AND PERCEPTION  
TOWARDS CORRUPTION AND BRIBERY IN ROYAL  
MALAYSIAN POLICE**



**UUM**  
**LEE KOK CHEE**  
Universiti Utara Malaysia

**DOCTOR OF BUSINESS ADMINISTRATION  
UNIVERSITI UTARA MALAYSIA  
2015**

**HUMAN RESOURCE MANAGEMENT PRACTICES, AFFECTIVE  
COMMITMENT AND PERCEPTION TOWARDS CORRUPTION AND  
BRIBERY IN ROYAL MALAYSIAN POLICE**



**By**  
**LEE KOK CHEE**

**UUM**

---

**Universiti Utara Malaysia**

**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Partial Fulfilment of the Requirement for the Doctor of Business Administration**

## PERMISSION TO USE

In presenting this dissertation project paper 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/project paper. It is understood that any copying or publication or use of this dissertation/project paper 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/project paper 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

UUM  
Universiti Utara Malaysia

## ABSTRACT

The main purpose of this study was to investigate the Human Resource Management practices (training and development, career development, salary and benefits and performance appraisal) and the perception towards corruption and bribery in the Royal Malaysian Police. Specifically, it was aim to investigate the mediating effect of affective commitment between Human Resource Management practices (training and development, career development, salary and benefits and performance appraisal) and perception towards corruption and bribery in the Royal Malaysian Police. The motivation for this study was driven by the inconsistent findings in literature concerning the relationships between the Human Resource Management practices (training and development, career development, salary and benefits and performance appraisal) and the perception towards corruption and bribery. Accordingly, this study has integrated the Herzberg's Two Factor Theory to map and position the possible relationships between the variables in the research framework. The study utilises a survey questionnaire which was randomly distributed to 700 Royal Malaysian Police officers and staffs from 5,647 in Penang. Out of 412 returned questionnaires, 386 (55%) were found to be completed and was used in the analysis. Correlation and regression analysis was used to analyse the relationship between the related variables in the study. The results revealed that career development, salary and benefits and affective commitment are positive determinants of perception towards corruption and bribery while career development, salary and benefits and performance appraisal are positive determinants with affective commitment. Moreover, a partial mediating effect of affective commitment on the relationships between Human Resource Management practices and perception towards corruption and bribery was confirmed by the findings. Finally, contributions and limitations of the study as well as suggestions for future research were discussed.

**Keywords:** Human Resource Management, affective commitment, corruption, bribery, Royal Malaysian Police

## ABSTRAK

Tujuan utama kajian ini dijalankan adalah untuk mengkaji amalan Pengurusan Sumber Manusia (latihan dan pembangunan, pembangunan kerjaya, gaji dan faedah serta penilaian prestasi) dan kesannya terhadap persepsi terhadap rasuah dan sogokan di kalangan Polis DiRaja Malaysia. Ia bertujuan untuk menyiasat kesan pengantara komitmen afektif dengan amalan Pengurusan Sumber Manusia (latihan dan pembangunan, pembangunan kerjaya, gaji dan faedah dan penilaian prestasi) dengan persepsi terhadap rasuah dan sogokan. Kajian ini dijalankan memandangkan tiada kajian yang jelas serta konsisten mengenai hubungan antara amalan Pengurusan Sumber Manusia (latihan dan pembangunan, pembangunan kerjaya, gaji dan faedah dan penilaian prestasi) dengan persepsi terhadap rasuah dan sogokan. Hubungan ini boleh dijelaskan dengan menggunakan Teori Motivasi untuk menghubungkan di antara pemboleh ubah di dalam rangka kerja kajian. Kajian ini menggunakan kaedah soal selidik yang telah diedarkan secara rawak kepada 700 polis dari 5,647 kakitangan Polis DiRaja Malaysia di Pulau Pinang. Daripada 412 soal selidik yang dikembalikan, 386 didapati lengkap dan sesuai untuk dianalisa. Korelasi dan analisis regresi digunakan untuk menganalisis hubungan antara pemboleh ubah yang berkaitan dalam kajian ini. Keputusan menunjukkan bahawa pembangunan kerjaya, gaji dan faedah dan komitmen afektif adalah penentu positif persepsi terhadap rasuah dan sogokan manakala pembangunan kerjaya, gaji dan faedah dan penilaian prestasi adalah penentu positif terhadap komitmen afektif. Selain itu, terdapat kesan separa perantara komitmen afektif antara amalan Pengurusan Sumber Manusia dan persepsi terhadap rasuah dan sogokan telah disahkan mempunyai hubungan oleh penemuan tersebut. Akhir sekali, sumbangan dan limitasi kajian serta cadangan kajian masa depan turut dibincangkan.

**Kata kunci:** Pengurusan Sumber Manusia, komitmen afektif, rasuah, sogokan, Polis DiRaja Malaysia

## ACKNOWLEDGEMENT

Above all, I am grateful to God for giving me a good health and well-being that is necessary for me to complete this dissertation. I would like to take this opportunity to express my gratitude to the Vice-Chancellor of UUM Prof. Dato' Wira Dr. Mohamed Mustafa Ishak for allowing me to continue my post graduate study on this doctorate program (DBA) and thanks to YDH Dato Vincent, chairman of Rezzen, the administrative staffs of UUM of their kind help and support for enabling me to sail smoothly during my study.

Firstly, I wish to express my sincere thanks to my supervisor, Associate Professor Dr. Faudziah Hanim binti Fadzil, for accepting me as her supervisee for this DBA dissertation project and I am extremely grateful to her as she has been providing me with all the necessary idea and sincere valuable guidance for this research work. Without her, I may not have had been able to obtain my success. In my opinion, she is a very committed and dedicated academician. I would also like to mention here that she has even postponed undergoing operation for balloon insertion due to her heart illness just to give priority for her students' Viva. My salute to her and I am truly indebted to her.

Secondly, I am very grateful and I would also like to place on record, my sincere thank you to Associate Professor Dr. Syed Soffian bin Syed Ismail, who is my second supervisor from the Faculty of Accountancy UUM, for continuously providing guidance in my thesis preparation. I am extremely thankful and indebted to him for sharing his expertise, valuable guidance and encouragement to me.

I am also thankful to Dr. Shukor (first examiner) and Dr Tang, second examiner (from Human Resource Department, COB) who were my examiners during my defense proposal on the 1 July 2014 at UUM. I am gratified towards Dr. Ebrahim Mohammed Al-Matari, visiting senior lecturer, SOA, UUM (from Yemen) and Dr Deaa Arseheen (from Jordan) who have been sharing their expertise and valuable guidance.

I am also grateful to my Malaysia Police Inspector General, Tan Sri Khalid Abu Bakar, Penang Chief Police YDH Dato Wira Abdul Rahim Hanafi, and the OCPD for South West District Superintendent, YDH, Tuan Lai Fah Hin, who have supported me throughout this venture directly or indirectly enabling me to successfully study the Police DiRaja Malaysia institution. A million thanks to the Bukit Aman Police DiRaja Malaysia for allowing me to access the police crime data and to the Penang Contingent which have provided me the data of personnel in the state of Penang.

Finally, I would like to extend my appreciation to Superintendent Lai Fah Hin, who has supported my application for the Doctorate enrolment. Just to share, he has also signed a letter to allow me to go to other districts in Penang Contingent to distribute my questionnaires so that I can collect this data for my thesis analysis. Hence, many thanks to all the OCPDs namely the five districts that included Georgetown (Daerah Timur Laut), South West District (Daerah Barat Daya), Seberang Perai Utara, Seberang Perai Tengah and Seberang Prai Selatan in Police Penang contingent who have had been very

cooperative and smoothly allowed their men in blue to answer my seventy six questionnaires for my research work. Only with the feedback of their opinion and perception this thesis could be completed. Not forgetting, Inspector Saiful Adzlan, my supervisor, who has been providing me with the convenience and support to take leave as and when I needed for my study purpose.

I also like to thank my spouse and family members for the unceasing encouragement, support and attention. Last but not least, I would also like to thank my sense of gratitude to all, either directly or indirectly, who have lent their hand in this long venture.



## TABLE OF CONTENTS

TITLE	PAGE
<b>TITLE PAGE</b> .....	<b>i</b>
<b>CERTIFICATION OF THESIS WORK</b> .....	<b>ii</b>
<b>PERMISSION TO USE</b> .....	<b>iii</b>
<b>ABSTRACT</b> .....	<b>iv</b>
<b>ABSTRAK</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>vi</b>
<b>TABLE OF CONTENTS</b> .....	<b>viii</b>
<b>LIST OF TABLES</b> .....	<b>xii</b>
<b>LIST OF FIGURES</b> .....	<b>xiv</b>
<b>LIST OF ABBREVIATIONS</b> .....	<b>xv</b>
<b>LIST OF APPENDICES</b> .....	<b>xvi</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.0 Background of the Study .....	1
1.1 Problem Statement .....	3
1.2 Research Questions .....	8
1.3 Research Objectives .....	9
1.4 Significance of the Study .....	10
1.5 Definition of Terms .....	12
1.6 Organisation of Study .....	13
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>15</b>
2.0 Introduction.....	15
2.1 Corruption and Bribery .....	15
2.2 Consequences of Corruption and Bribery.....	17
2.3 Corruption and Bribery in Malaysia .....	20
2.4 Human Resource Management .....	26
2.4.1 Training and Development .....	29
2.4.2 Career Development .....	34
2.4.3 Salary and Benefits .....	38
2.4.4 Performance Appraisal .....	40
2.5 Organisation Commitment.....	44
2.5.1 Affective Commitment .....	46
2.6 Underpinning Theory.....	49
2.6.1 Herzberg's Two Factor Theory.....	49
2.7 Chapter Summary .....	50
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	<b>51</b>
3.0 Introduction.....	51
3.1 Research Framework .....	51
3.2 Hypotheses Development .....	53
3.2.1 HRM Practices and Perception towards Corruption and Bribery .....	53



3.2.1.1 Training and Development and Perception towards Corruption and Bribery	53
3.2.1.2 Career Development and Perception towards Corruption and Bribery	55
3.2.1.3 Salary and Benefits and Perception towards Corruption and Bribery	56
3.2.1.4 Performance Appraisal and Perception towards Corruption and Bribery	57
3.2.2 Affective Commitment and Perception towards Corruption and Bribery	59
3.2.3 Relationship between HRM Practices and Affective Commitment	60
3.2.3.1 Training and Development and Affective Commitment	60
3.2.3.2 Career Development and Affective Commitment	61
3.2.3.3 Salary and Benefits and Affective Commitment	62
3.2.3.4 Performance Appraisal and Affective Commitment	64
3.2.4 The Mediating Effect of Affective Commitment on the Relationship between HRM Practices and Perception towards Corruption and Bribery	66
3.3 Research Methodology	68
3.3.1 Research Design	68
3.3.2 Sample and Data Collection	69
3.3.2.1 Sample	69
3.3.2.2 Data Collection	70
3.3.3 Research Instrument	70
3.3.3.1 Training and Development	71
3.3.3.2 Career Development	72
3.3.3.3 Salary and Benefits	73
3.3.3.4 Performance Appraisal	74
3.3.3.5 Affective Commitment	76
3.3.3.6 Perception towards Corruption and Bribery	76
3.3.4 Translation of Questionnaire	77
3.3.5 Pilot Test	78
3.3.6 Unit of Analysis	79
3.3.7 Data Analysis	79
3.3.7.1 Test of Differences	80
3.3.7.2 Factor Analysis	80
3.3.7.3 Descriptive Statistics	81
3.3.7.4 Correlation Analysis	81
3.3.7.5 Multiple Regression Analysis	82
3.4 Chapter Summary	82
<b>CHAPTER FOUR: DATA ANALYSIS AND FINDINGS</b>	<b>83</b>
4.0 Introduction	83
4.1 Response Rate	83
4.2 Demographic Distribution of the Respondents	84
4.3 Descriptive Analysis of the Variables	86
4.4 Testing Normality using Skewness and Kurtosis	87
4.5 Goodness of Measure	88
4.5.1 Reliability Analysis	89

4.5.2 Construct Validity .....	90
4.5.2.1 Factor Analysis for Training and Development.....	90
4.5.2.2 Factor Analysis for Career Development .....	91
4.5.2.3 Factor Analysis for Salary and Benefits.....	92
4.5.2.4 Factor Analysis for Performance Appraisal.....	92
4.5.2.5 Factor Analysis for Affective Commitment.....	93
4.5.2.6 Factor Analysis for Perception towards Corruption and Bribery.....	94
4.6 Pearson Correlation Analysis.....	95
4.7 Multiple Linear Regression Analysis.....	96
4.7.1 Diagnostic Tests .....	97
4.7.1.1 Checking the Multicollinearity.....	97
4.7.1.2 Testing the Normality of the Error Terms.....	98
4.7.1.3 Homoscedascity.....	100
4.8 Testing of Hypotheses.....	102
4.8.1 Multiple Regression Analysis of the Training and Development, Career Development, Salary and Benefits, Performance Appraisal and Perception towards Corruption and Bribery .....	102
4.8.2 The Relationship between Affective Commitment and Perception towards Corruption and Bribery .....	104
4.8.3 Multiple Regression Analysis of the Training and Development, Career Development, Salary and Benefits, Performance Appraisal and Affective Commitment .....	106
4.9 The Mediating Effect of Affective Commitment on The Relationship Between antecedents of HRM Practices and Perception towards Corruption and Bribery ...	107
4.10 Summary of the Chapter .....	112

## **CHAPTER FIVE: CONCLUSION, DISCUSSION AND RECOMMENDATIONS**

.....	113
5.0 Introduction.....	113
5.1 Recapitulation of Major Findings .....	113
5.2 Discussion.....	114
5.2.1 The Human Resource Management Practices and Perception towards Corruption and Bribery.....	117
5.2.1.1 Relationship between Training and Development and Perception towards Corruption and Bribery .....	117
5.2.1.2 The Relationship between Career Development and Perception towards Corruption and Bribery .....	118
5.2.1.3 The Relationship between Salary and Benefits and Perception towards Corruption and Bribery .....	120
5.2.1.4 The Relationship between Performance Appraisal and Perception towards Corruption and Bribery .....	120
5.2.1.5 The Relationship between Affective Commitment and Perception towards Corruption and Bribery .....	121
5.2.1.6 The Relationship between Training and Development and Affective Commitment .....	122

5.2.1.7 The Relationship between Career Development and Affective Commitment .....	123
5.2.1.8 The Relationship between Salary and Benefits and Affective Commitment .....	124
5.2.1.9 The Relationship between Performance Appraisal and Affective Commitment .....	124
5.2.1.10 The Mediating Effect of Affective Commitment on the relationship between antecedence of HRM Practices and Perception towards Corruption and Bribery .....	125
5.3 Contributions of the Study .....	126
5.3.1 Theoretical Contributions .....	126
5.3.2 Practical Contributions .....	128
5.4 Limitations of the Study.....	129
5.5 Suggestions for Future Research .....	130
5.6 Conclusion .....	132
<b>REFERENCES</b> .....	134
<b>APPENDICES</b> .....	165



**UUM**  
 Universiti Utara Malaysia

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
3.1 Measures of the Study	71
3.2 Operational Definition and Items of Training and Development Dimension	71
3.3 Operational Definition and Items of Career Development Dimension	72
3.4 Operational Definition and Items of Salary and Benefit Dimension	74
3.5 Operational Definition and Measurement of Performance Appraisal Dimension	75
3.6 Operational Definition and Item for Affective Commitment	76
3.7 Operational Definition and Item for Corruption and Bribery	77
3.8 Reliability Check of the Questionnaire	79
4.1 Summary of the Total Questionnaires and the Response Rates	84
4.2 Sampling Profile of the Respondents	84
4.3 Descriptive Statistics of the Constructs	86
4.4 Testing Normality using Skewness and Kurtosis	88
4.5 Result of Reliability Analysis	89
4.6 Result of Factor Analysis for Training and Development	90
4.7 Result of Factor Analysis for Career Development	91
4.8 Result of Factor Analysis for Salary and Benefits	92
4.9 Result of Factor Analysis for Performance Appraisal	93
4.10 Result of Factor Analysis for Affective Commitment	94
4.11 Result of Factor Analysis for Perception towards Corruption and Bribery	94
4.12 Results of Pearson Correlation Analysis	95
4.13 Multicollinearity Test	98
4.14 Testing Normality using Skewness and Kurtosis	100
4.15 Results of Multiple Regression HRM Practices on the Perception towards Corruption and Bribery	104
4.16 Results of Simple Regression of Affective Commitment on the	105

	Perception towards Corruption and Bribery	
4.17	Results of Simple Regression of HRM Practices on Affective Commitment	107
4.18	The Inputs of the Mediation Analysis	109
4.19	Mediating Effect of Affective Commitment On the Relationship between HRM Practices and Perception towards Corruption and Bribery	111
4.20	Summary of Hypotheses Testing Analysis	111



**UUM**  
Universiti Utara Malaysia

## LIST OF FIGURES

<b>Figure</b>		<b>Page</b>
1.1	Malaysia Corruption Perception	5
2.1	Malaysia Performance in Global Corruption Barometer 2013	21
2.2	Malaysia Performance In Corruption Perception Index (CPI)	21
2.3	Chart of Control Corruption Malaysia	22
2.4	Cost of Doing Business	23
3.1	Research Framework	53
4.1	Histogram of the Regression Residuals	99
4.2	Scatterplot of the Residuals	101
4.3	The Direct Relationship between HRM Practices and Perception towards Corruption and Bribery	108
4.4	Mediating effect of Affective Commitment on the Relationship between HRM Practices and Perception towards Corruption and Bribery	110

## LIST OF ABBREVIATIONS

ACAB	Anti Corruption Advisory Board
CC	Complaints Committee
CCPP	Consultation And Corruption Prevention Panel
CEO	Chief Executive Officer
FCPA	Foreign Corrupt Practices Act
FDI	Federal Direct Investment
HRD	Human Resource Development
HRM	Human Resources Management
HRMP	Human Resources Management Practices
ICI	Institution for Community Inclusion
KMO	Kaiser-Meyer-Olkin
MACC	Malaysian Anti Corruption Commission
NBI	National Bureau Of Investigation
OECD	Organisation for Economic Co-operation and Development
ORP	Operation Review Panel
PM	Personnel Management
RMP	Royal Malaysian Police
SCC	Special Committee On Corruption
SHRD	Strategic Human Resource Development
T&D	Training And Development
UK	United Kingdom
USA	United States of America

## LIST OF APPENDICES

<b>Appendix</b>		<b>Page</b>
Appendix A	Questionnaire to Royal Malaysian Police Officers and Staffs	177
Appendix B	Data Analysis Output	183



**UUM**  
Universiti Utara Malaysia



# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the Study

Previous literature focussing on corruption and bribery reveals that the effects of corruption and bribery on a nation economic performance and in small level firms are inconclusive (Abed & Gupta, 2002; Duvanova, 2014). Popova and Podolyakina, (2014) stated that corruption and bribery has a bad influence on firms and suggest that corruption and bribery has a negative effect on firms as it is proven to be harmful towards the nation economic development. Another point of view suggested that corruption and bribery are the result of uncertainty in the business environment such as the under-provision of public goods which gave an opportunity for officials to seek bribe (Reinikka & Svensson, 2005). The illegality of corruption results in market distortions. Firms who are convicted in giving out bribes will be punished and penalised and will slower the rate of a nation growth and development process.

Bardhan (1997) stated that corruption and bribery is essential as it help business firms to avoid troublesome government regulation. However, this action will affect the level of competitiveness in the business environment negatively. This study reveals that both corruption and bribery can affect a nation growth positively and negatively. This suggested that the impact of corruption should remain as an important issue and should be researched more.

Corruption and bribery in dealings between business firms, government officials and politicians is a complex problem that needs to be tackled from multiple angles. Most anti-

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abdul Aziz, Y. (2001). *Penilaian Prestasi: Konsep and Perlaksanaan*. Sintok, Kedah : Penerbit Universiti Utara Malaysia..
- Abdull Sukor, S., Mohd Khan, J. K., Tang, S. M, & Lim, K. T. (2008). Fairness in performance appraisal amongst teachers and its relationship with job motivation and academic school performance. *International Journal of Management Studies (Bumper issues)*, 15, 159-176.
- Abed, G. T., & Gupta, S. (Eds.). (2002). Governance, corruption, and economic performance. *International Monetary Fund. Academy of Management Review*, 66 (no.4), 589-599.
- Aguinis H., (2009). *Performance Management*, (2nd ed). Pearson Education International.
- Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognising country and industry differences. *Journal of Operations Management*, 21(1), 19-43.
- Aidt, T. S. (2009). Corruption, institutions, and economic development. *Oxford Review of Economic Policy*, 25(2), 271-291.
- Ala'i, P. (2014). Civil Consequences of Corruption in International Commercial Contracts. *American Journal of Comparative Law*, 62(1), 185-211.
- Alderfer, Clayton P. (1969). An empirical test of a new theory of human needs. *Organisational Behaviour and Human Performance* (May).

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The Role of Perceived Organisational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29, 99-118.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organisation. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance and normative commitment to the organisation: An examination of construct validity. *Journal of Vocational Behaviour*, 49, 252-276
- Alreck, P., & Settle, R. (1995). *The survey research handbook: Guidelines and strategies for conducting a survey*. (2nd ed). McGraw-Hill: USA.
- Anthony, W. P., Kacmar, K. M. & Perrewe, P. L. (2002) *Human Resource Management: A Strategic Approach* (4th ed.). Harcourt: Florida.
- Armstrong, M. (2009). *A Handbook of Human Resource Management Practice*. London: Kogan Page.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers
- Armstrong, J. S., & Overton, T.A. (1982). Estimating non-response bias in mail surveys in marketing research: Applications and problems. In Arun.

Armstrong, J., & Overton, T. S. (1977). Estimating Non-response Bias in Mail Surveys.

*Journal of Marketing Research (JMR)*, 14(3), 396-402.

Arnold, J., & Davey, K. M. (1999). Graduates' Work Experiences as Predictors of Organisational Commitment, Intention to Leave, and Turnover: Which Experiences Really Matter?. *Applied Psychology*, 48(2), 211-238.

Aryee, S., & Tan, K. (1992). Antecedents and outcomes of career commitment. *Journal of Vocational Behavior*, 40(3), 288-305.

Aryee, S., Chay, Y. W., & Chew, J. (1994). An investigation of the predictors and outcomes of career commitment in three career stages. *Journal of Vocational Behavior*, 44(1), 1-16.

Assiotis, A., & Sylwester, K. (2013). *Do the effects of corruption upon growth differ between democracies and autocracies?* (No. 06-2013). University of Cyprus Department of Economics.

Aswathappa, K., (2008). *Human resource management: Text and cases*. Delhi: Tata Mc Graw-Hill Publishing Company Limited.

Ayyagari, Meghana, Asli Demirgüç-Kunt & Maksimovic, V. (2014). *Are Innovating Firms Victims? Bribe Payments as a Tax on Innovation in Developing Countries*. Working paper, Washington, DC: The World Bank.

Baber, W. R., Kang, S. H., & Kumar, K. R. (1998). Accounting earnings and executive compensation: The role of earnings persistence. *Journal of Accounting and Economics*, 25(2), 169-193.

- Bacal, R. (2004). *Manager's guide to performance reviews* (p. 21). New York: McGraw Hill.
- Bahir, Y, A., (2011). Administrative Corruption, Etiology and Treatment. *Journal of Al-Azhar University in Gaza*, 13 (2) 1-46.
- Bardhan, P. (1997). Corruption and development: a review of issues. *Journal of economic literature*, 1320-1346.
- Bardhan, P. & Mookherjee, D., (2007). Decentralisation, Corruption and Government Accountability. In: Rose-Ackerman, S. (Eds.), *International Handbook on the Economics of Corruption*. Cheltenham: Edward Elgar. pp. 161-188.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bartlett, J.E., Kotrlik, J.W., & Higgins, C.C. (2001). Organisational Research: Determining Appropriate sample Size in Survey Research. *Information Technology, Learning, and Performance Journal*, 19(1), 43-50.
- Barton, H. & Delbridge, R. (2001). Development in the Learning Factory: Training Human Capital, *Journal of European Industrial Training*, 25(9), 465-472.
- Baruch, Y., & Peiperl, M. (2000). Career management practices: an empirical survey and implications. *Human Resource Management*, 39(4), 347-366.

- Bassi, L. J. & Van Buren, M. E. (1997) Sustaining High Performance in Bad Times, *Training and Development*, 51, 32–41.
- Bassi, L., Gallager, A. & Schroer, E. (1996). The ASTD Training Data Book. ASTD: Alexandria, VA.
- Bedian, A. G., Ferris, G. R., & Kacmar, K. M. (1992). Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational Behaviour*, 40, 33-48.
- Beh, L. (2011). Public ethics and corruption in Malaysia. *Public Administration in Southeast Asia*, Boca Raton, FL, New York: Taylor & Francis, 171-191.
- Bell, J. (1999). *Doing your research project: A guide for first-time researchers in education and social sciences*. Buckingham: Open University Press.
- Benjamin, A. (2012). Human resource development climate as a predictor of citizenship behaviour and voluntary turnover intentions in the banking sector. *International Business Research*, 5(1), 110.
- Benson, G. S. (2003). Examining employability: Effects of employee development on commitment and intention to turnover. Academy of Management Best Conference Paper.
- Berge, Z., De Verneil, M., Berge, N., Davis, L. & Smith, D. (2002). The Increasing Scope of Training and Development Competency. *Benchmarking: An International Journal*, 9(1), 43–61.
- Bergmann, T. J. & Scarpello, V. G. (2001). *Compensation Decision Making* (4th ed.). Harcourt, Fort Worth, TX.

- Blau, G. (1989). Testing the generalisability of a career commitment measure and its impact on employee turnover. *Academy of Management Proceedings* (Vol. 1989, No. 1, pp. 53-57). Academy of Management.
- Boon, O.K. & Arumugam, V. (2006). Influence of Corporate Culture on Organisational Commitment: Case Study of Semiconductor Organisations in Malaysia, *Sunway Academic Journal*, 3, 99-115.
- Bratton, J., & Gold, J. (2003). *Human Resource Management – Theory and Practice*. London: Palgrave Macmillan.
- Brown, M. & Heywood, J. D. (2005). Performance Appraisal System: Determinants and Change, *British Journal of Industrial Relations*, 43(4), 659–679.
- Bryman, A., & Bell, E. (2003). *Business Research Methods*. New York: Oxford University Perceived Inc.
- Bulut, C., & Culha, O. (2010). The effects of organisational training on organisational commitment. *International Journal of Training and Development*, 14(4), 309-322.
- Burke, R. J., Divinagracia, L. A., & Mamo, E. (1998). Training and development activities and career success among Filipino managerial women. *Career Development International*, 3(6), 260-265.
- Cai, H., Fang, H. & Xu, C.L., (2009). Eat, Drink, Firms and Government: An Investigation of Corruption from Entertainment and Travel Costs of Chinese Firms. *Journal of Law and Economics*.



- Caldwell, C., Truong, D. X., Linh, P. T., & Tuan, A. (2011). Strategic human resource management as ethical stewardship. *Journal of Business Ethics*, 98(1), 171-182.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods (1st ed.)*. Australia: Wiley & Sons3
- Celep, C., (2000). *Teachers and organisational commitment in education*. An Publishing, Ankara.
- Chang, S.C., & Lee, M.S. (2007). A study on relationship among leadership, organisational culture, the operation of learning organisation and employees job satisfaction. *The Learning Organisation*, 14(2), 155-185.
- Chen, Z., & Wakabayashi, M. (1997). Managerial skills in Chinese state-owned corporations. *Japanese Journal of Administrative Behaviour*, 11(1), 35-48.
- Chen, Z., Wakabayashi, M., & Takeuchi, N. (2004). A comparative study of organisational context factors for managerial career progress: focusing on Chinese state-owned, Sino-foreign joint venture and Japanese corporations. *The International Journal of Human Resource Management*, 15(4-5), 750-774.
- Cheng, S. Y. (2014). The mediating role of organisational justice on the relationship between administrative performance appraisal practices and organisational commitment. *The International Journal of Human Resource Management*, 25(8), 1131-1148.
- Chew, J. & Chan, C. A. (2008). Human Resource Practices, Organisational Commitment and Intention to Stay, *International Journal of Manpower*, 29(6), 503–522.

- Chidi, O.C., Ogunyomi, O.P., & Badejo, A.E. (2012). Promoting Ethical Human Resource Management Practices in Work Organisations in Nigeria: Roles of HR Professionals, *International Journal of Human Resource Studies*, 2, 116– 131.
- Chin, J. (2010). Malaysia: The rise of Najib and 1Malaysia. *Southeast Asian Affairs*, (1), 164-179.
- Chiu, R. K., Luk, V. W. M. & Tang, T. L. P. (2002). Retaining and Motivating Employees: Compensation Preferences in Hong Kong and China, *Personnel Review*, 31(4), 402–431.
- Clarke, M. (2011). Sustainable HRM: a New Approach to People Management, in Clarke, M. (Ed.), *Readings in HRM and Sustainability*, Tilde University Press.
- Coakes, S.J. & Steed, L.G. (2003). *SPSS : analysis without anguish : version 11.0 for Windows*. Brisbane: Jacaranda Wiley.
- Cochran, W.G. (1977). *Sampling Techniques*, (3<sup>rd</sup> ed.), New York: John Wiley and Sons, Inc.
- Cohen, L., & Manion, L. (2002). *Research methods in education*. London: Routledge.
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.), New Jersey: Lawrence Erlbaum Associates, ISBN 0-8058-0283-5.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium. A Meta-Analytic Review of 25 years of organisational

justice research. *Journal of Applied Psychology*, 86, 425-445. (<http://dx.doi.org/10.1037/0021-9010.86.3.425>)

Committee of Sponsoring Organisations of the Treadway Commission [COSO]. (2011). *Internal control framework: Committee of Sponsoring Organisations of the Treadway Commission*. New York.

Cook, J., & Crossman, A. (2004). Satisfaction with performance appraisal system. *Journal of Managerial Psychology*, 15(5), 526-542. [Http://dx.doi.org](http://dx.doi.org)

Cowden, T. L., & Cummings, G. G. (2012). Nursing theory and concept development: a theoretical model of clinical nurses' intentions to stay in their current positions. *Journal of advanced nursing*, 68(7), 1646-1657

Dailey, R. C. & Kirk, D. J. (1992). Distributive and Procedural Justice as Antecedents of Job Dissatisfaction and Intent to Turnover. *Human Relations*, 45(3), 305-317.

Dale, J. & Fox, M. (2008). Leadership Style and Organisational Commitment: Mediating Effect of Role Stress. *Journal of Managerial Issues*, 20(1), 109-130.

Darwish A. Y., (2000). The Islamic work ethic as a mediator of the relationship between of control, role conflict and role ambiguity – A study in an Islamic country setting. *Journal of Managerial Psychology*, Vol. 15 (4), 283 – 298.

DeCoster, J. (2004). *Data Analysis in SPSS*. Retrieved 06, 03, 2010.

- Delery, J. E., & Doty, D. H. (1996). — Modes of theorising in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions, *Academy of Management Journal*, Vol.39, No.4, 802-835.
- Desimone, R.L., Werner, J.M. & Harris, D.M. (2002). *Human Resource Development*. Orlando, FL.: Harcourt Inc.
- Dessler, G., (2008). *Human resource management*. New Delhi: Prentice Hall of India Private Limited.
- Dhar, R. L. (2014). Service quality and the training of employees: The mediating role of organisational commitment. *Tourism Management*, 46, 419-430.
- Dixit, A. (2014). How business community institutions can help fight corruption. *World Bank Policy Research Working Paper*, (6954).
- Dong, B. (2011). *The causes and consequences of corruption*. Unpublished doctoral thesis. Queensland University of Technology.
- Dornyei, Z. (2003). *Questionnaires in second language research: Construction, administration, and processing*. Mahwah, New Jersey: Lawrence Erlbaum.
- Dowling, P. J. & Welch, D. (2004). *International Human Resources Management: Managing People in Multinational Context* (4<sup>th</sup> ed). Thomson Learning: London.
- Dusterhoff, C., Cunningham, J. B., & Mac Gregor, J. N. (2014). The effects of performance rating, leader–member exchange, perceived utility, and organisational justice on performance appraisal satisfaction: Applying a moral judgment perspective. *Journal of business ethics*, 119(2), 265-273

- Duvanova, D. (2014). Economic Regulations, Red Tape, and Bureaucratic Corruption in Post-Communist Economies. *World Development*, 59, 298-312.
- Edgar, F. & Geare, A. (2005). HRM practice and employee attitudes: Different measures different results. *Personnel Review*, 34(5), 534-549.
- Ehrhardt, K., Miller, J. S., Freeman, S. J., & Hom, P. W. (2011). An examination of the relationship between training comprehensiveness and organisational commitment: Further exploration of training perceptions and employee attitudes. *Human Resource Development Quarterly*, 22(4), 459-489.
- Eisenberger, R., Fasolo, P.M., & Davis-La Mastro, V. (1990). Effects of perceived organisational support on employee diligence, innovation, and commitment. *Journal of Applied Psychology*, 53, 51-59.
- Elicker, J. D., Levy, P. E., & Hall, R. J. (2006). The role of leader member exchange in the performance appraisal process. *Journal of Management*, 32, 531-551.
- Elizur, D. & Koslowsky, M. (2001). Values and organisational commitment. *International Journal of Manpower*, Vol. 22, pp. 593-9.
- Ellenbecker, C. H., Byleckie, J. J., & Samia, L. W. (2008). Further psychometric testing of the home healthcare nurse job satisfaction scale. *Research in nursing & health*, 31(2), 152-164.
- Erdogan, B. (2002). Antecedents and Consequences of Justice Perceptions in Performance Appraisals, *Human Resource Management Review*, 12, 555-578.
- Feldman, D C. (1989). *Socialization, resocialisation, and training: Reframing the research agenda*. San Francisco, CA, US: Jossey-Bass, 376-416.

- Fenton-O’Creevy, M. P., Winfrow, P., Lydka, H., & Morris, T. (1997). Company prospects and employee commitment: an analysis of the dimensionality of the BOCS and the influence of external events on those dimensions. *British Journal of Industrial Relations*, 35(4), 593-608.
- Fink, S. (1992). *High commitment workplaces*. New York: Quorum.
- Firkola, P. (1996). Career development practices in a Japanese steel company. *Best paper Proceedings: Association of Japanese Business Studies*, 13-132
- Fischer, R., & Mansell, A. (2009). Commitment across cultures: A meta-analytic approach. *Journal of International Business Studies*, 40, 1339-1358.
- Fisman, R., & Svensson, J. (2007). Are corruption and taxation really harmful to growth? Firm level evidence. *Journal of Development Economics*, 83(1), 63-75.
- Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organisational Psychology*, 74, 473-487.
- Ford, J. K. (Ed.). (2014). *Improving training effectiveness in work organisations*. Psychology Press.
- Frazis, H., Gittleman, M., Horrigan, M. & Joyce, M. (1998). Result from the 1995 Survey of Employer-Provided Training, *Monthly Labour Review*, 1 (3), 1-11.
- Fredriksson, P. G., Vollebergh, H. R., & Dijkgraaf, E. (2004). Corruption and energy efficiency in OECD countries: theory and evidence. *Journal of Environmental Economics and Management*, 47(2), 207-231.

- Gaertner, K. N., & Nollen, S. D. (1989). Career experiences, perceptions of employment practices, and psychological commitment to the organisation. *Human relations*, 42(11), 975-991.
- Gbadamosi, G. & Bello, M. (2009). The King's new clothes in the eyes of the beholder: developing a measurement scale for attitude towards corruption' in Kaynak. Proceedings of the 18th World Business Congress, (IMDA), 1 – 5 July, 2009, Tbilisi, Georgia, pp. 73-78, ISBN: 1-888624-08-6
- Gbadamosi, G., & Joubert, P. (2005). Money ethic, moral conduct and work related attitudes: Field study from the public sector in Swaziland. *Journal of Management Development*, 24(8), 754-763.
- Gerhart, B., & Milkovich, G. T. (1990). Organisational differences in managerial compensation and financial performance. *Academy of Management Journal*, 33: 663-691.
- Ghazali, H., Nasyuki, N. M., Yi, O. X., & Ishak, M. B. (2011). Human Resource Practices and Employees' intention to stay in the Kuala Lumpur hotel industry.
- Gilley, J. W., and Egglund, S. A (1989). *Principles of human resources development*. New York: Addison-Wesley.
- Ginzberg, E., Ginsburg, S. W., Axelrad, S. & Herma, J. L. (1951). *Occupational Choice: an approach to general theory*. New York: Columbia University Press.
- Goldstein, I. L. (1980a). Training and organisational psychology. *Professional Psychology*, 11(3), 421.

- Goldstein, I. L. (1980b). Training in work organisations. *Annual Review of Psychology*, 31(1), 229-272.
- Goldstein, I. L. (1989). *Training and Development in organisations*. Jossey-Bass.
- Graeff, P., & Svendsen, G. T. (2013). Trust and corruption: The influence of positive and negative social capital on the economic development in the European Union. *Quality & Quantity*, 47(5), 2829-2846.
- Greenhaus, J. H. (1971). An investigation of the role of career salience in vocational behaviour. *Journal of Vocational Behaviour*, 1, 209-216.
- Guest, D. E. (1997). Human resource management and performance: a review and research agenda. *International journal of human resource management*, 8(3), 263-276.
- Gujarati, D., & Porter, D. (2009). *Basic Econometrics*, (5th ed.), New York: McGraw Hill.
- Gupta, S., Davoodi, H., & Alonso-Terme, R. (2002). Does corruption affect income inequality and poverty?. *Economics of Governance*, 3(1), 23-45.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E. & Latham, R. (2010). *Multivariate data analysis* (7<sup>th</sup> ed). Upper saddle River, New Jersey: Pearson Education International.
- Halachmi A. (2005). Performance measurement is only one way of managing performance. *International Journal of Productivity and Performance Management*, 54, 502-516.



- Hallier, J. & Leopold, J. (1996). Creating and Replicating HRM on Greenfield sites: Rhetoric or Reality? *Employee Relations*, 18 (5), 46-65. (<http://dx.doi.org/10.1108/01425459610129380>)
- Heraty, N. & Morley, M. (1997). Training and development", in Gunnigle, P., Morley, M., Clifford, N. & Turner, T. (Eds), *Human Resource Management in Irish Organisations*, Oak Tree Press, Dublin, 127-56.
- Herzberg, Frederick, Bernard Mausner, & Barbara B. Snyderman. (1959). *The Motivation to Work*. New York: John Wiley and Sons, Inc.
- HianChyeKoh, El'fred H.Y. Boo, (2004). Organisational ethics and employee satisfaction and commitment. *Management Decision*, Vol. 42 (5), 677 – 693
- Hirsh, W., Jackson, C., & Jackson, C. (1995). *Careers in organisations: issues for the future* (IES Report no. 287). Brighton: Institute for Employment Studies.
- Horwitz, F. M. (1999). The emergence of strategic training and development: the current state of play. *Journal of European Industrial Training*, 23(4/5), 180-190.
- Howitt, D., & Cramer, D. (2000). *An introduction to statistics in psychology: A complete guide for students* (2<sup>nd</sup>ed.). London: Prentice Hall.
- Hu, A. (2001). Corruption and Social Inequality. *Jiangsu Social Sciences*, 2001(3), 51-53.
- Huntington, S.P., (1968). *Political Order in Changing Societies*. New Haven, Yale University Press.

- Inkson, K. (2007). *Understanding careers. The metaphors of working lives*. Thousand Oaks, CAL: Sage Publications, Inc.
- Ivancevich, J. M. (2001). *Human Resource Management* (8th ed.). McGraw-Hill: New York.
- Ivancevich, J.M. & Lee Soo Hoon. (2002). *Human Resource Management in Asia*. McGraw Hill, Singapore
- Jaramillo, F, Mulki, J. P., & Marshall, G. W., (2005). A Meta-Analysis of the Relationship Between Organisational Commitment and Salespeople Job Performance: 25 Years of Research. *Journal of Business Research*, 58 (6), 705–714.
- Jardine, E. & Amig, S. (2001) Managing Human Capital, *Behavioural Health Management*, 21(2), 22–26.
- Jones, M. K., Jones, R. J., Latreille, P. L. & Sloane, P. J. (2004). *Training, Job Satisfaction and Workplace Performance in Britain: Evidence from WERS 2004*. IZA Discussion Paper No. 3677.
- Kamali, M. H. (2013). Bribery and Corruption from a Shari'ah Perspective. *Islam and Civilisational Renewal (ICR)*, 4(2).
- Kane, E. (1983). *Doing your own research: Basic descriptive research in the social sciences and humanities*. Dublin: Turoe Press.

- Kannan K., Grove R.A., Senthilkumar K., Henny C.J., & Giesy J.P. (1999). *Butyltin compounds in river otters (Lutracanadensis) from the north western United States*. *Arch Environ Contam Toxicol.*, 36(4), 462-8.
- Keeping, L. M., & Levy, P. E. (2000). Performance appraisal reactions: Measurement, modelling, and method bias. *Journal of Applied Psychology*, 85, 708–723.
- Kesler, G., & Law, J. (1997). Implementing major change in the HR organisation. *Human Resource Planning*, Vol. 20 No. 4, pp. 26-38.
- Kim, D. O. (1996). Factors influencing organisational performance in gain sharing programs. *Industrial Relations: A Journal of Economy and Society*, 35(2), 227-244.
- Kline, R. B. (1998). *Principles and Practice of Structural Equation Modelling*. New York: The Guilford Press.
- Klitgaard, R. (1988). *Controlling corruption*. Berkeley: University of California.
- Krejcie, R. V., & Morgan, D. W. (1970). *Determining sample size for research activities*. *Educ Psychol Meas.*
- Krejcie, R. V., & Morgan, D. W. (1970). *Determining sample size for research activities*. *Educational and Psychological Measurement*, 30, 607-610.
- Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. *International Journal of Human Resource Management*, 17, 504–522.

- Kuvaas, B., & Dysvik, A. (2010). Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes. *Human Resource Management Journal*, 20(2), 138-156.
- Lang, D. L. (1992). Organisational culture and commitment. *Human Resource Development Quarterly*, 3 (2), 191–196.
- Lau, C. M., Wong, K. M. & Eggleton, I. R. C. (2008) Fairness of Performance Evaluation Procedures and Job Satisfaction: The Role of Outcome-based and Non-outcome-based Effects, *Accounting and Business Research*, 38(2), 121–135.
- Lawler, E. E, I. I. I. (1994). Performance management: The next generation. *Compensation and Benefits Review*, 26, 16–19.
- Leff, N. H. (1964). Economic development through bureaucratic corruption. *American behavioural scientist*, 8(3), 8-14.
- Leong, F. T., Hartung, P. J., & Pearce, M. (2014). *Work and career development: Theory and research*.
- Li, H., Xu, L. C., & Zou, H. F. (2000). Corruption, income distribution, and growth. *Economics & Politics*, 12(2), 155-182.
- Li. K. S., Tong. C., & Wong. A. (2014). The Impact of Career Development on Employee Commitment of Part-Time Faculty (PTF) in Hong Kong's Continuing Professional Development (CPD) Sector. *British Journal of Education, Society & Behavioural Science* 4(1): 52-73.

- Liang, G. (1994). *The Practical Encyclopaedia of Anti-Corruption in China and Foreign Countries*. Beijing: Xinhua Press.
- Londahl, T.M & Kejner. M. (1965). The definition and measurement of job involvement. *Journal Of Applied Psychology*, vol 49, pp24-33
- MACC, Malaysia Anti-Corruption Commission. (2013). available at <http://www.sprm.gov.my/about-macc.html? & lang=en>
- Malaysian Anti-Corruption Commission [MACC]. (2009). *Laws of Malaysia: Act 694*. Retrieved from [http://www.sprm.gov.my/images/webuser/files/static\\_content/act/SPRM\\_act\\_BI.pdf](http://www.sprm.gov.my/images/webuser/files/static_content/act/SPRM_act_BI.pdf)
- Marescaux, E., De Winne, S., & Sels, L. (2013). HR practices and HRM outcomes: the role of basic need satisfaction. *Personnel Review*, 42(1), 4-27.
- Martin, K. D., Cullen, J. B., Johnson, J. L., & Parboteeah, K. P. (2007). Deciding to bribe: A cross-level analysis of firm and home country influences on bribery activity. *Academy of Management Journal*, 50(6), 1401-1422.
- Maslow, Abraham H. (1998). *Maslow on Management*. New York: John Wiley and Sons.
- Mathieu, J.E. & Zajac, D.M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates and Consequences of Organisational Commitment. *Psychological Bulletin*, Vol. 108 No. 2, pp. 171-194.
- Mathis, R. L. & Jackson, J. H. (2004). *Human Resource Management* (10th ed.). Thomson Learning: Singapore.

- Mauro, P., (1995). Corruption and the Composition of Government Expenditure. *Journal of Public Economics*, 69, 263–279.
- Mayo, G. E. (1933). *The Human Problems of an Industrial Civilization*. New York: Macmillan.
- McClelland, D.C. (1975). *Power: The Inner Experience*. New York: Irvington Publishers.
- McGregor, D.M. (1960). *The Human Side of Enterprise*. New York: Mc Graw-Hill.
- Meagher, P. (2005). Anti-corruption agencies: rhetoric versus reality. *The Journal of Policy Reform*, 8(1), 69 – 103.
- Mendenhall, W., Reinmuth, J. E., & Beaver, R. J. (1993). *Statistics for management and economics*. California: Duxbury Perceivedss.
- Méon, P. G., & Sekkat, K. (2005). Does corruption grease or sand the wheels of growth?. *Public choice*, 122(1-2), 69-97.
- Merchant Jr, R. C. (1996). The Role of Career Development in Improving Organisational Effectiveness and Employee Development. *Florida Department of Law Enforcement*.
- Mestry, R. (2012). *The training and development of principals in the management of educators* (Doctoral dissertation).
- Meyer, J. P., & Alien, N. J. (1991). A three-component conceptualisation of organisational commitment. *Human Resource Management Review*, Vol.1 No.1, pp. 61-89.

- Meyer, J.P., & Allen, N.J. (1997). *Commitment in the work-place: Theory, research, and application*. Thousand Oaks, CA: Sage Publications.
- Meyers, L.S., Gamst, G., & Guarino, A.J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks, CA: Sage. New York: Mc Graw-Hill.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11, 299–326.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the agency: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, 61(1), 20-52.
- Meyer, J.P., & Smith C.A. (2000). HRM Practices and Organisational Commitment: Test of a Mediation Model. *Canadian Journal of Administration Sciences*, 17, 319-331.
- Miceli, M.P., Near, J.P., & Dworkin, T.M. (2009). A Word to the Wise: How Managers and Policy-Makers Can Encourage Employees to Report Wrong doing. *Journal of Business Ethics*, 86, 379– 396.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: A sourcebook of new methods* (2<sup>nd</sup> ed.). Thousand Oaks, CA: SAGE.
- Milkovich, G. T. & Newman, J. M. (2005). *Compensation* (8th ed.). Mc Graw-Hill: Boston.

- Miller, J. G., & Wheeler, K. G. (1992). Unravelling the Mysteries of Gender Differences in Intentions to Leave the Organisation, *Journal of Organisational Behaviour*, 13(5), 465–478.
- Mo, P.H., (2001). Corruption and Economic Growth. *Journal of Comparative Economics* 29, 66-79.
- Mohamed, F., Taylor, G. S., & Hassan, A. (2006). Affective commitment and intent to quit: The impact of work and non-work related issues. *Journal of Managerial Issues*, XVIII(4), 512-529.
- Mondy, R. W. & Noe, R. M. (2005). *Human Resource Management* (9th ed.). Pearson Education: New Jersey.
- Morrow, P. C. (1993). *The theory and measurement of work commitment*.
- Morrow, P. C. (2011). Managing organisational commitment: Insights from longitudinal research. *Journal of Vocational Behaviour*, 79, 18-35. <http://dx.doi.org/10.1016/j.jvb.2010.12.008>
- Mowday, R., Steers, R., & Porter, L. (1979). The measurement of organisational commitment. *Journal of Vocational Behaviour*, 14, 224-247.
- Mowday, R.T., Porter L.W. & Steers, R.M. (1982). *Employee-Organisational Linkages: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Murphy, K. M., Shleifer, A., & Vishny, R. W. (1991). *The allocation of talent: implications for growth* (No. w3530). National Bureau of Economic Research.



Murray, H.A. (1938). *Explorations in Personality*, New York: Oxford University Press.

Nankruis, A. R., Compton, R. L. & McCarty, T. E. (1999). *Strategic Human Resource Management*, (3rd ed.). Melbourne, Nelson ITP.

National Fraud Authority, Annual Fraud Indicator [NFAAFI]. (2011). *Fighting fraud together: The strategic plan to reduce fraud. UK.*

Newman, A., Thanacoody, R., & Hui, W. (2011). The impact of employee perceptions of training on organisational commitment and turnover intentions: a study of multinationals in the Chinese service sector. *The International Journal of Human Resource Management*, 22(8), 1765-1787.

Nijhof, W. J., de Jong, M. J., & Beukhof, G. (1998). Employee commitment in changing organisations: an exploration. *Journal of European Industrial Training*, 22(6), 243-248.

Oakland, S. & Oakland, J. S. (2001). Current People Management Activities in World-class Organisations, *Total Quality Management*, 12(6), 773-788.

Osipian, A. L. (2014). Will bribery and fraud converge? Comparative corruption in higher education in Russia and the USA. *Compare: A Journal of Comparative and International Education*, 44(2), 252-273.

Pallant, J. (2007). *A Step-by-Step Guide to Data Analysis using SPSS Version 15*, 3rd ed., Open University Press, UK.

- Pallant, J.F. (2011). *SPSS survival manual: a step by step guide to data analysis using SPSS* (4th ed.). Crows Nest, NSW: Allen & Unwin.
- Parboteeah, K. P., Cullen, J. B., Victor, B., & Sakano, T. (2005). National culture and ethical climates: A comparison of US and Japanese accounting firms. *MIR: Management International Review*, 459-481.
- Parboteeah, K. P., Seriki, H. T., & Hoegl, M. (2014). Ethnic diversity, corruption and ethical climates in sub-Saharan Africa: recognizing the significance of human resource management. *The International Journal of Human Resource Management*, 25(7), 979-1001
- Paré, G., & Tremblay, M. (2000). The measurement and antecedents of turnover intentions among IT professionals. *Scientific Series*, Vol. 33, 1-34.
- Paul, A. K. & Anantharaman, R. N. (2004). Influence of HRM practices on organisational commitment: A study among software professionals in India. *Human Resource Development Quarterly*, 15, 77-88.
- Philips, L. & Fox, M. A. (2003). Compensation Strategy in Transnational Corporations, *Management Decision*, 41(5), 465-476.
- Popova, Y., & Podolyakina, N. (2014). Pervasive Impact of Corruption on Social System and Economic Growth. *Procedia-Social and Behavioural Sciences*, 110, 727-737.
- Porter, L.W.; Steers, R.M.; Mowday, R.T.; & Boulian, P.V. (1974) Organisational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.

- Posthuma, R. A., & Campion, M. A. (2008). Twenty best practices for job employee performance reviews. *Compensation and Benefits Review*, 40(1), 47–55.
- Pricewaterhouse Coopers [PwC]. (2011). *PwC's 2011 global economic crime survey finds economic crime in Malaysia continues to increase*. Sixth Global Economic Crime Survey. Kuala Lumpur. November 30, 2011. Retrieved from <http://www.pwc.com/my/en/press/111130-global-economic-crime-survey.jhtml>
- Prowse, P., & Prowse, J. (2010). Whatever Happened to Human Resource Management Performance? *International Journal of Productivity and Performance Management*, 59 (2), 145-162. <http://dx.doi.org/10.1108/17410401011014230>
- Quah, J. S. (2006). Preventing police corruption in Singapore: The role of recruitment, training and socialisation. *Asia Pacific Journal of Public Administration*, 28(1), 59-75.
- Quah, J. S. T. (2003). *Curbing corruption in Asia: A comparative study of six countries*. London: Eastern University.
- Quah, J.S.T. (1978). *Administrative and Legal Measures for Combating Bureaucratic Corruption in Singapore*, Singapore: Department of Political Science, University of Singapore, Occasional Paper No 34.
- Quah, J.S.T. (2001). Combating Corruption in Singapore: What Can Be Learned?. *Journal of Contingencies and Crisis Management*, 9(1).
- Reinikka, R., & Svensson, J. (2005). Fighting corruption to improve schooling: Evidence from a newspaper campaign in Uganda. *Journal of the European Economic Association*, 3(2-3), 259-267.

- Rhoades, S., Eisenberger, R. & Armeli, S. (2002). Affective Commitment: The Contribution of Perceived Organisational Support. *Journal of Applied Psychology*, 86, 825-836.
- Ricketta, M. (2002). Attitudinal organisational commitment and job performance: a meta-analysis. *Journal of Organisational Behaviour*, 23(3), 257-266.  
<http://dx.doi.org/10.1002/job.141>
- Robbins, S. P. & Delenzo, D. A. (1998). *Fundamentals of Management* (6th ed.). Prentice Hall: Upper Saddle River, N.J.
- Roethlisberger, Fritz J. & W. J. Dickson. (1939). *Management and the Worker*. Cambridge: Harvard University Press.
- Rose-Ackerman, S. (1999). *Corruption and government: Causes, consequences, and reform*. Cambridge University Press.
- Rounds, J.B., Jr, G. A. Henly, R. V., Lloyd H. L., & David J.W. (1981). *Manual for the Minnesota Importance Questionnaire: A Measure of Vocational Needs and Values*. Minneapolis: University of Minnesota.
- Rowden, R. W. & Conine, C. T. Jr (2005). The Impact of Workplace Learning and Job Satisfaction in Small US Commercial Banks, *Journal of Workplace Learning*, 17(4), 215–30.
- Royal Malaysia Police (2005). *Report of the Royal Commission to Enhance the Operation and Management of the Royal Malaysia Police, Kuala Lumpur*: Percetakan Nasional Malaysia.

- Saks, A. M. (1995). Longitudinal field investigation of the moderating and mediating effects of self-efficacy on the relationship between training and newcomer adjustment. *Journal of Applied Psychology*, 80, 211–225.
- Salancik, G. R. and Pfeffer, J. (1977). Constraints on Administrative Discretion: The limited Influence of Mayors on City Budgets. *Urban Affairs Quarterly*, 12: 475-498.
- Salant, P., & Dillman, D. (1994). *How to conduct your own survey*. John Wiley & Sons, Inc: USA.
- Salleh, M., Amin, A., Muda, S., & Halim, M. A. S. A. (2014). Fairness of Performance Appraisal and Organisational Commitment. *Asian Social Science*, 9(2), p121
- Savaneviciene, A., Stankeviciute, Z. (2013). Relabeling or New Approach: Theoretical Insights Regarding Personnel Management and Human Resource Management. *Engineering Economics*, 2013, 24(3), 234-243.
- Schulan, R. S. and Jackson, S. E. (1987). Linking Competitive Strategies with HRM Practices, *Academy of Management Executive*, 1(3), 207–210.
- Shahzad, K., Bashir, S., & Ramay, M. I. (2008). Impact of HR practices on perceived performance of university teachers in Pakistan. *International review of business research papers*, 4(2), 302-315.
- Shepherd, J. L. & Matthews, B. P. (2000). Employee Commitment: Academic vs Practitioner Perspectives, *Employee Relations*, 22(6), 555–575.
- Shleifer, A., Vishny, R.W., (1993). Corruption. *Quarterly Journal of Economics*, 108, 599–617.

- Shore, L. M., & Wayne, S. J. (1993). *Commitment and employee behaviour: Comparison*
- Siddiquee, N. A. (2010). Combating corruption and managing integrity in Malaysia: A critical overview of recent strategies and initiatives. *Public Organisation Review, 10*(2), 153-171.
- Solinger, O. N., van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organisational commitment. *Journal of Applied Psychology, 93*(1), 70-83.
- Sparrow, P. R. (1998). Reappraising Psychological Contracting, *International Studies of Management and Organisation Journal, 125*(1), 30–63.
- Stewart, G. L. Brown, K. G. (2009). *Human Resource Management: Linking Strategy to Practice*. Hoboken, NJ: Wiley HF5549.S73 2009.
- Storey J. (1995). HRM: Still Marching On, or Marching Out?, in Storey J.(ed.) *Human Resource Management: A Critical Text*. London: Routledge.
- Storey, J. and Sisson, K. (1993). *Managing Human Resources and Industrial Relations*. Open University Press: Buckingham.
- Tabachnick, B. G., & Fidell, L.S. (2007). *Using multivariate statistics (5th Ed.)*. Boston: Pearson Education Inc.
- Tan, C. L., & Nasurdin, A. M. (2011). Human resource management practices and organisational innovation: assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management, 9*(2), 155-167

- Tang, T. L. P., & Sarsfield-Baldwin, L. J. (1996). Distributive and procedural justice as related to satisfaction and commitment. *S.A.M Advanced Management Journal*, 2, 25-31.
- Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (1991). Meeting trainees' expectations: The influence of training fulfillment on the development of commitment, self-efficacy, and motivation. *Journal of Applied Psychology*, 76 (6), 759-769.
- Tanzi, V., & Davoodi, H. (1998). *Corruption, public investment, and growth* (pp. 41-60). Springer Japan.
- Thampi, Gopakumar Krishnan (2002). *Corruption in South Asia: Insights and Benchmarks from Citizen Feedback Surveys in Five Countries*, Berlin: Transparency International.
- Thorntwaite, L. (2012). The Origins of Personnel Management: Reasserting the Public Sector Experience. *Journal of Management History*, 18(3), 312-330. <http://dx.doi.org/10.1108/17511341211236264>.
- Ting , Y., (1997). Determinants of job satisfaction of federal government employees, *Public Personnel Management*, Vol.26, No.3, pp. 313-334.
- Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organisation relationship: does investment in employees pay off?. *Academy of Management journal*, 40(5), 1089-1121.

- Ulrich, D. (1997). *Human Resource Champions*, Harvard Business School Press, Boston, MA, pp. 101-2.
- Vandenberghe, C. & Trembley, M. (2008). The Role of Pay Satisfaction and Organisational Commitment in Turnover Intention: A Two Sample Study. *Journal of Business Psychology*. 22: 275-286.
- Vorhies, D. W. and Harke, M. (2000). The Capabilities and Performance Advantages of Market-driven Firms: An Empirical Investigation. *Australian Journal of Management*, 25(12), 145–154.
- Wang, C. Y., Chen, M. H., Hyde, B., & Hsieh, L. (2010). Chinese employees' work values and turnover intentions in multinational companies: The mediation effect of pay satisfaction. *Social Behaviour and Personality*, 38(7). 871-894, <http://dx.doi.org/10.2224/sbp.2010.38.7.871>
- Wang, L., Tao, H., Ellenbecker, C. H., & Liu, X. (2012). Job satisfaction, occupational commitment and intent to stay among Chinese nurses: a cross-sectional questionnaire survey. *Journal of advanced nursing*, 68(3), 539-549.
- Wei, S. J. (2000). How taxing is corruption on international investors?. *Review of economics and statistics*, 82(1), 1-11.
- Winstanley, D., and Woodall, J. (2000). The Ethical Dimension of Human Resource Management. *Human Resource Management Journal*, 10, 2, 5 – 20.



Wright, P. and Haggerty, J.J. (2005), Missing variables in theories of strategic human resource management: time, cause, and individuals, *Management Revue: The International Review of Management Studies*, Vol. 16, pp. 164-73.

Yao, S. (2002). Privilege and corruption: The problems of China's socialist market economy. *American Journal of Economics and Sociology*, 61(1), 279-299.

Yuksel, O., (2000). *Human resource management*. Gazi Publishing, Ankara.

Zheng, Y. and Kleiner, B. H. (2001). Developments Concerning Career Development and Transition, *Management Research News*, 24(3/4), 33–44.



**UUM**  
Universiti Utara Malaysia