



UNIVERSITI PUTRA MALAYSIA

***DEVIANT WORKPLACE BEHAVIOR AMONG LAW ENFORCEMENT
OFFICERS IN THE ROYAL MALAYSIAN POLICE***

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OFFICERS IN THE ROYAL MALAYSIAN POLICE**

By

MALINI A/P SATHAPPAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfillment of the Requirements for the Degree of Doctor of Philosophy**

April 2017

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the Degree of Doctor of Philosophy

DEVIANT WORKPLACE BEHAVIOR AMONG LAW ENFORCEMENT OFFICERS IN THE ROYAL MALAYSIAN POLICE

By

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April 2017

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Deviant workplace behavior (DWB) exists in every occupation including law enforcement agency. By discovering DWB it may promote ethical awareness among employees and it will promote positive behavior which can enhance the image and reputation of Royal Malaysian Police (PDRM) in public. Despite many studies that have been conducted on DWB very little studies have been done on DWB in the law enforcement agency in Malaysia. This has resulted in critical gaps to understand how DWB is experienced by law enforcement officers in Malaysia.

The main purpose of this study is to understand the experiences of deviant workplace behavior among law enforcement officers and to identify the concept, types and causes of DWB. This study was carried out through an in-depth exploration of three research questions. The questions are: (1) What is the meaning of deviant workplace behavior among law enforcement officers? (2) What are the conditions contributing to workplace deviant behavior among law enforcement officers? (3) Why law enforcement officers engage in deviant workplace behavior? A qualitative research methodology using phenomenological case study approach was selected as this approach has proved to be suitable for the study of a phenomenon of this nature. Data was generated from fourteen respondents who are law enforcement officers at PDRM. The primary data collection method employed to attain the purpose of the study was in-depth interviews with the participants.

The findings generated three concepts of deviant workplace behavior, namely 1) violation of norms, 2) violation of rules and 3) abuse of power. The findings also revealed two themes for identifying types of deviant behavior which consists of 1) organizational deviance and 2) interpersonal deviance. This is followed by two themes

which were developed to explain the causes of deviant workplace behaviour that is 1) individual / internal factors and 2) external factors.

The study concluded that DWB was understood as disobeying “Perintah Tetap Ketua Polis Negara” rules. There were two types of DWB firstly harming the image of the organization secondly harming co-workers that occur among law enforcement officers in PDRM. Finally most of the informants revealed individual cause is a major cause of DWB such as lack of upbringing and teaching, financial issues, stress and lack of self integrity compared with external cause such as environment, cost of living, family and public.

This study has provided valuable information which will be beneficial to law enforcement stakeholders and the study has also contributed to the understanding real life experiences of officers who have reported DWB cases.

Abstrak tesis yang di kemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**TINGKAH LAKU DEVIAN DALAM KALANGAN PEGAWAI
PENGUATKUASAAN UNDANG-UNDANG POLIS DIRAJA MALAYSIA**

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Tingkah laku devian (DWB) yang berlaku di tempat kerja adalah lazim dalam setiap pekerjaan, termasuklah agensi penguatkuasaan undang-undang. Ia mungkin dapat mengujudkan kesedaran beretika dalam kalangan pegawai dimana ia boleh meningkatkan imej dan reputasi PDRM. Walaupun pelbagai kajian telah dijalankan ke atas organisasi yang berlainan, tidak banyak kajian yang dijalankan ke atas agensi penguatkuasaan undang-undang tentang tingkah laku devian di Malaysia. Hal ini telah menyebabkan suatu jurang kritikal untuk memahami tentang DWB dialami oleh pegawai-pegawai penguatkuasa undang-undang di Malaysia.

Tujuan utama kajian ini dijalankan adalah untuk memahami pengalaman tingkah laku devian yang berlaku di tempat kerja dalam kalangan pegawai-pegawai penguatkuasa undang-undang dan mengenal pasti konsep, jenis dan punca. Kajian ini dijalankan berdasarkan penerokaan tiga persoalan kajian. Soalannya ialah: (1) Apakah yang dimaksudkan dengan tingkah laku devian di tempat kerja dalam kalangan pegawai penguatkuasa undang-undang? (2) Apakah situasi yang menyumbang terhadap tingkah laku devian di tempat kerja? (3) Mengapakah pegawai penguatkuasa undang-undang melibatkan diri dalam tingkah laku devian di tempat kerja? Satu metodologi penyelidikan kualitatif menggunakan pendekatan fenomenologi kajian kes telah dipilih kerana ia sesuai untuk kajian fenomena seperti ini. Data bagi penyelidikan ini telah dijana melalui temu bual mendalam dengan empat belas responden pegawai-pegawai penguatkuasa undang-undang dalam PDRM. Kajian ini telah merangkumi tiga konsep tingkah laku devian yang berlaku di tempat kerja, iaitu: 1) tidak mengikut norma, 2) mengingkar arahan dan 3) salah guna kuasa. Terdapat tema terhasil dalam memahami jenis-jenis tingkah laku devian di tempat kerja. Iaitu 1) devian organisasi, 2) devian interpersonal. Ini diikuti oleh dua tema yang diperkembangkan bagi

mengenalpasti penyebab tingkah laku devian di tempat kerja iaitu 1) faktor individu/dalam dan 2) faktor luaran.

Kesimpulan daripada kajian ini adalah DWB difahami sebagai mengingkari peraturan “Perintah Tetap Ketua Polis Negara”. Seterusnya terdapat dua jenis DWB yang berlaku dalam kalangan pegawai penguatkuasa. Pertama yang boleh menjejaskan organisasi dan kedua DWB yang menjejaskan rakan sepejabat. Akhirnya sebahagian besar daripada responden mendedahkan punca utama ialah individu. Seperti kurang asuhan dan didikan, isu kewangan, tekanan, kurang integriti berbanding dengan faktor luaran seperti persekitaran, kos sara hidup, keluarga dan orang awam.

Kajian ini telah memberikan maklumat yang berharga dan bermanfaat kepada pihak yang berkepentingan dalam penguatkuasaan undang-undang. Kajian ini turut menyumbang kepada pemahaman pengalaman sebenar kes DWB.

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I certify that a Thesis Examination Committee has met on 6 April 2017 to conduct the final examination of Malini a/p Sathappan on her thesis entitled "Deviant Workplace Behavior among Law Enforcement Officers in the Royal Malaysian Police" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
DWB	Deviant Workplace Behavior
HRD	Human Resource Development
IAB	Internal Affairs Bureau
IPD	Ibu pejabat Polis Daerah
OCB	Organizational Citizenship Behavior
PDRM	Polis Diraja Malaysia/Royal Malaysia Police
RQ	Research Question
SPRM	Suruhanjaya Pencegahan Rasuah Malaysia

CHAPTER 1

INTRODUCTION

This chapter begins with an introduction to the background of the study describing deviant workplace behavior (DWB) in general and specific to Malaysia. The problem statement, significance of study, research questions, objectives, operational definitions of important terms, and limitations of the study are also presented in this chapter.

Ethics play an important role in HRD (Swanson, 2001). Organizations are human made entities that rely on human expertise in order to establish and achieve their goals (Swanson, 2001). Breach of ethics can lead organizations to legal issues, damaging organization reputation and losing employee loyalty. Example discrimination, hostile work environment and unfair treatment issues can create bad reputation among employees (Paine, 2011). Moreover it may decrease employee productivity and efficiency overtime. HRD professionals act as advocates of individuals, groups and organization to achieve integrity. Therefore, ethics and integrity is considered as an important entity to prevent deviant workplace behavior.

HRD practioners need interventions to prevent unethical behavior. The major objective of HRD interventions is to help employees and organizations to attain their goals such as to create a more productive workforce by evaluating wages, incentives and compensations are fairly given to all employees. Secondly to create a happy workforce which can promote more profit generating employees. Thirdly to retain experienced employees at workplace.

In fact, the main attention of HRD interventions is to improve individual skills such as interpersonal skills, the ability to make decisions and managing behavior and organizational performance (Alagaraja & Shuck, 2015). Werner and DeSimone (2009) stated that providing employees with right skills and good behaviors will lead them to perform successfully in order to achieve accomplishment both on employee and organizational objectives. Good behavior of employees refers to positive “can do” attitude, able to meet deadlines, takes responsibility, showing good attendance and punctuality.

HRD’s role is to ensure individuals are ethically aware and understand the negative impact of deviant workplace behavior. These negative behaviors can spread like a virus and can harm the organizations. Therefore, the ethical practices based on moral decision making is essential for employees in an organization .Improving ethical behavior can increase job satisfaction, organizational commitment and employee engagement. This will motivate employees to show strong attachment towards the organization and to be profitable and successful (Garavan & McGuire, 2010).It is essential to study HRD’s role to prevent DWB in organizations because it can develop

learning interventions, which can proactively minimize employee attitudes and behavior, which can increase organizational risk awareness and endure ethical compliance (MacKenzie, Garavan, & Carbery, 2011).

Pertaining to the above matter, HRD practitioners need to understand deviant workplace behavior the types and cause which, may result in employees leaving the organization.

Background of the Study

Deviant Workplace Behavior

The concept of deviant workplace behavior is considered an important issue to be discussed among various organizations due to its negative consequences. It will affect organization and employees in many ways such as organization cost will be increasing with regard to theft, computer fraud, vandalism, sabotage, and embezzlement. The consequences of DWB are, job dissatisfaction, intention to quit, stress related problems, decreased productivity, loss of work time, high turnover rate and financial costs (Syaebani & Sobri, 2011). In addition, employees will suffer from psychological effects, such as stress, lack of sleep and exhaustion which can harm their well-being and there will be high turnover among employees (Appelbaum, Iaconi, & Matousek, 2007).

Scholars have argued that the factors related to deviant workplace behavior need to be explored among managers and organizations to minimize work withdrawals among governmental agencies (Loi, Loh, & Hine, 2015). Some of the studies conducted on deviant workplace behavior factors were on religiosity (Tittle & Welch, 1983; Weaver & Agle, 2002; Aydemir & Eğılmez, 2010), leadership (Treviño & Brown, 2005; Huberts, Kaptein, & Lasthuizen, 2007; Chandler, 2009; Avey, Palanski, & Walumbwa, 2011; Ruiz, Ruiz, & Martínez, 2011), and abusive supervision (Tepper, 2000; Thau, Bennett, Mitchell, & Marrs, 2009; (Tepper, Lambert, Henle, Giacalone, & Duffy, 2008; Tepper, et al., 2009; Lian, Ferris, & Brown, 2012; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012; Shoss, Eisenberger, Restubog, & Zagenczyk, 2013)

Deviant Workplace Behavior in the Police Department

The nature of police job is that on a daily basis, officers are faced with a variety of situations while they are on duty such as officer involved in shootings, vehicle crash involved serious injury and death of a partner. They may encounter traumatic events while keeping peace, protection of people, property and investigations of crime. For instances, corruption scandals have been reported in the police agency in Britain, Belgium, Germany, Spain, Turkey and Australia (Newburn, 1999; Punch, 2000). Thus understanding how police officers involved in these behaviors may provide insight into why some of the officers engage in this negative behavior. Police officers need to

possess a solid moral compass and sound emotional judgment to help bring balance to their reasoning processes.

The law enforcement agency such as Royal Malaysian Police (PDRM) is regarded as an institution which exists to serve the community with the importance of securing trust and confidence from the public (Kadir & Jusoff, 2009). In the context of Malaysia, deviant workplace behavior or misconduct needs to be further studied because need to improve positive behavior of officers (Pelan Strategik PDRM 2015-2020). The nature of police job needs integrity at workplace and improve office work environment. Integrity means inheriting good behavior consisting of moral and ethical values. Integrity is supported by the pure attributes to prevent corruption and abuse of power.

Table 1 : Police Officer Suspended in Malaysia in 2014 Due to Misconduct

Number	Cases	Suspended officers		Total
		High rank	Low rank	
1	SPRM (Anti-corruption commission)	12	22	34
2	Crime (Jenayah)	12	120	132
3	Drugs (Dadah)	8	86	94
4	Misconduct (Salahlaku)	2	8	10
5	“Syariah”	0	3	3
6	Absentiseem (pembolosan)	0	1	1
	Total	34	240	274
	Percentage	0.29%	0.24%	0.24%
	Population	11,569	101,798	113,367

(Source: Case study from integrated compliance and standard department, Bukit Aman.)

There has been reported cases of police engaging in DWB which is often referred as misconduct. The statistics of suspended officers in Malaysia due to various cases in 2014 has been illustrated in table 1. The above table indicates, a total population of 113,367 officers were in the workforce in 2014. 274 total cases have been reported and officers were suspended from job. Even though 0.24% appears to be small number of reported cases but this does not mean the issue can be ignored. It also indicates there are unattended cases which need to be investigated. Otherwise it may affect the public perception.

Malaysian corruption index in 2013 indicated Malaysia has been placed at 50th place among 177 countries. Whereas Singapore was placed at 7th, Australia 11th placed, Hong Kong placed 17th followed by Japan 15nd placed (Transparency International Index, 2013). This indicates Malaysia need to fight against corruption in order to be a developed nation. Corruption index by public perception on police being corrupted is

76%, the most corrupted public body compared with other agencies such as political parties 69%, public officials 46%, business 40%, judiciary 35%, media 22%, NGO's 17% and education system 13% (Global Corruption Borometer, 2013). Thus shows the police having the highest bribery risk and would seriously undermine the quality and fairness of this law enforcement agency

Thus it is a major concern to a law enforcement agency, which has been given the authority to protect law and order of a country. Failure of performing ethical acts may affect public trust and discretionary powers that have been delegated to police officers by the constitution. Besides that, it is one of the backbone security agencies in a country. Therefore, they have to inherit ethical behavior and moral values.

Smith, Powell, and Lum (2009) emphasized that the most important issue in policing, is the behavior of officers. Behavioral problems vary between individual. Each officer brings his or her own values and beliefs, which are in turn cumulatively comprised of the organizational value system.

Statement of Problem

The prevalence of deviance workplace behavior and its negative impact towards various organizations is capturing the attention of people globally (Fagbohunge, Akinbode, & Ayodeji, 2012; (Farhadi, Fatimah, Nasir, & Shahrazad, 2012; Adejoh & Adejoh, 2013; Yıldız & Alpkın, 2015; Tuclea, Vrânceanu, & Filip, 2015).

Deviant behavior at workplace also has an impact on an employee in terms of physical and psychological effects. Chirasha and Mahapa (2012) reported employees suffer from stress related problems such as unpleasant emotions at work, depression and loss of self-esteem, anxiety, sleeplessness, panic attacks, tension working with other employees as a result of DWB. Law enforcement agency is of no exception; and the impact may be more detrimental as the agency is related to maintaining law and order and directly associated with ensuring peace and prosperity of the nation.

Most of the literature on DWB, has not been empirically tested based on the social process of DWB. Scholars such as Vardi and Wiener (1996) Trevino (1992), Robinson and Bennett (1995), Giacalone and Greenberg (1977), O'Leary-Kelly, Griffin and Collins (1998) Sackett and Devore (2001), Roebuck and Barker (1974), Ross (2011), Dean et al (2010) have conceptualized DWB from western perspective may differ from how eastern specifically Asians see it due to differences in culture and societal norms. There is a gap in the literature exploring meaning and types of DWB from Asian perspective. There are few studies in Malaysia that have explored in police agency such as Rojiah, (2006), Haron, (2006), Awang and Hariharan (2011), Kadir and Jusoff (2009), Mohammad (2015) and Baker, (2014) and Zaulin, (2014). Mostly testing relationship on job satisfaction, personality environment, testing competencies, change management, quality of work-life, leadership style, organizational change and

operation and management and work stress, emotional intelligence. It is important to create ethical awareness and accountability among officers so that they will practice positive behavior at workplace. Therefore there is a need to develop DWB concept and its attributes in a more holistic way which can be understood by everyone regardless of any type of organization.

This study has used Social Control Theory, Social Learning Theory, Social Cognitive Theory, Anomie and Vardi's model to explain the central phenomena Deviant workplace behaviour. It is expected that by undertaking this research would be able to determine which theories are closely related to this phenomena of interest and will strengthen the theory on deviant workplace behavior. There has been lack of studies on integrating all the above theories to support this phenomena.

Integrity in the police department is seen as an important entity to serve the public with trust (Bakri, 2015). It has been discovered that less emphasis on ethics and integrity has led to unethical conduct among enforcement officers (Laporan Suruhanjaya DiRaja Penambahbaikan dan Pengurusan, PDRM, Bukit Aman, Malaysia, 2005). Focus in the aspect of types and causes should be given in order to avoid potential officers from engaging in corruption and unethical practices in the organization. Therefore, a study is needed to improve on the quality of good behavior among enforcement officers.

Four studies were found that investigated the quantative perspective towards measuring DWB with various factors. For example, Rojiah (2006) in her studies explored environmental factors with job satisfaction in PDRM. Alternatively, Haron (2006) tested competency level of officers in PDRM. Followed by Zaulin, I. (2014) tested environmental factors and organizational factors among PDRM officers. Mohammad, (2015) investigated relationship of job stress and well being among PDRM officers.

Additionally western scholars have also tested using quantative approach such as code of silence by Anderson (2011), culture by Loyens (2009), education by Kane and White (2009) and power by Gordon (2010). Nonetheless there is a need to have more studies on empirical investigations of the process of DWB among police officers particularly from qualitative perspective. Even though the study of police deviance from quantative has contributed to ethics in HRD field, however by nature it has limited findings towards new knowledge about the problems and issues of police deviance. This is due to quantative approach involves structured questionnaire with close ended questions. It leads to limited outcomes outlined in the research proposal. Results cannot represent the actual occurring in a generalized method. Moreover respondents have limited options of responses base on the selection of answers made by the researcher (Barker, 2008). As the phenomena is objectively evaluated. Qualitative methods provide in depth explanation compared to quantative studies.

Qualitative method provide in depth of understanding of DWB phenomena compared with detached, statistical analyzed and what the data and analyses are able to tell us about our subjects of study, the knowledge gained through qualitative investigations is more informative, richer and offers enhanced understandings compared to which can be obtained via quantitative research (Zainal, 2007). Thus by having more qualitative approach it enable researcher to explore in depth understanding on the meaning, types and causes of DWB among law enforcement officers through subjective evaluation of how and what has been experienced through the phenomena.

Thus, the present study will address the need to conduct study on DWB among police officers in Malaysia.

The Purpose of the study

The purpose of the study is to explore into the nature of deviant workplace behavior (DWB) among various rank officers in PDRM. The study concerns with precisely identifying the meaning, types of deviant behavior at workplace and also exploring the conditions contributing to deviant workplace behavior by various rank officers.

Therefore, to achieve the purpose of the study, the following are the three major research questions, which will guide the investigation.

Research Questions (RQs)

The main research questions are:

RQ1: What do the law enforcement officers understand about DWB?

RQ2: What are the deviant workplace behaviors among law enforcement officers?

RQ3: Why do law enforcement officers engage in deviant workplace behavior?

Significance of the Study

Significance to Theory

Theoretically, this study will extend the existing body of knowledge on the subject of deviant workplace behavior. From a theoretical perspective, the study would provide a comprehensive and valuable understanding of the typology and matrix framework and the models constructed as illustrated in the theoretical framework section of the second chapter. It will also identify a number of related theories in relation to deviant work place behavior such as social control theory, social learning theory, anomie theory, social cognitive theory, Robinson and Bennett's typology, Roebuck and Barker (1974) framework, Dean's matrix framework (2010) and Vardi and Wetize (2004) model. Malaysian enforcement officers' experience on deviant workplace behavior may differ from other countries due to differences in their culture and

administration policy. This study would be able to contribute towards providing theoretical explanations such as locus of control, peer pressure, subculture, weekend norms, social regulations and integrated models of deviant behavior among individuals from different settings.

Significance to Practice

From the practical perspective, this study would provide empirical evidence of deviant workplace behavior on its prevalence and identifying its causes to prevent deviant workplace behavior by enforcement officers in their organizations.

Firstly, it is important for police organizations because it is closely linked to organizational outcomes. Reducing deviant behavior at workplace will increase commitment and performance among employees at all levels. This study is also crucial for police officers' effectiveness and accountability.

Secondly, the implications of deviant behavior are, it negatively affects organizational output and individual employee's moral and motivation (Chirasha & Mahapa, 2012). This will also lead to poor decision-making process, decrease in productivity, loss in financial costs, low commitment, poor organizational culture, job dissatisfaction and intention of turnover (Rogojan, 2009). The more deviant behaviors are understood, the easier it will be for companies to manage and solve their issues and to create a healthy climate (Hussain, Sia, & Mishra, 2014).

Finally, this research can create an awareness of the ethics involved in human resource development. It can also play an important role in transforming employees into corporate, responsible citizens.

Significance to Policy

The aim of ethics and integrity is to clarify both the general principles and the decision rules that cover most situations encountered by HRD professionals. The primary goal is the welfare and protection of individuals, groups and organizations with whom HRD professionals work.

This study is pertinent to human resource development because findings of this study could assist Human Resource Development to develop policies and procedures that are needed to improve integrity and ethical work practices in the enforcement agency. Finally, this information will assist a law enforcement agency to formulate policies based on identifying types, factors on misconduct among police organizations. It can help to control deviant behavior among police officers, and for the successful planning and implementing of ethical reforms by creating a healthy and productive work environment in which employees will work ethically and collaboratively in order to

bring about a successful change in the workforce. The findings can help the Ministry of Home Affairs to revise its HRD policies so that it can build a good perception on public confidence towards the police agency. Furthermore, the study will enlighten policy makers to design, evaluate and implement new selection techniques for police officers in the subject of deviant workplace behavior (DWB).

Moreover, the findings of this study is expected to help in creating awareness to the organization, officers and public that proper training, can systematically enhance the image of the police service. Additionally, implementing an integrity test would enable in evaluating ethical behavior in new recruits as well.

Scope of the Study

The study takes into account the experience and perception of the law enforcement officers. In addition, in-depth interviews are the key mechanism used for collecting data. The study will focus on exploring and identifying the meaning, common types, causes of deviant workplace behavior among various rank officers.

Respondents involved in the study mainly consist of law enforcement officers from four locations in Selangor state. The positions considered for the study include Assistant Superintendent of Police, Inspector, Sergeant, Corporal, Lance Corporal and Constables. The participants selected to participate are those who are willing to participate and have reported workplace deviant behavior at their workplace.

Limitations of the Study

The purpose of the study is to identify and explore the phenomenon of deviant workplace behavior among various ranking officers. The study relies on law enforcement officers consisting of positions such as the Assistant Superintendent of Police, Inspector, Sergeant, Corporal, Lance Corporal and Constables as the primary source of data. It is also difficult to determine whether the entire respondents selected have similar experiences due to their different positions and departments and have the ability to convey their thoughts well.

The study discovered that the experience of law enforcement officers regarding deviant workplace behavior phenomenon. Data were based on the responses of these officers to the interview questions. Therefore, these responses were based on their insights on real life experience of reporting deviant behavior of their co-workers that could not be verified by others such as the employees who are working with them in a different branch. However some officers may not be willing to discuss about cases of DWB among police for fear of losing their job.

Another limitation is the generalizability of the findings. Any significance of this study conducted wholly on the Selangor police officers is based on the presumption that police in Selangor are representative of police throughout the state and as such is limited to the responses of Selangor state police officers.

Findings and discussions may be limited to concepts, types and causes of deviant behavior pertaining to the theory building or model development of this research.

Operational Definition of Terms

The definition of the terms is listed in this section to provide a better understanding of the contents of the study. These key terms are described as they relate to the study.

Unethical behavior

Unethical behavior refers to actions that are morally wrong or not obeying standards of conduct in an organization.

Deviant workplace behavior

Deviant workplace behavior refers to police officer who violates departmental rules and regulations.

Police misconduct

Police misconduct refers to illegal actions taken by police officers in connection with their official duties.

Corruption

Corruption refers to bribery.

Abuse of power

Abuse of power refers to police officer using rank and position to gain information or monetary values.

Law enforcement officer

An officer who is working in any government sector and duties involve the enforcement of laws. Examples are police officers from various departments. They have been granted powers to enforce particular laws.

Summary

This chapter presents the introduction to the study and some background information to provide the reader with the context in which the study will be carried out. It also provides the process of the study so as to show how the study is organized. This is followed by a discussion on the problem statement and the significance of the study. From here, the purpose of the study was formulated with the research questions being posed.

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