



**UNIVERSITI PUTRA MALAYSIA**

**FACTORS INFLUENCING INCLINATION TOWARDS BRIBERY AMONG  
LOWER RANK OFFICERS IN THE MALAYSIAN IMMIGRATION  
DEPARTMENT**

**ASMIDAR BINTI LOKMAN**

**FEM 2020 3**



**FACTORS INFLUENCING INCLINATION TOWARDS BRIBERY  
AMONG LOWER RANK OFFICERS IN THE MALAYSIAN  
IMMIGRATION DEPARTMENT**

By

**ASMIDAR BINTI LOKMAN**

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

**October 2019**

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## DEDICATION

*This thesis is dedicated to;*

*My mother, Hajjah Mariam Haji Yaakub, for her childhood dream of furthering her studies and not being able to.*

*In the memory of  
My father, Allahyarham Haji Lokman Mohd Shariff, who would be very proud of this achievement.*



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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

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By

**ASMIDAR LOKMAN**

**October 2019**

**Chair: Associate Professor Ahmad Tarmizi bin Talib, PhD**  
**Faculty: Human Ecology**

The purpose of this study is to determine the best predictor in the inclination towards bribery among lower rank officers in the Malaysian Immigration Department (JIM). The factors, namely ethical orientation, significant others, individual values, gender, age and duration of service are theorised as factors directly influencing the inclination towards bribery. The four objectives are; first, to identify the level of ethical orientation, significant others and individual values on inclination towards bribery. The second objective is to examine the relationship between ethical orientation, significant others, individual values and inclination towards bribery. The third objective is to examine influence of socio-demographic patterns on inclination towards bribery. The fourth objective is to determine the most significant predictor of inclination towards bribery. The Bureaucratic theory was supported by the Unified Normative Ethics (UNE) theory to explain the behaviour is conducted based on the 'what ought to be' maxim reflecting the normative nature of public service.

This study conducted a series of expert interviews with selected informants holding key positions in Institute Integrity of Malaysia (IIM), Malaysian Anti-Corruption Commission (MACC), Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) and Public Service Department (PSD) which confirmed the conceptual framework is relevant to the Malaysian public service setting and validate the instrument. The study is designed quantitatively where a correlational study was conducted. A survey using the questionnaires collected a cross-sectional data. The questionnaires were adapted from four previous survey instruments. The adapted questionnaire were validated by expert judgments and tested in a pilot test conducted in JIM Melaka.

The questionnaire was statistically validated using the Exploratory Factor Analysis (EFA). Both descriptive and inferential analyses using SPSS version 21 were used to analyse the data. A systematic sampling was used to select 306 respondents based on Krejcie Morgan sampling formula. 400 questionnaires were distributed in JIM offices in Putrajaya and Kuala Lumpur. Of these, 324 (81%) questionnaires were analysed. The unit of analysis is the lower rank officers of KP17, KP22 and KP26 work grades. All the respondents are uniformed Immigration Officers from five operational divisions, which are Passport and Security; Expatriate Services; Pass, Permit and Visa; Enforcement; and Foreign Workers.

Individual values are found to be the most significant predictor in the inclination towards bribery among lower rank officers. To a lesser extent, ethical orientation does influence the inclination of lower rank officers towards bribery. Significant others are found not to be a significant predictor in the lower rank officers' inclination towards bribery. This study asserts that the adequacy or deficiency of values is the foundation to lower or higher inclination towards bribery among lower rank officers in the Malaysian Immigration Department. Therefore, values is implied to be the main mechanism to curb inclination towards bribery in the Malaysian public service. The Malaysian Immigration Department is recommended to design an intervention program to create a values-based working environment.

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

**FAKTOR PENGARUH KECENDERUNGAN TERHADAP RASUAH DI  
KALANGAN PEGAWAI PELAKSANA DI JABATAN IMIGRESEN  
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Oleh

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Tujuan kajian ini adalah untuk menentukan peramal terbaik dalam kecenderungan kepada terhadap rasuah di kalangan pegawai pelaksana di Jabatan Imigresen Malaysia (JIM). Faktor orientasi etika, individu yang penting, nilai individu, jantina, umur dan tempoh perkhidmatan diteorikan sebagai faktor yang secara langsung mempengaruhi kecenderungan terhadap rasuah. Empat objektif kajian adalah; pertama, untuk mengenal pasti tahap orientasi etika, nilai individu dan individu yang penting terhadap kecenderungan kepada rasuah. Objektif kedua adalah untuk mengkaji hubungan antara orientasi etika, individu yang penting, nilai individu dan kecenderungan terhadap rasuah. Objektif ketiga adalah untuk mengkaji pengaruh pola sosio-demografi terhadap kecenderungan terhadap rasuah. Objektif keempat adalah menentukan peramal terbaik terhadap kecenderungan terhadap rasuah. Teori Birokrasi disokong oleh teori Etika Norma Bersepadu (UNE) menjelaskan tingkah laku yang berdasarkan pepatah 'apa yang patut' yang mencerminkan sifat normatif perkhidmatan awam.

Siri wawancara pakar bersama pemberi maklumat yang berjawatan penting di Institut Integriti Malaysia (IIM), Suruhanjaya Pencegahan Rasuah Malaysia (SPRM), Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU) dan Jabatan Perkhidmatan Awam (JPA) telah mengesahkan rangka kerja konseptual adalah relevan dengan konteks perkhidmatan awam Malaysia. Wawancara juga mengesahkan instrumen penyelidikan yang digunakan. Kajian menggunakan pendekatan kuantitatif di mana kajian korelasional telah dijalankan. Tinjauan menggunakan soal selidik dijalankan dengan mengumpulkan data keratan rentas. Soal selidik telah disesuaikan daripada empat instrumen tinjauan yang digunakan oleh penyelidik terdahulu. Soal selidik

yang disesuaikan juga telah disahkan oleh pertimbangan pakar dan diuji rintis di JIM Melaka.

Soal selidik telah disahkan secara statistik menggunakan Analisis Faktor Eksploratori (EFA). Analisis deskriptif dan inferens menggunakan SPSS versi 21 telah digunakan untuk menganalisis data. Pensampelan sistematik digunakan untuk memilih 306 responden berdasarkan formula persampelan Krejcie Morgan. 400 soal selidik telah diedarkan di pejabat JIM di Putrajaya dan Kuala Lumpur. Daripada jumlah ini, sebanyak 324 (81%) soal selidik telah analisa. Unit analisis menggunakan pegawai pelaksana dari gred kerja KP17, KP22 dan gred KP26. Semua responden adalah pegawai berpakaian seragam, dikenali sebagai Pegawai Imigresen dari lima bahagian operasi, iaitu Paspot dan Keselamatan; Perkhidmatan Pegawai Expatriate; Pas, Permit dan Visa; Penguatkuasaan; dan Pekerja Asing.

Nilai individu didapati sebagai peramal yang paling penting dalam kecenderungan terhadap rasuah di kalangan pegawai pelaksana. Orientasi etika didapati mempengaruhi kecenderungan pegawai pelaksana pada tahap lebih rendah. Individua yang penting didapati tidak menjadi peramal penting dalam kecenderungan pegawai pelaksana terhadap rasuah. Kajian ini menegaskan bahawa kecukupan atau kekurangan nilai adalah asas kepada kecenderungan yang rendah atau tinggi terhadap rasuah di kalangan pegawai pelaksana di Jabatan Imigresen Malaysia. Oleh itu, nilai individu boleh dijadikan mekanisme utama untuk mengekang kecenderungan terhadap rasuah dalam perkhidmatan awam Malaysia. Oleh itu, Jabatan Imigresen Malaysia disyorkan untuk merekabentuk program intervensi untuk mewujudkan persekitaran kerja berdasarkan nilai.



## ACKNOWLEDGEMENTS

All praise to Allah the Almighty and the most Beneficent for granting the opportunity, time and health for me to go complete this PhD journey successfully. This experience has taught me the meaning of pure dependency on Allah the Almighty.

I would like to express my sincere gratitude to my supervisor, Assoc. Prof. Dr. Ahmad Tarmizi Talib for his continuous support and encouragement, his patience and tolerance to my idiosyncrasies throughout this journey. My utmost appreciation also goes to my supervisory committee, Prof. Dr. Jayum Jawan and Prof. Dr. Zaid Ahmad for their ideas, expertise and guidance to learning.

I sincerely appreciate and thank the Immigration Department of Malaysia for being very supportive during my data collection. I am grateful for the kind cooperation of the supporting officers of KP17, KP22 and KP26 in Putrajaya and Kuala Lumpur office who participated in the study. My heartfelt thank you to all the staffs of the Faculty of Human Ecology, Universiti Putra Malaysia for their kind assistance in the course of my study.

I am forever indebted to my dearest mother, Mariam Yaakub for her endless doa and a special thank you to my siblings particularly dearest sisters, Shamsidar and Irdawati, for their moral support and kind thoughts. I would also like to acknowledge the assistance and support of friends and colleagues who show concern and care for me and my thesis wellbeing by lending support throughout the whole journey.

I owe a debt of gratitude to my other half, Mohd Zuli Jaafar for his patience and support throughout my PhD journey. Last but certainly not least, I am paying a loving tribute to my children, Insyirah, Ahmad Muhaimin, Faizin, Ahmad Mustaqim and Ahmad Muazzam for constantly supporting and reminding me of the significance and consequences of finishing this journey. Along the way, they know what a PhD and a thesis are.

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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## TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	i
<b>ABSTRAK</b>	iii
<b>ACKNOWLEDGEMENTS</b>	v
<b>APPROVAL</b>	vi
<b>DECLARATION</b>	viii
<b>LIST OF TABLES</b>	xiii
<b>LIST OF FIGURES</b>	xv
<b>LIST OF APPENDICES</b>	xvi
<b>LIST OF ABBREVIATIONS</b>	xvii
<b>CHAPTER</b>	
<b>1 INTRODUCTION</b>	<b>1</b>
1.1 Background of the study	1
1.2 Problem statement	3
1.3 Research questions	7
1.4 Aim of the study	7
1.5 Specific objective of the study	8
1.6 Research hypotheses	8
1.7 Theoretical perspective	9
1.8 Conceptual and operational definitions of terms	17
1.8.1 Inclination towards Bribery	17
1.8.2 Ethical orientation	17
1.8.3 Significant others	18
1.8.4 Individual values	19
1.9 Conceptual framework	19
1.10 Significance of the study	21
1.11 Scope of the study	22
1.12 Organisation of the thesis	22
1.13 Summary	23
<b>2 LITERATURE REVIEW</b>	<b>24</b>
2.1 Introduction	24
2.2 Administrative ethics	24
2.3 The role of a public officer as an ethical/moral agent	29
2.3.1 Lower rank officers	31
2.3.2 The Immigration Department of Malaysia	33
2.4 Unethical behaviour	37
2.5 Bribery	39
2.5.1 Bribery in the Malaysian public sector	45
2.5.2 Methods to combat bribery	49
2.5.2.1 The 'low road' approach	49
2.5.2.2 The 'high road' approach	51
2.5.3 Consequences of bribery	52

2.6	Factors influencing bribery	54
2.6.1	Ethical orientation	60
2.6.2	Significant others	64
2.6.3	Individual values	70
2.6.4	Socio- demographics (Gender, Age and Years of Service)	76
2.7	Summary	79
<b>3</b>	<b>RESEARCH METHODOLOGY</b>	<b>81</b>
3.1	Introduction	81
3.2	Research design	81
3.3	Population and sample of study	82
3.4	Sample size and sampling procedure	84
3.5	Measurement instrument	85
3.6	Validity of instrument	94
3.7	Pilot survey for reliability	94
3.8	Data collection process	95
3.9	Data analysis	97
3.10	Summary	100
<b>4</b>	<b>RESULTS AND DISCUSSION</b>	<b>101</b>
4.1	Introduction	101
4.2	Survey response	101
4.3	Respondents' profile	101
4.4	Goodness of measure	103
4.4.1	Exploratory Factor Analysis (EFA)	103
4.4.2	Reliability	109
4.4.3	Assessment of normality and outliers	110
4.4.4	Linearity	111
4.5	Level of ethical orientation, significant others, individual values and inclination towards bribery	111
4.5.1	The level of ethical orientation	112
4.5.2	The level of significant others	114
4.5.3	The level of individual values	116
4.5.4	The level of inclination towards bribery	117
4.6	Relationship between ethical orientation, significant others and individual values	120
4.7	Socio-demographic difference in inclination towards bribery	124
4.7.1	Gender	124
4.7.2	Age	126
4.7.3	Years of service	128
4.8	Most significant predictor of inclination towards bribery	129
4.9	Summary	138

<b>5</b>	<b>SUMMARY, IMPLICATION, RECOMMENDATIONS AND CONCLUSION</b>	<b>139</b>
5.1	Introduction	139
5.2	Summary of the study	139
5.3	Implication of study	140
	5.3.1 Theoretical implication	141
	5.3.2 Policy implication	142
	5.3.3 Practical implication	145
5.4	Limitations and recommendation for future research	146
5.5	Conclusion	147
	<b>REFERENCES</b>	<b>149</b>
	<b>APPENDICES</b>	<b>179</b>
	<b>BIODATA OF STUDENT</b>	<b>212</b>
	<b>LIST OF PUBLICATIONS</b>	<b>213</b>



## LIST OF TABLES

Table		Page
2.1:	The evolution of ethics emphasis in Public Administration	27
2.2:	Values in Public Administration	29
2.3:	Statistics of arrests of Immigration officers from year 2008- 2013	37
2.4:	Categorisation of unethical behaviour	39
2.5:	Bribery offences punishable under the MACC Act 2009	41
2.6:	Previous research on bribery	43
2.7:	Malaysia's rank in Corruption Perception Index (CPI)	46
2.8:	Perception of corruption in Malaysian public service	46
2.9:	Statistics of arrests by categories for year 2009-2016	47
2.10:	Statistics of arrests of public servants for year 2009-2016	47
2.11:	Statistics of persecution of public servants for year 2014-2016	47
2.12:	Previous studies on corruption and bribery in Malaysia	48
2.13:	Previous studies on ethical orientation in Malaysia	63
2.14:	Previous studies on significant others' ethical leadership in Malaysia	69
2.15:	Categories of public service values (Kernaghan, 2003)	73
2.16:	Public service values and ethics in an excellent nation	74
2.17:	Previous studies on values in Malaysia	75
3.1:	Distribution of population and sample	83
3.2:	Research instrument	93
3.3:	List of expert judgement	94
3.4:	Reliability analysis of pilot study	95
3.5:	Summary of research objective and the relevant statistical analysis	100
4.1:	Response rate of the study	101
4.2:	Respondents' Profile	102
4.3:	KMO and Bartlett's test of all constructs	104
4.4:	Multiple criteria for factors extracted for variables under investigation	105
4.5:	Summary results of EFA for ethical orientation instrument	105
4.6:	Summary results of excluded items for ethical orientation instrument	106
4.7:	Summary results of EFA for Significant Others instrument	106
4.8:	Summary results of EFA for individual values instrument	107
4.9:	Summary results of excluded items for Individual Values instrument	108



4.10:	Summary results of EFA for inclination towards bribery instrument	108
4.11:	Summary results of excluded item for Inclination towards bribery instrument	109
4.12:	Summary results of EFA analysis	109
4.13:	Internal reliability of all constructs	110
4.14:	Summary result of normality analysis (before removing outliers)	110
4.15:	Summary result of normality analysis (after removing outliers)	111
4.16:	Level of mean	112
4.17:	Level of ethical orientation	112
4.18:	Mean value for items of Ethical Orientation	112
4.19:	Level of significant others	114
4.20:	Mean values for items of Significant Others	115
4.21:	Level of individual values	116
4.22:	Mean values for Individual values	117
4.23:	Level of inclination towards bribery	118
4.24:	Mean value for inclination towards bribery	118
4.25:	Summary result of descriptive analysis for all variables	119
4.26:	Summary results of Research Objective One	119
4.27:	Pearson's correlation analysis of variables under investigation	120
4.28:	Summary result of Research Hypothesis	123
4.29:	Summary results of Independent t-test	124
4.30:	Summary result of ANOVA on age	127
4.31:	Summary results of ANOVA on years of service	128
4.32:	Summary results of Research Hypothesis Three	129
4.33:	ANOVA table	129
4.34:	Summary results of regression analysis	130
4.35:	Summary result of Research Hypothesis Four	137

## LIST OF FIGURES

Figure		Page
1.1:	Theoretical perspective	16
1.2:	Conceptual framework	20
2.1:	Organisational chart of Jabatan Imigresen Malaysia (JIM)	35
2.2:	Person- Situation model of ethical decision-making in organisations.	56
2.3:	Hunt-Vitell Theory of Ethics.	57
2.4:	Jones Issue Contingent Model	58
2.5:	Stead, Worrell & Stead model of ethical behaviour	59
2.6:	Self-developed literature map	79
3.1:	Braun & Clarke six-step procedure	87
3.2:	Thematic map of the interview data	88

## LIST OF APPENDICES

Appendix		Page
A	Questionnaire	179
B	Permission of using questionnaire	187
C	Coded indicators	190
D	Output of Exploratory Factor Analysis (EFA)	192
E	Output of normality assessment (before outliers)	195
F	Selected output of normality assessment (after outliers)	197
G	Output of normality assessment (after outliers)	199
H	Summary results of descriptive analysis for all variables	201
I	Selected output of correlation analysis	204
J	P-P plot and scatter plot of regression	205
K	Selected output of regression analysis	206
L	Selected output of comparison analysis	208
M	Summary of study's research objectives and hypothesis	211

## LIST OF ABBREVIATIONS

CMD	Cognitive Moral Development
CPI	Corruption Perception Index
CPIB	Corrupt Practices Investigation Bureau
DIT	Defining Issues Test
EAIC	Enforcement Agency Integrity Commission
EFA	Exploratory Factor Analysis
ELQ	Ethical Leadership Questionnaire
EO	Ethical Orientation
EPQ	Ethical Positioning Questionnaire
GCB	Global Corruption Barometer
GTP	Government Transformation Program
IIM	Malaysian Institute of Integrity
INTAN	National Institute of Public Administration
IPIN	National Integrity Perception Index
JIM	Jabatan Imigresen Malaysia
JITU	Jawatankuasa Integriti dan Tadbir Urus
JKP	Jawatankuasa Keutuhan Pengurusan
KMO	Kaiser- Meyer- Olkin
MACA	Malaysia Anti-Corruption Academy
MACC	Malaysian Anti- Corruption Commission
MAMPU	Malaysian Administrative Modernisation and Management Planning Unit
NIP	National Integrity Plan
NKRA	National Key Result Area
NPM	New Public Management
PCI-CTI	Cepat, Tepat, Integriti-Produktiviti, Kreativiti dan Inovasi
PEMANDU	Performance Management and Delivery Unit
PIJIM	Pelan Integriti Jabatan Imigresen Malaysia
PSD	Public Service Department
PSTF	Public Service Transformation Framework
SPAN	Sistem Pengurusan Audit Nilai
SPM	Sijil Pelajaran Malaysia
SPRM	Suruhanjaya Anti Rasuah Malaysia
TI	Transparency International
UKM	Universiti Kebangsaan Malaysia
UNE	Unified Normative Ethics

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study

The crucial role of public administration is that it acts as the existential backbone of the government. It is responsible for implementing government policies and laws. It also drives the growth and development of the country and its people (Hamid, 2005). Due to its vital position, it is commonly believed that the purpose of individuals becoming public administrators is to promote ethical practice (Horton, 2008). This is due to their responsibility to preserve the integrity of public bureaucracies (Terry, 1995). However, the rising number of corruption cases in the public sector across the globe has raised grave concerns from both the government and the public.

Corruption is an abuse of entrusted power for private gain (Transparency International, 2016). This happens when the public officer uses his position and power to pursue a personal benefit other than the work for which he is paid for. This action is considered as opposing to the purpose of public administration (Mills, 2012), which is about fulfilling the interest of the collective instead of individuals. Engaging in corruption produces negative effects on the overall administration of the country (PEMANDU, 2011; Rose-Ackerman, 1999; USAID, 2007) which then leads to potential damage in public trust (Blind, 2007). This was illustrated by the failure of the Malaysian ruling party coalition to secure a two-third majority in the 2008 elections due to the trail of corruption cases which was not seriously tackled (ASLI, 2008; Robinson, 2015). A prolonged public distrust eventually undermines the foundations of democracy (Beeri, Dayan, Vigoda-Gadot, & Werner, 2013).

The many incidences of corruption and bribery have drawn considerable attention to ethics in the public service. Responding to this phenomenon, public services across the globe established ethics initiatives in the form of anti-corruption strategies (Quah, 2004; Siddiquee, 2010). Approaches to curb unethical behaviour in public service came in the form of compliance based (external control) and integrity based approaches (internal control) (Cooper, 1987; Denhardt 1988; Lewis & Gilman, 2012). The compliance-based approach focus on strict compliance to descriptive administrative procedures, control mechanisms and detailed rules (OECD, 2000).

This external-control approach is known as the 'low road' and emphasised the external control of behaviour (Lewis & Gilman, 2012). It is aimed at guiding individuals into choosing either to follow the ethical rule or to commit unethical behaviour (Fox, 2001). It is a prescriptive, coercive and punitive approach to obedience according to the minimum standard and legal prohibition (Lewis & Gilman, 2012). Malaysia is one of the countries that applied a compliance-based ethics initiatives in response to this ethical challenge and its potentially damaging effects. The legislation of Public Officers (Conduct & Discipline) Regulations 1993, the Malaysian Anti-Corruption Commission Act 2009 and the Whistle Blower Protection Act 2010 are examples of external control.

However it is found that law, rules and regulations are not effective (Cuervo-Cazurra, 2008) and have failed to curb bribery (Krever, 2007; Sanyal, 2005) including in Malaysia (Quah, 2006). A study conducted on Malaysian public officers' integrity found that 31.6% of respondents reported that bribery occurred in their agencies (Siddiquee, 2006). This shows that despite having laws in place, corruption in Malaysia still remains acute (Siddiquee, 2010). This indicates that an external control of behaviour of public officers is struggling to curb the bane of bribery. Therefore, the opposite approach, namely internal control, emphasising the ability of individuals to behave ethically (Lewis & Gilman, 2012) is a fitting alternative. This is supported by findings that lack of internal control has led to substantial unethical behaviour in Malaysian organisations (KPMG, 2013).

This study intends to bridge the gap by examining factors influencing inclination towards bribery using the Bureaucratic theory and the Unified Normative Ethics Theory (UNE) as the theoretical background. Unlike the normative ethics theory which used a monistic approach to explain ethical issues, the UNE combined all three approaches (deontology, teleology and virtue ethics) in the evaluation of public officers' inclination towards bribery.

This chapter provides an overview of the research undertaken in the thesis and consists of background of the study, problem statement, research objectives, research questions, as well as the research hypotheses. It also states the significance of the study and the scope of the study, the limitations of the study, the conceptual and operational definitions of the constructs used in the study as well as its entire organisation.

## 1.2 Problem statement

Public administration represents the government in providing public service to the population of a country. It deals with decisions that are made in the name of the public, affects people's lives, and uses public resources (Harmon & Mayer, 1986). Therefore it is commonly expected that public officers are ethical individuals. In recent years, incidences of unethical behaviour, particularly bribery in the public sector around the world has caused a grave concern and pressurised all governments, including Malaysia, to tackle the ethical challenge seriously.

Recent years' statistics with the rising number of arrests made onto lower rank public officers have indicated higher inclination towards bribery. In 2012, 220 lower rank officers were arrested out of 288 public officers, whereas 123 were arrested out of 170 in 2013 (SPRM, 2013). There were 178 out of 225 arrests in 2014, 320 out of 398 in 2015 (SPRM, 2017). The increasing number of arrests indicate the seriousness of bribery threat in Malaysian public service as found by PEMANDU (2013a) in its survey on public officers' misconduct. Previous empirical studies found that the majority inclined towards bribery are from the enforcement agencies such as the police, immigration, customs and forest rangers (Abdullah Sanusi, Norma, & Abdul Kuddus, 2003). Studies have also shown that the Malaysia Immigration Department (JIM) is one of the agencies with the highest inclination towards bribery among other government agencies (Abdullah Sanusi et al., 2003; Duasa, 2008; Ishak, 2014; UKM, 2007).

Despite the important role of lower rank officers in public service and higher exposure to bribery, very few studies were conducted on lower rank officers' inclination towards bribery (Mazni A., Roziah M. R, Maimunah I, & Bahaman A. S 2013). Most studies focused on various ethical issues of the higher and middle rank officers (Mahmood & Abdullah, 2008; Nik Hairi, Azmi, & Azmi, 2012; Sharifah Hayaati, Asmak, & Mohd Izani, 2009). Studies also had emphasised on other enforcement agencies such as the Malaysian Royal Police (Ariffin & Ahmad, 2016; Bakri, Said, & Karim, 2015; Chee, 2015), the Royal Customs Department of Malaysia (Ahmad Taufik, 2012; Zazuli, 2000) and the Road Transport Department (Nik Hairi et al., 2012). Therefore, this study has chosen the Immigration Department to further investigate immigration officers' inclination towards bribery.

The growth of lower rank officers' involvement in bribery demands serious attention on the factors of these officers' involvement (Mazni A. et al., 2013). The findings from the preliminary interviews, with four key informants in Malaysian public service, also highlighted individual factor

as the most likely factor influencing the public officers' inclination towards bribery (MACC, personal communication, 28 April 2014; PSD, personal communication, May 20, 2014; IIM, personal communication, May 26, 2014; MAMPU, personal communication, 18 June 2014).

In the attempt to understand the causes for unethical behaviour, previous studies have identified types of antecedents which can be classified as negative characteristics of individuals, the ethical issues and the negative organisational environments (Treviño, Nieuwenboer, & Kish-Gephart, 2014). These are identified as the individual factor, the situational factor and the organisational factor (Trevino & Youngblood, 1990) which were explained by ethical decision-making models (Hunt & Vitell, 2006; Jones, 1991; Stead, Worrell, & Stead, 1990). However, the models were found to be deficient in explaining the antecedent factors of unethical behaviour by individuals in organisations which led to many incidences of unethical behaviour (Ahmad Taufik, 2012; Bartlett, 2003; Norizah Mohd Mustamil, 2010).

As previous studies found, organisational factors have failed to curb bribery (Cuervo-Cazurra, 2008; Sanyal, 2005; Siddiquee, 2010), therefore, this study attempts to examine the individual factors. This is based on a survey conducted by KPMG (2013) in which individual factor has been found to trigger bribery in Malaysian workplace, however, the factor is less studied in Malaysia (Ahmad Martadha, Nur Syakiran Akmal, & Md. Zawawi, 2014). The individual in this study is identified as people solely responsible for their own ethical behaviour albeit the external control remains substantial. Therefore the emphasis on individual factor concurs with many current ethics initiatives actively promoted by the government.

The individual factors associated with inclination towards bribery are identified based on the gap found in the literature. One of the identified individual factors is the ethical orientation that explains how individuals responded differently to the same ethical situation leading to disagreements of what is moral and what is not (Forsyth, 1980). Consequently, ethical orientation has a considerable impact on individual ethical behaviour (Forsyth, 1992; Forsyth, O'Boyle Jr., & McDaniel, 2008). Previous studies have shown that ethical orientation, affects the ethical behaviour of individuals (Feng-I, 2011). However, most studies examined ethical orientation cognitively using Kohlberg's Cognitive Moral Development approach (CMD) (Stewart, Sprinthall, & Shafer, 2001; Wittmer, 2000). Nevertheless, the CMD is found difficult to be generalised across organisations and situations (Trevino & Weaver, 2003).



The cognitive assessment of CMD offers a single progression developmental approach, explaining how mature and complex thinking only takes place in higher stages (Kish-Gephart, Harrison, & Treviño, 2010) thus it had not recognised the possibility that people may have the tendency to commit unethical behaviour despite having high level of maturity (Vitz, 1994). CMD also failed to consider the underlying beliefs that may influence individual judgment (Weber, 1993) in behaving ethically. Therefore, a pure cognitive approach is insufficient to address ethical issues in a substantive and effective manner in the public service (Garofalo & Gueras, 2006). Hence, this study attempts to examine public officers' ethical orientation by examining the underlying typology of individuals' ethical position (idealism and relativism) in their inclination towards bribery.

The next individual factor is the significant others who in this study, are the leaders. In public service setting, significant others are a group of people capable of influencing their followers who subsequently become the role model to their lower rank officers. In previous studies, it was found that significant others' idealised behaviour and ethical values bring about change in their followers (Hassan, Mahsud, Yukl, & Prussia, 2013; Kakabadse, Korac-Kakabadse, & Kouzmin, 2003). However, the many corruption cases taking place in public institutions indicate leadership failure to achieve the desired ethical standards (Hassan, Wright, & Yukl, 2014). Among the examples involving the leadership was the arrest of the Director General of Immigration who was sentenced to a six-year jail term and RM300,000 fine due to receiving bribery (Nazlina, 2015), arrests of higher level officers who accepted bribes for giving out work permits (Zaidan, 2016), and higher officers accepting bribes to release foreign workers without valid working permits (Malaysiakini, 2014).

This contradicts the requirement of irreproachable examples of the significant others to inspire public officers (Canadian Center for Management Development, 1996). It also affirms the problem of weak, or non-existent ethical leadership as experienced by many organisations (Plinio, Young, & Lavery, 2010). Therefore, this study also aimed to examine the factor of significant others' ethical leadership which was found to influence followers' ethical behaviour more than other style of leadership (Brown & Treviño, 2006; Kaptein, Huberts, Avelino, & Lasthuizen, 2005) and is a new leadership style to explore in public administration (Hassan et al., 2014)

Another individual factor of inclination towards bribery is the usage of individual values within the public service. With changes made in the structures, functions and responsibilities of traditional public administration to New Public Management (NPM), there are a new set of

values in carrying out affairs of the government. The traditional administration emphasises responsibilities while the NPM focuses on results. With the changes and the proliferation of values from both the traditional and modern administration, there is a growing mismatch in values governing the behaviour of public officers (Dmochowski, Jurczuk, & Szczepankowski, 2003; Spicer, 2001).

The situation is further challenged by the difficulty in identifying the role of values in the ethical behaviour of public officers. Despite many studies, no clear consensus on the role of values in influencing ethical behaviour has been achieved (Molina & McKeown, 2012). The difficulty is added by paucity in studies of public officers' values (Menzel, 2015) which is evident with recent studies of values both in the non-Malaysian context (Kernaghan, 2003; Maesschalck, 2004a; van der Wal, De Graaf, & Lasthuizen, 2008) and the Malaysian context which were conducted more than a decade ago (Mahmood Nazar, Sabitha, Rashidah, & Samihah, 1998; Sabitha & Mahmood Nazar, 2005; Samsudin & Hasan, 2004).

Among the important individual factors that have influenced ethical behaviour is the socio-demographic variable of respondents. Previous studies have found that women have the tendency to be more ethical than men (Cagle & Baucus, 2006). While some studies have shown that there is no significant difference in men and women behaving unethically (Alatas, Cameron, Chaudhuri, Erkal, & Gangadharan, 2009; Rivas, 2013), others found that women are more ethical than men (Swamy, Knack, Lee, & Azfar, 2001). In terms of age, it is found to be positively related to ethical behaviour in organization (Loe, Ferrell, & Mansfield, 2013). A study found that older person behaves more ethically than younger persons (Deshpande, 1997) because as age increases, people become more conservative in their ethical behaviour (Sergio & José, 2005). People in their 35-65 is significantly low involvement in corruption compared to people under 30 (Torgler & Valev, 2006b). Contrarily, it is found that younger employees are more ethical than older employees (Mocan, 2008), whereas there was no significant difference in age among corrupt public officers (Strait, 1996, 1999).

Work experience have been found to influence ethical behaviour no matter the duration of service (Ahmad & Afsaneh, 2011) and has some impact on ethical behaviour (Keller, Smith, & Smith, 2007). Employees serving more than seven years behave ethically (Strait, 1997) and contrary to what was found by Roozen, De Pelsmacker, and Bostyn (2001) where employees who have served longer in the organisation tend to be more tolerant to unethical behaviour. Meanwhile, Loe et al. (2013) found that service duration is not a significant factor to the unethical behaviour of employees. The mixed results on demographic variables produced by previous studies

have indicated that the influence of age, gender and years of service on the individual unethical behaviour is still inconclusive. Therefore, this study aims at examining the differences of socio-demographic patterns on inclination bribery.

The problems discussed above have prompted the need to examine individual factors influencing the inclination towards bribery among the lower rank officers in the Malaysian Immigration Department. The factors of ethical orientation, significant others, individual values and demographic pattern (gender, age and years of service) are theorised as having a direct influence on the inclination towards bribery. Hence, the investigation of the problem is conducted based on the following research questions which aims at achieving the research objectives of the study.

### **1.3 Research questions**

- i. What is the level of ethical orientation, significant others, individual values and inclination towards bribery among lower rank officers?
- ii. Is there any significant relationship between ethical orientation, significant others and individual values in inclination towards bribery among lower rank officers?
- iii. Is there any significant difference in socio-demographic background on inclination towards bribery among lower rank officers?
- iv. What is the most significant predictor of inclination towards bribery among lower rank officers?

### **1.4 Aim of the study**

The aim of this research is to study the factors that influence inclination towards bribery among lower rank officers in the Immigration Department of Malaysia.

## 1.5 Specific objective of the study

- i. To identify the level of ethical orientation, significant others, individual values and inclination towards bribery among lower rank officers.
- ii. To examine the relationship between ethical orientation, significant others, individual values and inclination towards bribery among lower rank officers.
- iii. To examine the difference in socio-demographic pattern in inclination towards bribery among lower rank officers.
- iv. To determine the most significant predictor in inclination towards bribery among lower rank officers.

## 1.6 Research hypotheses

A hypothesis is a claim that we would want to test. It is a formal statement of the relation between the expected relationship between an independent and dependent variable (Creswell, 2009). The hypotheses for this study are developed from research questions which are declared in a statement. The hypothesis development is to support the conceptual framework which is based on the following statements.

H<sub>a1</sub>: There is a significant and positive relationship between ethical orientation and inclination towards bribery.

H<sub>a2</sub>: There is a significant and positive relationship between significant others and inclination towards bribery.

H<sub>a3</sub>: There is a significant and positive relationship between individual values and inclination towards bribery.

H<sub>a4</sub>: There is a significant difference in inclination towards bribery between gender.

H<sub>a5</sub>: There is a significant difference in inclination towards bribery across age groups.

H<sub>a6</sub>: There is a significant difference in inclination towards bribery across years of service.

H<sub>a7</sub>: At least one of the independent variables is the most significant predictor of inclination towards bribery.

## 1.7 Theoretical perspective

A theoretical foundation is developed to explain and understand the phenomena studied. This study adopted the Bureaucratic theory to explain the inclination towards bribery among lower rank public officers. The focus of this study is on the government's service arm which is the public service. Public service being the single largest institution employing workers to provide services to the public is most appropriately explained by the Bureaucratic theory. The Bureaucratic theory is the brainchild of a German sociologist, Max Weber (1864-1920). The theory explains the work setting of a public service as work conducted rationally to carry authoritative control over human beings (Denhardt, 2011). A major theme in Weber's idea of bureaucracy is rationality in which man is assumed to be aware of his action and knows the implications of his action (Cremer, Dick, Tenbrunsel, Pillutla, & Murnighan, 2011).

In keeping with the idea of rationality of bureaucracy, Weber believed that the most efficient and effective way to organise human activity in any large institution is by satisfying a check-list of distinctive organisational attributes (Sager & Rosser, 2009). The attributes are designed to emphasise the bureaucratic element of a formal organisation. Administratively, the distinct attributes of bureaucracy are administrative procedures based on written rules and procedures, clear division of labour and impersonal relationship (Rosser, 2018). The appointment of specialised and skilled bureaucrats are based on qualification and merit whereas the authority is hierarchical structured into a system of super- subordination (Rosser, 2018).

With the listed criteria, the Bureaucratic theory describes the precise work process that should take place in the organisational structure of the public service and how bureaucrats (public officers) work. In the hierarchical structure, the higher rank officers are known as the Bureaucrats whereas lower rank officers are known as the Street Level Bureaucrats. The street level bureaucrats are described as 'public service workers who interact directly with citizens in the course of their jobs and who have substantial discretion in the execution of their job' (Lipsky, 2010, p. xi). Both ranks are bound to the administrative rules and procedures, however the lower rank

are characterised by their subordination to the superiors in their work execution.

Working bureaucracy is governed by a long list of distinctive criteria however it has been proven that the system is tainted by wrongdoings. This can be illustrated in the distribution of foreign aids by governments in which 'deviant' bureaucrats are singled out to blame when things went wrong but the work process that encourage collusion are not banned (Easterly, 2002). This is a problem because a bureaucracy emphasised on the work process and getting the work done (Alkadry, Blessett, & Patterson, 2017). This indicates that bureaucracy lack the emphasis of ethical perspective in its bureaucratic work execution. When the ethical perspective is ignored, the attributes of bureaucracy itself encourages unethical behaviour to take place. To correct this, the government must create an ethical foundation that underpin the way bureaucracy operates.

This is supported by the ethical foundation consisting of virtue, principles and consequences. The bureaucratic nature of work explains the dimension of duty based ethics in administrative ethics. The duty calls for all public officers to perform their work based on a hierarchical structure, which require technical expertise and strict adherence to the work guideline (Alkadry et al., 2017). According to the Bureaucratic theory, public officers are confined to the dictates of the hierarchy and the subordination of technical expertise. This means the action of public officers could possibly be influenced by their superior position and expertise. Thus, procedures and superior provide an external source of ethical guide to the principle of to act or not to act (Alkadry et al., 2017; Svara, 2015). Becoming ethical means the lower rank officers must follow the procedures and the superiors' instruction.

This is coherent to the idea of the deontology theory which refers to an absolute adherence to rules and organisational procedures (Alkadry et al., 2017). The behaviour of public officers, bounded by rules, dictates by hierarchy and practices technical expertise within the framework of objectivity and subordination in the mould of Weber's bureaucratic philosophy can be explained by one of the normative ethics which is the deontology theory (Alkadry et al., 2017). The duty of public officers is an expression of the interest of the larger public, making it much more than merely following the law and obeying superiors (Svara, 2015). Therefore, the concept of duty underscore the need not only to be alert but to understand the nature of public responsibilities which is connected to the philosophical notions of virtue, principle and consequences (Alkadry et al., 2017)

Considering the actual role of public officers is the main concern in administrative ethics (Amundsen & Andrade, 2009), in order to support the Bureaucratic Theory, this study also applied a Unified Normative Ethics. The theory thereafter mentioned (UNE), theory, consisting deontology, teleology and virtue ethics, which is argued to be capable of explaining a balanced assessment of individual public officers' ethical behaviour (Garofalo & Gueras, 1999; Svara, 2015) and seeks applications to public sector problems such as bribery (Denhardt, 2011). The UNE depicted in Svara's Ethical Triangle is to articulate the balance needed to pursue public interest (Alkadry et al., 2017). In this study, the public interest is adapted to inclination towards bribery among lower rank officers.

Previous studies have shown that the application of normative ethics by its individual theory is common in other domain of study that supports the relationship of ethics theory and ethical behaviour, (DeConinck & Lewis, 1997; Rallapalli, Vitell, & Barnes, 1998; Stead et al., 1990) while a monistic application of the theory has been found to produce a different conclusion to the ethical conduct of individuals (Elias, 2002; Forsyth, 1980; Stead et al., 1990). It is apparent a monistic application will not be able to explain individual public officers' behaviour (Garofalo & Gueras, 1999; Svara, 1997, 2015) and not very helpful to explain the ethical issues arising in public administration (Urbano, 2014).

Consequently, the three pronged approach of the UNE is explained by Svara (2015) Ethics Triangle. A unified theory of deontology, teleology and virtue ethics is argued to be more wholesome in explaining individual unethical behaviour (Martinez & Martinez, 2017). This is because it is impossible to describe the basic responsibilities of public officers without referring to these traditions (Svara, 2015). Thus, the usage of philosophical studies can be pursued for applications to public-sector problems due to the normative or prescriptive nature of ethics in public administration (Denhardt, 2011). Moreover, it can easily contribute to the universal standard of ethical behaviour (Svara, 2015). The universal rules, standards or principles by which ethical behaviour may be deduced or judged is found to unite all ethical thoughts in public administration (Fox, 2001).

There was scarce attempt to apply ethical theory in administrative ethics due to its influence being difficult to substantiate (Fox, 2001). This is because of the relative absence of consensus on the normative standpoint of administrative ethics (Haque, 2011). However, there were few past studies substantially conducted in the 1980-1990 using ethical theory as the foundation to explain ethical behaviour (Cooper, 1987; Dobel, 1990; Stewart, 1991). In public service, the right and wrong action of a public officer is evaluated based on the nature of the administrative position itself

which reflects standards and expectations based on the duty to serve the public (Svara, 2015). Generally, scholars agreed that ethical theory is able to explain ethical behaviour of public officers (Cooper, 2006; Garofalo & Gueras, 2006).

Past studies have shown that normative ethics theory had been used individually to explain the behaviour of public officers in America (Lynch & Lynch, 2002, 2003). A survey conducted on Western Australian senior public officers found that ethical framework, consisting of teleology and deontology, is applied in order to understand ethical behaviour and ethical decision making (Peachment, McNeil, Soutar, & Molster, 1995). Virtue ethics, on the other hand, has been explored to explain public officers' desirable predisposition to act (Cooper, 1987).

The philosophical approach is important in public administration for the following three reasons (Svara, 2015). First, philosophical tradition provides a solid description to the basic responsibilities of public administrators particularly virtue and principles. Second, understanding the philosophical perspectives helps to broaden the range of ethical choices beyond the limitation of duty as public administrator. Third, using all these three normative perspectives help to assure that all possible options have been considered when an ethical behaviour is performed.

Virtue ethics is a moral philosophy that concentrates on the notion that moral life is about developing good character. According to virtue ethics, ethical behaviour of an agent (public officer) is evaluated based on his values and moral character (Amundsen & Andrade, 2009; Mc Kinnon, 2004). Moral character of a public officer is significant as public administrators are commonly believed to be promoters of ethical practice (Horton, 2008) and their behaviour reflects the responsibility to preserve integrity of public bureaucracies (Terry, 1995). It corresponds with the concept of *arête*, or excellence in virtue ethics, which reinforces positive human behaviour (Koehn, 1995).

By virtue of their position; leaders become the people whose conduct is used as a guide on how to behave at work generally. How their superiors behaves becomes an influencing element among their subordinates. An ethical leader is a leader that has sound moral character, both as a person and a man of position (Treviño, Hartman, & Brown, 2000). In a manner consistent with virtue ethics, subordinates are found to demonstrate and promote ethical behaviour by imitating the ethical behaviour of a mentor (Murphy, Laczniak, & Wood, 2007), good role models (Stewart, 2009) or virtuous people (Putnam, 1988).



Virtue ethics in public administration suggests that moral responsibility of public officers must come from within individuals in order to create a positive moral society especially for public employees (Lynch & Lynch, 2002, 2003). It has been found to be useful as a means to improve moral behaviour in public administration (Garofalo, Gueras, Lynch, & Lynch, 2001). As a result, ethical dilemma can be tackled using moral qualities which include optimism, courage and fairness tempered with charity (Bailey, 1964). This highlights that moral qualities are built up by character traits such as honesty, integrity and compassion based on individual understanding of the principles of right conduct (Adelman, 1991).

Therefore, any unethical behaviour is the consequence of the lack of virtue in the character of bureaucratic managers (Lawton & Macaulay, 2004). Consequently, virtue must have a fundamental practical application (Lawton & Macaulay, 2004). The practical application of virtue in administration is not far different from management competencies which make practical application of virtues valid (Lawton & Macaulay, 2004). The application of virtue ethics in global organisations in its fight against corruption suggested that the balance between principles/goals and virtues provide an understanding to appropriate action in a specific situation (Everett, Neu, & Rahaman, 2006).

As it is, virtue ethics has its own weakness. As a result, the decisions made in the name of virtue ethics is difficult to be evaluated and makes ethical conflict harder to solve (Van Staveren, 2007; Vance & Trani, 2008). The ability of virtue to influence ethical behaviour is then questioned. Virtue is argued to be quite difficult to identify as it relies on internal imperatives rather than external rules and controls (Hart, 2001). This means the behaviour is an outcome of a decision made by an individual, and this is highly dependent on the person's character.

The principle approach, based on a deontological theory, is a moralist perspective explaining the nature of public service which prioritised obligation and duty when making decision in an ethical dilemma. It promotes that an action can be inherently right or wrong, regardless of their consequences (Pojman & Fieser, 2012). The rightness and wrongness of human actions are centred on duty or moral rules (Lewis & Gilman, 2012) and nature of the action and its motive (Stewart, 2009). It also holds that individuals are purposive actors that act out intention and understand the implication of their actions (Adams, Tashchian, & Shore, 2001).

Despite it providing the principle in behaviour, the deontology theory can pose a problem in its implementation as the public service has various competing values with some running contradictory to one another (van

der Wal, de Graaf, & Lawton, 2011). This may lead to difficulty in making public decisions as the values propagated in public service are conflicting. Nevertheless, empirically, deontological theory is found to have a significant influence on ethical judgment (Mayo & Marks, 1990). It has been found that individuals with deontological perspective rank higher in ethical behaviour than any other philosophy (Fraedrich, 1993).

Deontological considerations are also found to be a primary factor in making ethics judgment in research (Akaah, 1997). This is consistent with the action of making public decision based on the applied moral standard which is taken into consideration when using and acting on public authority (Dina, 2013). It aligns with the idea that public officers should base their decisions on the scope of their duty (Dorsey, 2010) which is expected in ethical decisions implemented in public service (Richards & Corney, 2006). Having consistent moral standards is helpful as public officers can refer to these standards when faced with ethical situations. It is expected that the consistency of behaviour is carried throughout one's life - inside and outside of public service (Dina, 2013). Therefore, no matter what the situation or time, bribery is always wrong since it denies the moral code (Dion, 2010).

Teleological comes from the Greek word *telos* meaning 'goal' or 'end' and according to Aristotle, every living thing has a specific goal and end (Sing, 2016). Consequence or teleological theory is based on moral judgment on the consequences of an action. It advocates the Principle of Utility where ethics is universally applied. The principle states that an action that promotes happiness and maximises possible good to all is a good action (Stewart, 2009). It propagates that everyone must receive a portion of good from the action of someone for that action to be considered as ethical. It is advocated by the work of Jeremy Bentham and John Stuart Mill. It believes in the Principle of Utility where an action is considered good when it promotes happiness for the society, and right when it maximizes possible good for all persons affected by the action (Stewart, 1991).

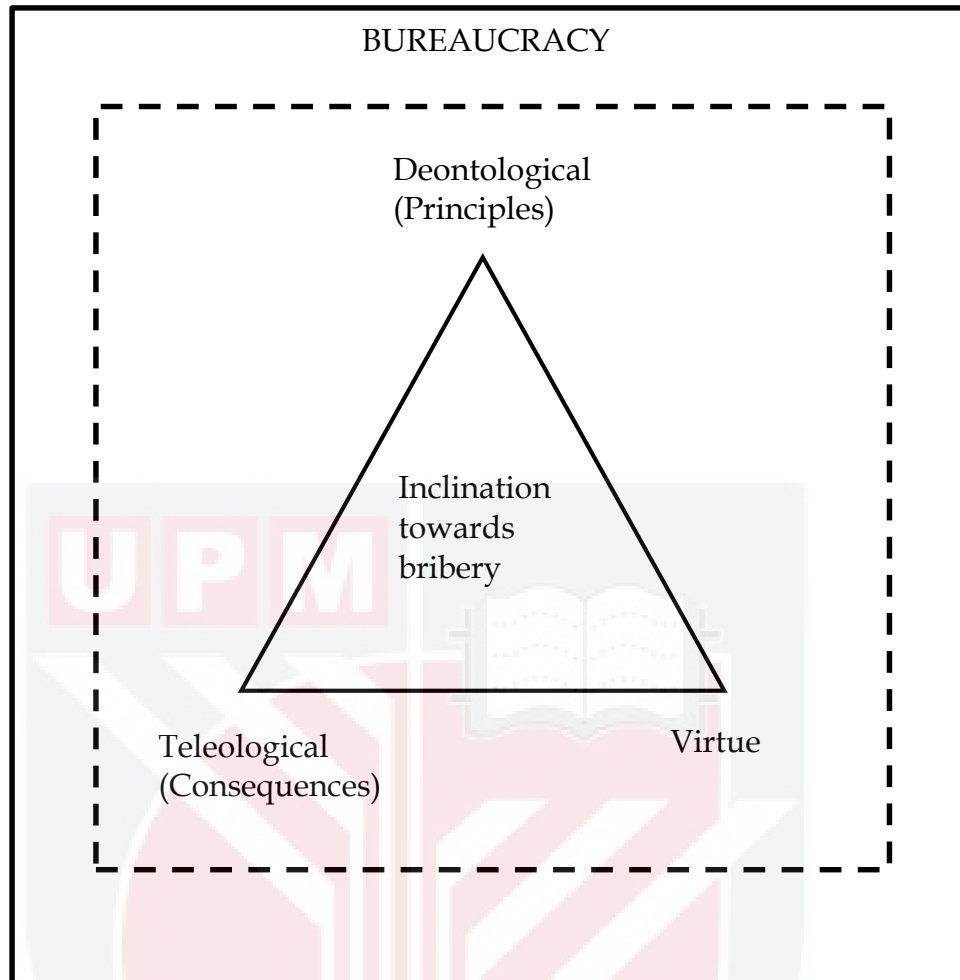
Previous studies found the link between teleological theory to behaviour where it provides the basis for altering behaviour in a more ethical direction (Fritzsche & Becker, 1984). In another study by Mayo and Marks (1990), it was found that this theory had a significant influence on the marketing managers' ethical behaviour. Meanwhile Akaah (1997) found that teleological consideration played a secondary role for people in making ethical judgement.

In a public service where NPM and bureaucratic values are competing against each other, the teleological theory of utilitarian is suitable to assist

public officers in prioritising the actions that will achieve the best outcome. In NPM, the values of performance are highly regarded as ethical whereas in a bureaucracy, the values of responsibility are revered. However, utilitarian principles emphasise that consequences can lead to inconsistency of decisions by public officers. This will be conflicting to the established laws and rules that become the framework of ethics in public service. The teleological theory in public service is important to explain the usage of discretion in the action of a public officer when delivering a service.

UNE was applied in a case study on public officers indicated that not only must public officers follow rules and principles but exercise mandated duties with caution (Urbano, 2014). The decisions made by public officers require that they not only follow directives of the superior or the laws, but they also require ethical judgment to gain genuine ethical leadership (Garofalo & Gueras, 2006).

In studying the inclination towards bribery, the ethical behaviour in public administration is not only informed by human intuitions but also guided by moral philosophy in order to make the correct judgment about right and wrong (Stewart, 1991). Thus the application of UNE, taking into consideration of each theories strengths and weaknesses, is more fitting in explaining the inclination towards bribery. Both theories are illustrated in Figure 1.1.



**Figure 1.1: Theoretical perspective**

Adapted from Svara's Ethics Triangle (1996) and Weber's Bureaucracy (1980)

The 'ought to be' behaviour can be influenced by the goals of public service, namely fulfilling public interest. Therefore, the formula for behaviour of specific variables developed would be as such; the predisposition in deciding the right or wrong (i.e ethical orientation), ethical behaviour of the superior (significant others), and the values that individuals prescribe will influence lower rank officers' inclination towards bribery. Finally, individual socio-demographic components such as age, gender and years of service can be associated with the inclination towards bribery in a manner similar to a cognate field, the business ethics.

The following statement represents the underlying logic for designing and conducting this study: (a) predisposition of right and wrong influence inclination towards bribery (ethical orientation), (b) ethical leadership of

leaders observed and copied by subordinates due to their position in the public service influences inclination towards bribery (significant others), (c) individuals who join the public service practising their values influence their inclination towards bribery. All these factors would serve to enhance understanding of combating bribery in the Malaysian public service.

## **1.8 Conceptual and operational definitions of terms**

A conceptual definition gives the meaning to a concept whereas an operational definition is a way the concept is measured. Both conceptual and operational terms represent the independent and dependent variables that guide the whole study, as outlined below.

### **1.8.1 Inclination towards Bribery**

#### **Conceptual definition:**

A preference or tendency to do (Inclination, 2019) bribery which is an inducement to influence a public officer to perform his duty in a manner contrary to the usual way of doing the job (Pacini, Swingen, & Rogers, 2002).

#### **Operational definition:**

This study operationalised the inclination towards bribery using the measuring instrument adapted from Section E of UKM (2007) study on perception of bribery in Malaysia. The items come from two dimensions which measure the action of committing (giving and taking) bribery and curbing bribery. This study requires the respondents to respond to statements based on the 5-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The mean score is calculated for the answers to the items. The cut-off point is adjusted according to the need of the study with 'Very high' having mean of 4.21 to 5.00, 'High' with mean of 3.41 to 4.20 and 'Moderate' with mean of 2.61 to 3.40, 'Low' at mean 1.81 to 2.60, and 'Very low' at mean of 1.00 to 1.80. Higher scores indicate low levels of respondents' inclination towards bribery.

### **1.8.2 Ethical orientation**

#### **Conceptual definition:**

Ethical orientation is a predisposition that influences an individual to distinguish right from wrong (Feng-I, 2011).

### **Operational definition:**

This study operationalised ethical orientation using the measurement instrument adopted from Razana Juhaida, Zuraidah, and Aida Hazlin (2012) which is simpler, and classifies the ethical orientation scale based on the Malaysian context. This instrument was developed having three dimensions compared to two dimensions from the original instrument developed by Forsyth (1980) Ethics Position Questionnaire (EPQ). The EPQ requires respondents to indicate their acceptance of items based on the 5-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree) and was used to determine the respondents' ethical orientation level. The mean score is calculated for answers to the items. The cut-off point is adjusted according to the need of the study with 'Very high' having mean of 4.21 to 5.00, 'High' with mean of 3.41 to 4.20 and 'Moderate' with mean of 2.61 to 3.40, 'Low' at mean 1.81 to 2.60 and 'Very low' at mean of 1.00 to 1.80. Higher scores indicate high level of ethical orientation.

### **1.8.3 Significant others**

#### **Conceptual definition:**

Significant others within an organisation refers to peers and leaders whom public officers emulate with regards to standards of behaviour. In this study, significant others refers to leaders' influence through their ethical leadership. Ethical leadership is defined as 'the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers is through two-way communication, reinforcement, and decision making' (Brown, Treviño, & Harrison, 2005, p. 120).

#### **Operational definition:**

The factor of 'significant others' is operationalised through the questionnaire adopted from the Ethical Leadership Questionnaire (ELQ), developed by Yukl (2010) to measure subordinates' perception of their leader's ethical leadership behaviour. The items consisted of behaviour in communicating and enforcing ethical standards, consistency of actions, particularly in espoused values, fairness in decisions and concern for others (Yukl, Mahsud, Hassan, & Prussia, 2013). The questionnaire was used to measure the perception of subordinates toward their leaders' ethical behaviour. The 5-point Likert scale was used with range from 1 (strongly disagree) to 5 (strongly agree). The mean score is calculated using the answers to the items. The cut-off point is adjusted according to the need of the study with 'Very high' having mean of 4.21 to 5.00, 'High' with

mean of 3.41 to 4.20, 'Moderate' with mean of 2.61 to 3.40, 'Low' at mean 1.81 to 2.60, and 'Very low' at mean of 1.00 to 1.80. Higher scores indicate higher level of ethical leadership as perceived by the respondents.

#### 1.8.4 Individual values

##### **Conceptual definition:**

Individual values are abstract desirable goals that serve as guiding principles in peoples' lives (Rokeach, 1973).

##### **Operational definition:**

Individual values in this study are measured by the Malaysian public service core values of trustworthiness, truthfulness, wisdom, fairness, transparency and gratitude established by the Public Service Department (PSD). The Malaysian Immigration Department applies the same set of values as the core and supplementary values of the department (Jabatan Imigresen Malaysia, 2015a). The items were adapted from Section D: Integrity of public officers in the UKM (2007) questionnaire on the usage of core values in the perception of bribery of public sector. It assesses the level of Malaysian public officers' practice of core values in the workplace. The items in this study are measured based on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The mean score is calculated for the answers to the items. The cut-off point is adjusted according to the need of the study with 'Very high' having mean of 4.21 to 5.00, 'High' with mean of 3.41 to 4.20, 'Moderate' with mean of 2.61 to 3.40, 'Low' at mean 1.81 to 2.60, and 'Very low' at mean of 1.00 to 1.80. Higher scores indicate high level of respondents' individual values.

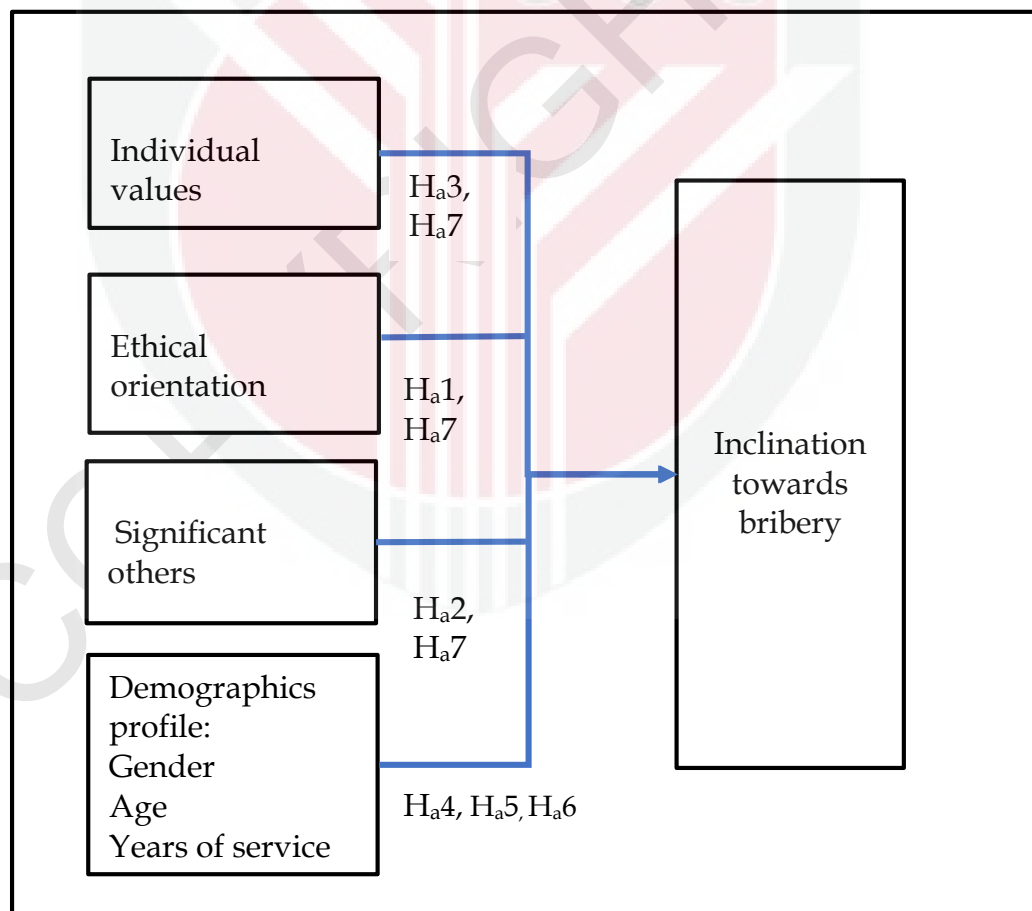
#### 1.9 Conceptual framework

Conceptual framework is a guideline on what the researcher understands as the best way to explore the research problem, which direction the research will take and the relationship between the variables (Grant & Osanloo, 2014). Miles and Huberman (1994) described it as a system of concepts, assumptions and beliefs that support and guide the research plan.

As this study focuses on examining inclination towards bribery, this variable is identified as the dependent variable or main interest of the study. Bribery is a form of corruption commonly associated with lower rank officers. As outlined in the introduction and literature review, bribery

is a monetary and non-monetary exchange between a public officer (the service deliverer) and the public (service recipient) to serve the personal interest of both parties. In the public sector, a bribe is defined as a method to lure a public officer to perform his duty in a manner contrary to the usual way of doing the job (Pacini et al., 2002).

While there are a number of factors in influencing the inclination towards bribery among public officers, this study focuses on three independent variables, which are ethical orientation, significant others, and individual values. These variables are categorised as the individual factors as indicated by studies conducted on ethical and unethical behaviours, that postulated that such behaviour can be clustered and predicted by similar factors (Hunt & Vitell, 1986; Stead et al., 1990). These are the concepts that will guide the research to achieve its objective. This study focuses on the individual factors which are underestimated, yet argued to be important in dealing with unethical behaviour of a person/agent with regards to bribery.



**Figure 1.2: Conceptual framework**



### 1.10 Significance of the study

This study offers a contribution on the development of empirical-based research on ethics in public administration as studies on it are scarce despite its importance (Menzel, 2015). In the main domain of Political Science, there exist modest literature dealing with ethics, most is normative and often dealing with issues such as wars and human rights (Menzel, 2005). Thus the contribution of this study to the topics on ethics, corruption and unethical behaviour is supported by the fact that influential public administration publications and public administration reviews have only included 13 articles on these topics since 2002 (Belle & Cantarelli, 2017). This is a pale comparison to ethics in a cognate field, business ethics, which has been extensively studied (Loe, Ferrell, & Mansfield, 2000; Treviño, Butterfield, & McCabe, 2015).

This study also contributes in testing specific theories on ethical behaviour of public officers responding to what Downe, Cowell, and Morgan (2016) observed on the insufficient testing of specific theory empirically on ethical behaviour in the public sector. This is contributed by the fact that the multi-disciplinary nature of public administration has caused development of empirically-based research to be slow in coming (Svara, 2016). The usage of unified normative ethics theory has been mostly promoted with little research foundation, which resulted in difficulty of finding empirical evidence on issues being studied (Svara, 2016). Therefore this study is significant as it is the first study attempting to specifically underpin the theory of deontology, teleology and virtue ethics in support of Bureaucracy theory to explain the inclination towards bribery among public officers in Malaysian public service.

This study is significant in adding empirical knowledge to the unethical behaviour of enforcement agencies' lower rank officers who act as front-liners to government services. This is due to the fact that the level of integrity of many enforcement agencies are reported to be at a low level (Abdullah Sanusi et al., 2003; UKM, 2007) and have recorded the highest arrests for misconduct (EAIC, 2017) and bribery (SPRM, 2014b). In addition, very little is known about the lower rank officers' ethical behaviour as most studies in Malaysia were conducted on higher and middle rank officers (Case, 2008; Mahmood & Abdullah, 2008; Sharifah Hayaati et al., 2009). Therefore this study offers a significant insight to the inclination towards bribery among lower rank officers in Malaysian enforcement agencies.

### **1.11 Scope of the study**

The scope of study covers only the lower rank officers of work grades KP17, KP22 and KP26. K is under the Security and Public Defence service classification according to the Public Service Department (PSD) service scheme. The work grades of 17, 22 and 26 are categorised as the executing group according to PSD service scheme (as of May 2016). Officers of these grades are recruited into the service based on their Sijil Pelajaran Malaysia (SPM) qualification. These officers are known as 'Immigration Officers' and work in the operational divisions. The divisions under the operational section are Enforcement, Passport and Security, Foreign Workers, Expatriate Service, and finally Pass, Permit and Visa (as of May 2016).

The locations of study selected were the Immigration Departments in Kuala Lumpur and Putrajaya. This decision was made based on the highest volume of overall services provided by these two locations compared to others throughout Malaysia (Jabatan Imigresen Malaysia, 2011, 2012, 2013a). The Putrajaya office is the headquarters for the Immigration Department and is located in Precinct 2, Putrajaya. Meanwhile the Kuala Lumpur office, located at Jalan Sri Hartamas, Kuala Lumpur, operates only four operational divisions and does not cater for Expatriate Services.

This study only focuses on the individual factors of ethical orientation, significant others and individual values, even though there are other important factors such as organisational and situational factors. There are multiple individual factors involved in influencing ethical behaviour. However based on the gaps discussed earlier; the above individual factors are selected to be examined in this study.

### **1.12 Organisation of the thesis**

The thesis is organised into five chapters which are (1) Introduction, (2) Literature review, (3) Research methodology, (4) Data analysis, and (5) Discussions and Conclusion. The first chapter briefly introduces the study and its purpose. It also clarifies the research objectives and questions as well as the terms used throughout the study. The research hypotheses, the conceptual and operational definitions of the constructs, significance of the study, its scope, its limitation and finally the organisation of the research are presented in this chapter.

The second chapter of the thesis deals with literature related to ethical behaviour. The chapter elaborates on definitions, categories of ethical behaviour and its determinants. The implications of ethical behaviour are also stated. The literature concentrates on the specific issue of ethical behaviour, which is bribery. An overview of bribery, both worldwide and locally, is presented. The relevant theories in ethical behaviour and the theories used in this study are also discussed. Finally, the conceptual framework and the hypothesis development are discussed.

Chapter Three discusses the research methodology carried out in this study. It explains the research design and the approach used in the study. The location of the study, the population and the sample, sample size and its sampling procedure, and the measurement instrument are also stated. The chapter also describes the data collection process, explains the validity and reliability of the research instrument, the reliability test of the pilot study, the exploratory factor analysis, and the normality testing.

Chapter Four not only deals with the analysis of the study, but also discusses the findings of the data using SPSS version 21. Results were explained according to the research objectives. The results have given descriptive information of the respondents: the respondents' level of ethical orientation, significant others, individual values, and the inclination towards bribery. It also discusses the influence of independent variables on the dependent variable and highlights the most influential factor on inclination towards bribery. Finally, it elaborates on the demographic factors that affect the inclination towards bribery.

The final chapter, Chapter Five consists of the summary of the study with an overall summary presenting the study's limitations, conclusions of the study and also its implications. It then offers recommendations to relevant parties such as the Immigration Department, the Malaysia Integrity Institute (IIM) and other enforcement agencies. The study also offers suggestion for future research.

### **1.13 Summary**

This chapter gives an overview of the thesis listing the background, problem statement, the research questions and objectives, the hypotheses, both conceptual and operational definitions, as well as the significance and scope of study. The relevant subtitles guide readers in the subject matter being discussed. The elaboration of the subject matter gives better understanding as to what the thesis aims to achieve.

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## LIST OF PUBLICATIONS

### A. Journals

Asmidar Lokman & Ahmad Tarmizi Talib (2017). Approaches of Ethics for Public Administrators. *Journal of Administrative Science*. Vol -13, Issue -2, 2017, ISSN 1675-1302 (Published)

Asmidar Lokman, Ahmad Tarmizi Talib, Zaid Ahmad & Jayum Jawan (2018). The influence of demographic factors onto the ethical behavior of supporting officers in Malaysia Immigration Department. *Journal of Administrative Science*. Vol-15, Issue-2, 2018, ISSN 1675-1302 (Published)

### B. Conferences and proceedings

Asmidar Lokman & Ahmad Tarmizi Talib. (2015). In Yarina A., Hardev K. & Jasmine A. (Eds.) *The Ethics of Public Administrators. Proceedings of the International Conference on Public Policy and Social Science 2015* (pp 159-164). Seremban: ICoPS 2015

Asmidar Lokman & Ahmad Tarmizi Talib (2017). In Siti Zaleha I., Suhaila S., Mimie Syawalisa S., Ahmad Z.A & Rosfazila A.R. (Eds.) *An overview of Malaysia's ethics initiatives. Proceedings of the International Conference on Social Sciences and Humanities 2017* (pp 412-417). Kajang: PASAK 2017



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