

THE QUALITY OF CHIEF INTEGRITY
OFFICER AND ETHICAL CLIMATE ON THE
LEVEL OF ETHICS AND INTEGRITY AND ITS
RELATIONSHIP WITH ORGANIZATIONAL
COMMITMENT: THE CASE OF FEDERAL
GOVERNMENT SECTOR

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DOCTOR OF PHILOSOPHY

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SUPERVISOR'S DECLARATION

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

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STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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ABSTRAK

Keberkesanan pelaksanaan etika dan integriti sangat penting dalam mengurangkan skandal etika seperti rasuah, penipuan, ketidakcekapan tadbirurus dan kawalan dalaman yang lemah. Berdasarkan laporan statistik Suruhanjaya Pencegahan Rasuah Malaysia (SPRM), menunjukkan bahawa penjawat awam merupakan kumpulan yang sangat ramai terlibat dengan skandal etika bermula dari pengurusan atasan sehingga kakitangan yang rendah di dalam organisasi sektor awam. Kajian objektif ini adalah untuk mengkaji hubungan kualiti Ketua Pegawai Integriti dengan tiga ukuran (kebebasan, kecekapan, prestasi kerja) dan iklim etika dengan tahap etika dan integriti di dalam organisasi sektor awam Malaysia, dan hubungan tahap etika dan integriti dengan hasil komitmen organisasi (afektif, berterusan, normatif). Daripada 128 soal selidik yang dihantar kepada Pegawai Ketua Integriti di peringkat Persekutuan, 83 soal selidik telah diterima dan digunakan untuk analisis hipotesis. Berdasarkan analisis regresi, menunjukkan bahawa kualiti Ketua Pegawai Integriti (kecekapan, prestasi kerja) dan iklim etika mempunyai hubungan signifikan dan positif dengan tahap etika dan integriti. Manakala, apabila hubungan diantara tahap etika dan integriti dengan organisasi komitmen dikaji, hanya efektif komitmen mempunyai hubungan yang signifikan dan positif terhadap organisasi. Bagaimanapun, tahap etika dan integriti tidak mempunyai hubungan signifikan terhadap komitmen berterusan dan normatif memberi hubungan yang sebaliknya. Oleh itu, kajian ini menunjukkan bahawa kualiti Ketua Pegawai Integriti iaitu kecekapan, prestasi kerja dan iklim etika yang lebih tinggi, boleh meningkatkan tahap etika dan integriti organisasi dalam sektor awam di Malaysia. Kajian ini menunjukkan usaha kerajaan dalam melaksanakan agenda integriti nasional ini berhasil kerana tahap integriti di sektor awam Malaysia berada di tahap 79%. Untuk meningkatkan tahap kecekapan Ketua Pegawai Integriti, mereka digalakkan untuk mendaftarkan diri dalam kursus professional kualifikasi yang berkaitan dengan etika dan integriti. Ketua Pegawai Integriti juga perlu melaksanakan peranan mereka seperti menyelaras dan memantau program dan melapor sebarang pelanggaran integriti tanpa rasa takut dan bebas. Untuk meningkatkan atau memperbaiki iklim etika yang sedia ada, organisasi harus menetapkan, polisi, garis panduan dan tingkah laku beretika dan berintegriti yang jelas kepada semua pekerja di agensi kerajaan, kementerian, jabatan dan badan berkanun di sektor awam. Pengurusan harus menggambarkan bahawa organisasi mereka benar-benar mengambil berat tentang perkara ini kerana dapat membantu meningkatkan komitmen organisasi dengan lebih berkesan.

ABSTRACT

The effectiveness of the implementation of ethics and integrity is very important in reducing the ethical scandals such as corruption, bribery, fraud, governance inefficiency and poor internal control. Based on the statistics reported by the Malaysian Anti-Corruption Commission (MACC), it shows that civil servants are the most involved group in the ethical scandals starting from the top management until the lower staff in the public-sector organization. The objectives of the study are to examine the relationship of the three dimensions of the quality of Chief Integrity Officer (independence, competence, work performance) and ethical climate with the level of ethics and integrity in Malaysian public-sector organization, and the relationship of the level of ethics and integrity with organizational commitment (affective, continuance, normative). Out of 128 questionnaires that were emailed to CIOs in the Federal level, 83 questionnaires were received and used to analyse the hypotheses. Based on the Multiple regression, the results of this study showed that the two dimensions of the quality of CIO (competence, work performance) and ethical climate have a significant and positive relationship to level ethics and integrity. Meanwhile, the relationship between the level of ethics and integrity with organization commitment was found to have a significant and positive relationship with affective commitment. However, level of ethics and integrity was not found to have significant relationship with continuance and normative commitment. It shows that level of ethics and integrity is not influenced by continuance and normative commitment in the organization. Thus, this study suggests that a higher CIO quality i.e. competence, work performance and ethical climate, can enhance the level of ethics and integrity of the public sector in Malaysia. This study showed that the government efforts in the implementation of the national integrity agenda was effective as the level of integrity at Malaysian public sector is currently at 79%. To increase the competency level of the CIO, it is highly advisable for them to enrol in more professional courses related to ethics and integrity. CIOs should also perform their roles such as coordinating and monitoring programs and reporting any breaches of integrity without fear or favour. To increase or improve existing ethical climate, the organization should establish clear policies, guidelines and of conducts to all employees with ethical and integrity in the government ministries, departments and statutory bodies in the public sectors. Management should portray that their organization truly cares on this matter as this would help to improve organisational commitment effectively.

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LIST OF ABBREVIATIONS

AMID	Agency Management Integrity Division
CeIO	Certified Integrity Officer
CECO	Chief Ethics and Compliance Officer
CIDC	Corporate Integrity Development Centre
CIO	Chief Integrity Officer
CISM	Corporate Integrity System Malaysia
CIQM	Corporate Integrity Questionnaire Malaysia
CIU	Chief Integrity Unit
CO	Compliance Officer
CPIB	Corrupt Practices Investigation Bureau
CPI	Corruption Perception Index
CUEPAS	Congress of Union of Employee in The Public and Civil Servant
ECO	Ethics and Compliance Officer
GIACC	Governance Integrity Anti-Corruption Centre
GLC	Government Link Companies
ICAC	Independent Commission Against Corruption
IAAC	International Association of Anti-Corruption Authorities
IAM	Institute of Internal Auditors Malaysia
MII	Malaysia Institute of Integrity
IMC	Integrity Management Committee
IMC	Integrity Management
JKKMKPK	Jawatankuasa Khas Kabinet Mengenai Keutuhan Pengurusan Kerajaan
TI	Transparency International
INCAC	United Nations Convention Against Corruption
MACA	Malaysia Anti-Corruption Academy
MACC	Malaysia Anti-Corruption Commission
NIP	National Integrity Plan
NKRA	National Key Result Area
OECD	Organization for Economic Co-operation and Development
PICC	Putrajaya International Convention Centre

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