Ethics has been an issue of enormous interest and growing concern from time to time in most areas including in the management field. The inculcation of unethical behavior in both public and private organizations has proven to be an elusive and never ending quest. The issue of unethical conduct is also evident in Malaysia. This can be seen by the increasing frequency of coverage in media, printing and electronic, on unethical behavior and misconducts by individuals and local organizations. Unethical behaviors lead to a wide range of negative consequences. The costs associated with unethical behavior in the organization are great, estimated to be in the amount of billions annually as well as it may negatively impact the organizations' ability to achieve sustained profitability. This will lead to financial failure and will have a deep impact on its stakeholders or might even harm the strength of the society. A study on the determinants of unethical behavior is deemed important. This will help organizations in determining which variables contribute to such behavior. Amidst the widespread concern regarding the high incidence of crimes, perceptions of corruption in the Royal Malaysia Police (RMP), and general dissatisfaction with the conduct and performance of police personnel, there is a desire to see improvements in the services provided by the police. Thus, the main purpose of this study is to investigate the antecedents of unethical behavior among police personnel as government servants. This study seeks to examine the relationships between independent variables comprising of three organizational factors (ethical climate, superior influence, and peer influence), four individual factors (factors of control, Machiavellianism, and religiosity), moderating variables (perceived organizational support and perceived public recognition), and the dependent variable of unethical behavior. A total of 755 questionnaires were distributed to police personnel attached from five districts police headquarters (DPH) and one police station in Kuala Lumpur, a total of 643 questionnaires were returned. Unethical behavior was found to have three dimensions (personal use, falsification, deception) instead of six dimensions as conceptualized by earlier researchers. The regression analysis discovers that the independent variables explained 13%, 26% and 15.2% of the variance in personal use, falsification and deception (unethical behavior). Hierarchical regression analyses provide evidences that both perceived organizational support and perceived public recognition moderated the relationship between some of the organizational and individual factors with unethical behavior (personal use, falsification, deception). Some limitations of the study were also discussed. The suggestions for future studies were also recommended.

Despite decades of research, the key factors for success in Mergers and Acquisitions (M&As) and the reasons why M&As often fail remain poorly understood. The major reasons identified for this low performance include unrealistic expectation, unskilled execution, and incompatible cultures. However, many companies involved have only been evaluated based on their compatibility regarding financial figures and technical aspects, lack of research focused on the people issues. Malaysia has been continuously become the highest ranking in M&A exercises for the years of 2004 to 2007 and ranks between 2nd to 3rd among the top acquirers in the world for the following seven years. Unfortunately, many of Malaysian acquiring companies faced decline in their sales growth for the first 3 to 7 years that shows their performance has not been impressive after M&A and impacted Malaysian economy. In this view, there is a need to investigate the influence of human resource management (HRM) practices and corporate cultures integration, focusing on the improvement of company performance. The research aims to investigate the influence of HRM practices on the performance of acquiring companies in Malaysia by examining the mediating effects of corporate cultures and tasks integration between the link. A research model is developed to investigate the influence of HRM practices dimensions (skill-enhancing, motivation-enhancing and opportunity-enhancing practices) on the company performance by examining the mediating effects of corporate cultures and tasks integration in post-M&A phase. Theoretical lenses; resource based view (RBV) and the competing values framework (CVF) are adapted in this research. A mail survey technique is employed to collect data from acquiring companies involved in M&A between the years of 2004-2009. Out of 277, 171 usable responses were received and further analysed using the partial least square (PLS) technique. Smart PLS 2.0M3 was used to validate the research model and test the proposed research hypotheses. The results signify that HRM practices dimensions, corporate cultures and tasks related integration factors are critical for the success of M&A. However, company performance is not influenced indirectly by opportunity-enhancing practices as these practices did not receive statistical support. The lack of opportunity-enhancing practices such as employee involvement could be one of the factors of M&A failure or taking longer period to success in most acquiring companies in Malaysia. Following these findings, a number of implications are offered. Specifically, corporate cultures and tasks integration provided greater room for understanding the impact of HRM practices on the effectiveness and efficiency of the M&As strategies. Finally, the industry players involved in M&A exercises must act upon the importance of HRM practices in order to optimise their cultures and tasks integration towards better performance of post-M&A phase.