

UNIVERSITI TEKNOLOGI MARA

**ORGANIZATIONAL FACTORS,
INDIVIDUAL FACTORS,
PERCEIVED ORGANIZATIONAL
SUPPORT AND PERCEIVED PUBLIC
RECOGNITION ON UNETHICAL
BEHAVIOR AMONG POLICE
PERSONNEL**

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ABSTRACT

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 (locus 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.

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Ethics has been an issue of enormous interest and growing concern from time to time in most areas including the management field. Moreover, the inculcation of unethical behavior in both public and private organizations has proven to be an elusive and never ending quest. This chapter provides an overview of ethics and unethical behavior. It includes the background of the research, problem statement, research questions and objectives, significance of the research, its scope, definition of key variables, and finally summary and organization of remaining chapters.

1.2 BACKGROUND OF THE RESEARCH

Ethics has received a lot of attention and has been discussed for decades among academicians and practitioners (Akaah & Lund, 1994; Brenner & Molander, 1977; Cerit & Dinc, 2013; De Cremer, Mayer, & Schminke, 2010; Ferrell & Gresham, 1985; Fu & Deshpande, 2012; Haron, Ismail, & Abdul Razak, 2011; Hegarthy & Sims, 1978; Honeycutt, Glassman, Zugelder, & Karande, 2001; Jones, 1991; Jones & Kavanagh 1996; Kaptein, 2011; O'Fallon & Butterfield, 2005; Paolillo & Vitell, 2002; Pater & Van Gils, 2003; Pendse, 2012; Ponnu & Tennakoon, 2009; Selart, & Johansen, 2011; Tang & Tang, 2010; Trevino, 1986; Trevino, den Nieuwenboer, Kish-Gephart, 2014; Unal, Warren, & Chen, 2012; Wallis, 2010). The issue involving unethical behavior such as bribes, fraud, extortion, favoritism, and nepotism, as well as other unethical practices, continue to haunt most organizations all over the world. The scandals like Enron, WorldCom, Tyco International, K-Mart, Martha Stewart, Daewoo International Corporation, Arthur Anderson, and a few others have highlighted the importance of ethics and the consequences of unethical behavior.

The issue of unethical conduct is also evident in Malaysia. This can be seen by the increasing frequency of coverage on media, printing and electronic, on unethical