

**UNIVERSITI TEKNOLOGI MARA**

**PREDICTORS OF EXTERNAL  
WHISTLEBLOWING INTENTIONS  
IN SIME DARBY BERHAD**

**MOHD ROZAIMY BIN RIDZUAN**

Thesis submitted in fulfilment  
of the requirements for the degree of  
**Master of Administrative Science**

**Faculty of Administrative Science**

January 2015

## CONFIRMATION BY PANEL OF EXAMINERS

I certify that a panel of examiners has met on 22<sup>nd</sup> August 2014 to conduct the final examination of Mohd Rozaimy Bin Ridzuan on his Master of Administrative Science thesis entitled "Predictors of External Whistleblowing Intentions In Sime Darby Berhad" in accordance with Universiti Teknologi MARA Act 1976 (Akta 173). The Panel of Examiners recommends that the student be awarded the relevant degree. The panel of Examiners was as follows:

Nasrudin Mohamed, PhD  
Professor  
Faculty of Administrative Science  
Universiti Teknologi MARA  
(Chairman)

Abdul Jalil Mohamed Ali, PhD  
Associate Professor  
Faculty of Administrative Science  
Universiti Teknologi MARA  
(Internal Examiner)

Rusniah Ahmad, PhD  
Associate Professor  
College of Law, Government and International Studies  
Universiti Utara Malaysia  
(External Examiner)

**SITI HALIJJAH SHARIFF, PhD**  
Associate Professor  
Dean  
Institute of Graduate Studies  
Universiti Teknologi MARA  
Date : 14<sup>th</sup> January, 2015

## **AUTHOR'S DECLARATION**

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Mohd Rozaimy Bin Ridzuan  
Student I.D. No. : 2011362107  
Programme : Master in Administrative Science  
Faculty : Administrative Science & Policy Studies  
Thesis Title : Predictors of External Whistleblowing  
Intentions In Sime Darby Berhad

Signature of Student :

Date : January 2015

## ABSTRACT

Scholars' interest pertaining to whistleblowing study is becoming increasingly prevalent due to the debacle of giant multinational companies in the United States and the emergence of legal protections for whistleblowers in several countries. In Malaysia, there are several giant companies involved in corporate wrongdoings and one of them is Sime Darby Berhad. Since whistleblowing is a useful means to reduce the corporate wrongdoings, hence, this study aims to examine factors that influence external whistleblowing intentions among Sime Darby staffs. External whistleblowing channel is examined in the study as the Whistleblower Protection Act (WBPA) 2010 only protect the whistleblower who reports wrongful act to the enforcement agencies (external parties). There are three main predictors in this study that are predicted to influence external whistleblowing intentions, which are organizational, individual and situational predictors. The awareness of Malaysian Whistleblower Protection Act 2010 is predicted to moderate the relationship between variables. This quantitative study focused on Sime Darby staffs by using the hypotheses testing and utilizing questionnaires as a means to collect the data from the respondents. The study found that the benevolence (organizational predictor), organizational commitment (individual predictor) and the seriousness of wrongdoing (situational predictor) significantly influenced external whistleblowing intentions among staff in Sime Darby Berhad. This empirical study is vital as it is able to add on the information to the existing body of knowledge on whistleblowing matters in Malaysia. The findings of the study also will help the management of Sime Darby to delineate a sound whistleblowing policy so that it will encourage more staff to blow the whistle on wrongdoings to the enforcement agencies.

## ACKNOWLEDGEMENT

First of all, praise is due to Almighty Allah S.W.T with His compassion and mercifulness to allow me finalizing this thesis. There are many people whom I would like to acknowledge for their support, help and encouragement during the journey of preparing this thesis. It would not have been possible to write this thesis without the help and support of all those around me, to only some of whom it is possible to give particular mention here.

I would like to express my deepest gratitude and appreciation to my beloved supervisor, Professor Dr. Zaliha Hj. Hussin, for her excellent guidance, caring, patience, and encouraging me until the thesis is completed. I remember she used to say something like “think research where ever you are. Think about research while you are eating, sleeping and even dreaming about it”. Ever since, she has supported me not only by providing a research assistantship over almost two years, but also academically and emotionally through the rough road to finish this thesis. I am really indebted to her more than she knows. I am immensely thankful to my co-supervisor, Dr. Norziana Lokman. Her good advice and support have been invaluable, for which I am extremely grateful. My sincere thoughts and appreciations should be rendered to my respected lecturers, Assoc. Prof. Dr. Abdul Raufu Ambali, Assoc. Prof. Hj. Rozalli Hashim, Assoc. Prof. Dr. Abdul Jalil, Assoc. Prof. Dr. Shireen Haron and Dr. Yarina Bt. Ahmad. Their kind helps, ideas and constructive criticisms are very much appreciated. I would like to extend my sincere thanks to the management of Sime Darby Berhad, especially to Mr. Abdul Farid Abdul Aziz and Mdm. Nor Aini Zainol for allowing and helping me in data collection processes.

My special, profound and affectionate thanks, love, affectionate gratitude and deep indebtedness are due to my wife, Noor Amira Syazwani Binti Abd Rahman, who has been struggling with me, hand in hand, to secure and shape a brighter future. She is always there cheering me up and stood by me through the good times and bad.

I wish to express my thanks and gratitude to my parents, Ridzuan Razali and Wan Rohayah Aziz, the ones who can never ever be thanked enough, for the overwhelming love and care they bestow upon me, and who have supported me financially as well as morally. Without whose proper guidance, it would have been impossible for me to complete my masters. My deep love and thanks are due to my beloved sister, Yanty Malina, and my brothers, Rozaidy, Rushidy, Syafiq, and Alfiansyah who have given me their unequivocal support, as always, for which my mere expression of thanks likewise does not suffice. Their existence and their unconditional love and support have always been a great inspiration to me.

Last, but by no means least, special acknowledgement goes to my supportive colleagues namely Nazir Rabun, Ria Wardiah, Hani Nadiah, Nursyahida Zulkifli, Mahadir Ladisma, Norfarhanis Syukri, Nur Adilah, Yusma Amira, who are always supporting me throughout the study. May Allah S.W.T richly bless all of you.