

UNIVERSITI TEKNOLOGI MARA

**THE INFLUENCE OF
ORGANIZATIONAL CULTURE
TOWARDS ORGANIZATIONAL
MISBEHAVIOR AMONG
FRONTLINE OFFICERS OF THE
ROYAL MALAYSIA POLICE IN
SABAH: THE MODERATING
ROLE OF PERSONALITY**

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Dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Business Administration

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AUTHOR'S DECLARATION

I declare that the work in this dissertation 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 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.

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ABSTRACT

The effects associated with organizational misbehavior will probably damage the organizational structure, especially for the Royal Malaysia Police. It could then lead to destructive consequences and raise people's concern over police credibility and accountability. The organizational culture of the Royal Malaysia Police is imperative towards organizational behavior because it influences the personnel and affects the overall organization structure, which ultimately has an impact on national security. This study involves the frontline officers attached with General Duties (Beat and Inquiry office), Traffic Duties, Mobile Patrol Vehicle (MPV), and Motorcycle Patrol Unit (MPU) in 20 Districts Police Headquarters in Sabah. The study investigates the influence of Organizational Culture (Management Support, Quality of Supervisor, Job Challenge, Innovation, and Citizen Cooperation) towards Organizational Misbehavior and the moderating role of Personality (agreeableness, conscientiousness, and openness) in the relationship between Organizational Culture and Organizational Misbehavior. A total of 693 questionnaires were distributed to three departments, namely Management Department for the General Duties (Beat and Inquiry office), Traffic Investigation and Enforcement Department for Traffic Duties, and Crime Prevention and Community Safety Department for MPV and MPU in 20 Districts Police Headquarters in Sabah. Of the total questionnaires distributed, 669 were returned, of which 668 were usable. Organizational misbehavior was found to have three dimensions, namely, self-interest, deception, and irresponsibility. Regression analysis indicates that the independent variables (organizational culture) explained 1%, 1.6%, and 1% of the variance in the dependent variables of organizational misbehavior of self-interest, deception, and irresponsibility, respectively. Hierarchical regression analysis provides evidence that the personality dimensions of agreeableness, conscientiousness, and openness moderated the relationship between some of the organizational and individual factors and organizational misbehavior of self-interest, deception, and irresponsibility. Discussions on the current findings and limitations, theoretical and practical implications of the study were provided, and suggestions for future studies were presented as well.

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