Integrity and Psychology Awareness Among the Officers and Staff of the Royal Malaysia Police in Policing Service Delivery

Malike Brahim[1], Mohd. Mahiri Hussin[2], Marwan Ismail[3], Musliza Mohamad[4]

[1]School of Government
University of Utara Malaysia
malike@uum.edu.my
[2]Traffic Investigation and Enforcement Department
Perak Contingent Police Headquarters
mahiri@gmail.com
[3]Faculty of Language Studies and Human Development
University of Malaysia Kelantan
marwan@umk.edu.my
[4]Department of Commerce's
Polytechnic of Sultan Abdul Halim Mu'adzam Shah
musliza3097@gmail.com

Abstract

This essay aims to discuss the level of understanding of police integrity among the Royal Malaysia Police (RMP) officers and staff. Numerous incidents involving RMP officers and staff have harmed the public's perception of the security forces. The goal of this study was to determine RMP officers' and staff's understanding of efforts to strengthen integrity; review the RMP's steps to empower human resources and the direction of teamwork for the formation of higher ethics and integrity; assess RMP officers' and staff's awareness of measures to strengthen integrity in the RMP organization. A questionnaire created with Google Form was circulated over WhatsApp to acquire respondent's input, and the sample was chosen using stratified random selection involving RMP officers and staff from Ipoh Contingent Headquarters and Perak Contingent Headquarters. The findings depicted that respondents' mean level of awareness and understanding on factors of integrity is strong. The results of this study show that RMP officers and staff are aware of the importance of cultivating integrity in the delivery of police services to the public, especially after the three main components, the RMP Code of Ethics, the RMP Integrity Plan 2016-2020, and the Standards Compliance Manual, were introduced. As a result, the RMP team must remain fully committed to enhancing integrity to achieve the organization's outstanding performance as a premier security agency in Malaysia.

Keywords: awareness, ethic, integrity, policing, Royal Malaysia Police, service delivery.

Introduction

Discussions over the integrity of Malaysian law enforcement and security organizations have increased public attention in recent years. There are several concerns, complaints, critiques, and dissatisfactions with the Royal Malaysia Police (RMP) efficiency and efficacy in solving public problems. As a result, the officers and staff of the RMP have demonstrated that their task execution and service delivery are inefficient and ineffective. All of these difficulties will harm the RMP's reputation and credibility.

Following that, the public began to question the police's credibility in the delivery of public services. As a result, trust and confidence in government agencies' honesty and accountability (Heywood, Marquette, Peiffer & Zuniga, 2017), as well as the RMP, began to decline. All of this arises from negative indication that arise throughout services delivery, with the loss of integrity as the main culprit. As a result, individuals have begun to doubt the RMP's ability to fulfill its community obligations. Power abuse, embezzlement, corruption, task delays, and favouritism are all issues that have arisen over the RMP's extended tenure. These issues have mutated into poisons, compromising the RMP's integrity. These issues have turned from bad to worse that compromise the RMP's integrity. To address these challenges, the RMP has implemented particular programmes to improve the integrity of its officers and staff.

The Malaysian government, on the other hand, has instituted a special policy to strengthen its integrity. On April 23, 2004, former Prime Minister Abdullah Ahmad Badawi announced the National Integrity Plan (NIP) (Institute of Integrity Malaysia, 2016). NIP was created in response to Vision 2020's fourth challenge, to build a strong society with strong moral and ethical values. In order to build and enhance their integrity, people must have strong religious convictions and noble principles as a foundation (Mazilan, Izal Arif & Suzanna, 2005). To strengthen the integrity of their organization, the RMP has a specific policy in place.

The aim of this article is to highlight RMP officers' and staff's understanding of the importance of providing public services with integrity. In reality, a survey was carried out in 2002 on the public's impression of Malaysian corruption. According to the findings, 15 percent of the 7,594 respondents admitted to being personally involved in corruption, while 20 percent said they had witnessed corruption (Loganathan, 2012; and Muhammad Aidil Roneh, 2011). Today, the presence of corruption and irregularities has been the main concern for the general public who seek to live in peace and harmony, as such behavior may jeopardise their lives if the basic issue of integrity is compromised.

The Concepts of Integrity

The notion of integrity is simply summarised here to be understood in the context of the delivery of policing services in Malaysia. Integrity, in general, refers to the outstanding traits that exist as a whole and are ethically tied to individuals and organizations in a consistent manner (Institut Integriti Malaysia, 2016). Meanwhile, civil officials' integrity refers to the responsibility to carry out their mandates and duties for the public good.

According to Heywood, Marquette, Peiffer, and Zuniga (2017), integrity in public life is a crucial component in building people's trust in the government.

However, as standards of integrity have deteriorated in recent decades, integrity has begun to gain global attention. Integrity is becoming increasingly important, especially in the fight against corruption and power abuse in public service delivery. These unfavourable indicators can cause problems with the service delivery system and jeopardise good governance. The truth is that, rather than preventing corruption to promote integrity among public workers, corruption may be averted through integrity. As a result, it is more necessary to shape good behavior through integrity than to avoid undesirable behavior like corruption (Heywood, Marquette, Peiffer & Zuniga, 2017).

Meanwhile, Charter (1996) implies that people expect integrity from themselves and others since trust is built on trust. According to the Charter, integrity is a characteristic and virtue that an individual must possess and good ethics. Diamond (2001: 864) defines integrity as "the notion of a kind of completeness of self or of a moral identity, which can be forfeited or broken by specific activities". Integrity, according to Diamond, is inextricably linked to the concepts of self-integrity and moral identity. As a result of a violation of those ideals of negative activities or behaviours, all of this can be caused. Subsequently, it is up to the individual to keep as much integrity as possible. For civil servants, such as policemen, the attraction of conducting illicit acts to meet personal gain encourages them to violate the integrity and confidence they have been given.

Instead, Menzel (2005) indicates that integrity can be assessed from a variety of ethical and governance perspectives, including the establishment of moral and ethical decision-making; (ii) ethical law and enforcement agencies; (iii) organizational performance; (iv) ethical management; and (v) the ethical environment. According to Huberts (2014), integrity can be measured using disciplines such as public administration, philosophy, sociology and anthropology, law, psychology, economics and business administration, and political science.

The majority of academic research on the value of integrity focuses on social and institutional contexts as major contributing factors in integrity violations. According to Huberts (2014), the quality of action aligns with moral principles, standards, and regulations. It is critical to an action's integrity, or vice versa. When there is a violation of established values, norms, and rules in the existing social order, the action is considered deficient in integrity.

On the other hand, integrity is frequently associated with qualities such as trust, consistency, and reliability. According to Montefiore (1999), a person of integrity is someone who follows the rules and is accountable for their acts. This demonstrates that positive values are linked to integrity, such as sincerity and honesty when doing an action. Therefore, an individual's behaviour must demonstrate sincerity and honesty as the pillar of integrity.

According to McFall (1987), the concept of moral goodness is inextricably linked, as moral integrity presupposes personal integrity. In comparison, personal integrity requires identity-conferring commitments. In general, moral integrity is inconsistent with impartiality. In short, personal integrity involves a commitment to forming a moral identity, whether for people who live in a big social milieu or for those who do not. Fundamentally, integrity is the value that holds the society's fundamental principles together.

According to the ideas briefly outlined above, integrity should be the basis and main pillar of the police's delivery of services in Malaysia. Integrity can be considered as the underlying basis of trust, goodness, pure values, and morality. Officers and staff of the RMP can be free of misconduct, misuse of power, embezzlement, corruption, and other issues if integrity is prioritised in every action and behavior.

Integrity Issues in the Police Service

In day-to-day activities, one will risk making a mistake, either with intention or unintentionally. For this reason, all vulnerabilities that may lead to error must be remedied as quickly as possible to avoid a slew of unfavourable outcomes. When there are many flaws and mistakes in the service delivery process, integrity can be jeopardised. If the public's faith in the police force began to erode, it would impact on their confidence in the RMP abilities and efficiencies. Strengthening integrity has become a priority for the RMP. Due to the paramount of this organizational integrity issue, prevention is preferable than cure. Any case of integrity will humiliate the force as it beholds the society behold as the main stakeholder.

To transform Malaysia's police service, the Royal Commission to Enhance the Operation and Management of the Royal Malaysia Police were established in February 2004 under the Commission of Inquiry Act 1950 (Loganathan, 2012). The commission looks into roles, human resources, standard operating procedures, and the RMP organization's operations. The investigation's findings revealed significant problems with Malaysia's policing services, including a lack of follow-up on reports, abuse of authority, inefficiency, lack of accountability, poor public relations, corruption, and concerns about deaths in police custody. All of these concerns contribute to the deterioration of RMP integrity as an organization.

Even after the commission was dissolved, the government recognized the ideas provided, critics and questions on RMP's credibility, reputation, and integrity could still be heard. According to Table 1, the Public Complaints Bureau (PCB) of police reports was the agency that received the most complaints from civilians from 2006 to 2009 and 2011, and second in 2010. This demonstrates that citizens are still dissatisfied with the effectiveness, efficiency, and quality of police service, despite the fact that law enforcement is undertaking a transformation (Loganathan, 2012).

Table 1: Complaint Receiving Agencies with the Most Complaints, 2006-2011

No.	Agency	Number of Complaints Received (Year)					
		2006	2007	2008	2009	2010	2011
1.	Royal Malaysian Police	194	206	468	785	859	842
2.	National Registration Department	83	76	228	310	335	376
3.	Works Department	159	126	224	497	638	757
4.	Immigration Department	83	17	213	274	316	281
5.	State education Department	164	97	191	311	324	304
6.	Commercial Vehicle Licensing Board	57	23	190	201	223	197
7.	Tenaga Nasional Berhad	183	114	181	219	235	293
8.	Kuala Lumpur city hall	108	85	168	438	1123	570
9.	Department of Road Transport	58	40	168	152	189	241
10.	Enforcement Division of Ministry of Domestic Trade and Consumer Affairs	35	39	164	214	253	268

(Source: Cited in Loganathan, 2012)

Meanwhile, according to the RMP Integrity Bulletin report (No. 4/2011) (cited in Loganathan, 2012), a total of 394 police officers have been detained for different disciplinary and legal infractions based on information from the Disciplinary Division. Furthermore, the research revealed that drug abuse in the police department constitutes a severe issue, with 195 individuals (0.65%) being detained. Aside from drug problems and several other violations, the RMP personnel has been chastised for its efficiency, effectiveness, and disrespectful attitude toward the public and for not taking a proactive approach to deal with concerns on reported cases.

The value of integrity and accountability in security and law enforcement would steadily decline if the RMP did not comprehensively diagnose and avoid undesirable symptoms. Several studies conducted by Armstrong (2005), Lee-Jones (2018), the Parliament of Victoria (2018), Pyo (2008), the United Nations Office on Drugs and Crime (2011), and others in each state have indicated that issues of integrity and accountability are the key issues pertaining to the police force in an increasingly challenging atmosphere. In Malaysia, the same concern occurs, contributing to the police's lack of integrity and accountability in terms of motivation, encouragement, core values and ethics RMP, police discipline and internal control, and RMP cultural organization (Che Ghazali, 2011; Madzainin, Mohd Nasir & Mastura, 2017; Mohd Ngaizuddin, 2014; and Nursyazlin Yatie & Noraini, 2017).

As one of the important frontliner services in the government sector, the RMP plays a vital role in promoting integrity in the force across the country. The RMP should become more competitive and take steps to improve the organization's integrity. This is important since RMP carries a significant responsibility for maintaining national security and public peace (Megat Ayob & Abd. Halim, 2016a and 2016b). Integrity and accountability should be supported to ensure that the law is enforced correctly, no law is broken, and upholding the values and ethics of the Malaysian public service (Jamiah et al., 2007; Mohd Koharuddin, Rosman, Mohd Azhar, Muhammad Fauzi & Nasir, 2012; and Muzaffar Syah, 2016).

The NIP, as previously stated, is the first step toward ensuring the RMP's integrity. Meanwhile, during the 201st anniversary of Police Day in 2008, the RMP introduced the "Integrity is Our Practice" badge (Berita Harian, March 22, 2008) as a symbol of support for the police service's integrity. The NIP encourages police officers to be accountable for performing their duties in the public interest while maintaining integrity consistent with societal values. Such measures are taken because RMP is having difficulty implementing the organization's integrity as an effective law enforcement agency in Malaysia (Khalid, 2016).

To achieve the foregoing goals, the RMP functions in three primary areas: (i) maintaining public order and people's well-being; (ii) controlling and curbing crime through effective prevention and investigation; and (iii) improving integrity and standard compliance. For that purpose, the RMP has released plans to serve as a guide and direction for the RMP's strategy in three volumes: (i) RMP Code of Ethics; (ii) RMP Integrity Plan 2016-2020; and (iii) Standard Compliance Manual (Khalid, 2016).

The RMP Integrity Plan 2016-2020 is concerned with standard compliance and integrity. As a follow-up to earlier integrity plans, this is a strategy for continual improvement (2007-2010 and 2010-2015). Offering modern policing services to the community focuses on increasing honesty, compliance with RMP service requirements, and family institutions. The plan also aims to create RMP officers and personnel committed to modern policing, reduce gaps and chances for misconduct among RMP members by adhering to policing principles and setting standards, and improve the RMP's image, policing services, and professionalism.

The Independent Police Complaints and Misconduct Commission (IPCMC) was established in 2004 to support the RMP. This commission aims to raise awareness of the RMP's trustworthiness (Zainudin, 2019). The IPCMC is now a reality after a 15-year wait, thanks to RMP approval to re-establish the RMP's image. The IPCMC's mission is to eliminate rejection, fear, and protests caused by the RMP. Former Inspector-General of Police Abdul Hamid Bador gave the green light for establishing IPCMC in the interest of both policemen and the community as a win-win situation (Luqman Arif, 2019).

Research Methods and Results

The goal of this study is to determine what measures have been made to promote integrity among RMP officers and staff, with the following objectives:

a) To strengthen integrity by determining how well people comprehend the policies;

b) Examine the efforts made to improve human resources and consolidate work direction in order to achieve greater integrity;

c) Analyze management's awareness of actions taken to strengthen integrity; and

d) Offer ideas and proposals for improving the RMP's integrity.

Figure 1 illustrates this study's dependent and independent variables and summarises the analytical framework used to measure the above objectives. Integrity is influenced by the independent variable involving RMP officers and staff.
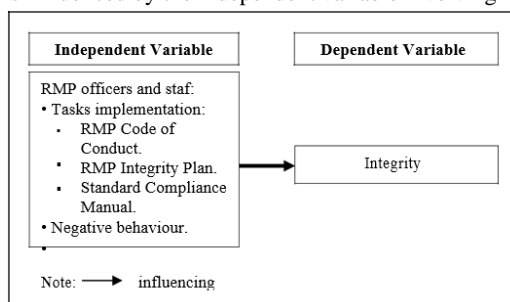

Figure 1: Study Analysis Framework

This study uses descriptive statistics such as frequency, percentage, and mean values to examine data from the survey, which is a combination of qualitative and quantitative approaches. In summary, this study applied a mixed-method approach, which entails the collecting and analysis of data using a combination of quantitative and qualitative approaches (Creswell & Clark, 2007). The study's main tool is a questionnaire, which collects essential information from respondents using stratified random sampling.

The primary data collected is supported by secondary data obtained through a review of official government documents, RMP records and reports, review of previous studies, books, research reports, journal articles, and newspapers, either in print or electronically. Secondary data collection has advantages because the required data is already available for analysis (Bailey, 1978). Such analysis aims to reinforce and complement the analysis of primary data obtained through questionnaires (Creswell & Clark, 2007; and Bogdan & Biklen, 1998).

A stratified random sampling technique was applied to choose 100 RMP officers and staff as a sample for this research. The population in the Perak RMP is not homogenous due to the RMP personnel being placed in different positions according to different tasks. Hence, this sample type was considered to be suitable for this study (Creswell, 2005; Fraenkel & Wallen, 2007; and Mohd. Majid, 1998).

In summary, this study showed that out of 75 respondents, 77.3 percent (58) were male. The majority of respondents were Muslims (90.7%), representing 88 percent of Malays and 4 percent of Chinese, Indians, and Ibans. In terms of marital status, 82.7 percent (62) are married, while the others are single (13.3%) or widowed (4.0%). The demographic profile is shown in Table 2.

Table 2: Gender, Religious dan Race

Gender	Frequency	Percentage
Male	58	77.3
Female	17	22.7
Religious	Frequency	Percentage
Muslim	68	90.7
Christian	1	1.3
Buddha	2	2.7
Hindu	4	5.3
Race	Frequency	Percentage
Malay	66	88.0
Chinese	3	4.0
Indian	3	4.0
Iban	3	4.0
Status	Frequency	Percentage
Single	10	13.3
Married	62	82.7
Widowed	3	4.0

Analysis of the findings showed that respondents served as police officers from 1981 until recently (2019). The majority

are constables (73.2%), followed by inspectors (24.0%) since the year they joined, as shown in Table 3. Currently, many respondents have been promoted, as shown in Table 4, indicating good achievement in their service as officers and staff of the RMP.

Table 3: Year Joinning the RMP

Position	Frequency	Percentage
Constable	55	73.2
Inspector	18	24.0
Assistant superintendent	1	1.3
Sergeant	1	1.3
Total	75	100.0

Table 4: Current Position in RMP

Position	Frequency	Percentage
Assistant Commissioner	1	1.3
Superintendent	2	2.7
Deputy Superintendent	6	8.0
Assistant Superintendent	8	10.7
Inspector	4	5.3
Sergeant Major	2	2.7
Sergeant	7	9.3
Corporal	26	34.7
Lance Corporal	9	12.0
Constable	10	13.3
Total	75	100

As indicated in Table 5, most of the respondents received an Excellent Service Award during their police service. The Excellent Service Award is granted in recognition of excellent work performance, with 65.3 percent of them had received it. These figures indicate that majority of respondents are excellent achievers in the delivery of police services.

Table 5: Excellent Service Award

Award	Frequency	Percentage
Ever	49	65.3
Never	26	34.7
Total	75	100

Human Resource Empowerment and Action Strategies to Strengthen Integrity

The RMP's three main focuses are efforts to empower human resources and the RMP's strategic direction for preserving and maintaining peace from 2016 to 2020, which involves: (i) maintaining public order and people's well-being; (ii) controlling and curbing crime through effective prevention and investigation; and (iii) strengthening integrity and compliance with standards. Table 6 shows that the respondents understand the RMP's goals and objectives, with mean scores of 4.77, 4.75, and 4.68 for the three elements. This is based on more than 90 percent of respondents that were strongly agreeing or agreeing with the subject.

Table 6: The Major Goal To Keep The Peace

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
Ensure public safety and well-being.			1.3	20	78.7	100	4.77	0.452
Effective crime prevention and investigation are used to control and inhibit crime.		1.3	1.3	18.7	78.7	100	4.75	0.548
Improve standard compliance and honesty.			8	16	76	100	4.68	0.619

The RMP team has released three books as a guide and direction for the team's approach to upholding integrity and accountability to fulfill the above goals of upholding integrity and accountability. The publication's purpose is to formally codify rules for RMP officers and members to comprehend processes, methods, and practices relating to ethics, integrity, and accountability. Thus, the three guidelines, the RMP Code of Ethics, RMP Integrity Plan 2016-2020, and the Standard Compliance Manual,

respectively, show high values of 4.52, 4.42, and 4.41, as shown in Table 7. Based on these values, it proves that RMP officers and members are aware of the existence and needs of the three guidelines, which are very useful in performing their respective duties. Regarding feedback on the three guidelines, the measurement value is high for the agreeing and strongly agreeing measures. For example, 93.3 percent in the RMP Code of Ethics, 92.9 percent in the RMP Integrity Plan, and 89.3 percent in the Standard Compliance Manual.

Table 7: Guidelines Towards Upholding Integrity

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
Code of Ethics.			6.7	34.7	58.7	100	4.52	.623
Integrity Plan 2016-2020.	1.4		8.1	36.5	54.1	100	4.42	.759
Standard Compliance Manual.			10.7	37.3	52.0	100	4.41	.680

Furthermore, the RMP Integrity Plan 2016-2020 was launched through five strategic thrusts to realize the matters discussed above with its own goals. The RMP Integrity Plan aims to strengthen management, increase the effectiveness of the delivery system, strengthen human capital management, strengthen the image of the RMP and improve the family institution. In terms of ratings, it is clear that the five cores show a high measure of 4.51 to 4.64. Based on these values, it is clear that RMP officers and members have a high awareness and clear understanding of the RMP team's goals in upholding integrity and accountability in their police service to the community. The percentage of respondents who agree or strongly agree on the five strategies or items presented is very high, with an evaluation of 92 percent and above, as shown in Table 8.

Table 8: Strategic Pillars For RMP Integrity Plan 2016-2020

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
1.Strengthen administrative management and compliance with standards.	1.3		4.0	34.7	60.0	100	4.52	.704
2.Improve the effectiveness of the delivery service system.	1.3		5.3	33.3	60.0	100	4.51	.724
3.Strengthen human resource management.	1.3		6.7	26.7	65.3	100	4.55	.741
4.Strengthen the image of RMP towards modern policing.	1.3		4.0	22.7	72.0	100	4.64	.690
5.Thriving family institutions	1.3	1.3	8.0	26.7	62.7	100	4.48	.811

Meanwhile, the RMP Standards Compliance Manual is an initiative towards holistically transforming the RMP organization by strengthening the integrity of RMP officers and staff, in line with national policy to create an efficient, disciplined, and high-integrity government administration and public service. The manual is a guideline in the form of a written document based on reference sources, as shown in Table 9. The analysis shows that the mean value of each item measured is high, from 4.39 for ISO 9001: 2008 to 4.68 for the Inspector General of Police Standing Order. So, based on this meaning value, it can be concluded that RMP officers and members understand the fundamental resources of manual formation. In terms of the percentage values obtained, all items measured achieved more than 90 percent and above for the agreed and strongly agreed . Thus, it can be concluded that RMP officers and members are aware of these resources, which serve as the basis for the formation of the RMP Standard Compliance Manual.

Table 9: Sources of RMP Standard Compliance Manual

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
Service Circular.			6.7	44.0	49.3	100	4.43	.619
Standing Order of the Inspector General of Police.			4.0	24.0	72.0	100	4.68	.549
Standard Operating Procedure.			4.0	34.7	61.3	100	4.57	.574

			1	2	3	4	5	Total	Mean	Std Dev.
Administrative Instructions.					5.3	33.3	61.3	100	4.56	.598
ISO 9001: 2008.	2.7	1.4	6.8	32.4	56.8	100	4.39	.889
Working Procedure Manual.					9.3	33.3	57.3	100	4.48	.665
Job description.					8.1	37.8	54.1	100	4.46	.645

The RMP Standard Compliance Manual is a regulatory mechanism for compliance with all directives, rules, and laws enforced to achieve each objectives, as shown in Table

10.   The manual aims to create a modern police service with integrity (mean 4.57), which is 97.3 percent of respondents agreeing or strongly agreeing on this goal; improve the quality and performance of administration and services (mean 4.57), with 97.3 percent of respondents agreeing or strongly agreeing on this goal. The manual also improves the quality and performance of administration and service delivery (mean 4.53), with 94.7 percent agreeing or strongly agreeing on this goal; the standard compliance-based work system (mean 4.53), with 97.3 percent agreeing or strongly agreeing on this goal; and the analysis reveals that RMP officers and members are aware of the manual's objectives.

Henceforth, to improve police service integrity, the manual should be followed when performing responsibilities.

Table 10: Objectives of the RMP Standard Compliance Manual

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
Creating a modern police service with integrity.			2.7	37.8	59.5	100	4.57	.551
Improving the quality and performance of the administration and delivery of police services, in line with the community's demands on the RMP team as the country's main protector.			5.3	36.0	58.7	100	4.53	.600
Provide a system of policing work based on compliance with established standards.			2.7	41.3	56.0	100	4.53	.553
Identify preventive and remedial actions to address team integrity issues.			6.7	32.0	61.3	100	4.55	.622

The RMP Standard Compliance Manual contains six important principles, as shown in Table 11. The analysis shows that all the principles are well understood based on a mean value of 4.61 to 4.73. This analysis is a clear picture that RMP officers and members who uphold all the principles can provide effective, efficient, and productive policing services to the community. More than 90 percent of the respondents who gave the assessment agreed and strongly agreed with the matter. As a result, values such as loyalty,

leadership, accountability; accuracy and effectiveness; consistency; and transparency, and firmness hold the officers and members of the RMP accountable for establishing the police organization's integrity.

Table 11: Principles in the Standards Compliance Manual

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
Loyalty.		1.3	5.3	24.0	69.3	100	4.61	.655
Leadership.			4.0	21.3	74.7	100	4.71	.540
Accountability.			2.7	24.3	73.0	100	4.70	.516
Accurate and effective.			6.8	17.6	75.7	100	4.69	.595
Consistent.			6.8	21.6	71.6	100	4.65	.607
Transparent and fair.			4.0	18.7	77.3	100	4.73	.528

Strengthening Integrity in RMP Organizations

Table 12 summarises the RMP's efforts to instill excellent values in its officers and staff through the different programs and policies outlined earlier. Subsequently, respondents were quizzed on topics such as comprehension, confidence, action when doing a task, the proclivity for corruption, reporting of misconduct, and others. According to the survey, the respondents are aware of the importance of an individual who must have the duty and desire to protect and strengthen their own integrity. Some respondents are willing to

forego promotion opportunities as a result of reporting misbehaviour, corruption, and other issues to top management, the Malaysian Anti-Corruption Commission, and the government. This is evidence of the officers and staff's efforts to improve the RMP's integrity.

Table 12: Strengthening Good Values Through the RMP Code of Ethics

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
You understand the meaning of integrity.			5.5	43.8	50.7	100	4.45	.602
You believe you are a person of integrity.			4.0	48.0	48.0	100	4.44	.575
Always perform tasks in accordance with existing SOPs, codes of ethics and work manuals.			9.3	41.3	49.3	100	4.40	.658
Never tolerate acts that violate the work ethic and the law.	5.3	5.3	13.3	36.0	40.0	100	4.00	1.115
Once given verbal reprimands and warning letters for mistakes while on duty, but not subject to disciplinary action.	28.0	4.0	22.7	25.3	20.0	100	3.05	1.497
Strive to correct mistakes that affect the integrity of the RMP team.			4.0	42.7	53.3	100	4.49	.578
Give 100% focus on the task to avoid mistakes and negligence.			2.7	32.0	65.3	100	4.63	.540
There are third parties who often interfere with the execution of tasks, but are ignored.	17.3	5.3	12.0	32.0	33.3	100	3.59	1.443
Reject corruption and illegal sustenance for the sake of family and children.			2.7	16.0	81.3	100	4.79	.473
Always contact the chief if there is an element of compromising your integrity as a public servant.			5.3	37.3	57.3	100	4.52	.601
Many distractions and personal problems cause a lack of focus while on duty.	22.7	14.7	13.3	22.7	26.7	100	3.16	1.534
I am a firm believer that work done is a form of trust other than worship of God.		1.3	1.3	17.3	80.0	100	4.76	.541
Coworkers often provide guidance and assistance while completing assignments.			5.3	34.7	60.0	100	4.55	.599
willing to lose promotion opportunities for the sake of the integrity and the image of the RMP team.	2.7	1.3	12.0	41.3	42.7	100	4.20	.900
Willing to report corruption and irregularities in the RMP to their superiors.		1.3	10.7	38.7	49.3	100	4.36	.729
Maintaining the integrity of the team is a duty and a trust.			1.3	25.3	73.3	100	4.72	.481
ready to be sent on a course to strengthen the soul and personality in order to support the value of integrity.			10.7	37.3	52.0	100	4.41	.680
The image of the RMP team was tarnished due to the misconduct of some officers and members who lacked integrity.			2.7	25.3	72.0	100	4.69	.519

Generally, based on the above analysis, it shows that the respondents understand the meaning of integrity (mean 4.45) and believe that he is a person of integrity (mean 4.44). Therefore, they always stick to SOP, work ethic, and manual determined by the RMP management (mean 4.40). When all of that good is put into practice while performing a task, the officers and members of the RMP will not tolerate violations of ethics and the law (mean 4.00). To summarize, the assessment was agreed and strongly agreed to at over 90 percent and above on all of the respondents' matters.

However, when performing the task, they face many challenges. There are times when there is interference from third parties that tends to make mistakes and misconduct. As a result, some of them were given verbal reprimands, despite the fact that 45.3 percent (agreed and strongly agreed) stated that they had been in such a situation and were determined to correct past mistakes for the sake of the RMP image (mean values of 4.49 and 96 percent agreed and strongly agreed). Therefore, to avoid mistakes and negligence, officers and members need to give 100 percent focus (mean 4.63) while on duty, where 97.3 percent of respondents stated agree and strongly agree. They maintain their integrity by rejecting bribe offers from third parties (mean 4.79) and continuing to report the matter to their immediate supervisors (mean 4.52). In addition, respondents also often face personal problems, causing them to be less focused while performing tasks (mean 3.16).

Furthermore, 97.3 percent of respondents considered the work as trust and a divine command (mean value of 4.76). As a result, coworkers always cause concern when performing a task about not becoming involved in things that violate work ethic and integrity (mean 4.55), with 94.7% of the respondents agreeing or strongly agreeing. For the sake of integrity in the RMP organization, 84% of the respondents agreed and strongly agreed that they were willing to lose the opportunity for promotion if the top management did not approve their actions in reporting corruption and malpractice of the RMP. For them, all that is done for the integrity of the RMP and as obligation and trust that needs to be upheld (mean 4.72). The analysis found that 98.6 percent of respondents agreed and strongly agreed with this matter. Without all that, the image of the RMP organization would have been tarnished. Respondents are willing to be sent on a course to strengthen the soul and personality to maintain integrity (mean 4.41), with 89.3 percent of respondents agreeing or strongly agreeing.

Table 13: Integrity Violation Monitoring

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
Violations of codes of ethics and integrity policies, as well as non-compliance with them, must be notified immediately.			9.3	37.3	53.3	100	4.44	.663
You formally report infractions and non-compliance to the proper officials on a regular basis.	4.0	8.0	26.7	41.3	20.0	100	3.65	1.020
Even though you are aware of the infractions and non-compliance, you are unconcerned and choose to disregard them.	32.4	16.2	14.9	20.3	16.2	100	2.72	1.504
You're aware that there are internal procedures in place for dealing with and reporting infractions of the code of ethics and integrity.	1.4	2.7	21.6	43.2	31.1	100	4.00	.876
Because of worries about the confidentiality of an individual's identity, not reporting violations of the code of ethics and integrity.	17.6	13.5	18.9	31.1	18.9	100	3.20	1.375
Maintaining the integrity and public accountability of the RMP requires maintaining the anonymity of the reporter's identity.			5.4	44.6	50.0	100	4.45	.600

In addition, respondents were also asked about awareness of the breach of integrity that may affect the image and credibility of the organization RMP, as shown in Table 14. 90.6 percent of respondents (agree and strongly agree) that violations and noncompliance with the RMP's code of ethics and integrity policies should be reported immediately (mean 4.44). A total of 61.3 percent of respondents never officially reported to the higher authorities integrity violations (mean 3.65). On the other hand, some knew about the violation, but 36.5 percent ignored it without taking any action (mean 2.72). Therefore, officers and staff of the RMP

must know the mechanisms for reporting violations of ethics and integrity. 74.3 percent of them strongly agree on this subject (mean 4.00). They did not report it because they were afraid their identity would be revealed, with 50 percent agreed or strongly agreed with it (mean 3.20).

Table 14: Integrity Violations Reporting Procedures

Items	Assessment (%) (n=75)					Total	Mean	Std Dev.
	1	2	3	4	5			
The mechanism for reporting violations of the code of ethics and integrity in the interest of public accountability is unclear to the police and not in writing.	(6) 8.1%	(2) 2.7%	(17) 23.0%	(29) 39.2%	(20) 27.0%	(74) 100.0%	3.74	1.135
To improve public accountability and combat corruption, the RMP needs to examine and modernise its integrity policies and practises, as well as its service code of ethics.		(2) 2.7%	(6) 8.1%	(28) 37.8%	(38) 51.4%	(74) 100.0%	4.38	.753
An impartial person cannot conduct a thorough and systematic investigation into a violation of the code of ethics and integrity.	(8) 10.8%	(5) 6.8%	(15) 20.3%	(23) 31.1%	(23) 31.1%	(74) 100.0%	3.65	1.287
To check corrupt activities, the RMP has a codified policy that governs the appointment, administration, and advisory bodies.		(1) 1.3%	(15) 20.0%	(28) 37.3%	(31) 41.3%	(75) 100.0%	4.19	.800
My colleagues genuinely report infractions of the code of ethics and integrity so that power abuse and corruption might be avoided.	(1) 1.3%	(1) 1.3%	(12) 16.0%	(31) 41.3%	(30) 40.0%	(75) 100.0%	4.17	.844
To avoid tarnishing the team's image and credibility, the RMP has to establish a dedicated body to investigate infractions of the code of ethics and integrity.	(6) 8.0%	(6) 8.0%	(7) 9.3%	(21) 28.0%	(35) 46.7%	(75) 100.0%	3.97	1.273
For an inquiry into violations of the code of ethics and corruption, the RMP gave 100% to MACC.	(19) 25.3%	(12) 16.0%	(9) 12.0%	(17) 22.7%	(18) 24.0%	(75) 100.0%	3.04	1.546

Furthermore, 66.2 percent of respondents (agree or strongly agree) believe the processes for reporting infractions of the RMP's code of ethics and integrity are unclear for reasons not expressed in writing (mean 3.74). As a result, the RMP was urged to evaluate and renew the code of service ethics in order to improve integrity and combat corruption, with 89.2 percent agreeing or strongly agreeing. RMPs must also detail cases of code of ethics and integrity violations by conducting systematic investigations (mean 4.19), which 78.6 percent of respondents were aware of. Consequently, colleagues (mean 4.17) are advised to report any violations of the code of ethics and integrity to prevent abuse of power and corruption, with 81.3 percent of respondents agreeing.

To summarise, the RMP should have a documented strategy for appointing, managing, and advising bodies to oversee corruption (mean 4.19). Furthermore, to strengthen the RMP's image and credibility, a special body should be established to investigate infractions of the code of ethics and integrity (mean 3.97). In this regard, 46.7 percent of respondents agreed or strongly agreed that the RMP handed over the investigation of violations of the RMP's code of ethics and corruption to the Malaysian Anti-Corruption Commission completely (100 percent).

Conclusion

In general, the RMP has a well-defined policy and strategy for improving the integrity of police service delivery in Malaysia. Such a strategy is to ensure that the police service system continues to win public trust. The policies and initiatives that have been enacted must be strengthened and implemented systematically through good governance procedures. Therefore, RMP officers and members must be acutely aware of and committed to ensuring integrity in delivering police services to the public.

Integrity cannot be developed in the Malaysian police force without a high level of awareness and commitment because these values are heavily influenced by the individual's commitment, mindset, behaviour, and personality. As a result, attempts to

promote integrity awareness must be made in various ways, including short-term courses, in-house training, and continual observation by superiors. Most importantly, any action that could lead to integrity offense, such as accepting bribes, is associated with violations of the law and religious belief.

Without high awareness and commitment, integrity cannot be produced in the police organization in Malaysia because these values are greatly influenced by the individual's commitment, mentality, behavior, and personality. Therefore, efforts to raise awareness of integrity must be made through any means, including attending short-term courses, in-house training, and observation by superiors on an ongoing basis.

The purpose of the integrity awareness study involving RMP officers and staff at the Ipoh Contingent Headquarters was to determine how well they understood the concept of integrity. They encounter numerous problems in providing policing services to the community, all of which contribute to the erosion of the value of integrity. The RMP's top management and the government are both concerned about this issue. The study's findings demonstrate that the awareness of maintaining integrity among the RMP officers and personnel in the Perak Contingent Headquarters is satisfactory.

This assessment is strongly linked to the respondent's religious belief, with 90.7 percent are Muslims. Respondents must comprehend the concept of sin and reward in Islam as Muslims. As a result, accepting bribes means they have committed a sin at the same time breaking the rule of law. Officers and staff of the RMP can avoid breaking the value of integrity if they follow the concepts of sin and reward when performing their tasks and delivering services. As a result, they must be truthful, sincere, trustworthy, and accountable for the tasks given to them.

This study's conclusions are comparable to the study of Hanafi (2014), who investigated integrity based on Islamic beliefs as to whether it is the best technique for delivering services. In summary, integrity is linked to the concept of divinity, according to every good deed is compensated with goodness, and vice versa. Therefore, RMP officers and staff must practice righteousness and abstain from immoral activities. The religious factor might be an important motivator to enhance honesty in performing day-to-day duties and responsibilities.

The results of this study also demonstrate that the respondents hold a variety of positions. These roles, particularly top officers, can serve as role models inside the RMP, particularly for lower-rank officers and other members. They must portray positive examples based on integrity in carrying out their responsibilities as role models. This is in line with Megat Ayop and Abd. Halim's (2016a; 2016b) assertion that a work culture built on integrity is the foundation of people's good perceptions of the RMP. Ultimately, the RMP can serve as a role model for those who value integrity in all of their actions by maintaining a disciplined mindset, upholding excellent morals, working hard, and avoiding corruption.

According to the study's findings, 65.3 percent of respondents got the Excellent Service Award, indicating proficiency in performing their assigned tasks. Excellence is demonstrated in policing and in volunteering, community service, sports, and cultural activities. Thus, the respondents are able to make various other contributions to society and the country. In turn, the excellent service award received can motivate to increase the spirit of working more diligently. This is in line with the findings of Ng Chin Tien (1999), who found that the variables of recognition and awards earned as a motivator to work with more enthusiasm, diligence, and discipline. Recognition had a significant impact on the work motivation of police officers.

In addition, the integrity of the respondents' values is critical in the efforts to increase the RMP's integrity. Therefore, the RMP has developed a specific agenda for strengthening human resources and directing Malaysia's primary security agencies. The findings demonstrate that the respondents are well aware of the importance of providing excellent police services in Malaysia for peace and well-being. This finding is consistent with Lee and Nur Hairani's (2019) study, which identified honesty as a trait that can aid police officers in successfully combatting and resolving criminal situations in Malaysia. Integrity has a favourable impact and image on the RMP team in the public's eyes as a result of this achievement.

Three volumes have been released to improve the RMP's integrity and accountability: the RMP Code of Ethics, the RMP Integrity Plan 2016-2020, and the Standards Compliance Manual. Finding demonstrates that respondents fully grasp and know the purpose and need of the publications. For that reason, RMP officers and staff must have a thorough understanding of the policies and processes that need to be followed in performing their respective duties. Megat Ayop and Abd. Halim (2016b) describes the RMP Code of Ethics as a statutory guideline that emphasises the importance of honesty in fulfilling obligations. Meanwhile, civil officials, particularly RMP officers and staff, must focus on good ethics while performing their duties (Mohd Koharuddin, Rosman, Mohd Azhar, Muhammad Fauzi & Nasir, 2012). The three handbooks are considered a decent reformation initiative by RMP aimed at improving integrity and accountability.

Other sources, such as Service Circulars, Inspector General of Police Standing Orders, Standard Operating Procedures, Administrative Instructions, ISO 9001: 2008, Working Procedure Manual, and Job Description (division of tasks), have been issued in the meantime to enhance the value of integrity and accountability in the RMP organization. The findings reveal that most of the respondents recognise the importance of these tools in the RMP. This study aligns with the findings by Walker (2007), who discovered that accountability is critical to producing successful police policing service that meets its objectives.

While performing their jobs, RMP officers and staff are constantly confronted with difficult situations. When third parties regularly meddle with them while they are on duty, they are frequently interrupted in the line of work. If this issue is not solved, the police's role as a frontline force preserving the country's sovereignty in Malaysia may become very difficult. This issue has been discussed by the Parliament of Victoria (2018: xv), such as "police play a critical role in society, preventing and combating crime, enforcing the law and protecting, assisting and engaging with the community in a myriad of ways. The job of a police officer is a demanding one: they can be called on to make split-second decisions in complex, stressful and dangerous circumstances". If this issue is not solved, the police's role as a frontline force preserving the country's sovereignty in Malaysia is an arduous and

burdensome task. Hence, the personnel involved must protect and sustain the RMP's reputation for good administration in the public's eyes. The key to good government is the people's trust in the police force as the country's frontliners in security defense.

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