



RESEARCH ARTICLE

The Readiness of Malaysian Employees in Understanding Integrity based on the Model 'Al-Khauf Wa Ar- Raja'

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ARTICLE INFO

ABSTRACT

Received: Oct 22, 2024

Accepted: Dec 29, 2024

Keywords

Readiness

Model

Employees

Integrity

Indiscipline Matters

This study aims to investigate the readiness of Malaysian Employees to understand integrity based on the Model Al-Khauf Wa Ar-Raja. The objective is, a) to identify the readiness of the Malaysian Employees of the Ministry of Communications, Putrajaya, Malaysia in enforcing the principle of integrity, b) to explore the approach of monitoring by the Ministry as mentioned in managing indiscipline matters at the workplace among the employees. The authors preferred quantitative data for conducting Research Question 1 (RQ1) and qualitative data for conducting Research Question 2 (RQ2). The finding of RQ1 was obtained from the respondents (N= 200) via a questionnaire. RQ1. How to identify the readiness of the Malaysian Employees of the Ministry of Communications, Putrajaya, Malaysia in enforcing the principle of integrity? Meanwhile, RQ2 was obtained saturated data via an interview with the participants (N=3). RQ2. What is the approach of monitoring implemented by the Ministry of Communications Putrajaya, Malaysia in managing indiscipline matters at the workplace among the employees? The finding of RQ1 consists of five perspectives; a) Integrity in a workplace, 2.48 moderate level; b) Monitoring in the practice of integrity, 2.4 moderate level; c) Each organization has its circular, 2.23 low level; d) Pure value perseverance elements, 2.6 moderate level; and; e) Educating individual personalities of taqwa, 2.34 moderate level. RQ2, the approach of monitoring implemented by the Ministry of Communications Putrajaya, Malaysia in managing indiscipline matters at the workplace among the employees as majority answer such as; a) Instilling awareness integrity in a workplace; b) Being trustworthy in supporting our organization's values sincerely; and e) Avoiding lack of integrity among employees including turning a blind eye to an unethical behaviour or when they are modelling an unethical behaviour. The contribution of this study, such as the model development of the integrity for Malaysian Civil Servants.

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INTRODUCTION

Despite the government's action to eliminate misbehaviour, it is still unbelievable to battle it if someone with no integrity and understanding of responsibility exists either in institutions or organizations in Malaysia (Mohd Zain, 2019). Misbehaviour for example, corruption or other misbehaviours occurs in all societies and is a behavioural outcome of intensity and desire. Without a rulebook, corruption is hidden, opportunistic, redundant and powerful, reliant upon superiority, anxiety and implicit principles (Lewis, 2017). The corruption disheartens the government and dilutes the whole effort of policy formulation and its performance. It decreases usefulness and pushes fiscal tension, despite most of all damaging beliefs and corrupting honest societal expectations. Corruption

takes many shapes and is seen in multiple contexts (Graycar, 2015). According to Dimant & Tosato (2017), corruption is a blast on attitude, and financial and societal growth and is subject to an extensive scope of institutional, jurisdictional, societal, and monetary essentials.

Thus, according to Gatti, et al (2003), the attitude of the doer will change due to the corruption he or she did. Attitude is a very significant character in the workplace. It is not only helpful to the organization but also to the individual employees. Organizations that develop good workplace attitudes among their employees enhance the efficiency of communications and achieved better cooperation and collaboration in the course of work. As a result, their employees have a tremendously increased morale, possess lesser levels of stress and are highly productive (Fallah, 2017). According to Deliversky (2016), in the educational approach, it is hard to calculate which corrupt indicates the most significant influence within the scope of infrastructure criteria.

The relevance of the present study is related to the Integrity Model in Arabic terms *Al-Khauf wa Ar-Raja* that are based on Maqasid Syariah among Malaysian Employees and at the same time, to avoid corruption and violation of ethical principles in the Malaysian Government Sector, especially in Kelang Valley. Perhaps, misbehaviour is raised in various spheres of life, including in education. It destabilizes the prevailing moral foundations of society and violates the principles of social justice and equality. Hambali, Kamis Abdin & Razak (2024) suggested that the violation of ethics should be monitored by mentoring the leader of every department to secure an environment of discipline for every employee. Therefore, encouraging integrity by educating employees not only to understand the notion of integrity. But, to implement the moral and ethical of intellectual inquiry suggestions are made to help progress the ideals of integrity in teaching and learning, with some discussion concerning specific disciplines (Munakarmi, 2023; Nilsen, 2005).

Statement of the problem

No matter what an integrity system may be, without the proper way the human capital works using it. Therefore, the implication can accomplish very undersized. In approach, it is individuals, mostly directors at all stations, who push organisational supervision, develop and support righteous conditions and deliver prominent encouragements or disincentives for organisational and worker righteous manners (Shacklock & Lewis, 2007). Punishing employees which concerns imposing penalties on employees who have disobeyed the rules of the organization Dessler (1984) and this action is not a satisfying duty (Catt and Miller, 1991).

Perhaps, among leader or manager in certain organization neglected the significant of records of employees. However, this kind of situation will ruin the rules of that organization itself. According to Opatha (2009), it is crucial to keep accurate records for every leader concerning his/her decisions on disciplining subordinates as the burden of proof falls on him/her. Every leader is considered to verify that a certain rule was violated, and that penal action was necessary. Therefore, sufficient efforts must be made to keep sufficient valid records of rule violations (acts of misconduct), informal discussions, discipline meetings, discipline discussions, oral warnings, written warnings and other penalties (Mozumder & Ramlal, 2017).

Finnemore (2006) highlighted the significance of disciplinary practices in an organization. The disciplinary code is another essential aspect of the disciplinary approach in an organization. Due to the desirability of the character of penalties, and because employees need to have some expectations of the effects of breaking the rules. Yet, an organization should have a regulation which sets out conceivable violations, and the disciplinary measure which may teach a good lesson. According to Hegarty, & Sims (1978), the punishment is suitable for any misbehaviours. However, does the punishment indeed become a disincentive for corrupt behaviour or any other misbehaviours? Another theory that sustains that punishment would reduce misbehaviour intention is the Theory of Planned Behaviour (TPB). TPB proposed by Ajzen (1985) predicts the positive consequences of an action, the person will tend to want to do. Contrarily, if one considers the consequence of action to be negative for example, penalties, then the person will decrease his intentions. Research by Treviño & Youngblood (1990) remarked that the main driver of action is compensation, not punishment.