



THE EFFECT OF INTEGRITY COMPLIANCE ON TASK PERFORMANCE IN THE ROYAL MALAYSIA POLICE (RMP)

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Abstract:

Today, integrity compliance is one of the crucial and became major requirements that have to be met to improve the best work culture and ethics in the organization. This is also to ensure continuous improvement of service quality and excellent tasks performed by organization personnel. Organizations with a workforce that embraces high integrity will undoubtedly have an excellent reputation in society, and the ability to provide quality services and, as well, as significant performance improvements. Recently, there were some complaints and dissatisfaction by the public with RMP personnel in relation to their integrity level. This research aims to investigate integrity compliance which consists of policy and procedures, training programme and commitment as determinants that precipitate the deterioration of police personnel integrity values and task performance. A quantitative study was used supported by structured questionnaires survey for obtaining primary data and information needed. A structured interview was also conducted with selected officers. There were 261 respondents involved and data were collected from selected police districts in Sarawak. Based on rigorous reviewing of past literature, instrument designing and subsequent pilot testing with three (3) hypotheses identified. The data were analyzed and tested using the statistical technique SPSS version 26. The findings revealed that integrity compliance has a direct relationship with police personnel's task performance. A significant regression equation was found, $F_{(3, 258)} = 30.945$, $p < .05$, with an $R^2 = .265$. The R^2 value of .265 indicates that 26.5% of the variation in work performance is significantly explained by the model containing the three independent variables; policy and procedure, training programme and commitment. Therefore, the study contributes to the development of integrity and compliance literature by providing a reasonable explanation of its effects on police personnel's task performance.

Keywords: integrity compliance, policy and procedure, training programme, commitment, task performance

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1. Introduction

Many organizations including enforcement agencies realized the need to establish and embed principles of effective global integrity compliance management into the fabric of their day-to-day business. This is to keep them out of trouble, integrate sustainable approaches and drive better business performance. More than ever, boards and C-suite executives must respond to increasing pressure and scrutiny from stakeholders to provide tangible evidence that they are effectively addressing their compliance risks such as from a corporate and individual perspective. Generally, compliance required both mandatory requirements - such as laws and regulations - and voluntary, company-specific requirements - such as policies and procedures, public commitments, and contractual obligations. Organizations today are focused on determining whether their compliance infrastructure (programs, structures, people, processes and controls) is effective in preventing and detecting noncompliance and whether it is effectively integrated into business processes and everyday decision-making. For Royal Malaysia Police (RMP), this enforcement agency plays a major role in effectively maintaining law and order and public safety. Having said that Policing is an honour dedicated career in every country. According to Pagon (2000), integrity in policing required a police officer genuinely accepts the values and moral standards of policing and possesses the virtues of his profession, and that he consistently acts, out of his own will, in accordance with those values, standards, and virtues, even in the face of external pressures. Additionally, police organizations currently are facing a great challenge due to decreasing in police personnel integrity compliance or lack of morality. Moreover, pressures from the government and members of the public have forced RMP to strengthen and restore its credibility and image through good governance and integrity compliance. Such issues and development have increased the high level of public awareness and concern about policing and police reform that has already served as a necessary predicate to police reform efforts.

Integrity compliance plays a vital role, especially in creating discipline and good ethical working culture, building respect, trust and in turn, mutual respect and trust between police and citizens in order to control crime and gained friendships relations. It is claimed that policing requires high integrity to function effectively where integrity has been seen as a positive attribute. In doing so, every police personnel needs to be proactive and have a sense of willingness to be a leader capable of taking authoritative action in any situation. Aside, policing needs committed police personnel in dealing and fighting with the increasing allegations of integrity and disciplinary violations and malpractice at every level because commitment in policing is vital and of great significance between the RMP's organizations, leaders, supervisors and subordinates in ensuring a high-quality service and improvement of productivity. Thus, professional ethics, discipline, honesty, friendliness, work dignity, and conduct both at and away from work are generally defined as personal values, especially in policing. Klockars *et al.* (2006) specifically define police integrity as "*the normative inclination among police to resist temptations to abuse the*

rights and privileges of their occupation". Rossouw (2005) shared his concerns that it becomes essential for agencies to foster a culture of integrity especially in law enforcement agencies. He further illustrates integrity compliance is relevant when facing the issues of professionalism in policing. Palanski (2009) defines integrity as the qualities of uprightness, soundness and honesty and such demonstration in policing are defined as police integrity. Integrity in policing is highly recognized as the nature of behaving in a certain manner at work which depends on the ability of police personnel to control his/her natural passions, powerful desires, readiness to sacrifice, and to refrain from racial and unethical activities (Delattre, 1996). Many researchers believed that organizational integrity culture could promote ethical conduct in the context of the organization's mission, vision, structure, and strategy. The culture of integrity is argued to be able to strengthen organizational ethics, transparency, and professionalism, concurrently it's also protected public resources and enhances accountability outcomes (Said and Omar, 2014; Said, Alam, Abdullah and Zulkarnain, 2016; Said, Alam and Khalid, 2016; Said, Alam, Zulkarnain and Abdullah, 2016; Barney, 1986).

Moreover, integrity is an essential characteristic of human beings. Brown (2005) found that integrity involves the development of individual awareness of other individuals, including the social and physical environment to respond to the other, and the development of moral and life meaning through these relationships. He argued that this situation makes people and organizations develop learning as a whole, providing transparency, consistency, coherence, and commitment. However, in a separate study by Khan *et al.* (2021), the outcomes revealed that none of these aspects of integrity can be fully realized in the individual or in an organization. Integrity is also known as a term for a continual learning process with the person discovering more about the different aspects of the self and others and how these two connect (Robinson & Dowson, 2011). In Malaysia, the word "integrity" has been introduced in the public sector since 2004 and is known as National Integrity Plan (NIP). The specific objectives are to raise awareness, commitment, and cooperation from various sectors and society towards integrity (NIP, 2004). In line with NIP's goals in all public sectors, RMP has established an integrity plan for RMP citizens or also known as Integrity Pelan PDRM (Integriti Pelan RMP, 2016). The integrity plan of RMP is the continuation of the Integrity Plan of RMP 2007-2010 and 2010-2015 (Pelan Integriti PDRM, 2016). The three main objectives of plan integrity RMP are namely: (a) forming RMP citizens with integrity towards modern politics, (b) preventing the opportunity of misconduct among RMP personnel with police ethics compliance as well as standard compliance, and finally, (c) enhancing the image of policing services, and professionalism of RMP personnel (Pelan Integriti PDRM, 2016). The main focus is on enhancing the integrity of the standards of service of RMP services and prospering the family institution in providing modern policing services to the people (Pelan Integriti PDRM, 2016)

1.2 Rational for the Study

Referring to the EY report on Integrity, Compliance and Ethics, said many organizations address compliance reactively in response to events such as regulatory actions, criminal investigations and litigation, rather than proactively. This approach can result in an increase in costs, non-acceptance of employees and other stakeholders, liability and negative public exposures. Moreover, compliance responsibilities may be “siloe” within different corporate functions, departments and business units. As a result, gaps and inconsistencies were created and this can undermine the company’s effectiveness in preventing and detecting non-compliance. As the business environment becomes more complex across countries, languages, cultures and lines of business, many of today’s compliance programs are not managed to reflect these realities.

Mathenge (2014) conducted a survey through self-administrated questionnaires on 150 police personnel in Kenya and found that ethics and integrity have a strong influence on the corruption cases in the Kenyan Police Agency. The study recommended that strong enforcement by the organisation to uphold the integrity level among the police personnel, such as providing ethics training, classes and reviewing of the personnel’s’ behaviour, as well as creating a high professionalism culture in the police department could deter the police personnel from being involved in fraudulent behaviour. Integrity violations or unethical behaviours among police personnel can be categorized into two categories consisted of minor and serious disciplinary misconduct. Minor integrity violations or disciplinary misconduct that not amounted to criminal offences include unethical behaviour, insufficiency or improper service delivery, lateness, poor performance/capability, unauthorized absence and failure to obey instructions from a superior. However, serious integrity violations or disciplinary misconduct that amounted to criminal offences include violence to his/her partner or member of the public, criminal breach of trust, corruption, sexual harassment, gambling, abuse of power, illicit drug abuse, theft and blackmail.

Depicted from Utusan Online mail, dated 23 June, 2019, the Director of Integrity and Standard Compliance Department Bukit Aman, CP Datuk Zamri bin Yahya has stated that from the year 2015 to 2018, there were 9,299 cases or about 10% of police personnel populations had been taken disciplinary action for varieties of disciplinary offences such as in robbery, stealing, blackmail, bribery and drug abuse. The CP added that these issues have brought a great challenge to RMP in tackling and resolving such misconducts and complaints as lack of uniformity across punishment and also perceived transparency from members of the public. Based on the statistics received by Enforcement Agency Integrity Commission (EAIC) from the year 2011 to 2015 (refer Table 1.1), RMP was at the top of other enforcement agencies that received more complaints on insufficiencies or ineffectiveness of services from the public. The EAIC reported that RMP has received the highest number of complaints. From a total of 440 cases, 80% of the cases were related to misconduct complaints received in 2017 which involved police personnel and this has given a great challenge to RMP to transform its strategy and policy in handling integrity or discipline management among its personnel.

Table 1.1: Number of Complaints Received by Enforcement Agencies from 2012-2015

Agency	Year				Total
	2012	2013	2014	2015	
Police	253	215	222	219	909
Immigration	17	15	16	17	65
Road Transport	12	10	11	9	42
Custom	0	7	3	10	20
Local Council	0	9	2	2	13

Source: Adopted from <http://www.eaic.gov.my>

Table 1.2: Misconduct Cases According to Categories, Rank Division and Year in Selected Police District from 2015 to June 2019

Case categories / Year	Senior Officer (Insp-ASP)					Junior Officer (Const-S/Insp)					Total
	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	
Minor Disciplinary Misconduct	0	0	0	0	0	7	11	1	2	12	33
Crime	0	0	0	0	0	0	0	0	0	0	0
Drug Abuse	0	0	0	0	0	2	2	1	0	2	7
Syariah Crime	0	0	0	0	0	0	0	0	0	0	0
Bribery	0	0	0	0	0	4	0	0	2	0	6
Commercial Crime	0	0	0	0	0	0	0	0	0	0	0
Traffic Offences	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	13	13	2	4	14	46

Source: ISCD.

Table 1.2 above shows the extracted report from ISCD Police District on the types of misconduct according to its categories and rank division from the year 2015 to June 2019. A total of 46 misconduct cases have been reported to ISCD Police District and the reports present that all of the offenders were junior rank police officers and most of them were found to be involved in minor disciplinary misconduct (33 cases), while another 13 cases represent that personnel involved in serious disciplinary misconduct.

2. Literature Review

2.1 Task Performance

Task performance or in-role performance describe those who perform activities that contribute to the organization's technical core (Borman & Motowidlo, 1997). This refers to employees who accomplish duties according to their job descriptions. These people carry out their job based on organization's procedures. Task performance was measured with a 6-items scale that was established on previous research (O'Reilly and Chatman, 1986; Williams and Anderson, 1991). A study conducted by Chong and Mui (2021) also found that integrity can influence police officer's behavior to perform. The results revealed that integrity is direct certainly linked to task performance, which mediates job satisfaction and organizational commitment. Besides, the study also shared an essential requirement to enhance the levels of job satisfaction (JS) and organizational commitment

(OC) is worthy. The findings by Chong and Mui (2021) considered one of the most critical issues faced by Royal Malaysia Police (RMP). Although many researches were carried out, a related study on integrity with performance in the public sector in Malaysia (Alam *et al.*, 2018; Johari *et al.*, 2020; Sajari *et al.*, 2019), in RMP, however, there is still a need and significance for further research on integrity in police performance. Karim and Nadeem (2019) in their study pointed out that integrity has been found to have a relationship with organizational commitment and job satisfaction. In a separate study by Chong and Mui (2021), it is important to note that integrity has an effect on task performance through OC and JS. The reason why integrity is important is that police personnel believe that relationships are built on trust, moral values, and mutual respect among themselves. Other than that, integrity is seen as an inner character that manifests in behaviors such as fairness, power-sharing, and ethical guidance on areas such as organizational objectives.

2.2 Integrity Compliance

Nanta (2015) clearly laid out policies and procedures on integrity compliance plays a vital role in leadership particularly in building respect, trust, and in turn, mutual respect and trust between police personnel and citizens in order to control crime and build a relationship with the community members. It is also claimed that policing requires high integrity in order to function effectively where integrity has been seen as a positive attribute. Piazzolo and Forster (2019) explained integrity can be a good valuable predictor of task performance in self-managed workgroups. They determined that both true leadership and leader behavioral integrity are connected to the task role performance by the follower's affective organizational obligations (Ko *et al.*, 2018; Ko & Hah, 2020; Zeng *et al.*, 2020). Moreover, Abdullah *et al.* (2020) reported that the existence of a relationship between good service, quality, performance, as well as customer satisfaction, can lead to improving performance and integrity in the Malaysian public service. In the public sector, policy and procedures in integrity are necessary components in establishing transparency and accountability (Alam *et al.*, 2018; Johari *et al.*, 2020). Hoekstra and Kaptein (2021) concluded that management has an important role in establishing the integrity of an organization. Thus, effective policies and procedures designed on integrity are expected to have a direct influence on organization's actions and decisions. There had been many studies which showed that integrity compliance could influence employee task performance such as Rosmi and Syamsir (2020), Tasi and Syamsir (2020), Febrina and Syamsir (2020), and Wahyuni and Syamsir (2020), some of their studies in civil servants in Sawahlunto City, Sijunjung Regency, Kerinci Regency, and Bungo District found that integrity compliance and several other variables significantly affected employee performance. All of these studies indicated that integrity compliance has effects or influences on the performance of civil servants in government institutions. With the above assertion, the following hypothesis is formulated:

H1: There is a positive and significant association between policy and procedure on integrity compliance and task performance among police personnel

2.3 Integrity Training Programme

Government organizations often have an integrity policy to promote and guarantee the integrity of civil servants. One way to implement that policy is by offering an integrity training programme. Integrity training programme are considered to be effective tools for promoting integrity among employees in governmental or private organizations (Rehmat *et al.*, 2015). In the past, such programme were primarily conceived as useful instruments for integrity-based ethics management. Civil servants had to be empowered to recognize and handle ethical dilemmas. Nowadays, integrity training programme are increasingly required by the management and are seen as an important element of compliance-based ethics management. Civil servants are provided with instructions and information intended to influence their behavior directly, and in such a way that it complies with the applicable regulations (Palai & Gregor, 2016). Referring to the Wood Commission in New South Wales (1997) which recommended that the teaching of ethics and integrity should be practically integrated into every aspect of police education and training in New South 40 Wales, from recruitment, through continuing education to management training. Moreover, integrity and ethical training become part of the organization's integral process to ensure higher accountability outcomes (Bruce, 1994; Menzel, 1995). Integrity training and education increased the willingness of workers to act in ways that demonstrate a higher level of integrity, resulting in increased accountability (Feldheim & Wang, 2002). Feldheim and Wang (2002) posited that ethical training would increase the willingness of employees to act in ways that demonstrate accountability and this has increased the results of accountability in their work performance. To this assertion, the following hypothesis is proposed:

H2: The integrity training programme showed a positive and significant relationship between task performance among police personnel.

2.4 Commitment

According to Morrow (1983, 1993), the term "committed" in practice is somewhat loosely used by managers to refer to commitment in the work context, whether organizational and or work and career commitment. This study is using the term "commitment" to mean commitment in a work context as a holistic term encompassing organizational, career and professional commitment and this term are used by police personnel. Research by Shore *et al.* (1995) has shown that those people who are perceived to be more effectively/attitudinally committed (willing to work hard and to internalize the organizational goals) are more likely to be seen to have high potential. Also, they are more likely to be given career development rewards (Allen *et al.*, 1994) than those with perceived high continuance commitment in "side-bets" such as a pension, accrued holidays, and status. This kind of commitment is crucial to the employees' integrity level and towards task performance, it is significant when talking of commitment as an organizationally desirable attribute in police personnel/officers. Furthermore, Commitment to one's profession is particularly evident among knowledge workers

(Olsen *et al.*, 2016; Kinnie & Swart, 2012), whilst Wallace (1993) suggested that both organisational and professional commitment have a positive association and are not mutually exclusive. The employee who has high commitment are those who will go beyond the call of duty for the good of the organization. Based on this assertion, we managed to construct the final hypothesis as below:

H3: Commitment showed a positive and statistically significant relationship on task performance among police personnel.

3. Material and Methods

3.1 Population and Sample

The population for the study was police personnel and the sampling was collected from Junior Police Officer (JPO) or rank-in-file police personnel (Constable to Sub-Inspector) and Gazette Police Officer (GPO) or Senior Police Officer (Inspector to ASP) from the selected working ground in the police department in selected Police District in Sarawak. The sample included 575 police personnel from all departments, excluding Special Branch. A probability sampling technique was used for the selection of the sample based on the basis of simple random sampling. After final confirmation, the researcher agreed with 330 sets of questionnaires distributed to the departments. The questionnaires were administered with full care and conscientiousness due to the data collected being subject to the privacy of the personnel involved. After the data cleansing process, a total of 261 respondents were retained for further analysis in this study. More details on the structure of the sample, in terms of gender, age, education, race, rank, designation, length of service, education level and salary of respondents, is shown in Table 2.

3.2 Measurement Instrument

This study was conducted with a quantitative approach and assisted with SPSS version 26. The researcher has set structured questionnaires which were aimed at seeing the perceptions and awareness of police personnel on how selected factors could influence the integrity values and effects on their task performance. The variables used in this study vigorously and fully comprehend the integrity compliance concepts which include policy and procedures, training programs and commitment and in extant from the literature review affecting RMP task performance. Additionally, these variables were also reviewed by the professional body which includes the Integrity and Standard Compliance Department (ISCD), Police Force Commission and some external or independent agencies in light of their significance and relevance. In ensuring the reliability of the questionnaires used, we conducted a pilot test on 20 respondents. The data obtained were analyzed and a reliability test was carried out. The internal consistency found from the reliability test was high. The questionnaires included two groups of questions. The first group consisted of general questions, related to gender, age, education, race, rank, designation, length of service, education level and salary of respondents. For this, a set of

nominal scale questions has been developed for identifying respondents' profiles and demographic data. The second group consisted of questions related to information on police personnel task performance affected by integrity compliance which includes policy and procedures, training programme and commitment. For this group, respondents were asked to answer questions from 1 to 5 on the Likert scale (where 1 means "strongly disagree" and 5 "strongly agree").

4. Results and Discussion

4.1 Reliability Analysis

The measurement scale used in this study consisted of three items. The study used 0.75 as the level of acceptance when assessing internal consistency (Pallant, 2010). A value that indicates less than 0.6 is poor. Examining its reliability, it is concluded that Cronbach's Alpha value of 0.950 indicates excellent reliability and internal consistency of the scales in the sample. Referring to the data in Table 2, column Correlated Item-Total Correlation, there is a high degree of correlation between each item with the overall results. As all values in the Cronbach's Alpha if item Deleted Column is less than the final alpha value 0.950, we concluded that it is advisable to keep all items in the existing scale and that such a scale is comparable to research based on this scale. Moreover, the mean value of the correlation between items is 0.742, and the correlation of pairs of items is from 0.739 to 0.744, which indicates that the correlation between items is strong. The value shows the questionnaire was reliable as the closer the value to 1, the more reliable the questionnaire. Hence, it is concluded that all four variables have reliability and are acceptable for further analysis.

Table 2: Measurement Scale Reliability

Item	Corrected Item – Total Correlation	Cronbach's Alpha (α) if Item Deleted
Policy and procedure	.744	.865
Training programme	.744	.800
Commitment	.739	.739
Cronbach's Alpha	.950	
Sample size	262	

Source: Authors' calculation.

4.2 Frequency Analysis

In the sample structure, female respondents participated with 26.9 %, while there were more men and they made up 73.1% of the respondents. Regarding the age structure, it was as follows: 21.5% were respondents between 18 and 30, 34% were respondents between 31 and 40, 34.5% were respondents between 41 and 50, and 10% of respondents were older than 50 years. In terms of educational level, most of the respondents had PMR/SPM and STPM/Diploma qualifications with 78.5% and 14.2% respectively. Only 7.3% of respondents have University degrees. For ethnicity, it was reported as follows: 46.7% were Malay respondents, followed by Bumiputra respondents with 39.5%. Chinese

respondents represent 5% of the sample, the remaining 7.7% and 1.1% were from others and Indian respondents respectively. The review result of working experience displayed that the majority of respondents had been in service between 8 to 14 years and above 21 years, both with 28.7%. A figure of 26.5% was for those having worked for 15 to 21 years and about 16.1% of respondents have been working for less than 7 years. On their monthly salary, the highest frequency was for that earning from RM3,001-RM4,000 with 34.1%, while the lowest frequency was those earning below RM2,000 represented by only 7.3% of respondents. About 24.1% and 26.4% were for that earning from RM2,001-RM3,000 and RM4,001-RM5,000 respectively. The remaining 8.1% were for those earning more than RM5,000 monthly. Also, respondents came from four departments, with the majority 55.2% from General Duty, 20.7% from investigator/operation (CID/CCID/NCID), 11.1% from patrol/crime prevention unit and 13.0% from other departments. On their rank, it was as follows: 25.7% were respondents with ranking Constable/L Corporal, 65.9% were Corporal/Sergeant, 1.9% were Sergeant Major/Sub Inspector, 5.0% were Inspector and the remaining 1.5% were respondents with ranking Assistant Superintendent Police (ASP).

Table 3: Sample Structure

Category	Frequency	%	Category	Frequency	%
Gender			Education level		
Male	191	73.1	PMR/SPM	205	78.5
Female	70	26.9	STPM/Diploma	37	14.2
Age			University Degree	19	7.3
18 - 30 years	56	21.5	Race		
31 - 40 years	89	34.0	Malay	122	46.7
41 - 50 years	90	34.5	Chinese	13	5.0
>50 years	26	10.0	Indian	3	1.1
Experience			Bumiputra	103	39.5
<7 years	42	16.1	Others	20	7.7
8 - 14 years	75	28.7	Monthly Salary (RM)		
15 - 21 years	69	26.5	Below 2,000	19	7.3
>21 years	75	28.7	2,001 - 3,000	63	24.1
Rank			3,001 - 4,000	89	34.1
Constable-L/Corporal	67	25.7	4,001 - 5,000	69	26.4
Corporal/Sergeant	172	65.9	Above 5,000	21	8.1
SM/Sub Inspector	5	1.9	Department		
Inspector	13	5.0	General Duty	144	55.2
Ass. Superintendent	4	1.5	CID/CCID/NCID	54	20.7
			Patrol/Crime Prevention	29	11.1
			Other departments	34	13.0

4.3 Multiple Regression Analysis

Table 4 below shows multiple linear regression analysis conducted to test hypotheses H_1 , H_2 and H_3 . As specifically stated, multiple regression is used to predict task performance based on integrity compliance variables which include policy and procedure, training

programs and commitment. A significant regression equation was found, $F_{(3, 258)} = 30.945$, $p < .05$, with an $R^2 = .265$. Respondents' predicted task performance is equal to $.824 - .027$ (Policy and Procedure) + $.133$ (Training programme) + $.604$ (Commitment). From the analysis in Table 4, it illustrates that the task performance of police personnel in selected Police District was reduced by $.027$ with more enforcement of policy and procedure, however, task performance increased by 0.133 by conducting training programme and increased by $.604$ if police personnel give more commitment to their work. Based on the analysis, commitment ($p < .001$) was the only significant predictor of task performance among police personnel in this selected Police District, while both policy and procedure and training programme variables were not significant predictors of task performance. The R^2 value of $.265$ indicates that 26.5% of the variation in work performance is significantly explained by the model containing the three independent variables namely policy and procedure, training and commitment whereas the remaining 73.5% was unexplained. Additionally, the scatter plot of standardised predicted values versus standardised residuals showed that the data met the assumptions of homogeneity of variance and linearity, and the residuals were approximately normally distributed. Therefore, H_1 and H_2 were rejected due to the insignificant results, while H_3 was accepted because of the significant results. In this study, it can be concluded that among three independent variables, employee commitment played the most influential role in integrity compliance in deriving task performance of RMP personnel. This was supported based on the highest t-value and beta score as compared to other independent variables used in this study.

Table 4: Model Summary of Correlation between Policy and Procedure, Training Programme and Commitment (Independent Variables) and Task Performance (Dependent Variable)

Variable	Model 1		
	B	SE (β)	Sig.
Mean score for policy & procedure items	-.027	.092	-.023
Mean score for training programs items	.133	.080	.128
Mean score for commitment items	.604	.092	.441*
R^2	.265		
F for change in R^2	30.945*		

*significant level is at $.05$ ($p < .05$).

4.4 Discussion

The main purpose of this study firstly is to examine the relationship between the proposed factors in integrity compliance and task performance among police personnel in selected Police District in Sarawak. Secondly, to identify the strongest factor in integrity compliance affecting task performance among police personnel and quantify the relationship among the variables used and measure the level of significance. Notably, this study established that a relationship between factors in integrity compliance and task performance does exist. The discussion which ensues provides further overviews into the

above and frequency analysis of how Royal Malaysian Police (RMP) perceived integrity compliance on their task performance.

4.4.1 Relationship between Integrity Policy, Procedure and Task Performance

This research is based on a sample of 261 employees, i.e. RMP personnel from different departments at selected Police Districts in Sarawak, it shows that integrity compliance has a great impact on personnel's task performance. When it comes to the aspects of integrity compliance, our research has shown that the influence of different aspects of integrity compliance on task performance is not the same. In the past, numerous researchers in their studies have stressed the importance of policy and procedure in an organization as a tool used to command and control the employees' behavior and attitude. Moreover, policy and procedure were significant and became a guideline and indicator for employees to measure their performance level and achievements whether they meet the target or need further improvements. Marenin and Caparini (2005) stated that integrity management is one of the non-negotiable principles of policing, for which if policy and procedure are managed correctly among police personnel, integrity may lead to rule-governed actions by the police. Thus, police personnel will act in non-arbitrary ways, without discrimination, malfeasance, corruption, or abuse of power. Notably, our research did show the positive contribution of integrity compliance through policy and procedures on task performance among RMP personnel but statistically insignificant. The results are similar to the conclusion made by Somers and Birnbaum (1998). This can be partly explained by the fact that integrity compliance with highly focusing on policies and procedures for the personnel to uphold in the implementation of their profession will not always give a significant effect on their task performance. Based on the multiple regression test in Table 4, we could conclude that whether personnel adheres to the new or strict policy and procedures does not fully determine their task performance. However, there are other factors that could influence its task performance.

4.4.2 Relationship between Integrity Training Programme and Task Performance

Integrity training programs are often considered to be a promising instrument to promote the integrity of employees in public service and private organization (Bolten & Van Rossem, 2005). In general, integrity training programme is increasingly seen as an important element of compliance-based ethics management. Van Tankeran (2010) stressed that civil servants were provided with instructions and information intended to influence their behavior directly, and in such a way that it complies with applicable regulations. Previous studies have shown that integrity training programs not only provide every employee with capacity training skills but also guided them to understand the organizational policies and procedures, ethics code and conduct and these would influence their task performance. This aspect is also in-line with the goals and objectives of the training programme designed. For sample, at RMP, the integrity training programme must be relevant to RMP's policy to ensure the capabilities and effectiveness

of police personnel performance. This type of training programme aims to assist personnel to reflect on their work values, actions, and how the organization (RMP) supports the personnel in giving the best of service honour in their work. Based on Table 4 above, it's undeniable that the aspect of the integrity training programme has contributed to RMP personnel task performance. Cited to Kaur (2010), training design is a major contributor in order to having a sustainable impact on trainee behavior; it must be designed to meet the needs of both the trainees and the organization. Training should also include clear programme goals that align the training with the task performance before an organization design in order to establish the credibility of the training programme. Notably, our research this time did show the positive contribution of an integrity training programme on task performance among RMP personnel but statistically less significant. This, however, can be partly explained by the fact that the effectiveness of the training programme perceived by the trainees and its impact on task performance is so much crucial, especially in building great personnel. We believed that the methods used and the way the training programme was conducted would require further new assessment and reforms in ensuring the success of training effectiveness, and goal-matching between training design and training effectiveness to enhance RMP task performance.

4.4.3 Relationship between Commitment and Task Performance

The hypothesis developed in this part seeks to investigate the relationship of RMP personnel commitment to task performance. Based on multiple regression results in Table 4, simultaneously the aspect of commitment has a significant influence on task performance at RMP. This clearly shows that the amount of contribution of commitment to the task performance of RMP personnel is positive and statistically significant, which is also in line with the results of previous research (Kumari & Afroz, 2013). The significant influence indicates the higher the aspect of commitment in integrity compliance possessed by personnel towards their organization (RMP), the more task performance produced by the personnel will also increase. This also shows that personnel who uphold integrity in the implementation of their profession will always behave professionally, and be honest, committed, trustworthy, consistent and responsible. This is truly supported by Rosmi and Syamsir (2020) on their findings which stated that integrity has a significant effect on employee task performance; the aspects of commitment to integrity is closely related to employee performance and whatever work of good results must uphold good moral values such as trust, honesty, responsibilities and others. Additionally, the literature on policing clearly stated that commitment is a fundamental and very basic quality needed by every police personnel while discharging his/her duty. Commitment is also highly required to maintain the confidence of the organization. Numerous researchers have emphasized the importance of workforce commitment to ensure integrity compliance and in regard to work performance. For instance, the influence of job satisfaction and workplace environment as two workforce commitment factors and their impact on integrity compliance and workforce performance; as what employees

derive satisfaction from their work and their colleagues, and their work environment is supportive of that satisfaction and effective commitment. Allen & Meyer (1991) suggested that this is a necessary form of commitment as it has the most potential benefits for organizations. Employees who have high affective commitment are those who will go beyond the call of duty for the good of the organization. The point here is in order for the organization to have commitment, firstly it must have the right sort of employee integrity. The aspect of commitment to integrity compliance plays a vital role in creating discipline and good ethical working culture, building respect, trust and in turn, mutual respect and trust between police and citizens to control crime and gained friendships relations. It is claimed that policing requires a high commitment from every one of its personnel in order to function effectively which has been seen as a positive attribute. Concerns about employees' commitment to integrity compliance are also relevant when facing the issues of professionalism in policing. As a result, to be able to produce a good performance in the workplace, personnel must have integrity in themselves through an attitude of responsibility and commitment to the rules and principles that apply in the organization.

5. Conclusion and Recommendations

Based on the outcome of this study, it can be concluded that integrity compliance could influence employee task performance at selected police districts in Sarawak. This research points out the areas studied matter and it is very critical that it is evidenced in the literature, reports and government highlights in regard to integrity compliance for a civil servant in the public sector. It's stated that the concept and aspect of integrity are broad and very multidimensional as it is based on different aspects and in this regard, a distinction is made on the aspects of integrity compliance used on task performance. The results of this study have answered the research objectives and the variables involved in the integrity compliance dimension provide a useful perspective on ethical behavior and the effect on task performance in the context of Royal Malaysia Police (RMP). It has been proven that being committed to a task will lead to better task performance. Despite the unsuccessful attempt to prove policy and procedure, and training programme is significantly related to task performance, this study however showed a great combination of the aspects in integrity compliance i.e. policy and procedure, training programme and commitment in assessing the effect on task performance of police personnel in selected Police District through the variance explained in the primary analysis of multiple regression. Regardless of the significant partial findings, this study has contributed immensely to the literature within this field. Integrity is core to organization leadership and it is supported by compliance and other aspects or elements as partners to the organization. Royal Malaysia Police (RMP) as an organization did realize the need to establish and embed principles of effective global integrity compliance management into their day-to-day operation to keep them out of trouble, integrate sustainable approaches and drive better individual and organizational performance. Moreover, compliance

includes both mandatory requirements such as laws and regulations and voluntary specific requirements such as policies and procedures, individual and public commitments and obligations. These aspects would lead organizational today to focus on determining whether their compliance infrastructure such as programs, structures, people and process is effective in preventing and detecting noncompliance activities and whether it is effective enough to integrate organizational processes and decision-making. The study also revealed that integrity as a psychological factor was one of the determinants of a person's work performance. As cited by many researchers, a person was said to have task performance if s/he had high integrity both psychologically and spiritually. With high integrity through high commitment, the individual had good self-concentration and determination. Notably, in this study, there are several efforts that need to be made by the management of RMP to improve the integrity of personnel at work, these can done through the following recommendations: 1) identifying objectives of training programs through having training needs analysis (TNA), and RMP is recommended to increase the needs for training in order to find any gaps between the knowledge, skills and abilities of the personnel. The TNA is vital in establishing a training design; 2) the relevance of the integrity training programme which includes transforming and strengthening of Integrity and Standard Compliance Department (ICSD) and training unit programs. The management of RMP has to support and approve that training programme including considering conducting external training that are relevant, effective and according to specific needs; 3) Integrity training plan; as training is a continuous learning process of sharpening knowledge, skills and abilities, it will be good if RMP could relook into its training calendar and evaluate regularly the impact of training undertaking. In doing so, some factors require consideration such as the qualification and competency of the trainer involved while conducting and giving the command, this means the supervisor or leaders must have a sense of integrity such as empathy, human values, honesty, moral judgments, great mentoring skills and etc. Finally, more practical and modern approaches ways and techniques in dealing with any allegations and misconduct on personnel are needed for better problem solving and at the same time providing courage to them. An early intervention program may also be considered in case the integrity compliance quality is compromised.

5.1 Future Research Direction

Key limitations of the research are related to theoretical implications and sample size. It is based on the fact that empirical research was conducted on selected police districts and it is not representing the entire organization of Royal Malaysia Police (RMP). The findings of this study are also limited to personnel from RMP thus it should not be generalized across all other government enforcement agencies. Research in the future could consider other variables on ethical behaviour and some motivational factors influencing work performance. It is also suggested that a qualitative research approach could be taken in future in order to generalise the actual feelings of personnel on their job performance.

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Conflict of Interest Statement

The author can assure, and confidently express that no conflicts of interest possibly linked with this research, and there has been no significant financial aid received for this study, authorship and publication that could have influenced the study's outcome. The author affirms that this research is original and has not been published in the past or elsewhere.

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