

UNETHICAL CONDUCT AND CORRUPTION AMONG MALAYSIAN
CONSTRUCTION PROFESSIONAL

ARIF BIN MOHD ZAINUDIN

A project report submitted in partial fulfilment of the
requirements for the award of the degree of
Master of Engineering (Construction Management)

School of Civil Engineering
Faculty of Engineering
Universiti Teknologi Malaysia

DECEMBER 2019

DEDICATION

This report is dedicated to my father, Mohd Zainudin Bin Mohd Yusof who is my mentor and my best teacher. It is also dedicated to my mother, Arbaaiah Binti Bahari who is an inspiration to me. Next is my beloved wife Farah Syazwani Binti Mohamd Tarmizi and all my children which their love and motivation had keep me going through thick and thin to complete this report.

ACKNOWLEDGEMENT

In preparing this report, I was in contact with many people, government officers, contractors, consultants, suppliers and vendors. They have contributed towards my understanding and thoughts. In particular, I wish to express my sincere appreciation to my report supervisor, En Abdul Rahim Bin Abdul Hamid, for encouragement, guidance, critics and friendship. Without his continued support and interest, this report would not have been the same as presented here.

Special thanks to my employer, Majlis Bandaraya Ipoh for allowing me to further my study in Universiti Teknologi Malaysia. I am also indebted to Jabatan Perkhidmatan Awam for funding my Master of Engineering (Construction Management) study.

My fellow postgraduate student should also be recognised for their support. My sincere appreciation also extends to all my colleagues and others who have provided assistance at various occasions. Their views and tips are useful indeed. Unfortunately, it is not possible to list all of them in this limited space. I am grateful to all my family member.

ABSTRACT

Corruption has been a major issue not just in construction industry but in other industry as well. However, reports show that corruption in the construction industry is the highest amongst other which make construction industry is a corrupted industry. Although law maker constantly fighting the issues, it is still a major worry to the involved party. In some cases, corruption in the construction industry can also be seen as a norm. Unethical business practices and corruption in international construction has resulted in notable human and financial losses; and destruction of the environment. The purpose of this study is to analyse perceptions of Malaysian construction professionals about unethical business practices and corruption in the construction industry. The study conducted for this paper is mainly through literature review followed by questionnaire survey. The study administered (50) set of structured survey questionnaire from random construction professionals. The findings show that the form of unethical and corruption practice is in the form of money exchange which can be considered bribery while the factor that lead to such act is caused by the individual's lack of professionalism in handling projects. The impact of unethical and corrupt practices shown that it impacting the growth and revenue of both public and private sectors while the possible remedies to minimize unethical and corrupt practices among Malaysian construction professional is to impose a better and stricter law. The paper concluded that the unethical and corrupt practices in Malaysia is still prevalent among construction professionals.

ABSTRAK

Rasuah telah menjadi isu utama bukan sahaja dalam industri pembinaan tetapi juga industri lain. Walau bagaimanapun, laporan menunjukkan bahawa rasuah dalam industri pembinaan adalah yang tertinggi di kalangan yang lain yang menjadikan industri pembinaan sebagai industri yang paling korup. Walaupun penggubal undang-undang sentiasa menentang gejala rasuah ini, ianya masih menjadi kebimbangan besar kepada pelbagai pihak yang terlibat. Dalam banyak keadaan, kes rasuah dalam industri pembinaan dilihat sebagai suatu norma dan kebiasaan. Amalan perniagaan yang tidak beretika serta rasuah dalam pembinaan antarabangsa telah mengakibatkan kerugian nyawa dan kewangan yang ketara; dan pemusnahan alam sekitar. Tujuan kajian ini adalah untuk menganalisis persepsi profesional pembinaan Malaysia mengenai amalan perniagaan yang tidak beretika dan rasuah dalam industri pembinaan. Kajian ini dijalankan melalui kajian literatur diikuti dengan kajian soal selidik. Sebanyak (50) set soalan kaji selidik berstruktur telah diberikan kepada anggota profesional industri pembinaan secara rawak. Penemuan menunjukkan bahawa bentuk amalan tidak beretika dan korupsi adalah dalam bentuk pertukaran wang yang boleh dianggap sebagai rasuah sementara faktor-faktor yang menyebabkan perbuatan itu disebabkan oleh kurangnya profesionalisme dalam mengendalikan projek. Kesan amalan tidak beretika dan rasuah menunjukkan bahawa ia memberi kesan kepada pertumbuhan dan pengurangan hasil kedua-dua sektor awam dan swasta, manakala cadangan penyelesaian untuk meminimumkan amalan tidak beretika dan rasuah di kalangan profesional pembinaan di Malaysia adalah dengan menggubal undang-undang yang lebih baik dan ketat. Kertas ini menyimpulkan bahawa amalan tidak beretika dan rasuah di Malaysia masih banyak berlaku di kalangan anggota profesional pembinaan.

TABLE OF CONTENTS

	TITLE	PAGE
	DECLARATION	iii
	DEDICATION	iv
	ACKNOWLEDGEMENT	v
	ABSTRACT	vi
	ABSTRAK	vii
	TABLE OF CONTENTS	viii
	LIST OF TABLES	xi
	LIST OF FIGURES	xii
	LIST OF APPENDICES	xiii
CHAPTER 1	INTRODUCTION	1
	1.1 Problem Background	1
	1.2 Problem Background	2
	1.3 Aim and Objectives of Study	3
	1.4 Scope of Study	4
	1.5 Methodology of Study	4
	1.6 Arrangement of Report	6
CHAPTER 2	LITERATURE REVIEW	7
	2.1 Introduction	7
	2.2 Construction Industry in Malaysia	7
	2.3 Corruption	8
	2.3.1 Cultural Norm	9
	2.3.2 Ethics	10
	2.3.2.1 Ethical Dillema	10
	2.3.2.2 Ethical Issues	10
	2.3.2.3 Moral Vs Ethic	11
	2.3.3 Behaviour	12

2.3.3.1	Intention	12
2.3.3.2	Desire	13
2.4	Unethical and Corrupt Practices	14
2.4.1.1	Forms of Unethical and Corrupt Practices	14
2.5	Factors of Unethical and Corrupt Practices	15
2.6	Impact of Unethical and Corrupt Practices	22
2.7	Authority Body	23
2.8	Policy and Implementation	24
2.9	Measure and Actions of Prevention	25
2.10	Procurement	26
CHAPTER 3	RESEARCH METHODOLOGY	29
3.1	Introduction	29
3.2	Literature Review	30
3.3	Data Collection	30
3.3.1	Questionnaire	31
3.4	Data Analysis	34
CHAPTER 4	RESULTS AND DISCUSSION	37
4.1	Introduction	37
4.2	Respondent Information	37
4.2.1	Type of Institution	37
4.2.2	Gender of Respondents	38
4.2.3	Age of Respondents	39
4.2.4	Years of Working Experience	40
4.3	Findings	41
4.3.1	Finding to Objective (I): Forms of Unethical and Corrupt Practices	41
4.3.2	Findings to Objective (II): Factors That Lead To Unethical And Corrupt Practices	46
4.3.3	Findings to Objective (III): Impact of Unethical And Corrupt Practices	51
4.3.4	Finding to Objective (IV): Possible Strategies to Minimize Unethical and Corrupt Practices	56

4.4	Conclusion	62
CHAPTER 5	CONCLUSION AND RECOMMENDATIONS	63
5.1	Introduction	63
5.2	Conclusion	63
5.3	Recommendation	66
REFERENCES		67

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 1.1	Findings Based on Objectives	6
Table 2.1	Offences and the respective acts	25
Table 3.1	Attribute for Average Index (AI)	35
Table 4.1	Type of Respondents Institution	38
Table 4.2	Gender of Respondent	38
Table 4.3	Age of Respondent	39
Table 4.4	Years of Working Experience of Respondent	40
Table 4.5	Forms of Unethical and Corrupt Practices	42-43
Table 4.6	Factor lead to Unethical and Corrupt Practices	47-48
Table 4.7	Impact of Unethical and Corrupt Practices	42-43
Table 4.8	Possible Strategies to Minimize Unethical and Corrupt Practices	57-59

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 3.1	Research methodology flow chart	29
Figure 3.2	Data Collection	33
Figure 3.3	Data Collection	33
Figure 3.4	Data Collection	34
Figure 4.1	Type of Respondents Institution	38
Figure 4.2	Gender of Respondents	39
Figure 4.3	Age of Respondent	40
Figure 4.4	Years of Working Experience of Respondent	41
Figure 4.5	Top 10 Forms of Unethical and Corrupt Practices	44
Figure 4.6	Lowest 10 Forms of Unethical and Corrupt Practices	45
Figure 4.7	Top 10 Factors lead to Unethical and Corrupt Practices	49
Figure 4.8	Lowest 10 Factors lead to Unethical and Corrupt Practices	50
Figure 4.9	Top 10 of Impact of Unethical and Corrupt Practices	54
Figure 4.10	Lowest 10 of Impact of Unethical and Corrupt Practices	55
Figure 4.11	Top 10 Possible Strategies to Minimize Unethical and Corrupt Practices	60
Figure 4.12	Lowest 10 Possible Strategies to Minimize Unethical and Corrupt Practices	61

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
Appendix A	Questionnaire Form	73

CHAPTER 1

INTRODUCTION

1.1 Problem Background

Dishonesty in the construction business is often the result of a mixture of the extremely competitive nature of the design tendering process, a lack of consistent variety of standards for many contracts, small margins, close relationships between developers, sub-contractors and (sometimes) project managers, and poorly trained, under-supervised and unchecked work in the industry, as well as a lack of compliance.

Corruption in construction projects would affect that of the performance, efficiency and profitability of public providers. Unethical practices will occur in every phase of a construction project: planning, review, design, contract agreement, installation, distribution of services, operation and maintenance (Zou, 2006).

Graft in procurement tends to reduce the efficiency of public investment, reduce the quality of existing infrastructure, reduce the profitability of capital spending and, as a result, lower the country's growth rate claimed Tanzi and Davoodi (1997).

Companies such as financier, guarantor, are threatened by the unethical and corrupt practices in the industry. This result into loses such as loses in the expenses of during procurement, raising confusion in bidding, making the project more costly, damaging the economy and risking the reputation of the concern parties. (Stansbury, 2005).

Nonetheless, it introduces the concept that corruption can not be fully removed as the price of doing so would be unreasonably high (reduction of productivity and probably performance) (Cavill, 2006).

1.2 Problem Background

Globally, it is agreed that the unethical and corrupt practices such as corruption is not a new occurrence. The disruptive practice have been in the system for a long time and it has been a concern to the industry as the market value for the industry is \$3,200 billion a year (Othman *et al.*, 2014).

In developed countries, this field accounts for 5-7% of GDP and about 2-3% of GDP in growing low-income generated countries (Rodriguez *et al.*, 2005). Corrupt practices can be seen in construction projects at every level, e.g. during the planning, during awarding project ceremony, and the project's operations and maintenance upon completion of construction (Kwan & Ofori, 2001; Rodriguez *et al.*, 2005; Stansbury, 2005).

Research from all over the world shows that the unethical and corrupt practices disturb the economic development, decreases public facilities, distracts substructure and social care investments and overwhelmingly give impacts to the poor's life (Khramkin, 2007) Therefore, the value of finding out the psychological underpinnings of unethical behavior and corruption is strong, offering scientific support in the fight against corruption.

Transparency International's Global Corruption Report (Rodriguez *et al.*, 2005) highlights the overwhelming influence of construction's corruption issues (such as misuse of properties, financial distortion, corruption and corruption, money laundering, industrial spying and intelligence, piracy and counterfeiting of products).

The outcome of the CPI published by Transparency International indicates that Malaysia is expected to have problems with corruption among the nations. While the 2013 CPI is seeing progress, the result does not mean that Malaysia is in the comfort zone. This is because the reading of corruption in Malaysia, as shown in the sequence of perception indices of corruption, is not too satisfying (from 60th in 2011 to 56th in 2012 and 53rd in 2013), suggesting that corruption must be taken seriously in Malaysia (Othman *et al.*, 2014). With that notion, it is necessary to do an analysis on the unethical conduct and corruption among Malaysian construction professional.

In Malaysia, various research has been done to recognize corruption issues, but practitioners lacked information on the causes of unethical behavior and corrupt practices. Al-sweity (2013) stated that regional qualitative research on unethical performance by professionals in the construction industry is incomplete, rendering the analysis of the current situation a developmental necessity.

Hence, the worldwide awareness of the problem of unethical behavior in the construction industry leads to the development of new approaches to solve this issue and the diffusion of ethics among industry stakeholders.

1.3 Aim and Objectives of Study

This study conducted to analyse perceptions of Malaysian construction professionals on the unethical practices and corruption in the construction industry. In order to achieve the aim, there objectives were outline as per list below.

The objectives of the research are:

- i To determine different forms of unethical and corrupt practices in construction.

- ii. To investigate the factors that lead to unethical and corrupt practices in construction.
- iii. To explore the impact of unethical and corrupt practices in construction.
- iv. To propose possible strategies to minimize unethical and corrupt practices in construction.

1.4 Scope of Study

In order to establish a concrete data and analysis, few scopes were outlined to ensure the objectives of this research can be fulfilled.

- i. The industry that are involved and investigated is construction industry in Malaysia. The reason the author chooses to keep the data collection/sampling to Malaysia because factors are varied across the world mainly due to culture of the country itself.
- ii. The study also covers all construction personnel such as main contractors, sub-contractors, vendors, suppliers and government officers.

1.5 Methodology of Study

The study is done in order that the objective outlined can be achieved. The study is carried out in stages, starting with Literature Review, Data Collection, Data Analysis and at the end giving out recommendation. Several points are anticipated from this research which can help in achieving the aims and objectives of the study.

- i. The first findings will uncover the typical behaviours among the

industry player that lead to corrupt action. The type of behaviour predicted to be influenced by the cultural, ethic and the norms of the industry itself based on the preliminary study at the early stage of the research.

ii.

The unethical and corrupt practices in the construction industry can take many forms but the most common ones in Malaysia are as found from the surveys.

iii.

The second findings will list out the factors that contribute to the act of corrupt among the industry player. This will be done by extensive literature reviews and also from surveys that will be done among the industry's player. This will be done in order to get a more accurate data on what makes up the major factors that contribute to the act of corrupt and comparing it to previous data from literature review.

iv.

The third findings will show the impact of unethical and corrupt practices in construction. This impact may vary differently under different factors.

v.

The last findings from this research will list out suitable approaches in order to minimize the act of corrupt practice in construction industry.

Table 1.1 Findings Based on Objectives

	Objectives	Method	Analysis	Tool	Outcome
1	To determine different forms of unethical and corrupt practices in construction.	L, Q	- Content analysis - Data analysis	Journals Questionnaire	Typical behaviours among the industry player that lead to corrupt action
2	To investigate the factors that lead to unethical and corrupt practices in construction.	L, Q	- Content analysis - Data analysis	Journals Questionnaire	Factors that contribute to the act of corrupt among the industry player
3	To explore the impact of unethical and corrupt practices in construction.	L, Q	- Content analysis - Data analysis	Journals Questionnaire	The scale of the magnitude of malpractices in the industry
4	To propose possible strategies to minimize unethical and corrupt practices in construction.	L, Q	- Content analysis - Data analysis	Journals Questionnaire	Suitable approaches in order to minimize the act of corrupt practice in construction industry

L = Literature review, Q = Questionnaire

1.6 Arrangement of Report

The report arranges starting with introduction to the topic, the objectives and scope as well as brief methodology of the study. This followed by findings from literature reviews which were obtained by reading journal, online research paper and other published contents online as well offline. The next chapter discuss the methodology of the study followed by discussion on the findings. The last chapter is about the conclusion for the study as well recommendation for future research on the topic.

REFERENCES

- Abdul-Rahman, H., Wang, C., & Yap, X. W. (2010). How professional ethics impact construction quality: Perception and evidence in a fast developing economy. *Scientific research and essays*, 5(23), 3742-3749.
- Abraham, J., & Pane, M. M. (2014). Corruptive tendencies, conscientiousness, and collectivism. *Procedia-Social and Behavioral Sciences*, 153, 132-147.
- Ackerman, S. R. (1978). Corruption: A study in political economy. *Nova Iorque: Academic Press*.
- Adnan, H., Hashim, N., Mohd, N., & Ahmad, N. (2012). Ethical issues in the construction industry: Contractor's perspective. *Procedia-social and behavioral sciences*, 35, 719-727.
- Alesina, A., & Weder, B. (2002). Do corrupt governments receive less foreign aid?. *American Economic Review*, 92(4), 1126-1137.
- Alqudah, A., & Arab, M. Ben. (2018). World Corruption Perception Index Analysis, (January).
- Al-sweity, A. Y. (2013). Unethical conduct among professionals in construction industry. *Unethical conduct among professionals in construction industry*.
- Ashforth, B. E., & Anand, V. (2003). The normalization of corruption in organizations. *Research in organizational behavior*, 25, 1-52.
- Bajari, P., & Tadelis, S. (2001). Incentives versus transaction costs: A theory of procurement contracts. *Rand journal of Economics*, 32(3), 387-407.
- Bowen, P., Akintoye, A., Pearl, R., & Edwards, P. J. (2007). Ethical behaviour in the South African construction industry. *Construction Management and Economics*, 25(6), 631-648.
- Bowen, P. A., Edwards, P. J., & Cattell, K. (2012). Corruption in the South African construction industry: A thematic analysis of verbatim comments from survey participants. *Construction Management and Economics*, 30(10), 885-901.
- Boyd, J. M., & Padilla, J. D. (2009). FIDIC and integrity: A status report. *Leadership and management in engineering*, 9(3), 125-128.
- Brown, J., & Loosemore, M. (2015). Behavioural factors influencing corrupt action in the Australian construction industry. *Engineering, Construction and Architectural Management*, 22(4), 372-389.

- Cavill, S. (2006). Corruption in construction projects. Retrieved 15 July :
<https://dspace.lboro.ac.uk/dspace-jspui/bitstream/2134/3966/1/CIB%20Conference%20Paper%20Corruption%20in%20construction%20projects.pdf>
- Chibnall, S., & Saunders, P. (1977). Worlds apart: Notes on the social reality of corruption. *The British Journal of Sociology*, 28(2), 138-154.
- Chugh, D., Bazerman, M. H., & Banaji, M. R. (2005). Bounded ethicality as a psychological barrier to recognizing conflicts of interest. *Conflicts of interest: Challenges and solutions in business, law, medicine, and public policy*, 74-95.
- Commissioner, D., Division, I. M., & Commission, M. A. (2013). MALAYSIAN ANTI-CORRUPTION Integrity Management Division. Retrieved on 14 July:
<https://www.sprm.gov.my/index.php/en/profil-sprm/divisions/agency-integrity-management-division>
- Couttenier, M., & Toubal, F. (2017). Corruption for sales R. *Journal of Comparative Economics*, 45(1), 56–66. <https://doi.org/10.1016/j.jce.2016.11.008>
- De Graff, J. V., Cannon, S. H., Gallegos, A. J., Schaefer, V. R., Schuster, R. L., & Turner, A. K. (2007). Reducing post-wildfire debris flow risk through the Burned Area Emergency Response (BAER) process. In *Conference Presentations, 1st North American Landslide Conference, Vail, CO* (pp. 1440-1447).
- Deininger, K. W. (2003). *Land policies for growth and poverty reduction*. World Bank Publications.
- Djawadi, B. M., & Fahr, R. (2015). "... and they are really lying": Clean evidence on the pervasiveness of cheating in professional contexts from a field experiment. *Journal of Economic Psychology*, 48, 48-59.
- Dwikojuliardi, R. (2016). Malaysia and Construction Industry Present, (March).
- Foulkes, A., & Ruddock, L. (2007). Defining the scope of the construction sector. In *Proceedings of the 8th IPGR Conference, Salford*.
- Gault, D. A. (2017). Corruption as an organizational process: Understanding the logic of the denormalization of corruption. *Contaduría y Administración*, 62(3), 827–842. <https://doi.org/10.1016/j.cya.2016.01.008>
- Hartley, R. (2009). Fighting corruption in the Australian construction industry: The national code of practice. *Leadership and Management in Engineering*, 9(3),

131-135.

- Helgadottir, H. (2008) 'The ethical dimension of project management', *International Journal of Project Management*, Vol. 26, No. 7, pp.743–748.
- Hellman, J. S., Jones, G., & Kaufmann, D. (2002). Far from home: Do foreign investors import higher standards of governance in transition economies? World Bank Institute. <http://www.worldbank.org/wbi/governance/pdf/farfromhome.pdf>
- Ho, Y. H., & Huang, C. J. (2011). The corruption-economic growth nexus: Evidence from four BRIC countries based on the panel data approach. *Journal of Global Business and Technology*, 7(2), 44.
- Isaksen, K. J., & Roper, S. (2012). The Commodification of Self- Esteem: Branding and British Teenagers. *Psychology & Marketing*, 29(3), 117-135.
- Johnston, M. (2012). Corruption control in the United States: law, values, and the political foundations of reform. *International Review of Administrative Sciences*, 78(2), 329-345.
- Kahneman, D. (1979). Tversky A.(1979). *Prospect theory: an analysis of decision under risk*, 263-292.
- Khramkin, A. (2007). *Anti-corruption practices in public procurement*. discussion paper submitted to the Government Procurement Institute of the Russian Civil Service Academy.
- Kolstad, I., & Søreide, T. (2009). Corruption in natural resource management: Implications for policy makers. *Resources Policy*, 34(4), 214-226.
- Kwan, A. Y., & Ofori, G. (2001). Chinese culture and successful implementation of partnering in Singapore's construction industry. *Construction Management & Economics*, 19(6), 619-632.
- Le, Y., Shan, M., Chan, A. P., & Hu, Y. (2014). Investigating the causal relationships between causes of and vulnerabilities to corruption in the Chinese public construction sector. *Journal of Construction Engineering and Management*, 140(9), 05014007.
- Ledeneva, A. C., & Ledeneva, A. V. (1998). *Russia's economy of favours: Blat, networking and informal exchange* (Vol. 102). Cambridge University Press.
- Lengwiler, Yvan, and Elmar Wolfstetter. "Corruption in procurement auctions." (2006): 412-429.

- Mawenya, A. S. (2008). Preventing corruption in Africa. *occasional paper, SAIIA, Johannesburg.*
- Mesmer-Magnus, J., Viswesvaran, C., Deshpande, S. P., & Joseph, J. (2010). Emotional intelligence, individual ethicality, and perceptions that unethical behavior facilitates success. *Revista de Psicología del Trabajo y de las Organizaciones, 26(1), 35-45.*
- Miller, M. J. (2011). Persistent illegal logging in Costa Rica: the role of corruption among forestry regulators. *The Journal of Environment & Development, 20(1), 50-68.*
- N. Rahim. "Corruption and Its Effect to Country's Construction Sector". Trans. M. "Rasuah dan Implikasinya dalam Sektor Pembinaan Negara". Bina Integriti, vol 4/2010, ISSN: 1985-7632, Oktober - Desember 2010
- Neelankavil, J. P. (2002). International business corruption: A framework of causes, effects, and prescriptions. *Hofstra. Retrieved.*
- Nye, J. S. (1967). Corruption and political development: A cost-benefit analysis. *American political science review, 61(2), 417-427.*
- Othman, Z., Shafie, R., Zakimi, F., & Hamid, A. (2014). Corruption – Why do they do it? *Procedia - Social and Behavioral Sciences, 164(August), 248–257.*
<https://doi.org/10.1016/j.sbspro.2014.11.074>
- Outlook, M. (2019). Macroeconomic outlook . Retrived on 14 July:
<https://www.treasury.gov.my/pdf/economy/2019/chapter3.pdf>
- Persson, T., Tabellini, G., & Trebbi, F. (2003). Electoral rules and corruption. *journal of the European Economic Association, 1(4), 958-989.*
- Robinson, M. (1998). Corruption and development: An introduction. *The European Journal of Development Research, 10(1), 1-14.*
- Rodriguez, D., Waite, G., & Wolfe, R. (2005). Rapport mondial sur la corruption 2005: Corruption dans le secteur de la construction et de la reconstruction d'après-guerre: Construction. *Transparency Internacional.*
- Rose-Ackerman, S. (2004). Governance and corruption. *Global crises, global solutions, 301, 301-344.*
- Salius, S., & Hall, S. (2011). Paying the Price. A Study into the Corruption of the Multinational Corporation. *rapport nr.: Management & Organisation 11: 35.*
- Sardžoska, E. G., & Tang, T. L. P. (2012). Work-related behavioral intentions in Macedonia: Coping strategies, work environment, love of money, job

- satisfaction, and demographic variables. *Journal of Business Ethics*, 108(3), 373-391.
- Shalvi, S., Gino, F., Barkan, R., & Ayal, S. (2015). Self-serving justifications: Doing wrong and feeling moral. *Current Directions in Psychological Science*, 24(2), 125-130.
- Shan, M., Chan, A. P., Le, Y., Xia, B., & Hu, Y. (2015). Measuring corruption in public construction projects in China. *Journal of Professional Issues in Engineering Education and Practice*, 141(4), 05015001.
- Shen, C., & Williamson, J. B. (2005). Corruption, democracy, economic freedom, and state strength: A cross-national analysis. *International Journal of Comparative Sociology*, 46(4), 327-345.
- Sinha, J. B., Sinha, R. B. N., Bhupatkar, A. P., Sukumaran, A., Gupta, P., Gupta, R., ... & Srinivas, E. S. (2004). Facets of societal and organisational cultures and managers' work related thoughts and feelings. *Psychology and Developing Societies*, 16(1), 1-25.
- Sohail, M., & Cavill, S. (2008). Accountability to prevent corruption in construction projects. *Journal of Construction Engineering and Management*, 134(9), 729-738.
- Stansbury, N. (2005). Exposing the foundations of corruption in construction. *Global Corruption Report, 2005*, 36-55.
- Šumah, Š. (2018). Corruption, Causes and Consequences. In *Trade and Global Market*. IntechOpen. Retrived 15 July: <https://www.intechopen.com/books/trade-and-global-market/corruption-causes-and-consequences>
- Svenson, N. (2017). Global: The United Nations, International Higher Education, and Knowledge Diplomacy. In *Understanding Higher Education Internationalization* (pp. 135-137). SensePublishers, Rotterdam.
- Tabish, S. Z. S., & Jha, K. N. (2011). Identification and evaluation of success factors for public construction projects. *Construction Management and Economics*, 29(8), 809-823.
- Takim, R., & Akintoye, A. (2002, September). Performance indicators for successful construction project performance. In *18th Annual ARCOM Conference* (Vol. 2, pp. 545-555).
- Tanzi, V., & Davoodi, H. (1998). Corruption, public investment, and growth. In *The*

- welfare state, public investment, and growth* (pp. 41-60). Springer, Tokyo.
- Transparency international (TI) (2010). Corruption perception index. URL:
http://www.transparency.org/news/feature/cpi_2013_now_is_the_time_for_action.
- Vee, C., & Skitmore, C. (2003). Professional ethics in the construction industry. *Engineering, Construction and Architectural Management*, 10(2), 117-127.
- Wattanasuwan, K. (2005). The self and symbolic consumption. *Journal of American Academy of Business*, 6(1), 179-184.
- Zarkada-Fraser, A., & Skitmore, M. (2000). Decisions with moral content: collusion. *Construction Management & Economics*, 18(1), 101-111.
- Zou, P. X. W. (2006). Strategies for Minimizing Corruption in the Construction Industry in China, 11(2), 15–29.
- Zyglidopoulos, S. C., Fleming, P. J., & Rothenberg, S. (2009). Rationalization, overcompensation and the escalation of corruption in organizations. *Journal of business ethics*, 84(1), 65-73.