

THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND INTEGRITY AT
ROYAL MALAYSIAN POLICE (RMP) KULAIJAYA

NANTHA S/O MUNIANDY

A dissertation submitted in partial fulfilment of the
requirements for the award of the degree of
Master of Management (*Technology*)

Faculty of Management
Universiti Teknologi Malaysia

MARCH 2016

This dissertation is dedicated to my beloved wife, parents, family members,
supervisor and friends.

ACKNOWLEDGEMENT

In preparing this thesis, I was in contact with many police personnel, researchers and academicians. They have contributed according to this research context. In particular, I wish to express my sincere appreciation to my supervisor, Dr. Khairiah Soehod for her encouragement, guidance and also criticism. Without her continued support and interest, this thesis would not have been the same as presented here.

I would also like to express my gratitude to the staff of Royal Malaysian Police (RMP), Kulaijaya for their participation and cooperation in this research. My special thanks to RMP Contingent Johor for providing the data and allowing the study to be carried out. Furthermore, I would like to thank the staff of the Faculty of Management and the School of Graduate Studies of UTM for their help in this research.

Finally, I wish to express my thanks to my wife, parents, family members and friends for their moral support, as well as the motivation to complete this research.

ABSTRACT

This study explores the relationship of transformational and transactional leadership on the integrity of subordinates at RMP, Kulaijaya. A total of 129 respondents from five police stations under the jurisdiction of RMP, Kulaijaya are selected as respondents and the data is analyzed based on the completed questionnaires. Multifactor Leadership Questionnaire (MLQ) is employed to measure transformational and transactional leadership. Behavioural Integrity Scale (BIS) is employed as a tool to measure the subordinate's integrity. Descriptive analysis, correlation analysis, and multiple regression analysis are applied to analyse the collected data. The findings reveal that transformational leadership has a significant relationship with integrity of the subordinates. It is also found that transformational leadership is the most influential leadership style and intellectual stimulation dimension is influential under transformational leadership. Some constructive recommendations have been suggested to enhance the added value of this research for future research.

ABSTRAK

Kajian ini adalah bagi mengkaji hubungan gaya kepemimpinan transformasi dan transaksi terhadap integriti pegawai pangkat rendah di Ibu Pejabat Polis Daerah (IPD) Kulaijaya. Seramai 129 responden dari lima buah balai dibawah pentadbiran IPD, Kulaijaya telah dipilih dan penganalisan data dibuat mengikut borang soalselidik yang telah lengkap diisi. Alat pengukur Multifactor Leadership Questionnaire (MLQ) telah dipilih bagi mengukur kepemimpinan transformasi dan transaksi pegawai kanan. Manakala alat pengukur Behavioural Integrity Scale (BIS) telah digunakan bagi mengukur integriti pegawai pangkat rendah. Kaedah deskriptif, korelasi dan regresi berganda telah digunakan untuk menganalisis data yang dikumpul. Keputusan menunjukkan bahawa kepemimpinan transformasi mempunyai hubungan yang signifikan dengan integriti pegawai pangkat rendah. Turut didapati ialah kepemimpinan transformasi adalah stail kepemimpinan yang amat berpengaruh dan dimensi rangsangan intelek merupakan dimensi yang sangat mempengaruhi dibawah kepemimpinan transformasi. Disamping itu, beberapa cadangan turut dikemukakan bagi meningkatkan nilai untuk kajian masa akan datang.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENT	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xi
	LIST OF FIGURES	xiii
	LIST OF ABBREVIATIONS	xiv
	LIST OF SYMBOLS	xv
	LIST OF APPENDICES	xvi
1	INTRODUCTION	1
	1.1 Introduction	1
	1.2 Background of Study	4
	1.3 Problem of Statement	7
	1.4 Research Questions	13
	1.5 Research Objectives	14
	1.6 Scope of Study	15
	1.7 Significance of Study	15
	1.8 Limitation of Study	17
	1.9 Conceptual and Operational Definition	17
	1.9.1 Leadership	17
	1.9.2 Transformational Leadership Style	18
	1.9.3 Transactional Leadership Style	19

1.9.4	Integrity	19
1.10	Summary	20
2	LITERATURE REVIEW	22
2.1	Introduction	22
2.2	Leadership in Policing	23
2.2.1	Transformational Leadership	25
2.2.2	Transactional Leadership	28
2.2.3	Transformational vs Transactional Leadership	30
2.3	Leadership Measurement Method	32
2.4	Police Integrity	32
2.5	Integrity Measurement Methods	37
2.6	Relationship of Leadership and Integrity in Policing	38
2.7	Conceptual Framework	39
2.8	Research Hypothesis	40
2.9	Summary	41
3	RESEARCH METHODOLOGY	42
3.1	Introduction	42
3.2	Research Design	43
3.3	Data Collection and Analysis	46
3.3.1	Population and Sampling	46
3.3.2	Data Collection Method	47
3.3.2.1	Primary Data Collection	47
3.4	Research Instrument for This Research	48
3.4.1	Section A: Respondent's Personal Info	49
3.4.2	Section B: Leadership Style - MLQ	50
3.4.3	Section C: Integrity - BIS	50
3.5	Pilot Study	51
3.6	Data Analysis Method	53
3.6.1	Descriptive Analysis	53
3.6.2	Correlation Analysis	54
3.6.3	Multiple Regression Analysis	55

3.7	Summary	56
4	DATA ANALYSIS	57
4.1	Introduction	57
4.2	Demographic Analysis	57
4.3	Finding the level of Leadership Style (Transformational & Transactional) of Superior at RMP	60
4.3.1	Descriptive Findings on Transformational Leadership	60
4.3.1.1	Intellectual Stimulation	60
4.3.1.2	Inspirational Motivation	62
4.3.1.3	Charisma	63
4.3.1.4	Individual Consideration	64
4.3.2	Descriptive Findings on Transactional Leadership	65
4.3.2.1	Contingent Rewards	66
4.3.2.2	Management-by-Exception (Active)	67
4.3.2.3	Management-by-Exception (Passive)	68
4.4	Descriptive Analysis on the Level of Integrity among the Subordinates at RMP	69
4.4.1	Ethical	70
4.4.2	Trueness	71
4.4.3	Consistency	72
4.4.4	Adversity	73
4.5	Findings on the Relationship between Leadership Style of Superior (Transformational & Transactional) and Subordinates Integrity of RMP Staff	74
4.5.1	Correlation between Transformational Leadership and Integrity	74
4.5.2	Correlation between Transactional Leadership and Integrity	75
4.6	Finding on the Most Influencing Leadership and its Dimension that Affect the Integrity of RMP Staff	76

4.7	Summary	78
5	DISCUSSION AND CONCLUSION	79
5.1	Introduction	79
5.2	Discussion of the Research	79
5.2.1	Discussion on the Demographic Factors	80
5.2.2	Objective 1: To Study the Level of Leadership Style (Transformational & Transactional) from Superior at RMP	80
5.2.3	Objective 2: To Study the Level of Integrity among the Subordinates at RMP	83
5.2.4	Objective 3: To Analyse the Relationship between Leadership Style of Superior (Transformational & Transactional) and Subordinates Integrity at RMP	84
5.2.5	Objective 4: To Examine the Most Influential Leadership Style within Transformational and Transactional Leadership and its Dimension that Affect the Integrity at RMP	86
5.3	Recommendations to the Organisation	87
5.4	Recommendation for Future Research	88
5.5	Summary	89
	REFERENCES	91
	Appendices A - B	104 - 111

LIST OF TABLES

TABLE NO.	TITLE	PAGE
1.1	No. of Complaints about RMP Received from 2006 to 2014	8
1.2	Drug Abuse among RMP Officers	9
1.3	Misconduct Statistics Following Case Categories and Year in Johor Police from 2008 to 2014	9
1.4	Statistics of Official Action Taken on Officers in Disciplinary Activities in Johor Police from 2008 to 2014	10
1.5	Statistics of Disciplinary Cases by Police Personnel Categorized According to District from 2010 to 2014	12
3.1	Questionnaire Contents	49
3.2	Cronbach Alpha's Coefficient's Internal Consistency	52
3.3	Pilot Study Cronbach's Alpha Coefficient	53
3.4	Level of Practice* according to 5 Point Scale Likert method	54
3.5	Correlation Coefficient Value and Its Strength Level	55
4.1	Demographic Analysis Result Based on Frequency and Percentage	59
4.2	Descriptive Analysis on Transformational Leadership Dimension (Intellectual Stimulation)	61
4.3	Descriptive Analysis on Transformational Leadership Dimension (Inspirational Motivation)	62
4.4	Descriptive Analysis on Transformational Leadership Dimension (Charisma)	63
4.5	Descriptive Analysis on Transformational Leadership Dimension (Individual Consideration)	65

4.6	Descriptive Analysis on Transactional Leadership Dimension (Contingent Reward)	67
4.7	Descriptive Analysis on Transactional Leadership Dimension Management-by-Exception (Active)	68
4.8	Descriptive Analysis on Transactional Leadership Dimension Management-by-Exception (Passive)	69
4.9	Descriptive Analysis on Integrity Dimension (Ethical)	70
4.10	Descriptive Analysis on Integrity Dimension (Trueness)	71
4.11	Descriptive Analysis on Integrity Dimension (Consistency)	72
4.12	Descriptive Analysis on Integrity Dimension (Adversity)	73
4.13	Correlation between Transformational Leadership and Integrity	74
4.14	Correlation between Transactional Leadership and Integrity	75
4.15	The Effect of Transformational and Transactional Leadership on Integrity	76
4.16	Coefficient for Transformational and Transactional Leadership on Integrity	76
4.17	Coefficient of Transformational Leadership Dimension	77
5.1	Average Mean of Transformational Leadership Dimensions	81
5.2	Average Mean of Transactional Leadership Dimension	82
5.3	Average Mean of Integrity Dimension	83

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
1.1	RMP, Kulaijaya Organisation Structure	6
2.1	Conceptual Framework of the Research	40
3.1	A Schematic Representation of the Research Design	44

LIST OF ABBREVIATIONS

BIS	-	Behavioural Integrity Scale
CPI	-	Corruption Perception Index
GCB	-	Global Corruption Barometer
MLQ	-	Multifactor Leadership Questionnaire
RMP	-	Royal Malaysian Police
SPSS	-	Statistical Package Social Science

LIST OF SYMBOLS

s	-	Required sample size
N	-	The population size
p	-	The degree of accuracy expressed as a proportion (.05)
α	-	Cronbach's alpha
Y'	-	Predicted value of the dependent variable
b_0	-	Y intercept (constant)
$b_1, b_2 \dots b_n$	-	The change in Y for each 1 increment change in X_1, X_2, X_n
$X_1, X_2 \dots X_n$	-	An X score (X is Independent Variable)

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Questionnaire Form	104
B	Table for Determining Sample Size from a Given Population	111

CHAPTER 1

INTRODUCTION

1.1 Introduction

Policing is a dedicated career in every country, and plays a major role in effectively resolving law enforcement and public safety issues. Hence, every police officer needs to be a leader capable of taking authoritative action in any situation, whether he or she wants to or not. In addition, policing is committed fighting corruption and malpractice at every level because commitment in policing is vital and of great significant between officer and subordinates. 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. Regardless of rank or position, every police personnel should possess leadership skills as well as integrity for effective and efficient implementation of law enforcement (Palanski and Yammarino, 2009).

In the context of the police profession, ethics, discipline, leadership, and integrity regarded as principles and values in the conduct of every police personnel (Murray, 2000). Bass and Riggio (2006) state that if the community, country or organization does not have leadership, empowerment and integrity, they will not be

strong enough to run the administration which is already verified by (Locke *et al.*, 1991; Bass, 1990; Bennis and Nanus, 1985). According to Andrew and Tim (2012) on leadership in the police service, new leadership policies are necessary while new transformation policy implementation would otherwise lead to poor leadership.

Edwin *et al.* (2003) state that all police personnel from strategic to implementation must possess skills namely good communication, decision making and ability to resolve conflicts, ability to demonstrate planning, organization, implementation, and evaluation of tactics, and the ability to implement strategies while maintaining personal and professional life with integrity. A study conducted by Sanja and Wook (2007) on police integrity, however, found that the level of integrity among police vary across different forms of misconduct. The qualities in terms of misconduct might be seriousness, appropriate discipline, willingness for reporting action, knowledge of official information and legality, corruption, and other abuses of job responsibility.

A Ronald and Joanne (1991) study of transformational leadership in policing found that subordinate behaviour is influenced and more closely related to superior's leadership which is also confirmed by Galvenek and Konczal (2005) who stressed that leadership is always proportionate with their subordinate's performance where it is a growing realization that leaders with integrity are successfully mapping out deliverables. Leadership skills are essential for every police officer due to the unique characteristics of the police culture (Crank, 1998).

Lain *et al.* (2003) analysed Australian police organisation and found that each top ranked officer has some unique set of leadership qualities that influence their subordinates effectively and inspires them to exert extra effort. Hugg and Robert (2007) clearly laid out a police leadership qualities framework and verified that the model of that framework enhances the values and behaviours of police personnel in practice. They also provided evidence that leadership is a skill at all ranks and grades of the service, and can be developed considering the behaviour approach in which leadership capability is developed in the police service.

Though 'leadership' is the ability to lead subordinates, members of the organization striving to achieve organizational goals with integrated force also play an important role in building the organisation's culture. Thus integrity becomes an essential and critical element having a connectivity between leaders and followers which is often associated with the success of an organization. Subsequently, Integrity is related to individual, team and organisation. Team and Organisational integrity is related the character of leaders as well as followers, which is associated with Leadership (Mason *et al.*, 2009).

Next to leadership, integrity plays vital role especially in building respect, trust, and in turn, mutual respect and trust between police and citizens in order to control crime. It is claimed that policing requires high integrity in order to function effectively where Integrity has been seen as a positive attribute. Concerns about integrity are also important issues facing the profession of policing. Palanski (2009) defines Integrity as the qualities of uprightness, soundness and honesty and such demonstration in policing is defined as police integrity.

Integrity in policing is highly recognised as the nature of behaving in a certain manner at work which depends on the ability of police personnel to control his/her own natural passions, powerful desires, readiness to sacrifice, and to refrain from racial and unethical activities (Delattre, 1996). 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".

A culture of Integrity which comes through developing and maintaining uprightness of cultural tolerance within police is one of the key aspects of the police force. Thus integrity management is one of the non-negotiable principles of policing Marenin and Caparini (2005). If integrity management is managed correctly among police personnel, integrity may lead to rule-governed actions by the police. Thus police will act in non-arbitrary ways, without discrimination, malfeasance, corruption, or abuse of power. As a result, police integrity may serve to develop, maintain, and benchmark the culture of high integrity among police, which is the key aspect and a vital characteristic of democratized police. It is claimed that when a profession needs 'integrity', it means the professional needs an honest and strong

character in order to function effectively. When it is said a person has “integrity” it is a compliment to his leadership, which means that the person does things that he said he would and possess strong character (Suggs, 2007).

The literatures on policing clearly informs that leadership and integrity are the fundamental and very basic qualities needed by every police personnel while discharging his/her duty and also highly needed to maintain confidence of the department.

1.2 Background of Study

Policing is internationally seen as a responsible and authoritative job performed with sincerity to the organisation and nation. Strong leadership needs to be an important and dominant aspect in achieving the vision and mission in policing with integrity. In policing, police personnel neither apply nor utilise any privileged information which influence their personal interest nor put themselves in a position of suspicion. No personnel should allow personal interest to interfere in the discharge of official duties such as engaging or undertaking other work which will conflict with the interest of their task.

The history of Malaysian Police begins in March 25, 1807 with the establishment of the Police Force in Penang as stipulated by the British Justice Charter (Charter of Justice) (Mohd Redzuan, 2004). In 1958, the National Police Force became known as the Royal Federation of Malayan Police. Later, in 1963, after the formation of Malaysia, it was renamed the Royal Malaysian Police (RMP), a name which has remained to the present date. In RMP, Discipline and Drug Monitoring System (SKDD) police execute guidelines under the Public Servant Act (Peraturan-Peraturan Pegawai Awam (Kelakuan & Tatatertib), PPPA (K&T), 1993) demonstrating that the conduct of police personnel while on or off duty is highly aligned with the value of Integrity. The guide insists that every police personnel to be

reasonable, well informed, knowledgeable, and fair-minded member of the public with no doubt as to their integrity. Examples of conduct include not participating in undesirable association, investment that conflicts with responsibility, unmanageable debts, gambling and other blameworthy activities.

The RMP has state and district headquarters with the district headquarters in charge of police stations in each area under its jurisdiction to enforce and administer the law.

The vision of RMP is to become “A leading enforcement agency of integrity, competent and committed to work with the community” and Mission is “The RMP force is committed to serve and protect the nation and to work in partnership with the community in the maintenance of law and order” (Perintah Tetap Ketua Polis Ketua Polis Negara, PTKPN 2011).

The Objectives of the RMP are as follows:

- a) To minimise the crime rate to the lowest possible rate;
- b) To increase the efficiency and effectiveness of human resource development;
- c) To reduce the crime rate and prevent organized criminal activity;
- d) To minimize the demand and supply of drugs;
- e) To increase the efficiency of finance management and the optimum logistics needed to determine the achievement of RMP;
- f) To increase the effectiveness of law enforcement, public and national security and;
- g) To increase the level of efficiency and effectiveness of acquiring and analyzing the security intelligence to prevent any kind of treatment to national security and public peace.

In Johor Contingent, there are sixteen police headquarters including Kulaijaya. The Kulaijaya headquarters governs five police stations namely Kulai, Senai, Kelapa Sawit, Ayer Bemban, and Senai International Airport. The organisation structure of RMP, Kulaijaya headquarter is illustrated in Figure 1.1.

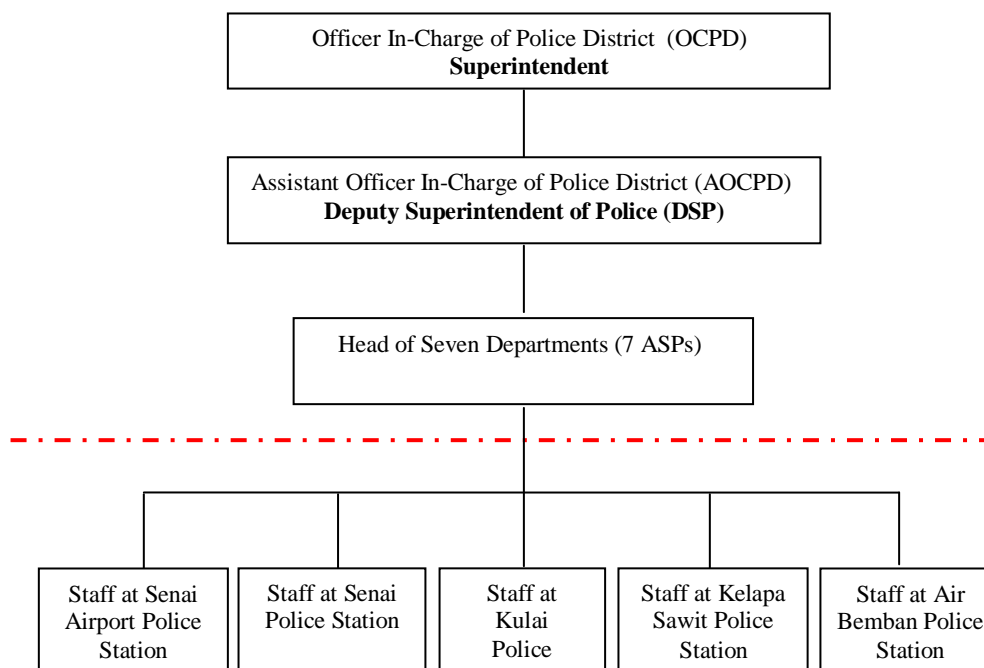


Figure 1.1: RMP, Kulaijaya Organisation Structure

Having been established for 206 years, RMP ensures that every police officer from all levels has undergone the training to their fitness for the profession at the beginning of their career. The regulations relating to discipline made by the Yang Di-Pertuan Agong under Clause (2) of Article 133 of the Federal Constitution or Under Section 96 of Malaysian Police Act 344 (Laws of Malaysia, 1967) is clearly instructed and informed and had influenced all the officers to instill discipline in their life. However, the relationship between leadership and integrity needs to be explored with appropriate evidence in order to understand the critical impact of leadership on violations of integrity (Laws of Malaysia, 1967).

From all points of view, integrity and leadership are highly required of the police, as it is the most authoritative department of national safety and security vested with so much power over the society. So much is expected from police

personnel where the society feels let down when there is a lapse in leadership and integrity. Hence it is necessary to examine integrity and leadership in policing.

1.3 Problem of Statement

Integrity and leadership in the RMP have come under criticism in recent years and many attempts have been made to improve its quality (Public Complaints Bureau, 2015). A recent research by Transparency International (Malaysia) in 2010 on integrity issues on Corruption Perception Index (CPI) and Global Corruption Barometer (GCB) informs that the RMP is perceived as one of the most corrupted institutions by scoring 4.1 compared to other government agencies in Malaysia. This is also inline with study on corruption in RMP by Newburn (1999) who said that “what is corrupted is the special trust invested in the occupation”.

In Malaysia, a survey by the Public Complaints Bureau, Prime Minister's department about the immoral and unethical activities of public department staff shows that the RMP have been ranked first in the number of complaints received between 2006 and 2009, ranked second between 2010 to 2011, and back to first from 2012 to 2014 (Public Complaints Bureau, 2015). Table 1.1 indicates that the number of complaints received from 2006 to 2014 shows that people are still not confident about the integrity and leadership being practised by the Malaysian police personnel.

Table 1.1: No. of Complaints about RMP Received from 2006 to 2014

Year	No. of complaints on RMP
2006	194
2007	206
2008	468
2009	785
2010	859
2011	841
2012	721
2013	604
2014	388

Source: Public Complaints Bureau, 2015

Various offences and disciplinary issues involving police officers while on duty have arisen. The majority of the complaints over police personnel are received via electronic mail and the least complaints are via SMS (Public Complaints Bureau, 2015). Others complaints come from proactive programs, solving issues before they become complaints, walk-ins to department counter, telephone, letter, fax, and duly filed compliant forms. Offences related to police officers include those afflicting humans (e.g. murder, drugs, robbery with firearms, rape and injury) and property crime (e.g. theft). Arrests and prosecution have been made for some resolved offences, and most are still under investigation due to incomplete evidence.

Based on the Secretariat Inspector General of RMP (Discipline), 394 policemen have been arrested for various offences and discipline under the Law (Bulletin PDRM, 2011). In addition, Statistical Operations Unit of the Secretariat General of RMP (Discipline) showed symptoms of drug abuse in RMP is still a serious threat (Bulletin PDRM, 2011). According to Bulletin PDRM (2011), urine testing among police personnel in 2010 by the Deputy Superintendent of Police Wan Hassan Bin Wan Ahmad, the Bukit Aman Discipline Operations Officer found that 195 out of 29,966 RMP staff or 0.65 percent of RMP staff are involved in drug abuse (Table 1.2).

Table 1.2: Drug Abuse among RMP Officers

Urine test result	No. of Staff	Percentage (%)
Positive	195	0.65 %
Negative	29,771	99.35
Total	29,966	100%

Source: Bulletin PDRM, 2011

Another report by the RMP Johor Contingent (2013) on the categories of crime rate involving Johor police from 2008 to 2014 shows that the integrity among police personnel is being seriously weakened year by year. Table 1.3 confirms that the overall crime on different categories in policing is in an upward trend. Disciplinary cases are the most numerous with 1607 offenses. Serious offences such as Police personnel involved in criminal activities and drug abuse are reflected in an alarming crime statistic in terms of disciplinary misconduct with 490 and 269 offenses, respectively. A total of 79 bribery cases have been registered between 2008 and 2014 reflecting an upward trend in recent years. Syariah crime has also shown upward trend in recent years. Traffic crime registered the lowest crime among all categories with only 7 police personnel involved.

Table 1.3: Misconduct Statistics Following Case Categories and Year in Johor Police from 2008 to 2014

Categories Case / Year	2008	2009	2010	2011	2012	2013	2014	Total
Discipline	191	208	199	217	277	292	223	1607
Crime	56	88	54	83	85	80	44	490
Drug abused	37	19	34	51	49	49	30	269
Syariah crime	9	20	28	16	6	5	14	98
Bribery	12	9	7	11	16	7	17	79
Commercial crime	-	-	3	1	3	1	4	12
Traffic offences	-	-	-	-	5	1	1	7
Total	305	344	325	379	441	435	333	2562

Source: RMP, Johor Contingent 2015

The RMP has taken necessary initiatives to address the issues with one of these being “Anti Bribing” which was established in 2005 (PDRM, 2005). Concurrently, RMP also considers many issues among police personnel and are going full stride forward on the strategies to develop police integrity and leadership.

A rationale enquiry had been conducted by RMP on the registered offensive cases by police personnel with evidences as proof. Table 1.4 shows the statistic measures taken against officers and subordinates in the Johor Contingent jurisdiction during the period 2008 to 2014. Warnings, fines, forfeiture of emoluments, deferment of salary withholding, reduction of salary, demotion, and dismissal apply to officers involved in crime. A total of 158 police personnel were dismissed, 31 police personnel were demoted, 43 had salary reduced, 33 received salary deferment in Johor Contingent during the period 2008 to 2014 due to severe and intolerable offensive cases. For tolerable offensive cases, warning, fines, and forfeiture of emoluments are the actions being taken by superiors against their subordinates.

Table 1.4: Statistics of Official Action Taken on Officers in Disciplinary Activities in Johor Police from 2008 to 2014

Disciplinary Action	2008	2009	2010	2011	2012	2013	2014	Total
Warning	110	104	162	190	286	270	229	1351
Penalty	23	32	53	102	69	49	36	364
Emoluments forfeit	11	19	40	20	49	49	34	222
Dismiss	4	6	22	11	32	41	42	158
Salary Reduction	1	5	3	14	6	5	9	43
Salary Defer	5	5	3	5	5	4	6	33
Demotion	5	4	4	3	6	7	2	31
Total	169	181	287	345	453	425	358	2218

Source: RMP, Johor Contingent 2015

The Johor Contingent’s in-disciplinary cases on police personnel according to district category (Table 1.5), indicates that Johor Bahru Selatan is ranked first followed by Kulaijaya district. Geographically, the Johor Bahru Selatan is classified as city administration and its majority land use allocations are for residential,

commercial, and industrial. In addition, its proximity to nearby Singapore has led to opportunities to be influenced by monetary issues.

Kulaijaya suburban administration is classified as having the majority of land use devoted to agriculture followed by industrial and residential. With a similar suburban administration to Kulaijaya, Segamat and Kota Tinggi are ranked at the bottom with Kulaijaya ranked second in disciplinary cases among police personnel, a factor which needs to be explored. Hence the impact of integrity and leadership in policing in such suburban areas makes it essential to research issues as agriculture is one of the main sources of income in Malaysia.

Table 1.5: Statistics of Disciplinary Cases by Police Personnel Categorised According to District from 2010 to 2014

No.	District	2010	2011	2012	2013	2014	Total
1	Johor Bahru Selatan	61	75	190	66	65	457
2	Kulaijaya	72	63	87	41	16	279
3	Batu Pahat	59	52	49	26	15	201
4	Seri Alam	21	49	52	34	22	178
5	Johor Bahru Utara	24	40	17	43	24	148
6	Pontian	8	72	24	22	5	131
7	Kluang	5	28	27	29	13	102
8	Muar	3	19	24	38	14	98
9	Nusajaya	9	20	19	21	21	90
10	IPK	15	12	38	15	8	88
11	Mersing	9	18	25	10	16	78
12	Segamat	11	20	14	10	10	65
13	Kota Tinggi	4	5	8	27	18	62
14	Ledang	18	5	10	12	15	60
15	PPM W2	21	3	1	13	3	41
16	PSP 2	0	7	0	8	7	22
Total		340	488	585	415	272	2100

Source: RMP, Johor Contingent 2015

On the whole, the crime rate numbers for Johor Contingent police personnel show a hike until 2012 followed by a decrease in 2013 and 2014. A good study to investigate the current level of integrity among the police personnel is needed for further strategic plans by the respective authority.

Police personnel's on-duty civil crimes indicates that the officer's leadership is not properly implemented and the integrity between officers and sub-ordinates are not highly connected to the work place. All instances in Royal Malaysian Police show that the police personnel need a strong professional development having Leadership with 'Integrity'. A study by Huberts *et al.* (2007) on the connection between leadership styles and behavior Integrity violation in Dutch police force

found that leader's role modeling is significant in limiting unethical conduct in the context of followers' integrity, which has also been verified by Simon *et al.* (2008). Stenheider and Wuestewald (2008) findings indicate that superiors' leadership influence subordinates in Australian police and Singer and Singer (1990) found the same with New Zealand police force.

There is a timely need to measure police integrity and to formulate strategies to evolve the police force according to its vision to be "A leading enforcement agency of integrity, competence committed to making the nation safe, peaceful and prosperous". In order to pursue, it is necessary to measure the present level of integrity and leadership that is being practiced by the police personnel. There is a need to explore the integrity and the leadership style being implemented among the police personnel to eliminate and eradicate discipline deviance in policing. On the whole, integrity and leadership problems and the relationship of leadership style with integrity among the police officers has never been studied in RMP. Therefore, this study has been designed to examine the integrity and leadership among the RMP personnel.

1.4 Research Questions

The increased number of disciplinary deviance involvement among police personnel has motivated this research. The researcher is curious to know the appropriate leadership level, integrity level and leadership relationship that influence Police personnel while performing their job. The research questions are as follows:

- i. What is the level of transformational and transactional leadership being practiced at superior level at RMP?
- ii. What is the level of integrity among the subordinates at RMP?

- iii. What is the relationship between superior's leadership style (transformational & transactional) and subordinate's integrity at RMP?
- iv. What is the most influential leadership style (transformational or transactional) and its dimension that affect the integrity at RMP?

1.5 Research Objectives

The main purpose of this research is to study the leadership style and the level of subordinate integrity and the relationship between the two constructs in RMP Kulaijaya. In order to achieve this purpose, objectives are set forth as follows:

- i. To study the level of leadership style (transformational & transactional) from superiors at RMP.
- ii. To study the level of integrity among the subordinates at RMP.
- iii. To analyse the relationship between leadership (transformational & transactional) and integrity at RMP.
- iv. To examine the most influential leadership style and its dimensions that affect the integrity at RMP.

1.6 Scope of Study

The study focuses on leadership and integrity among the staff at five police stations governed by RMP Kulaijaya. The Staff at Kulai, Senai, Kelapa Sawit, Ayer Bemban, Senai International Airport are the respondents of this research. All these five stations are administrated by either ASP or Inspector ranked officer known as Officer Incharge of Stations (OCS). The total population of RMP personnel within these five police station is 238. Based on Krejcie and Morgan (1970) table, the proposed sample size with 95% confidence level (5% error) where the minimum expected sample is 148 over 238. For accuracy purposes, the research followed 148 sample size of 95% confident level with 5% error as recommended by Krejcie and Morgan (1970).

Regarding independent variables intellectual stimulation, inspirational motivation, charisma, and individual consideration are the dimensions of transformational leadership. Contingent reward, management-by-exception (active), and management-by-exception (passive) are considered as the dimensions of transactional leadership. The dependent variables of integrity have four dimensions, namely ethics, trueness, consistency, and adversity.

1.7 Significance of Study

It is expected to measure the relation between leadership and integrity level in RMP. Effective leadership helps our nation through times of peril. It makes organisation successful and it enables a not-for-profit organization to fulfil its mission. The absence of leadership is equally dramatic in its effects. Without leadership, management moves slowly, stagnates, and loses their competence. Much of the literature is about the components of leadership towards goal achievement and decision-making. Once the goal is finalised, every organisation faces the problem of

implementation issues on how to get things done within a timely in an effective manner which begins with the concept of integrity (Quinn, 2005). The significance of this study is useful in two aspects, which are the practical and academic aspects.

Based on the practical aspect, this research is useful for the higher management, such as RMP, to determine the most suitable leadership style in return for a higher integrity level. Poor leadership will affect the organization's employees and lower employee morale, motivation and productivity. The findings from this study may help RMP Kulaijaya as a reference to modify or enhance their leadership practices, leadership style and approach to produce a higher level of integrity and result in a better organization with the police placed on a higher level. This study also provides an opportunity for members of the RMP Kulaijaya to express their views and feelings about the desired behaviour of their leadership.

As we know, the RMP is the backbone of our society and country. Hence, this research would be useful to identify appropriate leadership dimensions to achieve a high level of integrity in organizational management, especially policing. Therefore, the appropriate leadership style to produce high integrity personnel should be reviewed in order to produce personnel who can meet the aspirations of the country in this millennium.

In the academic aspect, research can be a scholarly reference for RMP because of lack of research in the proposed topic. Moreover, it can serve as a guideline for future researchers who are interested to review topics related to leadership style and integrity. The results of this study can be used as a scientific reference in police organizations due to lack of such studies in these organizations.

1.8 Limitation of Study

For valuable research outcome and due to time factor, the study is limited to examining the transformational and transactional leadership style by the superior and behavioural integrity among the staff in the range of constables to sub-inspector ranks only.

1.9 Conceptual and Operational Definition

1.9.1 Leadership

Early definitions of leadership recognised leadership as “any act of influence on a matter of organisational relevance” (Katz and Khan, 1966). Tannenbaum *et al.* (1961) defined leadership “as an interpersonal influence exercised in situations and directed, through the communication process, toward attainment of a specified goal”. Michener *et al.* (1990) define leadership as a process within a group in which one of the members in the group influence, guide, and control the other members towards some goals. Bass (2001) defines leadership as the achievement of goals through influencing the followers.

Thus, in this research, leadership refers to an activity adopted by the RMP Kulajaya administrative in-charge of these five police stations as a leader to influence the subordinates towards attaining specified goals of RMP, Kulajaya.

1.9.2 Transformational Leadership Style

Bass (1990) conceptualised transformational leaders as unique motivators who encourage followers to go beyond their believed capabilities in pursuit of a shared common goal. Alternatively, Burns (1985) characterised transformational leaders as motivating followers through higher ideals and moral values.

According to Koh *et al.* (1995) transformational leadership style can strengthen the sense of belonging to workers and to meet their needs, thus ultimately increasing employee productivity. Bass and Avolio (1994) introduced four characteristics or dimensions of transformational leadership as follows:

- a) *Intellectual Stimulation* is the capacity to think of rational solutions by emphasizing problem solving using reasoning before taking action.
- b) *Inspirational Motivation* is a communication skill of a leader to create confidence among the followers to mentally develop readiness and dedication to accomplish the leader's vision and values.
- c) *Charisma* is an idealized influencing characteristic of leaders who exhibit exemplary behaviour and who go beyond their personal interests for the good of the organization.
- d) *Individual Influence* is the extent of leader's concern for the follower's individual development on building capacity.

The operational definition of transformation leadership in RMP Kulaijaya is the leader listening and recognising the subordinates, encouraging the enhancement of his knowledge and providing inspiration toward achieving the organisational goals.

1.9.3 Transactional Leadership Style

Bass (1985) suggested that transactional leadership is an exchange process between influencing process and performance through rewards. In transactional leadership, leaders and followers mutually agree on what a person needs to do to get his reward or to avoid punishment. In the event of an agreement and successful performance, the dimension will become even stronger. There are three dimensions of transactional leadership style (Bass and Avolio, 2002). They are as follows:

- a) *Contingent Reward* is the degree of benefit in terms of performance towards achieving what leaders expect from the employees and also to recognise their accomplishment.
- b) *Management-by-Exception (Active)* assist leaders to instruct the job requirements and standard performance of practices which should not be disturbed in order to proceed as usual.
- c) *Management-by-Exception (Passive)* intended to prevent potential problems proactively before they arise.

The operational definition of transactional leadership in RMP Kulaijaya is a process of exchanging things in terms of rewards and guidance to followers with proactive concern.

1.9.4 Integrity

Integrity has many terms and definitions, including management discipline. Integrity is a Latin word which means completeness or wholeness (Palanski, 1994). Some authors (Lowe *et al.*, 2004; Worden, 2003) related integrity to wholeness.

Considering the different meanings of integrity, Koehn (2005) defines that “integrity is the precondition for being human”. In business and administration, Badarraco and Ellsworth (1992) describe integrity as a manager’s personal values and daily actions towards accomplishing basic organisational aims. Although integrity means wholeness, it still denotes that it is multi-faceted and subsumes the other aspects of integrity. However, the virtue of integrity has mainly consisted of the following dimensions:

- a) *Ethical* – the basic norm of the profession in terms of social connected with honesty, trust, and fairness.
- b) *Trueness* – related to transparency and genuineness of acts without any hidden agenda. Put another way, Trueness is one’s own value expressed through conduct on keeping promises.
- c) *Consistency* – assigned accomplishment of job to achieve the satisfactory level measured by the loyalty and commitment to complete the assigned job.
- d) *Adversity* – is a relevant situational condition which may influence actions which do not follow the given words.

The operational definition of integrity refers to the participation of RMP Kulaijaya personnel in working with an acceptance of the vision, mission, goals and values, and a willingness to assert their authority to represent the organisation when working with the public.

1.10 Summary

This chapter discusses the background of study and highlights the research problems. Based on the literature review, the research focuses on studying the

transformation and transactional leadership styles and integrity in RMP, Kulajaya. The statistical data of police deviance at RMP are collected and clearly examined to focus the problem which obviously helped to set-forth the aim and objectives of this study. Additional literature reviews and details of the research conducted to accomplish the research goal as well as the process of implementing the research design are explained in the following chapters of this dissertation.

REFERENCES

- Aitken, C., Moore, D., Higgs, P., Kelsall, J., and Kerger, M. (2002). The Impacts of A Police Crack Down on A Street Drug Scene: Evidence from the Street. *The International Journal of Drug Policy*, 13, 189-198.
- Andreescu, V. and Vito, G. F. (2010). Exploratory Study on Ideal Leadership Behaviour: The Opinions of American Police Managers, *An. Int'l J. Police Sci. & Mgmt.*, 12, 567.
- Andrew and Tim (2012). Leading the Police Service of Northern Ireland - Ten Years and Beyond. *International Journal of Leadership in Public Services*, 8(1), 39-58.
- Avolio, B. J. and Gardner, W. L. (2005). Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership. *Leadership Quarterly*, 16, 315-338.
- Bass (1990). Transformational Leadership and Performance: A Longitudinal Investigation. *The Leadership Quarterly*, 4(1), 81-102.
- Bass, B. and Riggio, R. E. (2006). *Transformational Leadership*, Lawrence Erlbaum Associates. Mahwah, NJ.
- Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. New York: Free Press.
- Bass, B. M. and Avolio, B. J. (1994). *Improving Organizational Effectiveness through Transformational Leadership*. Thousand Oaks, CA: Sage.

- Bass, B. M. and Avolio, B. J. (1997). *Full Range Leadership: Manual for the Multifactor Leadership Questionnaire*. Palo Alto, CA: Mind Garden.
- Bass, B. M. and Stogdill, R. M. (1990). *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. (3rd ed.) New York: Free Press.
- Beck, K. and Wilson, C. (1997). Police Officers' Views on Cultivating Organizational Commitment: Implications for Police Managers. *Policing: An International Journal of Police Strategies & Management*, 20(1), 175-195.
- Bennis and Nanus (1985). *Human Resource Management*, 24(4), 503-508.
- Brown, M. E. and Treviño, L. K. (2006). Ethical Leadership: A Review and Future Directions. *The Leadership Quarterly*, 17(6), 595-616.
- Bryman, A. (1992). *Charisma and Leadership in Organizations*. London: Sage.
- Bryman, A. (Ed.) (1988). *Doing Research in Organizations*. Routledge, London, New York, NY.
- Buchanan, L. (2007). In Praise of Selflessness: Why the Best Leaders are Servants. *Inc*, 29(5), 33-35.
- Burns, J. M. (1978). *Leadership*. New York: Harper and Row.
- Carpenter, M., Bauer, T. and Erdogan, B. (2009). *Principles of Management Flat World Knowledge*. Web Books Publishing.
- Casey, J. and Mitchell, M. (2007). Requirements of Police Managers and Leaders from Sergeant to Commissioner. *Police Leadership and Management. The Federation Press, Annandale*, 4-20.

- Commission on Police Integrity (Chicago) (1999). Chicago Police Department, Chicago, IL, Report of the Commission on Police Integrity.
- Crank, J. P. (1998), *Understanding Police Culture*. Cincinnati, Ohio: Anderson Publishing House.
- Dantzker (1996). The Position of Municipal Police Chief: An Examination of Selection Criteria and Requisite Skills, *Police Studies: Intl Review of Police Development*, 19(1), 1-17.
- Davis, A. L. and Rothstein, H. R. (2006). The Effects of the Perceived Behavioural Integrity of Managers on Employee Attitudes: A Meta-Analysis. *Journal of Business Ethics*, 67, 407-419.
- Delattre, E. J. (1996). *Character and Cops: Ethics in Policing*. 371.
- Deluga, R. J. and Souza, J. (1991), The Effects of Transformational and Transactional Leadership Styles on the Influencing Behaviour of Subordinate Police Officers. *Journal of Occupational Psychology*, 64, 49-55. doi: 10.1111/j.2044-8325.1991.tb00540.
- Den Hartog, D. N., Van Muijen, J. J. and Koopman, P. L. (1997). Transactional versus Transformational Leadership: An Analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70, 19-34.
- Densten, I. L. (1999). Senior Australian Law Enforcement Leadership under Examination. *Policing: An International Journal of Police Strategies & Management*, 22(1), 45-57.
- Densten, I. L. (2001). Re-thinking Burnout. *Journal of Organizational Behavior*, 22(8), 833-847.
- Densten, I. L. (2003). Senior Police Leadership: Does Rank Matter? *Policing: An International Journal of Police Strategies & Management*, 26(3), 400-418.

- Densten, I. L., Cary, L. C. and Sydney, F. (2008). How Climate and Leadership can be used to Create Actionable Knowledge during Stages of Mergers and Acquisitions. *Advances in Mergers and Acquisitions*, 7, 93-117.
- Dineen, B. R., Lewicki, R. J. and Tomlinson, E. C. (2006). Supervisory Guidance and Behavioral Integrity: Relationships with Employee Citizenship and Deviant Behavior. *Journal of Applied Psychology*, 91(3), 622.
- Dulewicz, V. and Higgs, M. (2005). Assessing Leadership Styles and Organisational Context. *Journal of Managerial Psychology*, 20(2), 105-123. DOI10.1108/02683940510579759.
- Dumdum, U. R., Lowe, K. B. and Avolio, B. J. (2002). A Meta-Analysis of Transformational and Transactional Leadership Correlates of Effectiveness and Satisfaction: An Update and Extension.
- Dvir, T. and Shamir, B. (2003). Follower Developmental Characteristics as Predicting Transformational Leadership: A Longitudinal Field Study. *The Leadership Quarterly*, 14(3), 327-344.
- Ehrhart, M. G. (2004). Leadership and Procedural Justice, Climate as Antecedents of Unit-Level Organizational Citizenship Behaviour. *Personnel Psychology*, 57, 61-94.
- Farinda, A. G., Kamarulzaman, Y., Abdullah, A. and Ahmad, S. Z. (2009). Building Business Networking: A Proposed Framework for Malaysian SMEs. *International Review of Business Research Papers*, 5(2), 151-160.
- Fiedler, F. (1967). *Theory of Leadership Effectiveness*, New York, NY: McGraw-Hill.
- Goodwin, D. K. (2005). The Master of the Game. *Time*. Retrieved November 20, 2008 from <http://www.time.com/time/printout/0,8816,1077300,00.html>.

- Greenberg, J. and Baron, R. A. (1997). *Behaviour in Organizations*. Upper Saddle River, New Jersey: Prentice Hall.
- Greenleaf, R. K. (1977). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, 335.
- Gregory H. S. (2008). *Behavioural Integrity*. Browsed on Aug 5, 2014, from [www.leadforexcellence.com/.../Behavioral Integrity_edit_rev1.doc](http://www.leadforexcellence.com/.../Behavioral_Integrity_edit_rev1.doc)
- Hersey, P. and Blanchard, K. H. (1969). Life Cycle Theory of Leadership. *Training & Development Journal*.
- Hersey, P. and Blanchard, K. H. (1993). *Management of Organizational Behaviour: Utilizing Human Resources*. Prentice-Hall, Inc.
- Higgs, M. J. (2003). Developments in Leadership Thinking. *Leadership & Organization Development Journal*, 24(5), 273-84.
- Higgs, M. J. and Rowland, D. (2000). Building Change Leadership Capability: The Quest for Change Competence. *Change Management Journal*, 1(2), 116-31.
- Huberts, L. W., Kaptein, M. and Lasthuizen, K. (2007). A Study of the Impact of Three Leadership Styles on Integrity Violations Committed by Police Officers. *Policing: An International Journal of Police Strategies & Management*, 30(4), 587-607.
- Hugg and Robert (2007). Journal about a Qualitative Study using Project-Based Learning, 10(2), 150-161.
- Ioimo, R., Becton, J. B., Meadows, L. M., Tears, R. S. and Charles, M. T. (2009). Comparing the Police and Citizen Views on Biased Policing. *Criminal Justice Studies*, 22(2), 123-140.

- Ismail, W., Akmal, W. F., Mohamad, N. A. and Mad Shah, I. (2002). Kepimpinan Transaksi/Transformasi dan Ciri Kerja Profesional Teknologi Maklumat Sektor Awam Malaysia. *Jurnal Teknologi E*, 37E, 57-70.
- Johnson, Moore, S. and Birkeland, S. E. (2003). The Schools that Teachers Choose. *Educational Leadership*, 60(8), 20-24.
- Judge, T. A. and Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology*, 89, 755-768.
- Jung, D. I., Bass, B. M., Avolio, B. J. and Berson, Y. (2003). Predicting Unit Performance by Assessing Transformational and Transactional Leadership. *Journal of Applied Psychology*, 88(2), 207.
- Jung, D. I., Chow, C. and Wu, A. (2003). The Role of Transformational Leadership in Enhancing Organizational Innovation: Hypotheses and Some Preliminary Findings. *The Leadership Quarterly*, 14(4), 525-544.
- Kaipainen, S. C. (2004). *The Relationship of Emotional Intelligence to Leadership and Self-Awareness in Predicting Organizational Outcomes*. Doctoral Dissertation, University of London.
- Katz and Kahn (1966). Public Relations. *Systems Theory Approach*, 303-361.
- Kirkpatrick, S. A. and Locke, E. A. (1996). Direct and Indirect Effects of Three Core Charismatic Leadership Components on Performance and Attitudes. *Journal of Applied Psychology*, 81(1), 36.
- Kleinig, J. (1996). *The Ethics of Policing*. New York, NY: Cambridge University Press.
- Klinsontorn, S. (2005). *The Influence of Leadership Styles on Organizational Commitment and Employee Performances*. Nova Southeastern University.

- Klockars, C. B., Ivkovich, S. K., Harver, W. E. and Haberfeld, M. R. (2000). The Measurement of Police Integrity. *National Institute of Justice, NCJ 181465*, 1-11.
- Koh, W. L., Steers, R. M. and Terborg, J. R. (1995). The Effects of Transformational Leadership on Teacher Attitudes and Student Performance in Singapore. *Journal of Organizational Behavior*, 16(4), 319-333.
- Konczal, E. and Galvanek, J. (2005). Leadership Insights in the New Economy.
- Krejcie, R. V. and Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement, University of Minnesota, Duluth*, 607-610.
- Krimmel, P. and Lindenmuth, P. (2001). Police Chief Performance and Leadership Styles. *Police Quarterly*, 4(4), 469-483.
- Kutnjak Ivkovic, S. (2003) To Serve and Collect: Measuring Police Corruption, *Journal of Criminal Law and Criminology*, 93,2/3, 593-650.
- Kutnjak Ivkovic, S. (2005). *Fallen Blue Knights: Controlling Police Corruption*. New York: Oxford University Press.
- Kutnjak Ivkovic, S. and Kang, W. (2012). Police Integrity in South Korea. *Policing: An International Journal of Police Strategies & Management*, 35(1), 76-103.
- Laporan Urus Setia Ketua Polis Negara (2010).
- Liden, R. C., Wayne, S. J., Zhao, H., and Henderson, D. (2008). Servant Leadership: Development of a Multi Dimensional Measure and Multi-Level Assessment. *Leadership Quarterly*, 19, 161-177.
- Lim, G. S. and Daft, R. L. (2004). *The Leadership Experience in Asia*. Thomson Learning.

- Lo, M. C., Ramayah, T., and Min, H. W. (2009). Leadership Styles and Organizational Commitment: A Test on Malaysia Manufacturing Industry. *African Journal of Marketing Management*, 1(6), 133-139.
- Locke *et al.* (1991). *Organizational Behavior and Human Decision Processes*. 50(2), 288-299.
- Loganathan S. (2012), *Hubungan antara Gaya Kepimpinan dengan Komitmen Organisasi di Ibu Pejabat Polis Daerah Kluang*, Master Thesis, Universiti Teknologi Malaysia, Faculty of Management and Human Resource.
- Marenin, O. and Caparini, M. (2005). Reforming the Police in Central and Eastern European States. *Comparative and International Criminal Justice: Traditional and Nontraditional Systems of Law and Control*. Long Grove, Illinois: Waveland Press.[U of A HSS HV 7419 F54 2005].
- Marenin, O. and Caparini, M. (Eds.) (2004). Transforming Police in Central and Eastern Europe - Process and Progress, DCAF - Geneva Centre for the Democratic Control of Armed Forces/ LIT. *The Journal of Power Institutions in Post-Soviet Societies*.
- Mason *et al.* (2009). School Counselor Educators as Educational Leaders Promoting Systemic Change. *Professional School Counseling*, 13(2), 116-124.
- McFall, L. (1987). Integrity. *Ethics*, 98(1), 5-20.
- Miller W. R., Villanueva, M, Tonigan, J. S. and Cuzmar, I. (2007). Are Special Treatments Needed for Special Populations? *Alcoholism Treatment Quarterly*. 25(4), 63-78.
- Mohd Redzuan, A. (2004). *Panduan dan Rujukan PTK Polis*. Kuala Lumpur: Red One Enterprise.

- Mumford, M. D. and Hunter, S. T. (2005). Innovation in Organizations: A Multi-level Perspective on Creativity. *Research in Multi-Level Issues*, 4, 11-74.
- Murphy, S. A. and Drodge, E. N. (2004). Four I's of Police Leadership: A Case Study Heuristic, *Int'l J. Police Sci. & Mgmt.*, 6, 1.
- Murray, J. P., Murray, J. I. and Summar, C. (2000). The Propensity of Community College Chief Academic Officers to Leave an Institution. *Community College Review*, 28(3), 22.
- Nahavandi, A. and Malekzadeh, A. R. (1993). Leader Style in Strategy and Organizational Performance: An Integrative Framework. *Journal of Management Studies*, 30(3), 405-425.
- Newburn, T. (1999). 'Policy Transfer' and Crime Control in the USA and Britain, 4(2), 165-194.
- Newton, S. (1997), Integrity Testing as an Anti-corruption Strategy. *Australian Police Journal*, 51(4), 222-4.
- Northouse, P. G. (2007). *Leadership: Theory and Practice*. Thousand Oaks, CA: Sage.
- NSWPS (1996), Integrity Testing: What You've Heard, What Will Really Happen and Why, New South Wales Police Service, Sydney.
- O'Connor, G. C. and Ayers, A. D. (2005). Building a Radical Innovation Competency. *Research-Technology Management*, 48(1), 23-31.
- O'leary, M. B., Mortensen, M. and Woolley, A. W. (2011). Multiple Team Membership: A Theoretical Model of Its Effects on Productivity and Learning for Individuals and Teams. *Academy of Management Review*, 36(3), 461-478.

- Palanski and Yammarino (2009). Integrity and Leadership: A Multi-Level Conceptual Framework. *The Leadership Quarterly*, 20(3), 405-420.
- Palanski, M. E., (2007). Impact of Behavioral Integrity on Follower Job Performance: A Three-Study Examination. *The Leadership Quarterly*, 22(4), 765-786.
- Pearson-Goff, M. and Herrington, V. (2013). Police Leadership: A Systematic Review of the Literature. *Policing*. First published online on November 21, 2013 doi:10.1093/policing/pat027
- Perintah Tetap Ketua Polis Negara (PTKPN) (2011). Laporan Urus Setia Ketua Polis Negara, 2014.
- Porter, L. E. and Warrender, C. (2009). A Multivariate Model of Police Deviance: Examining the Nature of Corruption, Crime and Misconduct. *Policing & Society*, 19(1), 79-99.
- Posner, B. Z. and Brown, L. M. (2001). Exploring the Relationship between Learning and Leadership. *Leadership & Organization Development Journal*, 22(6), 274-280.
- Prenzler, T. (2006). Senior Police Managers' Views on Integrity Testing, and Drug and Alcohol Testing. *Policing: An International Journal of Police Strategies & Management*, 29(3), 394-407. DOI10.1108/13639510610684665.
- Prenzler, T. and Ronken, C. (2001). Police Integrity Testing in Australia. *Criminal Justice: The International Journal of Policy and Practice*, 1(3), 319-42.
- Punch, M. (2003). Rotten Orchards: "Pestilence", Police Misconduct and System Failure. *Policing & Society*, 13(2), 171-196.
- Quinn M. D. (2005). *Asia Pacific Journal of Human Resources*, 43(3), 361-380.

- Ramayah, A. and Ahmad, H. (2007). Exploring the Dimensions of Service Quality in Higher Education Research.
- Seligman, M. E. (2004). *Authentic Happiness: Using the New Positive Psychology to Realize your Potential for Lasting Fulfillment*. Simon and Schuster.
- Shamir, B. and Eilam, G. (2005). What's Your Story? A Life-Stories Approach to Authentic Leadership Development. *Leadership Quarterly*, 16, 395-417.
- Simons, T. (2002). Behavioural Integrity: The Perceived Alignment between Managers' Words and Deeds as a Research Focus. *Organizational Science*, 13(1), 18-35.
- Simons, T. L. (1999). Behavioural Integrity as a Critical Ingredient for Transformational Leadership. *Journal of Organizational Change*, 12(2), 89-104.
- Simons, T., Friedman, R., Liu, L. A. and McLean Parks, J. (2008). The Importance of Behavioral Integrity in a Multicultural Workplace. *Cornell Hospitality Report*, 8(17).
- Singer, M. S. and Singer, A. E. (1990). Situational Constraints on Transformational versus Transactional Leadership Behavior, Subordinates' Leadership Preference, and Satisfaction. *The Journal of Social Psychology*, 130(3), 385-396.
- Snodgrass, J. and Shachar, M. (2008). Faculty Perceptions of occupational Therapy Program Directors' Leadership Styles and Outcomes of Leadership. *Journal of Allied Health*, 37(4), 225-235.
- Stogdill, R. M. (1963). *Manual for the Leader Behavior Description Questionnaire, Form XII*. Columbus, OH: Bureau of Business Research, Ohio State University.

- Stogdill, R. M. (1974). *Handbook of Leadership*. New York: The Free Press.
- Tannenbaum *et al.* (1961). *International Journal of Leadership Studies*, 1(2), 6-66.
- Tiffen, R. (2004). Tip of the Iceberg or Moral Panic? Police Corruption Issues in Contemporary New South Wales. *American Behavioral Scientist*, 47(9), 1171-1193.
- Van Fleet, D. D. and Yukl, G. A. (1982). Cross-Situational, Multimethod Research on Military Leader Effectiveness. *Organizational Behavior and Human Performance*, 30(1), 87-108.
- Waldman, D. A., Bass, B. M. and Einstein, W. O. (1987). Leadership and Outcomes of Performance Appraisal Processes. *Journal of Occupational Psychology*, 60(3), 177-186.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S. and Peterson, S. J. (2008). Authentic Leadership: Development and Validation of a Theory-Based Measure. *Journal of Management*, 34, 89-126.
- Weber, G. (1971). *Inner City Children Can Be Taught To Read: Four Successful Schools*. Washington D.C: Council for Basic Education.
- Weber, M. (1947). *The Theory of Social and Economic Organizations*. New York: Free Press.
- Worden, R. and Engel, R. (2003). Police Officers' Attitudes, Behaviour, and Supervisory Influences: An Analysis of Problem Solving. *Criminology*, 41(1).
- Yammarino, F. J., Spangler, W. D. and Bass, B. M. (1993). Transformational Leadership & Performance: A Longitudinal Investigation. *The Leadership Quarterly*, 4(1), 81-102.

- Yukl, G. (1989). Managerial Leadership: A Review of Theory and Research. *Journal of Management*, 15(2), 251-89.
- Yukl, G. A. (1999). An Evaluative Essay on Current Conceptions of Effective Leadership. *European Journal of Work and Organizational Psychology*, 8(1), 33-48.
- Yukl, G. A. (2002). *Leadership in Organizations (5th ed.)*. New Jersey: Prentice Hall.
- Yukl, G. A. and Van Fleet, D. V. (1992). *Theory and Research on Leadership in Organizations*. Palo Alto: CA Consulting Psychologists Press, Vol. 3.
- Yunus, O. M., Rahim, A. R. A., Shabuddin, A. B. and Mazlan, M. (2011). Work Ethic of Malaysian Civil Servants. In *2nd International Conference on Business and Economic (2nd ICBER 2011) Proceeding*.
- Zulkarnain, Z. (1999). *Statistik Perniagaan (1st ed.)*. Malaysia: Penerbit Universiti Utara Malaysia.