



THE VISIBILITY OF THE ENFORCEMENT AGENCY INTEGRITY COMMISSION (EAIC) IN STRENGTHENING THE PUBLIC SECTOR'S CULTURE

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Abstract:

As a Federal Statutory Body established by an Act of Parliament and gazetted on 3 September 2009 under Section 3 of the Enforcement Agency Integrity Commission Act 2009 [Act 700], the Enforcement Agency Integrity Commission (EAIC) is viewed as having a prominent role in enhancing the culture of integrity. The main purpose of this paper is to discuss the issues of integrity leakage currently facing by the EAIC including (i) Issues Concerning the Cultivation of Bribery Rewards and Corrupt Practices Among Civil Servants, (ii) Issues of Empowering Integrity Education in Sustainable Public Sector Governance, (iii) The Issue of Bureaucracy in Impairing the Efficiency of Human Resources and weakening the Organisational Administrative System, and (iv) The Issue of Exploitation by the Department's Top Management for Personal Gain, and (v) The Issue of Cartels in Preventing the Loss of National Treasures. This paper applies secondary sources, such as research results published in journals, scholarly writing, online news sources, and public forums, to employ a qualitative methodology. According to the findings of the study found that civil servant's breach of integrity is a serious concern if corruption and malpractice continue to occur. The study suggests that if the present system in the organisation is plagued by bureaucracy-related issues, it will worsen the situation of integrity in the government, resulting in the paralysis of the country's governance delivery system. Hence, the crisis of integrity resulting from abuse of power, corruption, and breach of trust which can be interpreted as a frequent betrayal of trust among governments, civil servants, the private sector, and the general public places the nation at risk of having governance systems that are unreliable.

Keywords:

Integrity Culture, Enforcement Agency Integrity Commission, Public Sector, Civil Servants

Background

Integrity is the manifestation of a person's moral values via their actions (Abdul Khalid, Saad, Awang & Tambi, 2021). It is also regarded as a benchmark or identifier of the person whose responsibility it is to regulate the attitude while performing the job well. Originally, integrity does not refer to a notion associated with human life, but this vocabulary has expanded its use to distinguish between right and wrong concepts in human life (Esa, Ationg, Othman, Mohd Shah, Yusoff, Ramlie & Abang Muis, 2021a). There are various definitions of integrity, such as the level of an individual's moral principles and the degree of one's honesty were highlighted (Mat Noor, 2005). Integrity is also defined as the degree of consistency between an individual's moral values and behaviour he or she exhibits, whether through words or deeds (Mohamed, Chuah & Mohd Ali, 2010).

In terms of organisational governance and administration, for instance, the deterioration of integrity has resulted in several shortcomings such as an increase in corrupt practices and a breach of trust (Mohd Yusof, 2015). Whether in public or private organisations, office bearers or employees who lack high self-integrity will always seek out opportunities to conduct malpractices for personal gain, regardless of the consequences for the organisation and country's image (Mahabob, 2020). Integrity is a very significant core to use as a basis for evaluating the effectiveness of a leadership line in the context of leadership of younger generation (Othman, Yusoff, Mohd Shah, Esa, Ationg, Ibrahim & Raymond Majumah, (2021a). In other words, integrity is a better attribute that exists in an individual and an organisation as a whole. There have been a slew of recent issues affecting integrity, particularly among civil servants. Despite allegations of abuse of power, breach of trust, corruption, and malpractice by a few civil servants, the repercussions impact all civil servants in the country.

It is essential to understand that not all civil servants in the country adhere to a culture of integrity (Mohd Yusof, 2015). A significant number of civil servants still adhere to the idea of integrity when carrying out their duties and obligations to offer the greatest possible service to the community (Chuah, 2008). Integrity is strongly tied to issues of ethics and moral values in an individual or organisations. Integrity of civil servants is when a person holds a position in the public sector in accordance with his or her jurisdiction and responsibilities, is transparent, has no personal conflicts, is authoritative, and complies with all rules and laws (Ibrahim, Ationg, Esa, Abang Muis, Othman, Yusoff, & Mokhtar, (2021a). When there is a conflict between conflicting interest, the public interest must supersede. Therefore, it is vital for all civil servants to carry out the responsibilities and trusts entrusted to them effectively so as not to undermine the public's trust in civil servants and thereby upset the stability and harmony of the nation.

Malaysia is currently experiencing a crisis of integrity due to power abuse, corruption, and breach of trust, which can be viewed as a widespread betrayal of trust among the government, civil servants, private sector, and general public (Mahabob, 2020). In general, the spread of this practice is concentrated not just among high-ranking officials, but also primarily among the

younger civil servants that have been exposed to live lavishly that lack of education that relates with money matters (Yusoff, Othman, Mohd Shah, Esa, Zulhazmi, Ibrahim & Ationg (2021). Thus, there are a number of primary factors that can cause civil servants to exhibit these symptoms of lack of integrity, including the individual's own inability to control lust, the desire to live lavishly, greed, lack of integrity, and the desire to hunt for wealth while being ungrateful for what they have and sometimes following along with co-workers (Azrae, Latif & Mohamed, 2018).

Therefore, based on the aforementioned considerations, each individual should strive to perform all assigned duties and entrusted responsibilities to the best of their ability and should serve with integrity, transparency, no personal conflicts, competence, and adherence to all rules and laws so that the public's trust in public servants is not diminished. This is because the expansion of this trends and practice of leaderships that has not been diminished since one's university time has many negative implications that can harm and tarnish the image of a government and country in the eyes of the world, thus toxic culture can ultimately lead to the destruction of a nation and country (Ationg, Esa, Ibrahim, Mohd Shah, Yusoff, Othman & Mokhtar, 2021a). In recent years, Malaysia has frequently been associated to the phenomena of corruption that results from the factor of betrayal of given trust, particularly in politics (Mahabob, 2020). This phenomenon of taking bribes will degrade the country's reputation, and society will accept the repercussions if it persists in any country.

The rising number of corruption cases will diminish the international community's impression of the country's capacity to combat the corruption crisis. This is because, if this issue is not handled, a government or organisation could collapse, and the country's administration would become disorganised and unmanaged. For example, when the issue of corruption developed under Fidel Marcos' reign in the Philippines, the administration became chaotic. Due to these dishonest activities, society grows mistrustful of what is entrusted (Al-Attas, 2015). As a result, people will revolt and riots against the government or leadership will emerge. In Malaysia, the Enforcement Agency Integrity Commission was established by an Act of Parliament under section 3 of the Enforcement Agency Integrity Commission Act 2009, which was gazetted on 3 September 2009, in an effort to solve this issue (Akhbar, 2018). One of the primary functions of this commission is to receive allegations of wrongdoing against government employees from the general public. This regulatory agency will independently investigate the complaint.

The Enforcement Agency Integrity Commission is a Federal Statutory Body established by an Act of Parliament, in accordance with Section 3 of the Enforcement Agency Integrity Commission Act 2009 [Act 700], which was gazetted on 3 September 2009 and came into effect on 1 April 2011 (Akhbar, 2018). This Act intended to replace the Independent Police Complaints and Misconduct Commission Act of 2005 (Akhbar, 2018). Instilling and enhancing integrity among enforcement officials and enforcement agencies, as well as strengthening public's trust in them, are further goals of the Commission. The Commission has eight (8) main functions, one of which is to receive public complaints of wrongdoing against enforcement officers or enforcement agencies in general (Suruhanjaya Pencegahan Rasuah Malaysia, 2022). In addition, to investigate and arrange hearings in response to received complaints.

Enforcement efforts will always be able to be monitored, and if there is any wrongdoing, appropriate disciplinary action will be taken. The public can also lodge complaints of misconduct against parties implicated in corruption offences with the assistance of EAIC, so

that investigations can be launched against the persons involved to prevent this from happening again. Despite the government's establishment of the EAIC, there are still some who are unaware of its existence. As a result, public complaints of misbehaviour are not investigated because required procedures are not followed. Therefore, the EAIC's function should be conveyed to the public so that the public understands to whom they should direct complaints of misbehaviour.

As a result, this can indirectly contribute in the fight against corruption by disclosing the behaviour of corrupt persons. The 2019-2023 National Anti-Corruption Plan (NACP) proposal for this plan originated during the fourteenth General Election (GE). At the time, *Pakatan Harapan* stressed efforts to ensure Malaysia's reputation for integrity, rather than corruption, prevailed. The National Anti-Corruption Plan (NACP) is the primary document of the Malaysian government outlining comprehensive and integrated anti-corruption measures (Yusoff, Sri Murniati & Jenny, 2014). This is the first plan to integrate governance, integrity, and anti-corruption concerns into a single framework. Judicial Accountability and Credibility, Prosecution and Law Enforcement Agencies, and Business Integrity are among the NACP's guiding principles (Yusoff, Sri Murniati & Jenny, 2014). In this regard, the NACP is also responsible for coordination anti-corruption activities among political actors, corporate entities, law enforcement agencies, and stakeholders through the NACP strategy. In conclusion, with the establishment of these institutions, the government and those responsible for combating corruption can improve their efforts with the assistance of these organisations. The assistance provided by these organisations is extremely beneficial and helpful in the fight against corruption in Malaysia.

Literature Review

Integrity has numerous definitions and is the subject of investigation by domestic and international scholars. References to loyalty, courage, dignity, honesty, prudence, trust, elimination of self-interest, intellectual honesty, justice, morals, principled action, responsibility, and adherence to mission are among the traits of good integrity (Chuah, 2008). Integrity is defined by Abdul Khalid *et al.*, (2021) as honesty and lack of corruption among employees in the public and private sectors. Integrity is a highly significant element in the ideal situation since it is a flawless state of nature with no flaws, corruption, abuse of power, or malpractice, grievances and complaints, or consumer unhappiness with the services provided (Othman, Esa, Abu Bakar & Mokhtar, 2021b). Therefore, the service is transparent, just, and equitable.

In accordance with the goal of the Enforcement Agency Integrity Commission (EAIC), a pioneer in reforming enforcement and fostering integrity. Thus, their objective is focused on professionalism, best practises, and the integrity-based improvement of the service delivery system among Malaysian Enforcement Agencies (Yusoff, Sri Murniati & Jenny, 2014). The procedure can be implemented by managing complaints and investigations in a transparent, bold, and professional manner, with the guiding principle of being firm, transparent and effective. Quality human resources are crucial as they are an organisation's most valuable asset, thus shifting the national higher education landscape in facing current challenges and strategies of younger generation (Othman, 2021c). However, the deterioration of integrity values among younger employees has resulted in administrative malpractices and misbehaviour in both the public and private sectors (Azrae, Latif & Mohamed, 2018).

As a result, in addition to numerous current government policies that have been formulated from time to time, the government took the initiative to enhance the value of integrity by introducing the National Integrity Plan (Yusoff, Sri Murniati & Jenny, 2014). According to Tan Sri Sidek Hassan (2020), in order to prevent a culture of abuse of authority, trust, and corruption among civil servants, the leader must set a good example by providing justice to all employees (Mahabob, 2020). The Enforcement Agency Integrity Commission (EAIC) has made it a priority to enhance the culture of integrity among law enforcement officers and agencies. The EAIC is dedicated to ensuring that enforcers and enforcement organisations maintain their integrity.

Furthermore, attempts to strengthen the public service's integrity have been ongoing through various approaches and the cooperation of government institutions, particularly the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) and the Public Service Department (Yusoff, Sri Murniati & Jenny, 2014). The Prime Minister's Instruction letter of 1998 which emphasised the importance of developing the public sector's integrity conduct is a key factor in strengthening efforts to promote civil servant's integrity behaviour (Yusoff, Sri Murniati & Jenny, 2014). Civil servants in Malaysia are the people responsible for implementing the governance of governmental institutions. As persons who exercise the entrusted trust and authority in accordance with the public interest, they must have great integrity.

According to the National Integrity Plan (NIP 2004), civil servants with integrity must conduct their duties in a transparent manner, abstaining from abusing power for the advantage of themselves, their families, or their kin (Al-Attas, 2009). Even employees who lack integrity will be considered organisational traitors as integrity describes as a pillar that must constantly present and be maintained. Speed in this context refers to the agency's efficiency in carrying out its responsibilities, while the agency's professionalism ensures that the public service is free from the influence of any unauthorised party (Daud, 2019). Next, the administration or manager's duties and obligations must be carried out with constant planning and scrutiny. The process of establishing public sector management administration is the responsibility of all public sector and government administration personnel.

Integrity in the public service is defined as the application of noble values to create an efficient and disciplined administration and public service by overcoming problems and weaknesses in various aspects of governance such as financial management, handling of disciplinary cases, corruption, abuse of power, and malpractice prohibited by regulations, legislation and religion (Chuah, 2008). According to Al-Attas (2009), corruption can also be characterised as a breach of trust, sometimes known as the misuse of trust for personal gain, regardless of whether it involves the government, private entities, or the individual himself. According to Mohd Adnan and Ismail (2013), the success and prosperity of a country depend on the attitude and morals followed by each management, administration, and individual as a whole, to carry out responsibilities with a sense of responsibility, and trustworthiness.

To further validate these views on power abuse, corruption, and trust, the Malaysian Anti-Corruption Commission (MACC) performed a survey questionnaire on corruption and power abuse in Malaysia in 2019. The results of the survey show an alarming incidence of economic crime (Mohd Adnan & Ismail, 2013). In another survey, the MACC discovered that many civil servants in Malaysia under the age of 40 were involved in corruption (Mohd Adnan & Ismail,

2013). This scenario demonstrates that the integrity of civil servants has been compromised thus, civil servants should improve their leadership and provide a positive example for society. In addition, the Anti-Corruption Commission stated that the border between Malaysia and Thailand is incredibly corrupt, which is thought to be the work of the authorities. The consequences of this corruption and abuse of power would undoubtedly result in significant economic leakages, weakening a country's economic and judicial systems.

Numerous academic studies on corruption in Malaysia indicate that the crime has a negative impact on the country's current economic situation. For instance, a study by Mohd Adnan and Ismail (2013), revealed that corruption can damage a nation's economy and result in a fall in Gross Domestic Product (GDP). This study showed a large number of corrupt civil servants in the country. They believe that society and authorities must take quick action to combat the rampant crime of corruption in order to prevent the situation from deteriorating and becoming more troubling. According to the research by Sanusi and Syed Ismail (2016), integrity and ethics in work and organisation are not limited to the provision of personal requirements, but also include good deeds performed at work. All of them are strongly connected to religion teachings and human responsibility (Abang Muis, Esa, Ibrahim, Othman, Mokhtar, Ationg & Mohd Shah, 2021a).

The results of the primary data collected through structured interviews and the distribution of questionnaires to 760 members and officers of the Royal Malaysia Police indicate that the majority or large number of respondents agree that integrity and work ethic are very important for all employees and civil servants in any organisation that seeks to improve the quality of work services that are superior and effective in order to reduce bureaucracy (Sanusi & Syed Ismail, 2016). According to the Chairman of the School of Public Policy at the Asian Institute for Strategy and Leadership (ASLI), bureaucracy is undoubtedly a major driver of corruption in the country (Mohd Tap, 2012). Tan Sri Ramon Navaratnam (2018) supported this claim by saying that corruption instances in national governance are becoming more common and are becoming part of Malaysian culture since both parties gain from each other (Daud, 2019).

Furthermore, if bureaucracy exists, many people resort to corruption to solve their problems. Ramon Navaratnam (2018) also recommended that the government reduce the size of the civil service in an effort to address the growing problem of bureaucracy. The issue of bureaucracy slows down the process of obtaining funds in cases where the existing administration is not dynamic because the basis of bureaucratic practice is compliance with rules and regulations based on a hierarchical administrative system that should be simple and transparent (Daud, 2019). This clearly illustrates the issue, as bureaucracy must be included in the transformation and cultivation of integrity.

Methodology

The research methodology in this writing uses a qualitative approach based on social science disciplines that require careful observation of aspects that focus more on processes and events. Information from various sources such as primary and secondary sources by using secondary data content analysis methods related to history, law, historiography, sociology and ethnography and partnered with descriptive analytical discussion (Creswell, 2014; Eriksson & Kovalainen, 2015). This paper applies secondary sources, such as research results published in journals, scholarly writing, online news sources, and public forums, to employ a qualitative methodology. The findings of the results increase the awareness and understanding of a

multilevel society on the importance of the crucial function of the Public Complaints Bureau (PCB) in receiving corruption complaints, particularly from the public sector.

Discussion of Issues Facing EAIC

As a Federal Statutory Body established by an Act of Parliament and gazetted on 3 September 2009 under Section 3 of the Enforcement Agency Integrity Commission Act 2009 [Act 700], the Enforcement Agency Integrity Commission (EAIC) is viewed as having a prominent role in enhancing the culture of integrity. The main purpose of this paper is to discuss the issues of integrity facing by the EAIC including (i) Issues Concerning the Cultivation of Bribery Rewards and Corrupt Practices Among Civil Servants, (ii) Issues of Empowering Integrity Education in Sustainable Public Sector Governance, (iii) The Issue of Bureaucracy in Impairing the Efficiency of Human Resources and weakening the Organisational Administrative System, and (iv) The Issue of Exploitation by the Department's Top Management for Personal Gain, and (v) The Issue of Cartels in Preventing the Loss of National Treasures.

Issues Concerning the Cultivation of Bribery Rewards and Corrupt Practices Among Civil Servants

Corruption is a crime that has long been practiced throughout human civilisation. Historians have discovered that these corrupt activities occur at the same time as they exist in the political and government systems (Hamzah, Ahamad @ Rahamad & Md Syed, 2020). The question of how to preserve the public sector's integrity culture is frequently linked to concerns of leakage, abuse of power, breach of trust, and corruption affecting civil workers, and it has repercussions across the board. To respond to this question, a strategy that is recommended is the conversation on keeping this culture of integrity, beginning with the head or the company itself to set a positive example to all employees from all sectors, not just the public sector (Abdul Khalid *et al.*, 2021). As a society that regards religious life as a guide for living (Othman, Ationg, Esa, Hajimin & Abang Muis, 2021d), the concept of justice that is comparable to the concept of heaven and hell in which those who commit abuse of power, breach of trust, and corruption must be punished according to the law and those who always work with full trust and responsibility can be promoted.

According to Chuah (2008), if a person holds a position of trust such as a civil servant, then it is in the public's best interest for them to uphold their integrity and the authority entrusted to them. They may not exploit their position for personal and family gain. In the event of a conflict of interest, the public interest must be superseded. Therefore, civil servants must be transparent in carrying out their assigned responsibilities, as insincerity and irresponsibility diminish public confidence in civil servants. Integrity is vital to birth, shape, and develop a nation into a more developed nation in this context. The people's trust and responsibility to the relevant parties should be utilised to the fullest extent possible to contribute in the accomplishment of the country's aspirations for a country free of corruption, abuse of authority, and breach of trust. This is confirmed by the statement of Wan Enril Nizam Wan Genbong (2020), Chairman of the Malaysian Anti-Corruption Foundation (YARM) Pahang said that corruption, power abuse, and misconduct have a stronger influence on the nation due to the integrity and trust given (Bernama, 2020).

In pushing the government to pay attention to measures to combat corruption, abuse of power, and breach of trust so as not to spread the diseases and tarnish the government's reputation, we are attempting to prevent the spread of the symptoms. Corruption will have a severe impact on

the country, especially on the younger generation, and neither the government nor the people should underestimate it. Thus, the political freedom given to youngsters in this country should be optimised well, especially in producing educated and cultured youth and seen to be able to shape aspects of leadership (Othman, Ibrahim, Esa, Ationg, Mokhtar, Mohd Tamring & Sharif Adam, 2021e; Marzuki, Abd Rahman, Kaspin, Jamal, Mohd Nor & Othman, 2021). However, Malaysia's corruption culture is still under control because it is not practised publicly like in other countries. In addition, society has begun to open its eyes to corruption, malpractice, and abuse to power as these topics are prominently highlighted and openly debated on television and in the press. Thus, serious leaks may arise if law enforcement agencies do not regulate corruption beforehand. Therefore, society must also play a crucial role, reminding each other that there is no corruption among them.

Diverse activities and campaigns have been conducted to increase public awareness, such as in the mass media, social media, and at the school and university levels, so that the community will provide opinions and information regarding corruption offences (Ationg, Esa, Othman, Mohd Shah, Yusoff, Ramlie & Mokhtar, 2021b). To add, all parties in the nation must perform their respective duties to eliminate corruption, power abuse, and lack of trust. Monitoring work, courage to come forward, and reporting suspected misbehaviour to the nearest agency are all things that can be done to help the PDRM and MACC (Bernama, 2021). Therefore, people should always be aware of their surroundings and ask if there are any suspicious or absurd things going on around them, as well as look around them for anything that could raise public suspicion, such as excessive wealth or the extravagant lifestyle displayed by suspects of corruption and abuse of power.

Any individual, including civil servants who has an excessive amount of wealth, an extravagant lifestyle, or excessive behaviour with unconvincing explanations for their wealth and luxury items, and who frequently generate suspicion from others, should come forward and file a report. Unfortunately, the majority of doubts and suspicions are based solely on word-of-mouth and current rumours and for some people, the subject is irrelevant, and no further action has been taken against them. Therefore, it is crucial to disclose suspicions to the necessary departments, such as PDRM and MACC, so that they may conduct additional investigations in compliance with the laws of our country. The evidence demonstrates that the competent authorities can pursue any legal action against the suspect. It should be noted that most cases involving money bribery and abuse of power influence the lives of suspects and their immediate family, since it has become human nature to spend money and enjoy a more comfortable lifestyle if one has a substantial amount of it (Hamzah, Ahamad @ Rahamad & Md Syed, 2020).

Most suspects in cases of corruption and abuse of power are readily enticed to spend the money they have acquired and like bragging about all the luxuries they have. Given the numerous types of current social media available today, such as Facebook, WhatsApp, Instagram, Twitter, and others, the suspect together with the family members will make every effort to demonstrate this in order to gain public attention. The arrest of suspects of corruption and abuse of authority has resulted in the confiscation of luxury things like big houses, jewellerys, valuable watches, luxury cars, and other items worth of thousands to millions of ringgits, according to historical records. At the same time, everyone must dare to make significant changes to our country's existing regulations and policies in order to combat corruption and abuse of power. If we do not make these reforms, all forms of corruption and power abuse will

continue to occur in our country, putting our country's ranking in the Corruption Perceptions Index (CPI) in jeopardy in the coming years.

This is because Malaysia was placed 62nd out of 180 nations in the Corruption Perception Index (CPI) 2020 survey, down six places from 57th the previous year (Astro Awani, 2022). The statistics of corruption and abuse of power cases, as well as Malaysia's CPI rating decline, cast a negative light on the integrity of our society and nation as a whole (Astro Awani, 2022). If this practise continues, we are putting the younger generation, the successors to the country's leadership, family, and even our country at jeopardy of further damaging the country's image (Mohd Shah, Mokhtar, Othman, Yusoff, Esa, Ationg & Ramlie, 2021b). According to Othman, Yusoff, Mohd Shah, Mokhtar, Abang Muis, Marinsah & Marzuki (2021f) the prestige, uniqueness of Malaysia's cultural diversity embroidered with harmony and courtesy of unity has added value to the confidence of expatriate and international students in dealing with the process of assimilation of a new environment. If we do not take all of the necessary harsh measures, it will be difficult to restore the integrity of our already tainted public service. As a result, we must move fast and decisively to address the problem of corruption and abuse of power that exists in our country. If the definition of ethics is omitted from a discussion of integrity, the discussion is incomplete.

In the context of this study, ethics is the responsibility and consequence of personal or professional conduct to society. A civil servant, for instance, should comprehend his or her responsibilities and action as a government employee. In addition, ethics is a field of study that reveals how the moral system and ethics of a social group function through the study, analysis, and critique of the moral system (Abang Muis, Marinsah, Ramlie, Othman, Ationg, Mohd Shah, Yusoff, 2021b). The implications of corruption's spread inside a nation are detrimental. Corruption among civil servants can ruin the government and country's image in the eyes of the world community, lower national income owing to leakages and tax evasion, and reduce the influx of foreign investors and those who lack confidence in the country's economic stability. The implications of such behaviours restrain the nation's economic progress, ultimately resulting in higher inflation (Al-Marhubi, 2000; Mohd Adnan & Ismail, 2013; Al-Attas, 2015).

Issues of Empowering Integrity Education in Sustainable Public Sector Governance

Inadequate understanding of the notion of integrity can result in its improper manifestation (Chuah, 2008). Therefore, strengthening integrity education to ensure the sustainability of public sector governance is a government priority (Esa, Othman, Abu Bakar & Mokhtar, 2021b). The study conducted by Abd. Khalid *et al.*, (2021) on the subject of government official's organisational integrity identifies a number of contributing factors. Recognising that the personality of the individual who attempts to bypass an organisation's internal procedures, structures, and system contributes to the ongoing occurrence of integrity leakage is one of these factors (Abd. Khalid *et al.*, 2021). This is compounded by the absence of organisational variables required to create work procedures, codes of ethics, and defined standards for an ethical conduct system. This is because the consistent integrity instilled in employees is a result of the significant influence exercised by the top leadership. Hence, leadership is a key aspect generally required in the attainment of an organisation's goals (Ationg, Raymond Majumah, Abu Bakar, Zulhaimi, Muda, Othman & Abang Muis, 2021c). Examples of unethical behaviour or acts exhibited by senior management personnel propagate a harmful organisational culture, which is then adopted by all members of the organisation.

While the organisational culture is based on high ethical standards, this can serve as a motivator and a beneficial influence on employee's ethical behaviour. According to Harun and Hassim (2017), there are numerous threats to the Malaysian civil service's integrity. Most often discussed are corruption, power abuse, and malpractice. We are aware that the government has a zero-tolerance policy on corruption and takes firm action to combat it. According to the records of the Malaysian Anti-Corruption Agency (ACA), there has been an upsurge in corruption, abuse of power, and malpractice allegations over the past six years (Berita Harian, 2019a). Compared to the general public, politicians or members of the administration, and private employees, more accusations or information were received against public servants.

In addition, according to the Malaysian Anti-Corruption Agency's arrest statistics, more civil servants are arrested than members of the private sector or the general public. This is an issue of integrity that affects the image of the government in general and the civil service in particular. Moreover, based on public complaints against public workers and services received by the Public Complaints Bureau (PCB), although the proportion of complaints over public service delays is decreasing, it remains the most common form of complaints received by PCB (Berita Harian, 2019a). If not addressed, the problem of delays in providing services and poor quality of services might create chances for corruption. Customers of such services would believe that bribing government officials is necessary if they wish to receive prompt or high-quality service.

Complaints such as lack of enforcement, incompetence, misuses of power, and malpractice also contribute to a negative view that corruption is the cause (Berita Harian, 2019a). Similarly, complaints about inadequate policy execution and legal flaws are part of the system's flaws, which if remedial action is not taken, can lead to corruption and abuse of power. The question of integrity is also addressed in the report of the Auditor General (Berita Harian, 2019a). Weaknesses in financial management, revenue management, planning and monitoring, and expenditure control were frequently cited. This led to a loss of crisis of confidence in the government, which in turn harmed the reputation of the civil service. According to Othman, Yusoff, Mohd Shah, Esa, Ationg, Ibrahim and Raymond Majumah (2021a), there is no doubt that a tiny percentage of civil servants engage in misbehaviour involving corruption. Corruption, misconduct, and abuse of power among civil servants are severe problems that had existed for a long time, and the government had previously implemented a number of steps to combat it.

Regardless of the sophistication of the used technology and system, as determined by research and observation, the backbone of the system consists of humans who produce and have access to it. When the value of integrity is fragile and there is the space and chance to acquire lucrative rewards from associated parties, the likelihood of corruption is high. The Malaysian Anti-Corruption Commission (MACC) has disclosed statistics for the last five years that show an increase in civil servant arrests, charges, and convictions in court (Berita Harian, 2019b). According to MACC 2020 statistics, corruption cases involving civil servants increased during the COVID-19 pandemic. A total of 422 investigation documents were filed against civil servants, involving 467 arrests, 256 court charges, and 91 convictions (Sinar Harian, 2020a). Although the number of civil servants involved in corruption was minimal, it was thought to be a cancer that will harm the country's civil services as a whole if left uncontrolled. As a result, it must be dealt with more effectively. Not merely through punishing or punitive approaches, but by addressing the root of the problem that causes it to persist.

The National Anti-Corruption Plan (NACP) 2019-2023 was developed by the government as a manifestation of its commitment to fighting corruption comprehensively in accordance with Article 5 of the United Nations Convention Against Corruption (UNCAC) (Berita Harian, 2021). In 2020, a review of the NACP was done in accordance with current changes and national objectives, particularly the agenda of promoting integrity, anti-corruption and good governance, as well as the needs of UNCAC's international instruments (Berita Harian, 2021). Reviewing 6 strategies, 17 strategic objectives, and 82 initiatives which 19 of the 82 initiatives were short-term (December 2020 to December 2021), 11 were medium-term (December 2020 to December 2022), and 52 were long-term (December 2020 to December 2023) (Berita Harian, 2021). In order to achieve the aims of the NACP, the roles and collaboration of all designated heads of implementing agencies and their respective strategic partner agencies are of the utmost significance. It attempts to ensure the continuity of the implementation of previously defined initiatives in order to achieve the effectiveness of the implementation of initiatives.

The development of an Anti-Bribery Management System (ABMS) is one of the important projects that must be handled by all ministries and departments (Berita Harian, 2021). It will help organisations in systematically preventing, detecting, and addressing the risk of corruption. All ministries will get accreditation from SIRIM QAS International, an internationally renowned local certifying authority (Berita Harian, 2021). This accreditation strives to ensure that the system's effectiveness is regularly monitored and audited. This will assist the organisation in reducing the space and opportunities for corruption (Berita Harian, 2021). In that context, there is no room for compromise when it comes to civil servants who have engaged in corrupt behaviour (Berita Harian, 2021). Any civil servant found guilty of this wrongdoing will face severe consequences, including dismissal or demotion. It must be implemented in order to serve as a lesson to other civil servants.

The majority of the causes of corruption are thought to be caused by elements within the individual. They become involved in corrupt practises as a result of their tough-to-address personal flaws, which make them difficult to manage. A person's sense of self-worth is profoundly impacted by their own personal frailties. Those with weak personalities are motivated to committed corruption by a lack of appreciation for noble ideals in the performance of their duties, greed, a desire for extravagance and showing off, a desire to become rich quickly, and selfishness. Furthermore, a lack of respect for Islam, as well as a lack of morals and ethics, are among the factors that contribute to the existence of corrupt practises (Harun & Hassim, 2017; Mokhtar, Mohd Shah, Ramlie, Othman, Ationg, Esa, Marinsah, 2021a). As a result, top management must improve the organisation's moral foundation by establishing and displaying a high standard of ethics and fostering honestly that benefits others.

The following are the most crucial components of an organisation. The first is that it encompasses the formation of organisational ethics through top management commitment, with the leadership component being a key feature because leaders can build, maintain, or modify the environment. As a result, support for ethical projects must come from the top down in a company. They can demonstrate their dedication by attending training sessions and including ethics as a recurring theme in their speeches, presentations, and behaviours, setting an example for the rest of the team. Second, the adoption of code of ethics that gives guidance for ethical decision making can facilitate the consolidation of the finest work practices and culture.

According to Rock and Bonnett (2004), code of ethics is a statement of an organisation's norms and beliefs that encourages ways of thinking and shapes attitudes in the direction wanted by the behaviour. Code of ethics provide advice and guidelines on anticipated employee conduct and help the organisation to evaluate its position as an organisation with ethical employees and stakeholders with a clear understanding of organisational principles (Rock & Bonnett, 2004). In contrast to the opinion of Jain (2001), the code of ethics is an essential technique for cultivating ethics in organisations. Therefore, human resource managers or practitioners can coordinate an ethical code by compiling one. It is crucial because a task force consisting of personnel from various organisational levels and roles is formed to assist in generating and executing code. When a code of ethics is well-designed and properly integrated with the practice of integrity, culture and discipline constitute an organisation's dynamic moral foundation (Jain, 2001).

The Issue of Bureaucracy in Impairing the Efficiency of Human Resources and Weakening the Organisational Administrative System:

Bureaucracy refers to the method in which the administration is directed by the government or its employers. Whereas character refers to a person's manner or demeanour. In a nutshell, bureaucracy is power abuse that makes advantage of the employer or the individual. Bureaucracy is essential in all organisations to ensure that they can be run more efficiently and systematically. When it is not due to bureaucracy, the system and work in an organisation will function so efficiently. On the other side, if bureaucracy emerges as a result of this, there will be incidents of breach of trust in regard to what is entrusted to the individual doing it, as well as problems when society attempts to deal with it. In order for an organisation to be administered more systematically, it is crucial to have a solid bureaucratic structure. This is because the problems that arise due to bureaucracy will encourage individuals to accept the situation, and it will take longer to accomplish their work because of bureaucracy. Therefore, individuals in control or entrusted should fulfil their responsibilities to solve the issue of bureaucracy, and eradication measures, such as the development of anti-corruption groups or law enforcement, should be implemented to prevent a recurrence.

The issue of bureaucracy is frequently related with corruption inside a system, which is similar to a legacy passed down from superiors to subordinates. According to Tan Sri Sidek Hassan (2020), as a former civil servant he was very disappointed with what happened and based on the reports and the extensive social media attention, integrity compliance among civil servants is very low and frightening (Sinar Harian, 2020a). Almost all information on arrests and actions taken by the Malaysian Anti-Corruption Commission (MACC) and other enforcement agencies against acts of lack of integrity among civil servants, he added (Sinar Harian, 2020a). Clearly, both our government and other organisations are undergoing a crisis of bureaucratic issues, since this condition has become a representation of the situation.

The delivery system of governance in the country has grown progressively paralysed as a result of the bureaucracy that has worsened the integrity problem in the government and immobilised the government delivery system. Even yet, it is suspected that there are a substantial number of cases that are neither detected or recorded. Although many are seen engaging on this issue, only a few civil servants are actually involved. Furthermore, the percentage of officers who lack integrity is not disproportionately high when compared to the overall number of civil servants or offences. It is believed that the majority of civil servants, especially those in

enforcement agencies have integrity and those with integrity in the national governance system dislike officials who lack integrity and do not wish to conspire with them.

For instance, the Malaysian Immigration Department has collaborated with the Malaysian Anti-Corruption Commission (MACC) in Operation *Selat* to expose the group responsible for forging stamps at the country's borders, which included members and officers of the Immigration Department (Sinar Harian, 2019). If such cooperation was not carried out, a large number of foreigners would be able to readily enter our country due to the existing governance system's vulnerability (Othman, Mokhtar, Ationg & Abang Muis, 2021g). Moreover, the actions of civil servants who contributed to the escalation of this issue would tarnish the public service's name and Malaysia's image in the eyes of the world like a thorn in the flesh. Furthermore, this would not only harm the country's image in the eyes of the world, but it would also harm the country's competitiveness in terms of attracting both domestic and foreign investment, as well as other activities.

According to Tan Sri Sidek Hassan, similarly to the virus, it will become an epidemic that spreads and will likely be able to kill both the civil service and the nation. Cases of wrongdoing in the delivery system during an era without smartphones and without social media are less well known than they are today. In today's technological world, the only way to find current information and news is to utilise smartphone, and social media which is at the fingertips. Any misconduct in the delivery of services, particularly in terms of enforcement in the field is easily recorded before it is transmitted or becomes viral. The good effect of smartphone use is that, thanks to social media, civil servants and other individuals will be more cautious and watchful before accepting bribes provided by anyone if they intend to do such acts of dishonesty and do not want to risk being arrested. This is because according to him, society has taken on the role of an "unpaid supervisor" over field employees, and society is not more critical of worker dishonesty in order to prevent this from happening. Therefore, he suggested that the community work together and be responsible in becoming complainants rather than abusing social media platforms, in order to improve the current delivery system and move toward a better one.

Bribery occurs as a result of the existence of opportunities as a result of the attitude of an individual who is greedy and does not carry out the trust given. According to him, the opportunities that exist are a result of the current distribution system's flaws. For example, approvals and services provided are slow due to the existence of bureaucracy in the delivery system causing many customers who are willing to give bribes in order to get immediate service (Al-Attas, 2009). Due to unfairness in the service delivery system, this will have an impact on other communities that do not practice corruption. As a result, urgent measures must be taken to speed up their respective work processes and supply effective delivery system services. This is due to the fact that it will be able to further facilitate the work of customers and minimise the workload of the department's staff. If examined, there may be conditions and requirements that were formerly necessary but are no longer relevant, and it is preferable that they not damage the integrity of the system.

The issue of bureaucracy which is spreading like a virus is not limited to government officials but the Malaysian Anti-Corruption Commission and the Royal Malaysian Police who are the two main enforcement organisations in Malaysia, are also at the core of such acts of dishonesty by officials. The PDRM's revelation about the lives of affluent officers and their members, according to Tan Sri Sidek Hassan (2020), sends a strong signal that some teams do not wish

to conspire to protect things that are already obvious. The PDRM's decision to take action against its members is a good move. However, the problem of bureaucracy cannot be resolved without further support. A study conducted by Hamsar and Kechot (2017), identifies three bureaucratic issues in Malaysia in his article titled "Addressing the Problem of Bureaucracy". Inefficiency of work, the absence of a good work system, and the sabotage of government policies through corruption, waste and misappropriation are among the three problems of bureaucracy in Malaysia.

The third issue is directly tied to the bureaucracy issue. According to him, when government officials are sent abroad to work, the government expects them to return with information that may be utilised by the public. Despite spending a great amount of money for the usage of such officials, the government has received no meaningful information despite sending a large number of representatives. There are also public complaints and criticism against the bureaucracy that exists in the country as a result of the attitude of incompetent civil officials, who do not attend work and are also less effective in carrying out the responsibilities assigned to them (Hussain, Brahim, Abdul, Othman & Othman, 2005). This should be avoided, as the result will be that some will pay bribes to speed the work of civil servants.

This will result in the existence of injustice in the country's society, as those who pay bribes will be given priority, while the business of others will be delayed. The problem of service delays and poor service quality, if left unaddressed might create opportunities for corruption (Hussain, Brahim, Abdul, Othman & Othman, 2005). It is evident that this issue caused by bureaucracy can tarnish the country's image in the eyes of the international community and erode the public's confidence in the governance of an institution. Consequently, strong steps must be implemented if these issues grow more prominent in the nation. Among the possible measures is the strengthening of the country's existing laws. This is stated so that anyone who wants to accept a bribe can reconsider the risks they will face if detected. Therefore, these precautions must be taken consistently to prevent this problem from spreading further.

The Issue of Exploitation by the Department's Top Management for Personal Gain:

The issue of integrity leakage in the public sector is one of the most heavily disputed topics, and to sustain this culture of integrity, it begins with the leadership and the organisation itself setting a positive example for all public and private sector personnel. Everyone needs essential necessities such as food, clothing and shelter but some want more than that, whereas the individual cannot afford it. This is the nature of greed where such a group can fall into corrupt practises to satisfy their lustful desires, hence corruption is caused by greed and opportunity. Justin Wee (2012), believe that the concept of malpractice and corruption is closely related to the concept of integrity in explaining deviations by officers whose lack of professional integrity leads to corrupt behaviours in a variety of circumstances. There may be opportunities for corruption if the system of internal control is weak. For instance, delays in providing services as a result of bureaucracy while customers demand rapid service. This scenario can generate opportunities for corruption, since consumers have been known to pay bribes in order to receive expedited service.

System weaknesses are one of the causes of corruption. In circumstances where an individual has monopoly power due to systematic flaws, this provides the employee a great deal of discretion in making judgments. If the decision is motivated by self-interest, then the person may have the opportunity to abuse power or engage in corruption (Mat Noor, 2005). For

example, in early October 2018, the Malaysian Anti-Corruption Commission (MACC) detained two senior employees from a Sabah state government agency and discovered more than RM100 million in cash were deposited in various methods (Enforcement Agency Integrity Commission, 2016). The two suspects, 51 and 54 years old were thought to be leading a lavish lifestyle as a result of monopolising and awarding their family members essential infrastructure construction projects worth more than RM3.3 billion from the Federal Government since 2010 (Enforcement Agency Integrity Commission, 2016).

They had illegally taken use of their position as the department's highest executives to achieve personal benefits. Such officers are ineligible to work for the government. Weaknesses in financial management, revenue management, planning and monitoring, and expenditure control lead to losses and a crisis of confidence in the government, while also tarnishing the public service's reputation. There are other organisations that experienced leakage or loss of cash as a result of the dishonesty of specific officials who misuse the system inside the department, thereby demonstrating a lack of integrity. Apart from these cases, the MACC had seized tens of millions of ringgits in cash and frozen assets in a number of other cases involving department heads, agency directors, and top executives of management and professional organisations (Enforcement Agency Integrity Commission, 2016). This is where the EAIC comes in, as it not only trains civil servants on how to maintain their integrity while on the job, but also conducts investigations if any of them are suspected of violating their work ethic (Enforcement Agency Integrity Commission, 2016).

During the first quarter of 2019, the Malaysian Anti-Corruption Commission (MACC) detained and charged 1,101 civil servants and members of the public for a variety of offences, including misconduct and breach of integrity (Abdul Khalid *et al.*, 2021). The MACC arrest figures increased by 207 arrests in 2019 compared to 894 arrests in 2018. This indicates that integrity issues continue to exist and are becoming more prevalent over time (Abdul Khalid *et al.*, 2021). The Enforcement Agency Integrity Commission (EAIC) conducted a survey of 22 enforcement agencies had the largest number of misconduct accusations with 549 complaints received in 2020 (Abdul Khalid *et al.*, 2021). In addition, the documented accusations of wrongdoing, which included extortion, lacked compliance with normal operating procedures and lacked an investigation of top officers and members of the PDRM.

From January 2019 to June 2020, the Department of Integrity and Standards Compliance (JIPS) of the Royal Malaysia Police reported a total of 3,173 investigation reports on disciplinary crimes committed by PDRM officers and members (Sinar Harian, 2020b). These statistics demonstrate that police officer and member integrity issues are still out of control. Because ethics is a management tool that serves to govern the conduct of officers to adhere to the principles and ethics defined by the organisation while performing their tasks, ethical issues become a key focus of staff behaviour. It is possible for weaknesses and errors to exist despite the existence of an orderly and well-organised system of work, as a result of the integrity leaks of system administrators. Consequently, various procedures and strategies must be established to manage the integrity of officers.

Among the essential factors that must be focused in this setting is the cultivation of noble values to strengthen integrity. Multiple factors contribute to the erosion of the integrity of the Malaysian civil service. Most often discussed are corruption, power abuse, and misconduct. We are aware that the government is taking decisive action in response. According to the

records of the Malaysian Anti-Corruption Agency (ACA), there has been an upsurge in corruption, power abuse, and malpractice allegations in recent years (Abdul Khalid *et al.*, 2021). Compared to other groups, such as the general public, lawmakers or members of the government, and private employees, civil servants received the most information. This is an issue of integrity that impacts the public's perception of the government and the civil service in particular (Abdul Khalid *et al.*, 2021).

Although the proportion of complaints about public service delays is decreasing, it is still the most common form of complaint received by the Public Complaints Bureau (PCB) based on public complaints against public employees and services (Abdul Khalid *et al.*, 2021). If not addressed, the problem of delays in providing services and poor quality of services might create chances for corruption (Abdul Khalid *et al.*, 2021). Customers of such services would believe that bribing government officials is necessary if they wish to receive prompt or high-quality service. Complaints such as lack of enforcement, incompetence, misuse of power, and malpractice also contribute to the notion that integrity leaks, particularly corruption are to be blamed. Similarly, complaints about inadequate policy execution and legal flaws are part of the system's defects, which if remedial action is not taken, it can facilitate corruption and abuse of power (Abdul Khalid *et al.*, 2021).

However, Tan Sri Mohd Sidek Hassan, head of the Enforcement Agency Integrity Commission (EAIC), stated that "the existing law is sufficient, but implementation is lacking" (Sinar Harian, 2020c). He emphasised that the government is pleased with the current legal framework. Hence, it becomes a nuisance when it is not implemented with honesty and integrity. Even the enactment of Act 700, the Enforcement Agency Integrity Commission Act 2009, which resulted in the creation of the EAIC should have been enough to govern administrative ethics (Sinar Harian, 2020c). Following that, there are two values to cultivate in the civil service. The first is the core value. The core values are the civil service's common values, which must be followed by all civil servants. The core values include the six universal noble qualities of trust, wisdom, truthfulness, transparency, justice, and gratitude. The second is value of support. It is an added value that is relevant to the agency's primary task or parent activity. Each agency should determine the value of support provided.

In the Ministry of Education, for instance, the majority of employees are teachers. Therefore, one of the acceptable support values practised by teachers in the ministry is "caring" since the practise of these values can assist the ministry achieve its goal of educating and moulding students into future valuable members of society (Sinar Harian, 2020c). According to Mokhtar, Othman, Ibrahim, Esa, Raymond Majumah, Yusoff & Ationg, 2021b), leadership transformation is one of the forms of leadership that can be implemented by anyone including school administrators and be added value to school administrations especially in driving schools in line with education in this era of globalization. According to Hussain *et al.*, (2005), the level of integrity knowledge in the public sector is still low, and civil officials' attitudes of non-integrity have not altered. This can only be seen when integrity influences the thoughts and actions of an individual. If breaches of integrity such as issues of breach of integrity and corrupt misconduct, fraud, giving or receiving gifts, conflicts of interest in employment, harsh treatment of society and suspected suspects, unreasonable police investigation methods, manipulation and misuse of information, misconduct, misuse and waste of organisational resources can be curbed, then the issue of departmental top management exploiting organisational resources for personal gain can also be eliminated.

The Issue of Cartels in Preventing the Loss of National Treasure

A cartel is an international organisation of manufacturers or operators of a good that aims to dominate the market by controlling prices, among other things. Cartel imposes fees and force consumers to pay a higher price for products, whether they are luxury items or public goods like medications and vitamins. In actuality, it provides inefficiency in the production of a product while safeguarding an inefficient industrial industry, hence increasing the average price of goods or services in the industry (Mohd Shah, Othman, Yusoff, Ationg, Abu Bakar, Esa & Abang Muis, 2021). This problem produces economic losses as a result of the parties' agreement to engage in activities that affect price control, such as production volume resulting in inefficient allocation. Thus, the cartel issue is not new but has been a hot topic from the dawn of civilisation.

The phenomena of cartels can be split into a number of categories, namely the civil security and military sector, the halal food industry, and the tender sector of Malaysian government projects. On 25 November 2021, the former Inspector-General of Police, Tan Sri Hamis Bador addressed the subject of this cartel based on a statement released by the Home Minister, Datuk Seri Hamzah Zainudin; a number of witnesses were summoned to testify. Datuk Seri Hamzah had earlier confirmed at the closing of the Supply Bill 2022 debated at the *Dewan Rakyat* Policy level that there was no cartel activity among the PDRM team. In April 2021, however, in his final press conference as Inspector-General of Police, Abdul Hamid declared that there was a cartel syndicate in the security forces and there were attempts to topple him since he had exposed the lack of police integrity in the force. As the General Operations Force is comparable to a police station, the public can report directly to it, and the report will continue to be sent to a specific police station.

The Ministry of Home Affairs (KDN) announced the presence of cartels among immigration agents on 1 December 2021. Cartel syndicates among immigrants enable free movement, even at airport gates. Protecting one of the country's entry points that allows foreigners to leave and enter the country is a crucial responsibility of the immigration department. Such activities have tainted the duty to safeguard national security and potentially expose the nation to a variety of threats. In fact, the Immigration Department has been abusing its authority and leaking public funds for a very long period, and this behaviour has become ingrained among government personnel. The government should take action to prevent this and restore the country's reputation, which has been harmed by irresponsible individuals. People are aware that our industry imports halal frozen meat from abroad, which is controlled by a cartel.

On 2 December 2020, our nation was shocked by the mode of operation of a cartel that smuggled frozen meat from China, Ukraine, Brazil and Argentina and sold it on the Malaysian market while using the halal logo. In the past few years, a warehouse in Senai has engaged in this business which has caused concerns, uncertainties, and suspicions, especially among Muslims. This is a sensitive topic since it raises doubts about the halal status of meat purchased from overseas. How this transpired has prompted a thousand of questions and it has been discovered after many years. After the authorities' discovery, more and more concerning horse meat and kangaroo meat import cartels came to light. Reports further indicate that the syndicate has been active for the previous four decades. The continued operation of the import meat cartel has been necessitated by the growth of consumer dissatisfaction and anger against the government until the truth is disclosed.

The public advocated for the wholesale dismantling of JAKIM for failing to handle the issue of this non-halal beef cartel. According to MACC sources, this probe would be conducted in compliance with the 2009 Malaysian Anti-Corruption Commission Act. This investigation aims at investigating concerns relating to the falsification of Customs K1 forms that have led to corrupt practises among the relevant agencies. The topic of halal food is significant because it is culturally acceptable in our society for people of all faiths to seek out halal meals. The issue of cartels that have monopolised government tenders has been made public by the Malaysian Anti-Corruption Commission (MACC). Seven people were detained by the MACC in the first week of April 2021 for allegedly affiliated in this syndicate. They purportedly control more than 150 companies and have monopolised government projects worth RM3.8 billion.

In order to help with the investigation, one of the suspects with a title “Datuk” was taken into custody and accused of being the cartel’s leader. He is the owner of expensive possessions like a ship, two helicopters, luxury cars, a bungalow home, a shop residence, and an office building. This has resulted in a 71 percent level of public confidence in the government in the face of corruption, as well as widespread mistrust of government institutions and organisations. Moreover, they are embroiled in corruption issues including the Immigration Department and law enforcement organisations. This syndicate has betrayed the trust of the people. The native contractors have been significantly impacted and this syndicate is extremely embarrassing for the public sector.

Summary and Suggestion

Corruption, misconduct, and abuse of authority among civil servants is consider a severe problem that has persisted for a long time, and the government has previously implemented a number of measures to curb it. This will assist the organisation in decreasing the chances and space for corruption. There are other organisations that experience fund leakage or loss, as a result of the dishonesty of specific officials who take advantage of the department’s system, demonstrating their lack of integrity. Civil servants must demonstrate integrity in service by exercising the trust and power given to them in the public interest. Thus, the Enforcement Agency Integrity Commission (EAIC) serves as a Federal Statutory Body established by an Act of Parliament to improve the culture of integrity in Section 3 of the Enforcement Agency Integrity Commission Act 2009 [Act 700] was gazetted on 3 September 2009 (Yusoff, Sri Murniati & Jenny, 2014).

The main purpose of this paper is to discuss the issues currently faced by EAIC including (i) Issues Concerning the Cultivation of Bribery Rewards and Corrupt Practices Among Civil Servants, (ii) Issues of Empowering Integrity Education in Sustainable Public Sector Governance, (iii) The Issue of Bureaucracy in Impairing the Efficiency of Human Resources and weakening the Organisational Administrative System, and (iv) The Issue of Exploitation by the Department’s Top Management for Personal Gain, and (v) The Issue of Cartels in Preventing the Loss of National Treasures.

The study of these topics has a strong correlation with a superior and great work culture, which is the foundation for the enhancement and quality of an organisation’s production. The establishment of a quality work culture is only possible if the organisation’s members demonstrate a thorough and positive work ethic and high levels of honesty. According to Abang Muis, Hajimin, Marinsah & Othman (2021c) without training and development in managing

people, a negative impact can hit an organization. If measures are not made to address unethical and lack of integrity, it can erode the trust of society, harm the image of employees, the country, and cripple strong corporate organisations. Developing oneself into a person of integrity is not simple. Nonetheless, each person who seeks a successful future must do his or her utmost to strengthen the integrity of themselves and others under their particular obligations. In order to establish a competitive and developed Malaysian nation, it is crucial that civil servants maintain high standards of ethics and integrity.

Overall, the results of the study indicated that breach of integrity is a significant issue where corruption and misconduct continue to occur among civil servants. There are other organisations that experience leakage or loss of funds as a result of the dishonesty of specific officials who misuse the system inside the department, thereby demonstrating a lack of integrity. The issue of corruption, misconduct, and abuse of authority among civil servants is a severe problem that has persisted for a long time, and the government has previously implemented a number of measures to combat it. This will enable the organisation to take steps to reduce the room and chances for corruption to arise. It is obvious that maintaining this integrity is crucial to building a nation free of crime for everyone's welfare and for the sake of justice. This integrity is particularly crucial among employees and civil servants as it often happens among them. This is considered to be the case because corruption is a crime that is on the rise.

Government bodies such as the EAIC, the Malaysian Anti-Corruption Commission have been established in an effort to prevent corruption from becoming more rampant. During this Covid-19 pandemic, employees and civil servants who simply work and earn enough to eat will undoubtedly be entangled in this crime of corruption due to financial restrictions. Therefore, we should cultivate an attitude of integrity not just for our own benefit but also for the benefit of our society and nation. There are numerous ways to inculcate this attitude of integrity in oneself, including participation in integrity campaigns, listening to motivating speeches, receiving proper religious education, and more. The responsibility of parents in educating and guiding children from school so that they do not get caught up in corrupt activities is therefore to aim for this attitude of integrity to develop in us through sufficient religious education.

Another thing that cannot be disputed is how challenging it is to establish a level of credibility in this cartel issue when there are parties involved who are eager to further their own interests. Each of these cartel occurrences has its own agenda, which presents a multitude of questions about how and why this is possible. The impact of Covid-19 pandemic on income and employment especially in the agriculture and food supply industry have to be eliminate in order to battle the cartel issue, hence society must have mutual understanding and refrain from maintaining a thousand unanswered questions and allowing a variety of unfavourable opinions to emerge (Mohd Shah, M. K., (2021c). In general, if the responsible party upholds the trust granted honestly since it is a trust that has been given by the public, harmony in cartel concerns can be reached. The assignment is a commitment and one of the methods to deal with cartels, which are rapidly becoming a habit that is difficult to break. The cooperation of all parties regardless of rank, colour, or religion, must play a part in preventing future occurrences of this kind because they will have a deep impact and require time to recover from.

From the discussion in this paper, it can be inferred that becoming an individual with integrity is a difficult process. Yet, every individual who seeks a prosperous future should make every

effort to strengthen their own integrity and the integrity of those under their respective responsibilities. When the integrity of a leader is questioned, the integrity of the organisation or group he or she leads is also called into question. Employees must simultaneously decide to what extent they would stay obedient and loyal while performing tasks under the direction of superiors who lack of integrity. Therefore, it is our shared responsibility to strengthen and cultivate the practice of integrity in all facets of life to ensure that our nation is always supported by individuals with high self-integrity.

In conclusion, the discussion in this article argues that if the organisation's existing system is plagued by bureaucracy-related issues, it would aggravate the integrity problem in the government, resulting in a paralysed delivery system for governance in the country. The goal of the study is to highlight the crucial function of the Public Complaints Bureau (BPA) in receiving corruption complaints, particularly from the public sector. This is due to the fact that, although the issue of strengthening integrity in the public sector may be considered trivial, the crisis of integrity resulting from abuse of power, corruption, and breach of trust should be interpreted and understood as a betrayal of trust that frequently occurs among governments, civil servants, the private sector, and ordinary people, putting the governance system at risk.

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