

Unravelling the Nexus: Exploring the Impact of Corruption and Personality Traits Among Public Servants in Putrajaya on Malaysian Governance

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Abstract

Objective: With an emphasis on governance and the effects of organizational culture, ethical education, and work experience, the study explores the connection between personality qualities and corruption among public workers in Putrajaya, Malaysia. The inspiration behind this study stems from the pervasive and ongoing problem of corruption among Malaysian public servants, in the Putrajaya. The study investigates the intricate relationship between personality traits and organizational dynamics, focusing on their impact on corruption and governance. It offers a comprehensive understanding of the factors influencing corruption in the public sector, crucial for developing effective anti-corruption strategies. This research provides a comprehensive analysis of the correlation between personality traits, ethical education, organizational culture, work experience, and corruption among public servants in Putrajaya. The study utilized a quantitative methodology, using online surveys via Google Forms, with 230 respondents completing usable questionnaires. This study employed random sampling methods to select participants and applied statistical analysis using the Statistical Package for the Social Sciences (SPSS) software Version 26. The study reveals that personality traits, ethical education, and organizational culture significantly influence corruption among public servants. It highlights the need for targeted strategies to enhance governance and reduce corruption. The findings underscore the importance of ethics education and the unexpected positive correlation between corruption and governance. These insights have the potential to inform the development of tailored public administration policies that consider individual differences and prioritize ethical competence to enhance governance and combat corruption effectively. Based on the findings, the study suggests enhancing ethical education and revising organizational policies to effectively combat corruption, which could significantly impact policymaking by prioritizing ethical integrity for improved governance and reduced corruption in public service.

Keywords: Corruption, Personality Traits, Governance, Public Servants, Organizational Culture, Ethical Education

INTRODUCTION

In Putrajaya, Malaysia, the effectiveness of governance and the welfare of the nation are significantly impacted by the integrity of public servants. To begin with, corruption remains a formidable challenge despite the Malaysian government's efforts to enhance ethical practices and improve its position on Transparency International's Corruption Perception Index (Johari et al., 2020). This ongoing issue not only damages the government's reputation but also threatens its integrity (Haron et al., 2022). Consequently, understanding the complex interplay between corruption and public servants' personality traits is essential for devising effective mitigation strategies.

Moreover, corruption among public servants is influenced by various factors, with personality traits playing a crucial role in shaping ethical decision-making. As highlighted by Rahman et al. (2022), individual character flaws are intertwined with broader organizational dynamics in Malaysia's public service. The complexity of workplace behavior within governmental entities encompasses elements such as organizational culture, ethical education, and professional background (Lemoine et al., 2019). To quantify these aspects, quantitative methods are crucial as they provide concrete evidence on trends and activities related to corruption (Chalil, 2020).

Furthermore, this research aims to explore several key questions. Firstly, it investigates the relationship between

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personality traits and corruption among public servants in Putrajaya. Using a quantitative approach, the study will deploy online surveys and employ rigorous statistical analyses to unravel these interactions (Rahman et al., 2022). In addition, the research examines the impact of ethical education on reducing corrupt tendencies. By administering surveys before and after ethical training programs, the study will assess shifts in attitudes and behaviors related to corruption.

Additionally, the research will delve into the role of organizational culture in shaping public servants' behavior and its influence on corruption. Surveys capturing perceptions of organizational culture, transparency, and ethics will be used for statistical correlation analysis. The study will also explore how work experience affects involvement in corrupt activities, considering factors like prolonged exposure to the organization's culture and increased opportunities for corruption (Rahman et al., 2022). Lastly, it will examine the relationship between corruption among public servants in Putrajaya and various governance dimensions, such as efficiency, transparency, and public trust (Rahman et al., 2022).

The overarching objective of this study is to provide a comprehensive understanding of the factors contributing to corruption and governance in Putrajaya. To this end, the study will investigate the interaction between public servants' personality traits and organizational dynamics. Specifically, it will examine how personality traits influence corrupt behavior, considering traits such as Honesty-Humility and their impact on job demands and stress (Miranda & Cawvey, 2021; Scigata et al., 2022; Raza et al., 2022). Additionally, the study will evaluate the effectiveness of ethical education and training in reducing corruption, highlighting the importance of ethical leadership and robust training programs (Gorsira et al., 2018; Benlahcene et al., 2022; Janenova & Knox, 2019).

Moreover, the research will assess the influence of organizational culture on corruption, considering factors such as corporate social responsibility and leadership styles (Tafolli & Grabner-Kräuter, 2020; Fürstenberg, 2020; Nassar & Hejase, 2021). The impact of work experience on corruption will also be investigated, considering the effects of exposure to corrupt practices and work-related stress (Hauser et al., 2020; Wang et al., 2022; Burduja & Zaharia, 2019). Finally, the study will explore how corruption affects governance dimensions, such as transparency, public trust, and economic implications (Nunkoo et al., 2018; Cardenas & González, 2022; Ali et al., 2022).

In summary, the significance of this study lies in its potential to enhance both academic knowledge and practical strategies for combating corruption. By offering insights into the relationship between personal traits and corrupt behavior, as well as the effectiveness of ethical education and organizational culture, the study aims to provide actionable recommendations for improving governance in Malaysia. Through a focused and rigorous quantitative approach, this research seeks to contribute meaningfully to the fields of governance management and anti-corruption strategies.

LITERATURE REVIEW

Corruption in the public sector is a widespread issue, evident in Malaysia's administrative center, Putrajaya, which is significantly impacted by the integrity of public servants. Despite numerous studies addressing corruption, gaps persist in understanding its influencing factors. Therefore, employing a quantitative study strategy, such as surveying public servants in Putrajaya, is crucial for filling these gaps and gaining a comprehensive understanding of the problem. The literature review aims to examine previous studies, highlight key themes, theories, and survey techniques, thereby laying the groundwork for a quantitative approach.

To begin with, the literature review will be organized thematically. It will start with an overview of corruption in the public sector, followed by an exploration of the study's methodology, and conclude with an assessment of its potential contributions to corruption studies. The study aims to analyze and comprehend corruption among public officials in Putrajaya, guided by specific questions and hypotheses. Initially, it will investigate the primary factors contributing to corruption among public officials. Subsequently, it will explore how deficiencies in governance and compliance impact corruption likelihood. Finally, the study will assess whether a quantitative approach offers a deeper understanding of corruption compared to qualitative approaches.

The study will examine the relationship between personality traits, such as avarice and lack of moral principles, and the extent of corruption in Putrajaya. It will also investigate the efficacy of governance and compliance

mechanisms in mitigating corruption among public officials. Using a quantitative methodology, the study will distribute survey questionnaires to public servants in Putrajaya, aiming to provide significant insights that could guide anti-corruption initiatives and enhance current knowledge on this crucial matter. Notably, Mahmud et al. (2021) provide valuable insights into the origins of corruption, focusing on its interaction between the commercial and public sectors.

Furthermore, understanding the evolution of corruption involves examining the personality traits of public servants, which significantly impact performance and public perception (Kristiawan, 2023). The absence of ethical and integrity traits can influence service quality and public confidence (Nagibina et al., 2021). Consequently, addressing emotional well-being and resilience among public servants is crucial to maintaining ethical standards, especially during crises (Zhu et al., 2023). Kristiawan (2023) underscores the importance of legal certainty in handling government officials facing corruption charges, while Nagibina et al. (2021) highlight the need to minimize internal conflicts that can undermine ethical behavior. Zhu et al. (2023) emphasize assessing psychological adaptation and implementing strategies to ensure ethical conduct.

In comparison, a comprehensive strategy to tackle moral deficiencies includes promoting mental health, resolving team conflicts, and ensuring legal clarity in dealing with ethical violations. This study aims to compare corruption levels in Putrajaya with those in Singapore, focusing on governance, compliance, anti-corruption frameworks, and anti-corruption authorities. The comparative analysis will highlight Singapore's effective measures, such as rigorous legislation and effective enforcement mechanisms, offering insights that could be adapted to Malaysia's context (Lee, 2020).

Moreover, existing scholarly studies on public officials' personality traits emphasize the significance of ethical behavior in the public sector. Previous research has indicated that character flaws in public officials, manifested through corrupt practices, have detrimental effects on society (Kamarulzaman et al., 2020). This highlights the importance of addressing corruption signs to control character flaws effectively. Empirical data and case studies will further support this analysis, providing a strong foundation for understanding the character deficiencies and governance issues in public officials.

The issue of corruption among public servants in Malaysia, particularly in Putrajaya, has garnered attention from both government and academia. Corruption, characterized by unethical behaviors such as abuse of authority and illicit payments, has led to the creation of accountability frameworks and increased operational transparency by the Malaysian Anti-Corruption Commission (MACC) and the Cabinet Special Committee on Anti-Corruption (JKKMAR). Literature reveals that corruption's influence extends to various industries, including financial and security sectors (Alshoubaki & Harris, 2022; Aish et al., 2021). The 1MDB scandal and deficiencies in control highlight the need for governance reforms (Pakpahan et al., 2022).

Additionally, the legal dimension and business vulnerability to corruption provide valuable perspectives on Malaysia's legal structure and commercial ramifications (Mengzhen et al., 2021; Jones, 2020). The correlation between corruption and irregular migration underscores the convergence of corruption with illegal markets and law enforcement (Siddiquee & Zafarullah, 2020). Data from the Malaysian Anti-Corruption Commission (MACC) reveals that a significant percentage of arrests involved public servants (MACC, 2023). Studies on factors associated with corruption, including those involving high-ranking officials, suggest that financial motivations are not the primary cause of corrupt behavior (Mohamed et al., 2018; Hussain, 2022).

In examining governance, effective governance, characterized by transparency, accountability, and fairness, is crucial for integrity and success in public institutions (Yasid & Zulkifli, 2022). Governance structures in Putrajaya should ensure accountability through transparent decision-making and public participation (Abdullah & Othman, 2021). Conversely, weak governance leads to ambiguity and mistrust, which may encourage corrupt practices due to minimal risk of detection (Rahman et al., 2023). A strong governance framework promotes integrity and accountability, reinforcing ethical conduct among public officials (Yasid & Zulkifli, 2022).

Organizational culture also plays a significant role in influencing corruption. The shared values and beliefs within an organization shape employee behavior and perceptions (Santoso, 2019). Studies show that

organizational culture affects corruption-related behaviors and is linked to leadership and governance (Hechanova & Manaois, 2020; Sartor et al., 2022). In Malaysia, the persistence of corruption despite anti-corruption efforts highlights the need to address cultural and systemic issues within organizations (Manan et al., 2022; Sihombing et al., 2020).

Ethical education is essential in shaping public servants' conduct and preventing corruption. Effective ethical training programs are linked to reduced corruption and improved ethical leadership (Syahrani et al., 2022; Hechanova & Manaois, 2020). Participation in such programs correlates with reduced corruption incidents, as evidenced by managerial perspectives and international comparisons (Meyer-Sahling & Mikkelsen, 2020; Lee et al., 2022). Continuous ethical reinforcement is crucial for maintaining high standards of conduct and preventing corruption.

Lastly, work experience significantly influences corruption levels among public servants. Extensive experience within the public sector is associated with lower corruption rates (Barfort et al., 2019). Additionally, increasing salaries and creating a supportive work environment can deter corrupt activities and enhance job satisfaction (Nguyen & Uong, 2022; Madugu et al., 2020). Real-world examples, such as the impact of anti-corruption messages and salary adjustments, underscore the practical significance of work experience in combating corruption (Jalocha, 2018). Overall, addressing corruption in Putrajaya requires a multifaceted approach, considering personality traits, governance, organizational culture, ethical education, and work experience.

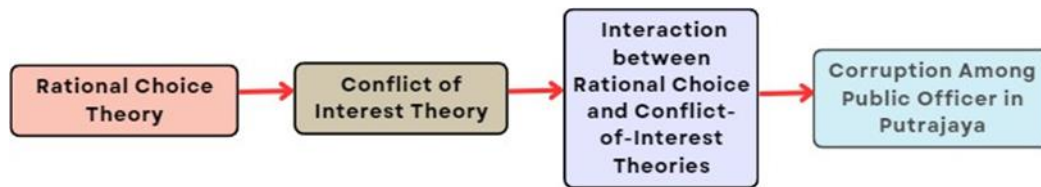


Figure 1: Theoretical Framework Diagram on Corruption Analysis in Putrajaya, Malaysia

Figure 1, developed through extensive analysis of previous studies, illustrates the interaction between Rational Choice Theory and Conflict-of-Interest Theory, offering a comprehensive framework for understanding corruption among public servants in Putrajaya, Malaysia. This framework underscores that corruption stems not only from opportunistic greed but also from conflicts between personal interests and professional duties. By leveraging this theoretical model, policymakers can devise strategies that both deter corruption through punitive measures and foster an ethical culture within public institutions. Implementing these strategies is vital for maintaining government credibility and public trust, particularly in Putrajaya, where corruption significantly affects national progress and public well-being.

The Integrative Theoretical Framework for Corruption Analysis in Putrajaya incorporates Rational Choice Theory and Conflict-of-Interest Theory. Rational Choice Theory posits that individuals engage in corruption when they perceive the benefits to outweigh the risks or moral consequences. This theory explains the rational decision-making process behind corrupt practices, such as those seen in the 1MDB scandal or land swindles in Malaysia (Juraev, 2018; Davis et al., 2021; Lexchin et al., 2018). Conflict-of-Interest Theory complements this by addressing how personal interests can clash with professional responsibilities, leading to ethical dilemmas and corrupt behavior. It highlights the psychological and professional conflicts faced by public officials, supported by studies on professional obligations and heightened workloads (Foli et al., 2021; Mulgan, 2021; Christianson et al., 2022). This integrative framework allows for a thorough examination of the interplay between individual motivations, ethical challenges, and organizational factors influencing corruption in Putrajaya.

The Analytical Model for Understanding Corruption Phenomena draws on insights from various studies to address the complex issue of corruption in Malaysia's public sector. Muhamad and Gani (2020) reveal the widespread nature of corruption affecting officials at all levels, suggesting that individual traits and systemic factors contribute to its persistence. Rosnidah et al. (2020) identify procurement as a sector particularly vulnerable to corruption, indicating the significant role of organizational processes and the work environment.

Grundy et al. (2022) highlight the impact of conflict-of-interest policies within the public pharmaceutical sector, emphasizing the need for effective organizational structures to mitigate corruption risks. Quah (2022) contrasts the successes of countries like New Zealand and Singapore with Malaysia's challenges, emphasizing the importance of leadership and organizational culture in combating corruption. Paterson and Miller (2019) discuss the critical role of accounting controls and governance in curbing corruption, while Tannimalay et al. (2021) explore the effect of corruption on the integrity and performance of public sector workers. Collectively, these studies highlight the need for a nuanced approach that considers both individual characteristics and organizational dynamics to effectively address corruption and enhance governance in Putrajaya.

METHODOLOGY

This study outlines the methodology used to explore the interactions between personality traits and organizational dynamics in public service in Putrajaya, Malaysia. It employs a quantitative approach for objective analysis of the relationships between personality traits, work environment dynamics, and their effects on corruption and governance. The survey used for data collection is central to this process. Building on previous chapters, this methodology ensures coherence with the study's objectives, maintaining academic rigor and providing a solid foundation for future analysis and findings.

Overview and Sampling

The research targets public officials in Putrajaya, Malaysia, the federal administrative capital, to provide relevant insights into corruption and governance. By focusing on a diverse group of officials across various departments and levels, the aim is to offer a comprehensive understanding of corruption among civil servants. This strategic focus allows for effective influence on national policies, benefiting from the proximity to government institutions to enhance participant accessibility and response rates. Stratified random sampling ensures that different subgroups, categorized by service type and length, are accurately represented, improving the validity of the results (Liu & Pontius, 2021; Aclan & Osorno, 2022).

Sampling Strategies and Size

Stratified random sampling improves representativeness and validity by categorizing the population into relevant subgroups, ensuring each is adequately represented (Liu & Pontius, 2021). This method minimizes selection bias and provides a more accurate reflection of the broader public service environment. The sample includes 230 officials, a size chosen to balance statistical significance with manageability, enabling a detailed analysis while remaining practical for data management (Aclan & Osorno, 2022).

Data Collection Method

Data is collected using a structured questionnaire, distributed via email, which covers aspects of corruption, ethical behavior, and governance through a five-point Likert scale (Liu & Pontius, 2021; Johari et al., 2020). The survey includes sections on demographics, personality traits, organizational culture, ethical education, and work experience, aiming to provide a comprehensive view of factors influencing corruption and governance in Putrajaya (Adu et al., 2019).

Analysis Techniques and Software

Quantitative analysis employs SPSS version 26 for descriptive and inferential statistics, including regression analysis and ANOVA, to explore relationships between variables like personality traits and corruption (Roni & Djajadikerta, 2021). This approach ensures robust findings by detailing central tendencies, variability, and the impact of various factors on governance (Olokundun et al., 2018).

Ethical Considerations

Ethical standards are upheld through detailed applications for survey approvals, ensuring participant confidentiality and voluntary participation. Adherence to legal and ethical guidelines, including providing materials in Malay, respecting language policies, and implementing data anonymization techniques, is crucial

for credibility and reliability.

FINDINGS

Table 1: Frequency Test of Respondents' Gender

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	37.8	37.8	37.8
	Female	143	62.2	62.2	100.0
	Total	230	100.0	100.0	

Table 1 shows that the survey had 87 male respondents, accounting for 37.8% of the total sample. No missing responses were noted for males, indicating their representation as over a third of participants. Female respondents outnumbered males, making up 62.2% of the cohort, with a total of 143 respondents. The Valid Percent and Cumulative Percent confirm the completeness and accuracy of the response data.

Table 2: Frequency Test- Respondents' Service Groups

		SERVICE GROUP			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management and Professional (Grade 41 - Grade 54)	106	46.1	46.1	46.1
	Support I (Grade 17 - Grade 40)	115	50.0	50.0	96.1
	Support II (Grade 1 - Grade 16)	9	3.9	3.9	100.0
	Total	230	100.0	100.0	

Table 2 shows the distribution of public servants across service levels, revealing their relationship with governance and corruption. The 'Management and Professional' category, comprising nearly half of the survey population, comprises 106 individuals. The 'Support I' category, covering grades 17-40, has 115 public servants, accounting for 50% of respondents. The 'Support II' category has 9 respondents, making up 3.9% of the total.

Descriptive Statistics

This section summarizes the dataset using statistical measures like mean, median, and standard deviation to analyze factors influencing corruption among public service employees (Johari et al., 2020; Hill et al., 2022). Table 12 details the descriptive statistics from 230 survey responses, exploring the impact of various variables on corrupt behaviors.

Table 3: Descriptive Statistics Analysis for All Variables

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Governance	230	1.00	5.00	2.2713	1.05555
Personal Traits	230	3.60	5.00	4.8304	.33006
Corruption Among Public Servants	230	1.00	5.00	2.5374	1.04095
Ethics Education and Training	230	1.80	5.00	4.1904	1.00362
Organizational Culture	230	2.00	5.00	3.5878	.67973
Work Experience	230	2.20	5.00	4.3904	.61174
Valid N (listwise)	230				

In Table 3, several key variables are noteworthy: "Corruption Among Public Servants" averages 2.5374 with a standard deviation of 1.04095, indicating moderate corruption tendencies and considerable variability. "Ethics Education and Training" scores an average of 4.1904 and a standard deviation of 1.00362, reflecting the generally high effectiveness of ethics training but with some variation in opinions. "Organizational Culture" has

an average of 3.5878 and a standard deviation of 0.67973, suggesting a moderate impact on corruption with relatively consistent responses. "Work Experience" shows a mean of 4.3904 and a standard deviation of 0.61174, indicating a significant perceived impact of work experience on corruption, though responses vary somewhat.

Descriptive Test of Governance (Dependent Variable)

Table 4: Descriptive Test of Governance (Dependent Variable)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I feel that the decision-making process at my workplace lacks transparency.	230	1.00	5.00	2.2348	1.17715
Management often acts unfairly in making decisions.	230	1.00	5.00	2.2130	1.14945
I believe that there is a lack of accountability involving the ability to explain and be responsible for actions or decisions taken and the outcomes achieved at my workplace.	230	1.00	5.00	2.3652	1.16222
I feel that the senior management is not effective in preventing corruption.	230	1.00	5.00	2.2913	1.28730
Fairness in decision-making is often not prioritized at my workplace.	230	1.00	5.00	2.2522	1.14338
Valid N (listwise)	230				

Table 4 shows that respondents perceive a lack of transparency in decision-making (Mean = 2.2348) and feel that management actions during decisions are unfair (Mean = 2.2130). There is also a sentiment of insufficient accountability (Mean = 2.3652) and skepticism about senior management's effectiveness in preventing corruption (Mean = 2.2913). Additionally, fairness in decision-making does not seem to be a priority (Mean = 2.2522).

Descriptive Test of Personality Traits (Independent Variable 1).

Table 5: Descriptive Test of Personality Traits (Independent Variable 1).

Descriptive Statistics				
	Minimum	Maximum	Mean	Std. Deviation
I strive to always act with integrity in all my work decisions.	3.00	5.00	4.8000	.45207
I believe that honesty is an important aspect of my job as a civil servant.	3.00	5.00	4.8696	.39697
I hold a high moral value in carrying out my job responsibilities.	3.00	5.00	4.7087	.50101
I feel a responsibility to always do my best at work.	4.00	5.00	4.8522	.35570
I would reject any form of offer of bribery or personal gain.	4.00	5.00	4.9217	.26917
Valid N (listwise)				

Respondents highly value integrity in work decisions (Mean = 4.8000) and honesty in their civil servant roles (Mean = 4.8696). They strongly agree on maintaining high moral values (Mean = 4.7087) and a sense of responsibility (Mean = 4.8522). Their commitment to rejecting bribery and personal gain is notably high (Mean = 4.9217).

Descriptive Test of Corruption Among Public Servants (Independent Variable 2).

Table 6: Descriptive Test of Corruption Among Public Servants (Independent Variable 2).

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am aware of cases of corruption within my organization.	230	1.00	5.00	2.5435	1.33326
Corruption often occurs in the form of receiving gifts or unjust benefits.	230	1.00	5.00	3.7435	1.35083
Corruption is a serious issue in my workplace.	230	1.00	5.00	2.1348	1.09549
Corruption frequently takes place in the decision-making processes within my organization.	230	1.00	5.00	2.1957	1.20804
I believe that corruption has become a part of the work culture in my organization.	230	1.00	5.00	2.0696	1.21649
Valid N (listwise)	230				

The table 6 indicates that respondents are somewhat aware of corruption within their organization, with a mean response of 2.5435. It also shows that respondents perceive corruption in the form of receiving gifts or unjust benefits to be more frequent, with a higher mean of 3.7435. Respondents feel that corruption is a genuine issue, but to a lesser degree, as indicated by the mean of 2.1348. The perception of the frequency of corruption in decision-making processes is somewhat low with a mean of 2.1957. Lastly, the belief that corruption has become part of the work culture has a mean of 2.0696, suggesting a recognition of corruption but not to an overwhelming extent.

Descriptive Test of Ethics Education and Training (Control Variable 1).

Table 7: Descriptive Test of Ethics Education and Training (Control Variable 1).

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I have received enough education and training on work ethics.	230	1.00	5.00	4.1435	1.22254
I feel the ethics training I've received has improved my understanding of integrity.	230	1.00	5.00	4.2391	1.14046
Etiquette training at work helped me in making ethical decisions.	230	1.00	5.00	4.1348	1.17622
The ethics training program in my organization is effective in preventing corruption.	230	1.00	5.00	3.9130	1.24729
I am confident that ethical education and training can reduce the tendency to corruption.	230	2.00	5.00	4.5217	.80227
Valid N (listwise)	230				

Respondents rate ethics education as effective, with a mean score of 4.1435 for its role in teaching work ethics. They believe it enhances integrity understanding (Mean = 4.2391) and supports ethical decision-making (Mean = 4.1348). While they view ethics programs positively for preventing corruption (Mean = 3.9130), confidence in its role as a corruption deterrent is high (Mean = 4.5217). Responses were consistent, indicated by low standard deviations.

Descriptive Test of Organizational Culture (Control Variable 2).

Table 8: Descriptive Test of Organizational Culture (Control Variable 2).

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I feel safe and protected by my organization when reporting any corrupt activities that I witness or hear about.	230	1.00	5.00	4.0696	.97767
At my workplace, there is an effective and safe system for reporting any corrupt activities without fear of retaliation.	230	2.00	5.00	4.1478	.90841
The organizational culture at my workplace encourages honest and responsible behavior.	230	3.00	5.00	4.2696	.77990
I feel pressure from the organizational culture influences unethical practice behaviors.	230	1.00	5.00	3.0478	1.33883
F5	230	1.00	5.00	2.4043	1.25276
Valid N (listwise)	230				

The data from table 8 indicates that respondents generally feel safe and protected when reporting corrupt activities in their workplaces, with a mean score of 4.0696. They also believe in the existence of an effective system for reporting such activities (mean = 4.1478) and view their organizational culture as encouraging honest and responsible behavior (mean = 4.2696). However, respondents' express concerns about the influence of organizational culture on unethical practices (mean = 3.0478) and report instances of unethical behavior being tolerated or accepted (mean = 2.4043) in their workplaces.

Descriptive Test of Work Experience (Control Variable 3).

Table 9: Descriptive Test of Work Experience (Control Variable 3).

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My work experience has helped me understand the importance of good governance.	230	3.00	5.00	4.7043	.50281
The more work experience I gain, the more I realize the issue of corruption in the public sector.	230	1.00	5.00	4.0522	1.04771
My experience has taught me how to handle situations that may involve corruption.	230	2.00	5.00	4.2826	.81640
With experience, I have become more effective in identifying and avoiding corruption.	230	2.00	5.00	4.4087	.84518
My work experience has influenced my views on governance and integrity.	230	1.00	5.00	4.5043	.78048
Valid N (listwise)	230				

Respondents view their work experience as crucial for understanding good governance, with high mean scores: 4.7043 for its contribution to governance understanding, 4.0522 for awareness of corruption issues, 4.2826 for handling corruption situations, and 4.4087 for identifying and avoiding corrupt practices. Overall, work experience significantly shapes their perspectives on governance and integrity, with a mean score of 4.5043.

Reliability Analysis

Reliability statistics, assessed through Cronbach's Alpha values as stated in Table 10 below, provide valuable insight into the internal consistency of the measurement scales used in the study (Hair et al., 2021)

Table 10: Cronbach Alpha Reliability Scale (Source: (Hair et al., 2021))

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 11: Statistical Reliability Tests Using Cronbach's Alpha for All the Variables.

Reliability Statistics		
	Cronbach's Alpha	N of Items
Governance	0.935	5
Personal Traits	0.877	5
Corruption Among Public Servants	0.893	5
Ethics Education and Training	0.933	5
Organizational Culture	0.628	5
Work Experience	0.804	5

The study assessed reliability using Cronbach's Alpha: "Governance" (0.935), "Personal Traits" (0.877), "Corruption Among Public Servants" (0.893), and "Work Experience" (0.804) all demonstrated high internal consistency. In contrast, "Organizational Culture" showed a lower Cronbach's Alpha of 0.628, indicating weaker internal consistency. These results reflect the reliability of the measurement scales used.

Normality Test.

Table 12: Normality Test- the Kolmogorov-Smirnov and Shapiro-Wilk Test.

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Governance	0.119	230	0	0.92	230	0
Personality Traits	0.396	230	0	0.581	230	0
Corruption Among Public Servants	0.145	230	0	0.951	230	0
Ethics Education and Training	0.229	230	0	0.783	230	0
Organizational Culture	0.096	230	0	0.966	230	0
Work Experience	0.162	230	0	0.867	230	0

a. Lilliefors Significance Correction

Table 12 displays significance values from Kolmogorov-Smirnov and Shapiro-Wilk tests, showing that governance, personal traits, and other variables do not follow a normal distribution. With a significance threshold of 0.05, both tests indicate a non-normal distribution, suggesting the need for non-parametric analysis like Spearman's Rho.

Spearman’s Rho Correlation Analysis

Spearman's Rho is a statistical analysis that evaluates the strength and direction of a monotonic relationship between two variables. It uses the correlation coefficient (r) to measure the strength and direction of a linear relationship between two variables (Duman & Ozkur, 2019). Table 13 below shows the scale Spearman's Rho correlation coefficient value and the significance level use in this study

Table 13: The scale spearman's rho correlation coefficient value and the significance level (Source: Duman & Ozkur, 2019)

Correlation Value	Significance
r < 0.2	Very weak
0.2–0.4	Weak
0.4–0.6	Moderate
0.6–0.8	Strong
0.8 > r	Very Strong

Correlations

			Governance	Personality Traits	Corruption Among Public Servants	Ethics Education and Training	Organizational Culture	Work Experience
Spearman's rho	Governance	Correlation Coefficient	1.000	-.274**	.790**	-.535**	-.177**	-.003
		Sig. (2-tailed)	.	<.001	<.001	<.001	.007	.965
		N	230	230	230	230	230	230
Personality Traits	Personality Traits	Correlation Coefficient	-.274**	1.000	-.246**	.548**	.202**	.405**
		Sig. (2-tailed)	<.001	.	<.001	<.001	.002	<.001
		N	230	230	230	230	230	230
Corruption Among Public Servants	Corruption Among Public Servants	Correlation Coefficient	.790**	-.246**	1.000	-.481**	-.232**	.056
		Sig. (2-tailed)	<.001	<.001	.	<.001	<.001	.395
		N	230	230	230	230	230	230
Ethics Education and Training	Ethics Education and Training	Correlation Coefficient	-.535**	.548**	-.481**	1.000	.377**	.422**
		Sig. (2-tailed)	<.001	<.001	<.001	.	<.001	<.001
		N	230	230	230	230	230	230
Organizational Culture	Organizational Culture	Correlation Coefficient	-.177**	.202**	-.232**	.377**	1.000	.157*
		Sig. (2-tailed)	.007	.002	<.001	<.001	.	.017
		N	230	230	230	230	230	230
Work Experience	Work Experience	Correlation Coefficient	-.003	.405**	.056	.422**	.157*	1.000
		Sig. (2-tailed)	.965	<.001	.395	<.001	.017	.
		N	230	230	230	230	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 14: Colleration between the variable using Spearman's Rho Analysis.

Table 14 shows that "Corruption Among Public Servants" is strongly positively correlated with "Governance" (0.790, $p < .001$), meaning more corruption is associated with worse governance. There is a negative correlation between "Personality Traits" and "Corruption" (-0.274, $p < .001$), suggesting some traits may reduce corruption. Both "Ethics Education and Training" (-0.481) and "Organizational Culture" (-0.232) significantly reduce corruption. However, "Work Experience" shows a weak and non-significant correlation with corruption (0.056).

Multiple Regression Analysis

Model Summary

The multiple regression model analysis provides valuable insights into the relationships between various predictors and their impact on corruption among public servants in Putrajaya, aligning with the study objectives of this study (Trognon et al., 2022). The key findings from the regression model summary are presented in Table 15 below:

Table 15: Multiple Regression Analysis Model Summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.629	.623	.64838

a. Predictors: (Constant), Organizational Culture, Corruption Among Public Servants, Personality Traits, Ethics Education and Training

The R Square value of 0.629 shows that the predictors account for 62.9% of the variability in corruption among public servants in Putrajaya. The Adjusted R Square of 0.623 supports this, considering the number of predictors. Although the model significantly explains corruption, further analysis of individual predictors' contributions is needed.

The Analysis of Variance (ANOVA)

The analysis of variance (ANOVA) provides valuable insights into comparing the means among different groups, particularly in the context of the dependent variable "Governance" and its relationship with the specified predictors (Sharif et al., 2021). Here is an interpretation of the Analysis of Variance (ANOVA) results:

Table 16: Multiple Regression- ANOVA Test.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.563	4	40.141	95.484	<.001 ^b
	Residual	94.588	225	.420		
	Total	255.151	229			

a. Dependent Variable: Governance

b. Predictors: (Constant), Organizational Culture, Corruption Among Public Servants, Personality Traits, Ethics Education and Training

The ANOVA results reveal a significant relationship between predictors (organizational culture, corruption among public servants, personality traits, and ethics education and training) and the dependent variable "Governance." With an F-statistic of 95.484 and a p-value of .000 ($p < 0.001$), the findings indicate substantial differences in "Governance" across the groups defined by the predictors, highlighting that these predictors explain a significant portion of the variability in "Governance."

Coefficients Analysis

Table 17 below present the interpretation of the results of coefficient analysis for each predictor in for this study. The most significant predictor is "Corruption Among Public Servants," with a coefficient of 0.635 and an extremely low significance level (Sig.) of 0 ($p < 0.001$). This finding signifies a highly significant and positive impact of corruption among public servants on "Governance."

Table 17: Coefficient Test For Each Predictor and The Dependent Variable.

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.084	.699		1.549	.123
	Personality Traits	.144	.152	.045	.947	.345
	Corruption Among Public Servants	.644	.048	.635	13.445	<.001
	Ethics Education and Training	-.292	.058	-.278	-5.008	<.001
	Organizational Culture	.023	.067	.015	.340	.734

a. Dependent Variable: Governance

Table 17 shows that "Ethics Education and Training" has a significant negative impact on "Governance" with a coefficient of -0.278 ($p < 0.001$). In contrast, "Personality Traits" (coefficient 0.045, $p = 0.345$) and "Organizational Culture" (coefficient 0.015, $p = 0.73$) do not significantly affect "Governance." These results highlight the varying impacts of these factors on governance among public servants in Putrajaya.

Demographic Factors and Their Implications on Corruption and Governance.

The demographic data offers valuable insights into the relationship between corruption and governance among public servants in Putrajaya, aligning well with the study's objectives. Firstly, the higher representation of women suggests that gender-related personality traits may significantly impact corruption and governance dynamics. Secondly, the influence of ethics education appears to vary across service levels, particularly among those in 'Management and Professional' roles, indicating that ethical training may play a crucial role in shaping their views on corruption. Thirdly, the organizational hierarchy, especially within 'Support I' and 'Management and Professional' roles, seems to affect how corruption and governance are perceived, with these roles potentially having distinct perspectives. Additionally, the data shows that a substantial number of respondents with over ten years of service highlights the possibility that work experience plays a significant role in shaping attitudes towards corruption and governance. Lastly, the age distribution of the respondents may reveal generational differences in addressing corruption, which could influence governance practices. In summary, the demographic data underscores the importance of factors such as gender, service level, work experience, and education in shaping perspectives on corruption and governance in Putrajaya.

Multiple Regression Analysis

The model explains 62.9% of the variation in corruption among Putrajaya's public servants (R Square = 0.629, Adjusted R Square = 0.623). Ethics education and training significantly impact governance, while personality traits and organizational culture do not at the 0.05 level. These results underline the importance of these predictors in understanding and addressing corruption, though further analysis is needed for detailed insights into each predictor's role.

ANOVA Analysis

1. The analysis of variance (ANOVA) results underscores a highly significant relationship between the predictors and the dependent variable "Governance."
2. This implies that the predictors, including organizational culture, corruption among public servants, personality traits, and ethics education and training, collectively contribute to significant variations in governance outcomes.

Coefficients Analysis

The analysis highlights the significant impact of corruption on governance, with a very low significance level ($p < 0.001$), indicating that as corruption increases, governance deteriorates. Ethics education and training also show a strong positive effect on governance ($p < 0.001$), reinforcing the importance of ethical proficiency in

public service. In contrast, personality traits have a minor, statistically insignificant impact on governance ($p = 0.345$), and organizational culture has the least influence, with a non-significant effect ($p = 0.734$). These findings emphasize the need for anti-corruption measures and enhanced ethics education in Putrajaya's public service to improve governance, while personality traits and organizational culture play less significant roles.

Significant Variables in Understanding Corruption and Governance

The study highlights key variables essential for understanding corruption and governance in Putrajaya's public service. It suggests that personality traits, ethics education, organizational culture, and work experience all play significant roles in shaping perceptions of corruption. The data shows that while ethics education is generally viewed positively, the impact of personality traits, organizational culture, and work experience on corruption requires further investigation due to varied responses. Overall, these factors are crucial in understanding how corruption is perceived and managed within the public sector.

Correlation Analysis Reveals Key Relationships in Corruption and Governance

The Spearman's Rho correlation analysis reveals key relationships influencing corruption among Putrajaya's public servants. A significant positive correlation (0.763) indicates that as corruption increases, governance quality declines. A strong negative correlation (-0.510) shows that greater emphasis on ethics education can reduce corruption. A negative correlation (-0.245) suggests that certain personality traits lower the likelihood of engaging in corruption. Organizational culture also plays a role, with a negative correlation (-0.167) indicating its influence on corrupt practices. However, the weak correlation (0.074) between work experience and corruption suggests limited direct impact, warranting further investigation.

Hypothesis Testing

The findings from the Spearman's rho correlation data present a nuanced understanding of the dynamics affecting governance and corruption among public servants in Putrajaya. The Spearman's rho correlation coefficients indicate various degrees of association between the independent variables and the concept of governance. Table 18 shows the result of hypothesis testing based on Spearman's rho correlation analysis data:

Table 18: The Results of Hypothesis Testing

Hypothesis Statement	Correlation coefficient	Significance level	Results
Hypothesis 1 (H1): There is a significant positive relationship between personality traits and corruption among public servants in Putrajaya.	-0.246	< 0.01	Rejected
Hypothesis 2 (H2): Ethical education have positive impacts corruption among public servants in Putrajaya.	-0.481	< 0.01	Rejected
Hypothesis 3 (H3): There is a significant negative relationship between organizational culture and corruption among public servants in Putrajaya.	-0.232	< 0.01	Accepted
Hypothesis 4 (H4): Work Experience has a positive impact on Corruption Tendencies among public servants in Putrajaya.	0.056	0.395	Rejected
Hypothesis 5 (H5): There is a positive relationship between Corruption among public servants in Putrajaya and Governance.	0.790	< 0.01	Accepted

Corruption Among Public Servants and Governance: The study reveals a strong positive correlation of 0.790 between corruption among public servants and governance, indicating that higher governance ratings are associated with increased perceived corruption. This suggests that stricter governance may reveal more corruption or that corruption might negatively impact governance. Reducing corruption could improve governance by promoting transparency and accountability. Recognizing both the positive and negative effects

of corruption is essential for developing strategies to enhance ethical standards and effectiveness in Putrajaya's public service.

Ethics Education and Training: The findings for Hypothesis 2 show a negative correlation coefficient of -0.481 between ethical education and corruption, with a significance level below 0.01. This contradicts the hypothesis that ethical education would positively impact corruption. The result suggests that ethical education may enhance transparency and accountability in public service. It highlights the importance of incorporating ethics programs into public servant training, though further analysis is needed to fully understand the implications.

Personality Traits and Governance: The correlation coefficient of -0.246 between personality traits and corruption contradicts Hypothesis 1, which proposed a positive relationship. The negative coefficient and significance level below 0.01 suggest that personality traits are negatively related to corruption among public servants in Putrajaya, potentially leading to the rejection of the hypothesis.

Organizational Culture: Organizational culture shows a slight negative correlation with corruption (-0.177) and a negligible impact on governance. While a positive organizational culture may help deter corruption, its effect on governance is less clear. Further research is needed to understand how to use organizational culture to improve integrity and governance in public service organizations.

Work Experience: The analysis indicates a weak relationship between practical experience and corruption tendency, with a high probability of chance (0.395, >0.05). This suggests potential rejection of the hypothesis that work experience positively affects attitudes towards corruption. The study highlights the significance of ethics education and the unexpected positive correlation between corruption and governance. These findings can inform targeted public administration policies that emphasize ethical competence to improve governance and reduce corruption.

CONCLUSIONS

This study in Putrajaya explored various factors influencing corruption among public servants, revealing several key findings. Firstly, a negative correlation (-0.246) between personality traits and corruption challenges the initial assumption of a positive relationship, suggesting that certain traits may actually be linked to lower levels of corruption. Secondly, a significant negative correlation (-0.481) highlights the effectiveness of ethical education in reducing corruption, underscoring its importance in promoting transparency. Thirdly, a slight negative correlation (-0.177) suggests that a positive organizational culture might help reduce corruption, although its direct impact on governance remains unclear. The weak relationship between work experience and corruption ($p = 0.395$) indicates an uncertain impact, calling for further exploration. Lastly, a strong positive correlation (0.790) between corruption and governance reveals that higher governance ratings are paradoxically associated with increased perceived corruption, indicating a complex dynamic that requires more in-depth analysis. Overall, the study uncovers intricate relationships and challenges existing assumptions, emphasizing the need for a deeper understanding of these factors to enhance anti-corruption efforts and governance in Putrajaya.

Contributions of Study

Theoretical Contributions

This study offers significant theoretical contributions to understanding corruption in Malaysia. It highlights the complex relationship between perceived corruption and organizational performance, emphasizing its impact on governance (Moldogaziev & Liu, 2020). The research reveals the importance of leadership and organizational culture in combating corruption and advocates for robust anti-corruption education, especially for the younger generation (Quah, 2022; Mengzhen et al., 2021). By examining systemic issues within Malaysia's political and institutional frameworks, the study underscores the need for comprehensive anti-corruption strategies (Manan et al., 2022). Overall, these insights deepen the understanding of corruption's multifaceted nature and its implications for Malaysian governance.

Empirical Contributions

This study offers crucial empirical insights into corruption in Malaysia. It demonstrates a significant link between personality weaknesses and corrupt behaviors among public servants (Mansor et al., 2020), highlighting how individual traits influence corruption. Additionally, it shows that ethical education and training programs effectively reduce corruption (Ha, 2023), providing practical guidance for anti-corruption strategies. The research also explores the roles of work experience and organizational culture in shaping corruption (Xu et al., 2019), adding depth to understanding these dynamics. Overall, these findings are valuable for policymakers and practitioners aiming to combat corruption in Malaysia's public sector.

Practical Contributions

This study provides practical guidance for combating corruption and improving governance in Putrajaya, Malaysia. The findings offer a solid basis for developing targeted anti-corruption strategies that address personality weaknesses linked to corrupt behaviors among public servants (Saleem et al., 2020). It also highlights the effectiveness of ethical education and training programs in reducing corruption, suggesting that these programs should be refined and expanded (Saleem et al., 2020). Additionally, the study emphasizes the importance of fostering an organizational culture focused on integrity and accountability, providing a roadmap for enhancing governance practices in Malaysia (Saleem et al., 2020). These contributions offer actionable steps for policymakers and public institutions to address corruption and improve governance in Putrajaya.

Implications of Study

Implications for Practical

Based on the study's findings, several practical measures are recommended to enhance ethical standards and reduce corruption in public sector organizations. First, investing in comprehensive ethical training programs is crucial, as they can raise awareness about corruption's impacts and improve public servants' ethical decision-making, which is supported by a significant negative correlation (-0.481) found in the study. Second, fostering a culture that values personal integrity is essential, including role modeling by leaders and recognizing ethical behavior to promote a strong sense of integrity. Third, implementing stringent hiring practices that involve thorough assessments of candidates' personal values and ethics can help align with organizational standards and mitigate corruption risks. Lastly, establishing transparent processes in decision-making, financial dealings, and external interactions is necessary to ensure actions are open to scrutiny and corruption is minimized.

Implications for Future Research

Future research should focus on several key areas. First, investigating the effectiveness of ethical training programs across different cultural and bureaucratic contexts is essential to understand their impact on behavior and ethics. Second, conducting longitudinal studies will help determine whether the positive outcomes of ethical training persist over time and under various conditions. Lastly, exploring how individual personality traits, such as Machiavellian tendencies, influence ethical leadership can provide insights into tailoring educational programs to address diverse personality profiles. These areas of research will contribute to a deeper understanding of how to effectively promote ethical behavior and leadership.

Implications for Policymaking

To combat corruption, policymakers should focus on several key strategies. First, they should strengthen and enforce regulations and processes to protect against corrupt practices. Second, practicing transparency in financial management and decision-making is crucial to prevent secretive corrupt activities. Third, ensuring that government operations are fair and efficient, with equitable resource distribution, can help minimize opportunities for corruption. Fourth, establishing clear and transparent procedures for government operations will make it more difficult to conceal corrupt actions. Lastly, involving the public in decision-making processes can enhance oversight and accountability, further reducing corruption.

Research Limitation

The study on corruption in Putrajaya's public sector encountered several limitations. Firstly, the small sample size of 230 participants restricts the generalizability of the findings. Secondly, the reliance on self-reported data may introduce response or social desirability biases, affecting the accuracy of the results. Thirdly, the study's narrow focus on Putrajaya limits its applicability to other regions or sectors. Additionally, the use of only quantitative methods may not fully capture the complex nuances of corruption and ethical behavior. The research also did not address other potential influences such as socio-economic or political factors, nor did it consider the impact of external factors like policy changes or societal norms on corruption. These limitations suggest the need for future research to adopt a more comprehensive approach to better understand corruption and ethical behavior in public service.

Recommendations for Practices and Further Research

Based on the study's findings, several recommendations are proposed to combat corruption and improve governance in Putrajaya. Firstly, enhancing ethics education programs is crucial; government agencies and educational institutions should refine these programs to include real-world public service scenarios, with collaboration between the Malaysian Anti-Corruption Commission (MACC) and educational bodies (Mohamed et al., 2018). Secondly, promoting a positive organizational culture through workshops, transparency, and ethical behavior, driven by leadership, is essential (Johari et al., 2020). Thirdly, integrating personality assessments into recruitment and training can help identify and foster traits that deter corruption (Yahya et al., 2020). Fourthly, supporting continuous research and policy development is necessary for updating anti-corruption strategies, led by relevant government ministries and academic institutions (Rahman et al., 2022). Fifthly, establishing regular monitoring and evaluation frameworks to assess governance quality and anti-corruption measures is vital for ensuring transparency and public feedback (Johari et al., 2020). Lastly, implementing robust whistleblower protection measures will create a safe environment for reporting corruption and encourage accountability. These recommendations aim to enhance transparency, accountability, and ethical conduct in Putrajaya's public sector.

To address the study's limitations and enhance the understanding of corruption in Putrajaya's public sector, several recommendations for future research are proposed. First, expanding sample diversity by conducting larger-scale surveys with a broader range of public servants will improve the generalizability of findings. Second, incorporating qualitative methods, such as interviews or focus groups, will provide deeper insights into corruption, personality weaknesses, and organizational culture. Third, analyzing socio-economic and political dimensions will help understand how these factors influence corruption and ethical behavior. Fourth, assessing the impact of external influences, like policy changes and societal norms, is crucial for understanding their effect on corruption and governance. Fifth, evaluating the effectiveness of specific anti-corruption interventions will guide evidence-based policy development. Sixth, conducting longitudinal studies to assess the long-term effects of ethical training programs on public servants' behavior and attitudes is essential. Lastly, comparative studies should be performed to explore corruption patterns and governance across different regions or sectors. These recommendations aim to refine research approaches and provide more comprehensive insights into combating corruption and promoting ethical behavior in the public sector.

SUMMARY

In my study of corruption in Putrajaya, Malaysia, I found that certain personality traits are linked to less corruption, and ethics training is notably effective in reducing corrupt activities. While workplace culture also impacts corruption, its effect is smaller than anticipated. A significant finding was the strong connection between corruption and government management quality, which warrants further investigation. Limitations included a small sample size, reliance on self-reported data, and a focus on Putrajaya using primarily quantitative methods. Future recommendations include enhancing ethics training, fostering a positive work environment, considering personality traits in hiring, and ensuring protection for whistleblowers. Future research should include diverse backgrounds, qualitative insights, and examine external factors, long-term effectiveness of anti-

corruption programs, and comparative studies with other regions.

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Data Availability: The data that support the findings of this study are available from the correspondence authors upon reasonable request.

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