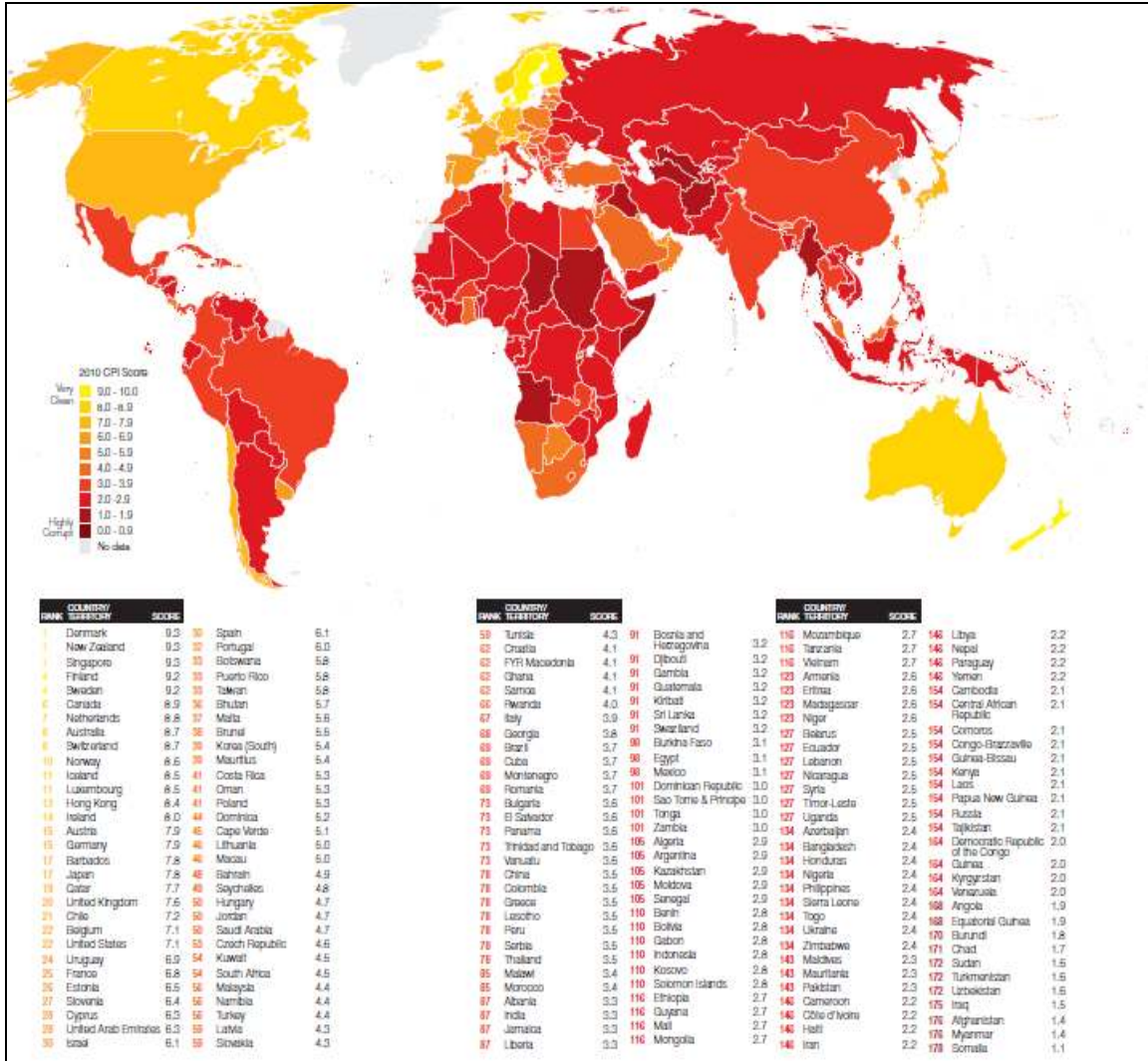


APPENDICES

Appendix 1: The Corruption Perceptions Index 2010 Results



Appendix 2: The Questionnaires



Graduate School of Business
Faculty of Business and Accountancy
University of Malaya
Kuala Lumpur

Dear Sir / Madam,

This survey is conducted as a partial requirement for the completion of the Master of Business Administration (MBA) course, in University of Malaya. The general purpose of this research is to study the relationship between Human Resources Management (HRM) Practices, Organizational Justice, Ethical Behavior with Employees' Misconduct.

Kindly answer ALL questions. All information will be treated with strict confidential as it shall only be used for the purpose of academic research and your response of the questionnaire will only be analyzed in aggregate forms. As such, individuals who response to this questionnaire will not be identified. The survey will take approximately 5-15 minutes.

Your kind participation in this survey are highly valued and appreciated and should you have any enquiries regarding this questionnaires please do not hesitate to contact me as per below details.

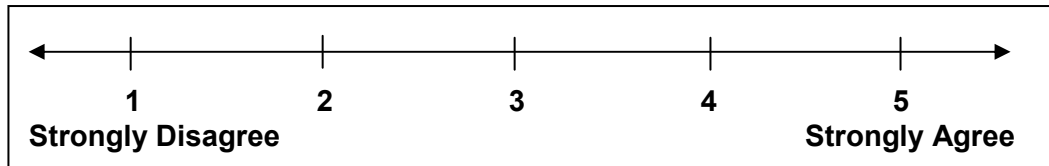
Thanking you in advance for your cooperation.

Yours sincerely,
Siti Hajar Mohd Hussain
Graduate Student,
Faculty of Business and Accountancy,
University of Malaya (UM), 50603 Kuala Lumpur.
Email: sitihajar_83@yahoo.com or sitihajar.mba@gmail.com

Supervised by:
Dr. Sharifah Latifah Binti Syed A Kadir,
Associate Professor,
Dept of Ops. & Mgmt. Information Systems,
Faculty of Business and Accountancy,
University of Malaya (UM), 50603 Kuala Lumpur
Email: slhadad@um.edu.my

Section A: This section is to measure your perception of the Human Resources Management practices in your organization.

Please indicate your degree of agreement or disagreement with each statement regarding the Human Resources Management Practices in your organization; by marking (√) on the appropriate box using the scale from number 1 to 5 with 1 being strongly disagree and 5 being strongly agree.



No	Descriptions	1	2	3	4	5
1.	The organization hires people with specialized skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	The organization hires people with creative thinking skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Recruiting and selecting process of the organization is appropriate with the jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	The organization prefers internal promotion when filling vacant position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	There is favoritism in performance evaluation in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	The management follows a 'pick and choose' policy for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Only certain individuals are entertained for promotional opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	Yearly assessment depends upon the kind of relationship employees have with their supervisors, not the work they perform.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	Promotions in this organization largely depend upon what kind of relationship one has with the top management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	The organization exposed extensive orientation programmes for all new employees to familiarize themselves with the norms and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	The organization provides continuous training programmes to update existing employee skills and knowledge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12.	Training programmes are constantly revised or updated to fit with the changing environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.	All the training programmes run by the organization are of high quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.	The organization incentive system encourages us (employee) to vigorously pursue organization objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15.	The organization incentive system is fair at rewarding individual who accomplish organization objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16.	The organization reward system really recognizes individual who contribute the most to our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17.	The organization incentive system at this plant encourages us (employee) to reach organization goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18.	The organization incentive system is at odds with our organization goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19.	Individual (and/or teams) who achieve organization goals are rewarded the same as those who do not achieve organization goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section B: This section is to measure your perception on the fairness of procedures and interactions in your organization.

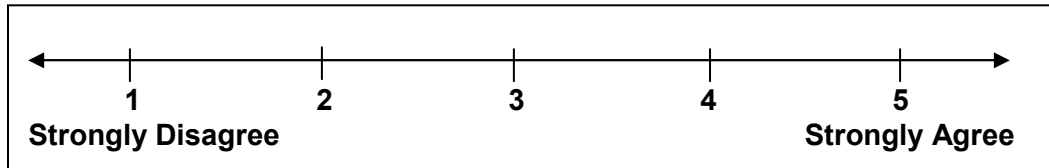
Please indicate your degree of agreement or disagreement with each statement as mentioned above; by marking (√) on the appropriate box using the scale from number 1 to 5 with 1 being strongly disagree and 5 being strongly agree.

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5
Strongly Disagree					Strongly Agree

No	Descriptions	1	2	3	4	5
1.	Job decisions are made by my superior in an unbiased manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	My superior makes sure that all employee concerns are heard before job decisions are made.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	To make job decisions, my superior collects accurate and complete information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	My superior clarifies decisions and provides additional information when requested by employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	All job decisions are applied consistently across all affected employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Employees are allowed to challenge or appeal job decisions made by my superior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	When decisions are made about my job, my superior treats me with kindness and consideration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	When decisions are made about my job, my superior treats me with respect and dignity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	When decisions are made about my job, my superior is sensitive to my personal needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	When decisions are made about my job, my superior deals with me in a truthful manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	When decisions are made about my job, my superior shows concern for my rights as an employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section D: This section is to measure your degree of engagement on your conduct within your organization context.

Please indicate your degree of agreement or disagreement with each statement regarding your degree of engagement of your conduct within your organization context; by marking (√) on the appropriate box using the scale from number 1 to 5 with 1 being strongly disagree and 5 being strongly agree.



No	Descriptions	1	2	3	4	5
1.	Made personal local calls on the organizational telephone.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Taking extra personal time (i.e longer breaks, longer lunch hours, late arrival and/or early departure).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	Using office supplies and materials for personal use (i.e use of copy machine and/or printer; took pens, paper clips or other inexpensive items).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	Calling in sick to take a day off even though other employees will have to make up for the slack.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Misreporting of actual time worked (i.e inflate overtime hours).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Gave certain customers or clients a better deal than that given to others who should get the same deal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Exaggerated to prospective clients, buyers, or others the benefits of your product or service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	Inflate an expense account (i.e raise cost of goods/services purchased and/or raise claims of the original bills).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	Giving or accepting bribes, kickbacks, or inappropriate gifts in exchange for preferential treatment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	Doing personal business during working hours.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section E: Demographics Profile.

Please choose one statement that best describes you by marking (√) on the appropriate box.

1. Gender:		
<input type="checkbox"/> Male	<input type="checkbox"/> Female	
2. Age:		
<input type="checkbox"/> 20 years or less	<input type="checkbox"/> 31 – 40 years	<input type="checkbox"/> More than 50 years
<input type="checkbox"/> 21 – 30 years	<input type="checkbox"/> 41 – 50 years	
3. Ethnicity:		
<input type="checkbox"/> Malay	<input type="checkbox"/> Indian	
<input type="checkbox"/> Chinese	<input type="checkbox"/> Others (Please specify): _____	
4. Highest Education Level:		
<input type="checkbox"/> SPM/STPM or less	<input type="checkbox"/> Postgraduate Degree (e.g. Master or Doctorate)	
<input type="checkbox"/> Certificate/Diploma	<input type="checkbox"/> Professional Certification	
<input type="checkbox"/> First Degree	<input type="checkbox"/> Others (Please specify): _____	
5. Marital status:		
<input type="checkbox"/> Single	<input type="checkbox"/> Divorced/Separated	
<input type="checkbox"/> Married	<input type="checkbox"/> Widowed	
6. Job designation:		
<input type="checkbox"/> Top / Middle Management (e.g. CEO, CFO, COO, GM, VP etc)		
<input type="checkbox"/> First Line Management (e.g. Department Manager, Supervisor etc)		
<input type="checkbox"/> Executive / Engineer		
<input type="checkbox"/> Support Staff (e.g. Administration Assistant, Clerk etc)		
7. Monthly Income:		
<input type="checkbox"/> Below than RM 2,000	<input type="checkbox"/> RM 6, 000 – RM 7, 999	
<input type="checkbox"/> RM 2,000 – RM 3, 999	<input type="checkbox"/> RM 8, 000 – RM 9, 999	
<input type="checkbox"/> RM 4,000 – RM 5, 999	<input type="checkbox"/> RM 10, 000 and above	
8. Sector of Organization:		
<input type="checkbox"/> Private Organization	<input type="checkbox"/> Government/Government Agency	
9. Type of Industry:		
<input type="checkbox"/> IT/Telecommunication	<input type="checkbox"/> Services	
<input type="checkbox"/> Engineering/Construction	<input type="checkbox"/> Oil and Gas	
<input type="checkbox"/> Banking/Finance	<input type="checkbox"/> Manufacturing	
<input type="checkbox"/> Retails/Distribution	<input type="checkbox"/> Others (Please specify): _____	

Thank you for your participation

Appendix 3: Pearson Correlations

Correlations

		EM	RS	TD	PMP	CI	PJ	ES	ECW
Employee Misconduct (ES)	Pearson Correlation	1	-.003	.135*	.186**	.159**	-.121*	.545**	.252**
	Sig. (1-tailed)		.484	.018	.002	.007	.030	.000	.000
	N	241	240	240	240	241	240	241	238
Recruitment & Selection (RS)	Pearson Correlation	-.003	1	.609**	.110*	-.193**	.399**	.085	.041
	Sig. (1-tailed)	.484		.000	.045	.001	.000	.094	.263
	N	241	240	240	240	240	240	240	237
Training and Development (TD)	Pearson Correlation	.135*	.609**	1	.119*	-.225**	.427**	.225**	.013
	Sig. (1-tailed)	.018	.000		.033	.000	.000	.000	.419
	N	240	240	240	240	240	240	240	237
Performance Management And Promotion (PMP)	Pearson Correlation	.186**	.110*	.119*	1	.140*	.316**	.261**	.432**
	Sig. (1-tailed)	.002	.045	.033		.015	.000	.000	.000
	N	240	240	240	240	240	240	240	237
Compensation & Incentives (CI)	Pearson Correlation	.159**	-.193**	-.225**	.140*	1	-.195**	.100	.070
	Sig. (1-tailed)	.007	.001	.000	.015		.001	.061	.140
	N	241	240	240	240	241	240	241	238
Procedural Justice (PJ)	Pearson Correlation	-.121*	.399**	.427**	.316**	-.195**	1	.019	.178**
	Sig. (1-tailed)	.030	.000	.000	.000	.001		.384	.003
	N	240	240	240	240	240	240	240	237
Ethical Behavior of Self (ES)	Pearson Correlation	.545**	.085	.225**	.261**	.100	.019	1	.536**
	Sig. (1-tailed)	.000	.094	.000	.000	.061	.384		.000
	N	241	240	240	240	241	240	241	238
Ethical Behavior of Co-Workers (ECW)	Pearson Correlation	.252**	.041	.013	.432**	.070	.178**	.536**	1
	Sig. (1-tailed)	.000	.263	.419	.000	.140	.003	.000	
	N	238	237	237	237	238	237	238	238

*. Correlation is significant at the 0.05 level (1-tailed).

** . Correlation is significant at the 0.01 level (1-tailed).