

MAINTAINING INTEGRITY AMONG EMPLOYEES THROUGH EMPOWERMENT RELIGIOSITY AND SPIRITUALITY

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ABSTRACT

Integrity has become a concept and topic with more prominence in research on government and governance, as well as in actual policy making at all levels. High quality workforce depends on how good the integrity practices are. The establishment of governance has produced a concept of integrity that aims to communicate the development and practice of good values among employees. Integrity is a significant element to improve the value and ethical behavior of employees in the organization. This study seeks to investigate the effect of religiosity and spirituality towards integrity among employees. The selection of organizations for this study was based on the information provided by Malaysia Anti-Corruption Commission (MACC). The unit of analysis for this study is the employees whom were involved in the decision making within the organization. IBM SPSS was utilized to analyze the collected data. This study adopts the stratified sampling technique. The results of this study revealed that the factor loading for each item is above 0.40, and Cronbach's Alpha is above 0.60. The finding shows that religiosity and spirituality are positively significant toward integrity. The limitation of this study is the involvement of only a small number of respondents from higher position. It is important for the organization to give more attention to building up the quality value of employees and integrity through religiosity and spirituality.

Keywords: Integrity; Religiosity; Spirituality

INTRODUCTION

Integrity has become a hot topic globally in the preservation of organization's reputation. This is important in the preservation of investor relationship, customer satisfaction and also the relation between financial organizations. The failure of organization to manage integrity among employees will reduce the trust of investors and financial institutions. Further, integrity is very important to individuals, groups, companies, and society, as it drives the workability of workplace. Integrity relates to the concept of morality where morality involves telling the truth, being honest and just in all situations (Milton, 2015). This indicates that a person should stick to the principle of being true to oneself. In the organization, integrity covers the whole management, starting with the employer, employees, policies, supplier, customer and also the government. Integrity affects the organization's performance.

Furthermore, integrity can be divided into two types which are: moral integrity and personal integrity (Martin, Vaught, & Solomon, 2010). These two types of integrity can affect how people perceive what that is true to oneself. The lack of integrity may lead to weaknesses, such as weakness of the individual will and self-deception. Further, it is important to understanding such instances, these could happen due to the principles or position that an individual hold in the organization. This is because, integrity functions as an intellectual construct that influences work environments. The notion of behaviour has been studied in different industrial and organisational research areas, for example, leadership, hierarchical progression, worker wellbeing, and representative choice. A component of employee wellness is an important component of productive work relationships (Cameron, 2003; Harter, 2002; Schabracq, 2003), and a fair indicator of occupation execution and counterproductive behaviour. In order to solve the integrity problem among employees, there are a lot of programs that have been planned and organized by the government such as the National Integrity Plan which was included in the yearly Malaysian Budget. By improving the integrity level, the quality of governance in the organization will increase. Governance is nowadays a popular concept that relates to power, authority, politics, policy, administration, government, steering, management and organization (Bevir, 2009; Fukuyama, 2016; Kettl, 2015; Kjaer, 2004; Rose-Ackerman, 2017). A review of the literature (Huberts, 2014) led to at least eight different views that reflect the underlying basics of an integrity "approach" and its relationship with concepts/views with "ethics" or "corruption" or "good governance". The ethics of the content of decisions, policies, and laws, with a focus on the consequences or results of policy, should thus be distinguished from the "moral quality" of the governance process (Huberts, 2018). The lack of integrity will change the behavior and culture in the organization especially in the decision making. This is because, before any decision is made, it is important for employee or leader to follow all the policies and guidelines and also the rules and regulation.

Based on a study conducted by Somera and Holt (2015), it can be deduced that regardless of the varying cultural towards organizational needs, integrity is necessary in all businesses. This means that integrity is not a factor for certain organization or country, but it involves the whole organization whether small or large, government agencies, private organization and multinational organization. Without trust, basic business functions could not be performed, especially in struggling or developing businesses. In particular, integrity is deemed as a vital component as it is fundamental to the functioning of private as well as public organizations. An organization with integrity reduces external regulations (Najib, 2009; Sidek, 2009). In contrast, working without integrity, such as the occurrences of misconducts, fraud and corruption can result in enormous financial losses, severe reputational damage, bankruptcy (Sidek, 2009) and even the implosion of a country's economic and political system that leads to organizational performance problems. Integrity has become a concept and topic with more prominence in research on government and governance, as well as in actual policy making at all levels. High quality workforce depends on how good the

integrity practices are. The establishment of governance has produced a concept of integrity that aims to communicate the development and practice of good values among employees. Hence, the objective of this study is to investigate the effect of religiosity and spirituality towards integrity among employee in public sector.

LITERATURE REVIEW

INTEGRITY

The goal of any organization is to have employees behave in a manner consistent with the company's mission and goals, i.e., aligning absolutely with the core values, adhering to a code of ethics and matching actions with beliefs across a variety of situations (Pattison, S. & Edgar, 2011). Meanwhile, integrity plays a fundamental role in employee's pattern of alignment, sound moral, ethical principles and organization productivity (Cleary, Walter, Horsfall, J & Jackson, 2013; Simons, 2002). Manap et al. (2005) defined integrity as a commitment to those values, spoken and action, to achieve self and organizational excellence, collectively with knowledge or awareness, consistently. This definition is utilized because of its congruity with local elements; people are said to have high integrity when their activities are aligned with good values (Manap et al., 2005).

In a different point of view, integrity is broadly defined as the moral quality of having consistency in uprightness, as can be measured by the conduct of companies and businesses when unobserved (Zarim & Zaki, 2016). Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes that connotes a deep commitment to do the right thing for the right reason, regardless of the circumstances. Schlenker (2008) defined integrity as a degree where someone is personally committed to principled ethical ideology, which in turn determines the strength of the connection between the conviction and the person's ethical behavior. Some other researchers also agree that integrity is the suitability (congruity) between the words and actions of someone (Simons, 2008). However, according to Simons (2002), integrity means that the person's behavior is consistent with the values and beliefs that the person is being honest and trustworthy.

Integrity is violated when corporate governance policies and procedures are disregarded in the quest for personal and corporate gain, as the interests of the perpetrators are usually put before those of other stakeholders and the wider community. In many companies, integrity often refers to the principles and decisions made by an individual worker or in groups regardless of positive or negative consequences (Menzel, 2005). Past researchers have also confirmed that integrity affects most of the individual work behavior. This shows that integrity is the main factor that will lead to and increase the quality of employee and performance of the organization. Issues of integrity are related to the ethical and behaviour of employee in the organization. Ethics, behaviour, moral and misconduct of employee in the organization lead to changes, creating the intention of employee to engage in misconduct.

In order to sustain the integrity among employees in the organization, it is important to look at the organization's leadership. This is because, leader is a role model for the subordinates or employees in the organization. Directly, if leader is not demonstrating good behavior, or breaks the rules, regulation and policies, others in the organization will follow. Brenkert (2010) accordingly discovered that ethics in leadership and business is of top importance for most business executives and that it is equally represented in the literature for creating and promoting ethical behavior in organizations. There is also a growing belief that good ethics means good business and that strong leadership exists on grounded in an ethical culture emerge (Benarjea, 2010). Ethical leaders inspire others to behave in ethical ways, and they encourage and reward changes toward moral goals (McCann, Sparks, & Kohntopp, 2017).

RELIGIOSITY

Every religion already has a guideline for its followers to become a good person, and each person learns what he or she can or cannot do. This is because, each religion covers the whole aspect of life. Religion and religious beliefs are very important in individual and social life. Hence, religious beliefs create a moral and social discipline, and solidarity, and cohesiveness in society and religion often plays a central role in the life of individuals and communities (Akbari, 2013). Religiosity rivals' education as a powerful correlate of most forms of civic engagement. In fact, religiously involved individual that seem simply to know more people (Smith, 2007). Other than that, Religiosity symbolises people's relationship with god as a creator and a sense of duty regarding the qualities and standards of a religion (Bouarif, 2015).

In a different point of view, Giacalone, Jurkiewicz, and Fry (2005) stated that religiosity and spirituality continue to provoke evolving relationships between disciplines such as Social Psychology, Sociology and organizational behavior, but has become sufficiently visible to merit at least one journal in the business academic environment. Appositely, Koenig et al. (2012) defined values as well-organized religious beliefs, practices, rituals and symbols which are designed (a) to facilitate the proximity of the sacred or transcendent (God, a higher power, or truth/ the highest reality), and (b) to foster an understanding of the relationships and responsibilities of a person to another person in living together in a community. The knowledge of religion will lead the individual in communicating with others, in demonstrating high level of responsibility, in cooperating with others and also in working in good culture and environment.

Religious values reflect the level of faith or belief of individuals in holding the teachings of God, making it as supervisor and supporters, as well as apply it in their life (Eaves et al., 2008). This shows that people can defend themselves with either of the various tensions when they believe that something valuable from themselves will continue even after they have experienced physical death, as informed in the teaching of religion (Zahid, 2017). Religiosity and religious responsibility may impact duty

regulation through religious value and profound quality. Religiosity shows dedication, feeling of obligation, duty and, in general, an arrangement of qualities that makes people focused on their work (Bouarif, 2015).

Religious belief can make a significant difference in the behavior and performance of employees, and provide a frame of reference that is used to guide decision-making, especially in multicultural and multi-religious environments (Osman-Gani et al., 2013). Furthermore, religious values also affect a wide range of phenomena relevant to the workplace, ranging from attitude to work up to ethical decision making and organizational citizenship behavior (Parboteeah et al., 2009). Regarding morality in the work environment, Islam considers that working is a demonstration of *ibadah* (worship) that must be released with equity, duty and honesty (Bouarif, 2015). In Islam, each individual is considered responsible on the income earned and spent, respectively. In this way, Islam highly focuses and imparts the importance on obligations and commitments.

From their research results, Zahra et al. (2016) found that religious values have significant effect on the performance of employees. In this regard, employees with higher religious values appear to show better performance. In agreement to the above finding, Darto et al. (2015) concluded that religious values have a positive and significant effect on the performance of employees. Further, religiosity is an important factor for the organization in balancing between the internal and external value of employee. External value is referring to the skill, knowledge and ability of employee obtained through any training organized by the department of organization itself. However, in order to balance the employee's external capability, a high internal value quality of employee is needed.

SPIRITUALITY

Spirituality has begun to hold an increasingly significant place in organizational studies. The term spirituality was first generally examined with a view to "the self" and then with its effects in the workplace within the studies of "workplace spirituality." Due to increasing interest toward the job activities, spirituality has been examined in relation to organizational effectiveness, performance, resilience and leadership, and more recently with an emphasis to ethics at work. From this perspective, studies of workplace spirituality associated with ethics have been on rise (e.g., Corner, 2009; Ayoun, Rowe, & Yassine, 2015; Ananthram, & Chan, 2016). In line with this increased interest in spirituality and ethics, it is important to focus on reviewing the spirituality and ethics literature and examining how spirituality relates to ethics and behaviours at work. This is because, spirituality in practice can guide individuals in experiencing consciousness at a deeper level, thereby enhancing their intuitive abilities.

Ashmos and Duchon (2000) defined workplace spirituality as "the recognition that employees have an inner life that nourishes, and is nourished by meaningful work that takes place in the context of community" (p. 137). The word "spiritual" refers to an inner life, which is deeply related with religious forms or in some way with humanistic psychology for reaching one's greatest potential (Roof, 2003, p.138). Nowadays, the definition of spirituality is generally made independently of religion (Melé & Fontrodona, 2017). Issa and Pick (2011) who have attracted attention to different interpretations of spirituality in religious and secular terms, pointed out the need for some people at modern workplace to develop meaning for their work and potential through their spirituality understanding and application, be it religious or secular. However, one school of thought states that both spirituality and religious practices are the same; spirituality is presumed to involve a relationship with God (Verghese, 2008).

From the Islamic understanding, working and managing an organisation is a part of worship (Atari, 2000), and Islamic principles are thought to be able to provide guidance in management (Zandi, Sulaiman, & Rashed, 2015). For practicing and pious Muslims, religion is the motivation for a balanced character (Hassan, 2001). Submission to God Almighty, Allah, not only brings His blessings but also shapes a good character that in return brings subordinates' allegiance (Alqaem, 1999). Based on Islamic philosophy, there are two types of leadership requirements: the materialistic, which is related to the body, and the non-materialistic, which is related to the spirit. There are three dimensions to the spiritual component of Islam namely, *Iman* (belief), *Ibadah* (rituals of worship/prayer) and *Tawbah* (repentance). Due to the great effects of spiritual strength in the workplace, Syariah Mandiri Bank in Indonesia focuses on the link between business achievement and spiritual strength as part of their human development program (Bank Syariah Mandiri, 2004).

When it comes to workplace setting, there are slightly different viewpoints in defining spirituality. According to McLaughlin (2005), for some, spirituality simply means incorporating the personal values of integrity, morality, and good quality work. For others, it means treating colleagues in an affectionate and responsible way. Equally, it is about taking part in spiritual practices like prayer, meditation etc. (Gocer & Ozgan, 2018), and for some, it's conducting ethically right business in socially responsible way to impact the environment, and serve the community for a better world.

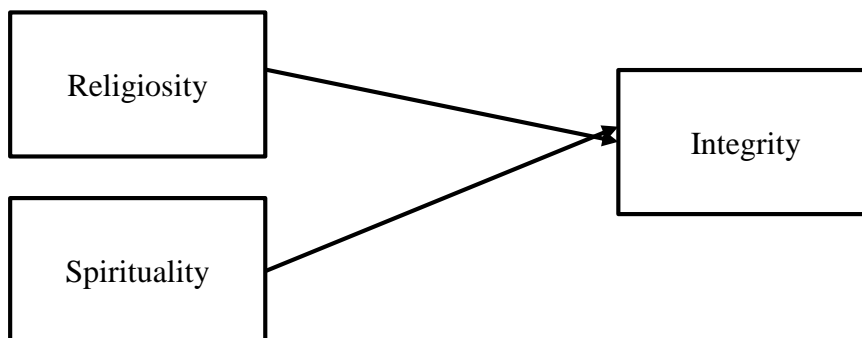
Research Framework

The purpose of this study is to investigate the effect of religiosity and spirituality toward integrity among employees. Religiosity and spirituality are the elements related to the internal development of human. Several decades ago, many studies have documented evidence of unethical behavior in organizations (Farid et al., 2013). The importance of integrity to public service has been proven as it creates administration and public services that are efficient and disciplined through the inculcation of moral values to overcome problems and weaknesses in various aspects of governance such as financial management, handling of disciplinary cases, corruption, abuse of power, law and religion (Nasional Plan, 2006). Improving integrity in public service is an important aspect to make sure that the level of any misconduct or ethical issues is decreased in order to increase the capability of public official.

On the other hand, there is an increasing stress on the role of civic education in increasing public awareness on their right and innovative experiential learning, as well as in facilitating the reflexivity in the public and private sector in the rediscovery of higher purpose (Marquette, 2007). Increasing the level of stress in doing the works will cause the integrity level of employees to decrease, giving them an opportunity to break the rules by accepting corruption, involving in misconducts, or abuse of power, rule and regulation. A more critical determinant of change may be the capacity to think (reflexivity or critical thinking) at both organizational and individual levels rather than just the ability to follow rules or, at least, a more judicious combination (Collins, 2012).

Furthermore, religiosity and spirituality is an important factor that will influence the employee's behavior, and ethical and moral conduct. The inculcation of this factor is important in making sure that every employee in the organization is always working in a positive environment, practicing ethical and moral conducts, and displaying good behaviors. Figure 1.1 presents the conceptual model of human Governance determinants.

Figure 1.1: Research Framework



METHODOLOGY

This study was carried out in Peninsular Malaysia and it involved five different states which are Perak, Pahang, Johor, Kedah, and Selangor. The selection of these states was based on the number of corruption complaints provided by Malaysia Anti-Corruption Commission (MACC). The respondents that were involved in this study were related to their organization's decision making. A total of 482 respondents from 10 different government agencies had participated in this study. The method of selection of samples for this study was the stratified random sampling technique. This study utilized SPSS as a tool of analysis. The questionnaire distributed was divided into three different parts, where in the first part, the questions asked about the respondents' demographic profile, while the second part focused on religiosity and spirituality, and the third part focused on integrity as a dependent variable.

FINDINGS

RESPONDENTS' PROFILE

A total of 800 sets of questionnaires were distributed to the target population involved in decision making and the response rate for this study was 60.3, that is, 204 sets of questionnaire were returned. The selection of respondents was based on the suggestion by the human resource department for each organization. This study involved the federal government and the state government employees. In particular, two hundred and sixteen (216) or 44.8% of the respondents were from the federal government and the rest of the respondents (266 respondents or 55.2%) were from the state government. Next, pertaining to the gender of the respondents, the analysis shows that females accounted for the highest number of respondents, which is 258 (53.5%), followed by the number of male respondents, which is 224 (46.5%). In terms of age, the highest number of respondents involved in this study belonged to the age group of 30 to 39 years old, which is 195 (40.5%), followed by those in the age group of 40 to 49 years old with 137 (28.5%) respondents. Meanwhile, respondents aged above 50 years old comprised 81 (16.8%), and the lowest number of respondents (69 or 14.3%) were between 20 and 29 years old.

FACTOR ANALYSIS

Factor analysis was used in this study to expose the relationships among variables which can concentrate those inter-correlated variables into a few factors. Thus, the Kaiser-Meyer-Olkin (KMO) measure was chosen as an index used to examine the appropriateness of factor analysis. However, the obtained value of more than 0.60 is adequate (Pallant, 2001). Table 1.1 presents the factor analysis of this study.

Table 1.1: Factor Analysis

Variable	KMO and Bartlett's Test		Item	Total Variance Explained			Rotated
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	(Bartlett's Test of Sphericity) Sig.		(Initial Eigenvalue)			Component Matrix
				Total	% of Variance	of	Component 1
Integrity	0.781	0.000	Int_1	6.088	60.878		Int_1 .739
			Int_2	1.212	12.120		Int_2 .733
			Int_3	.813	8.135		Int_3 .750
			Int_4	.474	4.743		Int_4 .747
			Int_5	.419	4.189		Int_5 .731
			Int_6	.303	3.029		Int_6 .814
			Int_7	.254	2.536		Int_7 .847
			Int_8	.189	1.894		Int_8 .867
			Int_9	.127	1.265		Int_9 .742
			Int_10	.121	1.211		Int_10 .816
Religiosity	0.831	0.000	Rel_1	3.921	56.010		Rel_1 .717
			Rel_2	1.096	15.653		Rel_2 .693
			Rel_3	.527	7.526		Rel_3 .733
			Rel_4	.474	6.766		Rel_4 .751
			Rel_5	.401	5.726		Rel_5 .729
			Rel_6	.368	5.260		Rel_6 .806
			Rel_7	.214	3.059		Rel_7 .803
Spirituality	0.841	0.000	Spi_1	3.118	28.346		Spi_1 .534
			Spi_2	2.202	20.014		Spi_2 .416
			Spi_3	1.469	13.356		Spi_3 .527
			Spi_7	.535	4.865		Spi_7 .595
			Spi_8	.483	4.387		Spi_8 .690
			Spi_9	.409	3.719		Spi_9 .690
			Spi_10	.368	3.342		Spi_10 .705
			Spi_11	.241	2.195		Spi_11 .544

Note: Item Spi_4, Spi_5, Spi_6 were deleted due to low loading below 0.4

Table 1.1 indicates the factor analysis result for each variable used in this study. Based on the result, the Kaiser-Meyer-Olkin (KMO) value for integrity is 0.781, for religiosity is 0.831, and for spirituality is 0.841. In Bartlett's test of Sphericity, a significant level of 0.000 indicates that the p value is < 0.05. Therefore, the items in this variable have a strong relationship with each other.

Rotated component matrix in Table 1.1 shows that the items for each variable load on to that individual variable only, and there is no sub-variable match created within variable. Hence, all the item loadings below 0.4 were deleted. Stevens (1992) and Field (2000) accordingly recommended interpreting only factor loadings with an absolute value greater than 0.4, which means that it explains around 16% of the variance. Based on the result, all the factor loadings for each item are above 0.4.

RELIABILITY

Based on the Cronbach's alpha analysis, all variables are considered reliable because they achieve alpha value of more than 0.7 as a minimum. From the result shown in Table 1.2, integrity has the highest Cronbach's alpha value where its alpha value is 0.927, followed by religiosity where its alpha value is 0.867, and spirituality with the alpha value of 0.854. The items used to measure each variable were reliable and none of the items were deleted at this stage.

Table 1.2: Reliability Analysis

Variable		Cronbach's Alpha	No of Item
Dependent Variable	Integrity	0.927	10
Independent Variable	Religiosity	0.867	7
	Spirituality	0.752	8

REGRESSION

Table 1.3 presents the results of regression analysis. The results indicate that R = 0.353, R² = 0.125, adj R² = 0.121, F = 17.898, p<0.05. The multiple correlation coefficient between the variables which is religiosity and spirituality towards the outcomes factor which is integrity is 0.353. This indicates that the independent factors considered in the regression model are low

positively correlated with the dependent variable. It can therefore be construed that the contribution of religiosity and spirituality towards integrity is small. The two independent factors account for 12.5% of the variance in the integrity, reflecting convergent validity on the independent factors on integrity. Hence, 87.5% of the variations in the integrity are due to other factors not investigated in this study. The adjusted R2 is 0.121 indicating that the result of this study is generalizable to other populations. Given that the adjusted R2 is close to the R2 value, it signifies that no over-fitting of the model to the sample had occurred (Hair et al., 2006). Clearly, the regression model fits the data very well. The R2 value drops by only 0.004 in the adjusted R2, and this signifies the acceptable cross validity of this model. The F-test is 30.090 at $p < 0.05$ indicating a significant association between the variables. In viewing the B (Beta) coefficients, the positive sign on all the independent factors is an indication of a positive relationship between the independent and dependent variables.

Table 1.3: Regression Analysis

Independent Variables	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-stat	p-value	VIF
Constant	17.898		7.036	0.000	
Religiosity	0.170	0.098	2.022	0.044	1.292
Spirituality	0.511	0.296	6.083	0.000	1.292
R				0.353	
R ²				0.125	
Adjusted R ²				0.121	
F-test				30.090	
Sig.				0.000	

As shown by the results, between the two factors investigated, spirituality ($\beta=0.511$, $t=6.083$, $p=0.000$) indicated the highest standardized beta coefficient. This means that spirituality is the important factor in predicting employee integrity. Next, religiosity is the second important factor ($\beta=0.170$, $t=2.022$, $p=0.044$). This implies that better employee integrity can be achieved or enhanced when the organization gives attention to the religiosity and spirituality factors.

DISCUSSION

Religiosity is an important factor for each individual. This is because, each religion in the world requires its followers to become a good individual towards themselves, family, community, the workplace and also the country. This means that each organization needs to give more consideration and attention towards the religiosity components in maintaining high quality employees. Indeed, successful organizations need employees who continually adopt positive attitudes and behaviours at work. Therefore, many researchers continue to investigate the factors that contribute to these beneficial attitudes and behaviours. Based on the results of this study, there is a relationship between religiosity and integrity. This is because, it is important for each individual or employee to show respect toward their religion. Employees that show a strong religious belief appear to internalize and show respect (Bouarif, 2015). They are not likely to change according to situations or for attaining benefits; instead, they model their actions according to the doctrines and religious teachings. In a different point of view, Delener (1994) argued that religiosity is an important value in the cognitive structure of the individual, which can influence his/her behaviour. Religiosity has an influence on both human attitudes and behaviours (Clark & Dawson, 1996; Weaver & Agle, 2002).

Spirituality is an important factor in assuring that the employee produces high quality work in the organization. In discussing spirituality and ethics in the framework of Islam, Suib and Said (2017) indicated that both terms under Islam are connected to each other through seven values (care, generous, honesty, justice, loyalty, respect, and responsible). This shows that Islam has already provided a guide for individuals or employees in their daily activities whether with their family or in the workplace. This is because, spirituality will enhance service quality, empower workers, and increase customer loyalty and level of profit. Moreover, spirituality facilitates positive energy, enhances performance, motivates towards good deeds, improves self-realization and increases commitment to social responsibility. This means that spirituality is an important factor that employer needs to take into account in the development of a good spiritual culture in the organization.

Hence, it can be concluded that the religiosity and spirituality factor contributes to increasing the positive consensus towards the integrity of employee in the organization. Spirituality or spiritual life shared by the members of an organization could be a strong predictor of ethical issues and decisions at work (Gocer & Ozgan, 2018). However, in order to increase the spirit of employee, spirituality must be linked to the religious knowledge, awareness and practices. From the perspective of the organization, spirituality not only affects the decision making, but also in matters that may affect larger scale conditions like environmental problems. Surely, spirituality can play efficient roles in sustainability and solution of new world problems, considering the new changes and fast developments in the world order. Hence, religiosity and spirituality undeniably can play important roles in the wellbeing of a person and humanity/world at larger perspective in the coming decades.

CONCLUSION

The behavior of employees in the workplace is strongly influenced by a number of factors, such as family values, religion, level of education, gender, culture, nationality, and also the community/society. When religious values and business goals are incorporated within the organization, unique dynamics will often result. In conclusion, the results of this study show a positive significant relationship between Religiosity and Spirituality toward integrity. Implying religiosity and spirituality as important factors in maintaining the quality of employee in terms of integrity and behavior. Indeed, the influence of religion and spirituality attests its important role in shaping the attitudes and behaviors of people. The organization cannot just give attention to the development of skill and knowledge only, but the internal value of employee need to also be developed thru religiosity and spirituality. The organization needs to provide and conduct a comprehensive training for their employee that covers all the factors especially those related to ethics, behavior, moral conduct and integrity. This is because, with good and high-quality ethics, the performance and reputation of organization will increase. Hence, it shows that religiosity and spirituality have been recognized as the factors in predicting the individuals' differences in a variety of attributes and behavior.

Religion is an important cultural factor to study because it is one of the most universal and influential social institutions that has a significant influence on people's attitudes, values, and behaviors at both the individual and societal levels. For future research, researcher would like to provide some suggestions. Firstly, the research result shows that only 12.5% variance in explained by the both factors. From the organisation's perspective, the failure of management processes is one reason for the increasing integrity problem. A human resource department plays an important role in the management, organization and controlling of employees. Furthermore, human resource management not only involved in selecting a leader, hiring new employees and providing training, but also in selecting and hiring a good leader that is free from crime, ethical and corruption issues, or any misconduct that will reduce the company reputation. Human resource management is also responsible in providing a comprehensive training and development programme, particularly in terms of developing the internal value of employees. For example, in hiring processes, an organisation should not only focus on the knowledge, skills and abilities of candidates, but also in executing more advance search to review the information related to the ethics, behaviour and integrity of candidates. Nowadays, to find out more information about candidates, some organisations used social media as a medium to make such a review.

Thus, the researcher would like to suggest that other researchers can investigate the remaining factors that will influence the integrity among employees such as leadership, culture and training and development. As a part of limitation, the data collection was carried out to the single state and this may lead to responses bias. Additionally, considering that the present study was mainly focusing on government department, it is important to conduct a survey on other types of organization such as private organization, government-linked company or even multinational company. This is because, through the use of different samples, comparison between organizations can be made and comprehensive conclusion can be generated, and in turn, the result can be more applicable and acceptable.

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