

THE INFLUENCE OF WORK ETHIC AND COUNTERPRODUCTIVE WORK BEHAVIOUR OF CIVIL SERVANTS

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Abstract

This paper aims to look at issues related to work ethic and counterproductive work behaviour of civil servants in Malaysia. In addition, this concept paper will present theories and past studies relevant to work ethic and the counterproductive work performance in an organization either in Malaysia or abroad. The understanding about an individual ethical behaviour is explained through theories like Theory of Reasoned Action-TORA and Theory of Planned Behaviour by Fishben and Ajzen (1980). The operational work ethic in this concept paper is based upon the 12 Cardinal Work Ethic which consists of 12 work ethic important to the civil servants in Malaysia, among which are The Value of Time, The Success of Perseverance, The Enjoyment at Work, The Greatness of Simplicity, The Respectful Personality, The Strength of Kindness, The Good Example, The Obligation to Carry Out Duty, The Wisdom of Being Wise, The Importance of Patience, Talent Enhancement and The Satisfaction to Invent. Several theories such as the Social Exchange Theory, Norm of Reciprocity, Cognitive Social Theory and General Strain Theory will be further discussed. These theories with the adaptation of The Counterproductive Work Behaviour (CWB) Model by Spector (2006) categorized CWB into two categories. They are the organizational CWB, for example, sabotage, theft, work withdrawal and crimes against production, and the individual CWB, for example, personal conflict and abuse (Spector et al., 2006). Results of previous studies shows individuals who possess high work ethics relating directly with CWB. Individuals with a high work ethic will be having lower tendency to involve with CWB and on the other hand individuals who have low work ethic may tend to engage in CWB.

Keywords: *Work Ethic, counterproductive work behaviour, civil servants*

1.0 Introduction

Issues related to work ethic have been much debated these days. The understanding about work ethic is very important for every civil servant in their actions, thoughts and responsibilities entrusted. Besides, it helps to consolidate service management towards the development of human civilization. This understanding also provides motivation especially to the civil servants who had served their organizations effectively in increasing the productivity and work quality (Mustafa, 1996). Excellent work ethic individuals are said to have positive work behaviour in decision making. On the other hand, poor work ethic individuals can affect their work performance. This is clearly reported by Beach et al. (1982) who claimed that 87% of retrenchment and the refusal of some employers to promote their workers to a higher post were due to poor work ethic at their workplace. Oinonen (1984) in his study explained that without excellent work ethic, an individual usually fail to obtain his/her desired job.

Since the 1980s, there was a major change in the government's effort to improve the quality of public services efficiency with the implementation of a new service called Public Management Reform (Siddique, 2006). This was meant to strengthen professionalism, efficiency and high work ethic among the civil servants (Mohd Koharuddin et al., 2012). One of the challenges needs to be addressed is the issues relevant to the members in every organization. Each organization is very much dependent on its members and this is likely that the organization is very much related to the behaviour and attitude of its own members. In the context of employment, behaviour is divided into two, i.e. positive and negative behaviour. An organization needs positive behaviour from every employee to ensure efficient work and increased productivity (Robins & Judge, 2009). Nevertheless, this positive behaviour can change into negative behaviour if an organization does not provide job requirements which in the end leads to unproductive work from the employees. Negative behaviour may happen in three ways among which are refusal of the employees to work, being too selective in their work, being ignorance and refuse to work. These individuals will find ways and excuses from doing their work (Robins & Judge, 2009). Being selective in work has existed since ancient civilization. This kind of behaviour towards employment is very much related to a member's attitude and work ethic. Work ignorance can happen in different ways such as do not like to work, delay, absent, too much of rest, influence other members not to work hard and many others (Robins & Judge, 2009). It is obvious that positive behaviour refers to the criteria an individual has, i.e. productive behaviour, whilst negative behaviour may produce an unproductive individual who may be unproductive at work.

1.1 Counter productive Work Behaviour And Work Ethic Concept

Ethic literally means moral principle (attitude) or moral values that uphold an individual or group of individual within a group or society. Johnson et al. (1999) defined the term ethic as the science of conduct. Work ethic, on the other hand, is often related to the perception of certain action either correctly or wrongly conducted. An individual is considered as going against the rules and regulations if he/she fails to obey the standard ethic as stated in an organization. This is in line with Buchholz (1989) who claimed that ethic is an understanding about developing better life and an action which could help to obtain better life through excellent ethical practise. From the organizational perspective, work ethic means to adapt to certain measures or standards in a group or profession. As a member in an organization, each person has the right to set a mutual work ethic standard (Toffler, 1986).

In the context of our country Malaysia, work ethic is seen as a guideline in carrying out tasks for all staff. This includes obeying the behavioural reference set, responsibilities and consequences of an individual's behaviour, and understanding the responsibilities towards an employee's task and behaviour in an organization (INTAN, 1991). In this concept paper, operational work ethic refers to the Public Services 12 Cardinal Work Ethic Model which consists of 12 important work ethic to be followed by the civil servants in Malaysia; among which are The Value of Time, The Success of

Perseverance, The Enjoyment at Work, The Greatness of Simplicity, The Respectful Personality, The Strength of Kindness, The Good Example, The Obligation to Carry Out Duty, The Wisdom of Being Wise, The Importance of Patience, Talent Enhancement and The Satisfaction to Invent. In relation to this, definition of the operational factor of the work ethic in this discussion refers to the standard work ethic of the civil servants, i.e the 12 Cardinal Work Ethic, used by all civil servants in Malaysia.

Work ethic seems to be the most crucial element in the development of an organization and contribute to unproductive work behaviour (CWB). CWB is a term refers to “dangerous” employees’ behaviour to an organization which can affect function or properties, or can hurt employees by affecting their efficiency (Fox et al., 2001, p.292). In general, CWB can be defined as any behaviour by the members of an organization that is against the law or any rules and regulations bind by the organization (Sackett & DeVore, 2002, p.145). There are several different concepts of CWB. Many researchers who studied about CWB see CWB as two general constructs, i.e. individual CWB (CWB-i), and organization CWB (CWB-o) (LeBlanc et.al, 2002; Neuman dan Baron, 1999). CWB-i includes behaviours such as revenge (Bies & Tripp, 2005), aggressive reaction at work (Barling, Dupre & Kelloway, 2009; Kelloway, Barling & Hurrell, 2009), anti-social (Giacalone, Riordon, Rosenfeld, 1997), individual sabotage (Ambrose, Seabright, & amp; Schminke, 2002), and impoliteness (Andersson & Pearson, 1999). On the other hand, CWB-o includes behaviours such as misconduct in company’s properties (Hollinger, 1986; Robinson & Bennet, 1995), maintaining personal discipline (Campbell, 1990), involving in riot (Hunt, 1996), destroying (Murphy, 1993), stealing company properties and sabotage (Harris & Ogbanna, 2002). Typically, every members in an organization have done CWB (Spector & Fox 2005a,b) when they intentionally destroy their organization and the members in the organization (Spector & Fox 2005a, b). Spector et al. (2006) categorized CWB into five categories. They are abuse against others, production deviance, sabotage, theft and withdrawal. Abuse against others is a physically and psychologically dangerous behaviour either to work colleagues or other people through actions like blackmail and destructive comments. Production deviance is a passive behaviour such as intentially do not wanting to carry out task efficiently. Sabotage is an active behaviour referring to physical destroy or damage to organization properties. Theft is a behaviour related to stealing of any properties including a company’s information. Withdrawal is reducing work hours.

2.0 Theories And Work Ethic Model

Most psychologies and socialists are more interested in middle class and adhere to the concept that an individual is said can function well if they are able to process information by relating individual behaviour with biological factor and their surroundings (Ajzen, 1991). This concept refers to the behaviour that is associated with social attitudes and personality factors because it plays an important role in predicting and explaining human behaviour (Ajzen 1988; Campbell, 1993; Sherman & Fazio, 1983).

The understanding about an individual ethical behaviour can be explained through several theories such as *Theory of Reasoned Action-TORA* and *Theory of Planned Behaviour* oleh Fishben dan Ajzen (1980). These theories started with the assumption that attitude towards individual behaviour started with the belief system on the effect of certain behaviour. Therefore, attitude is decisive to a behaviour. A simplest way to predict a person’s action or behaviour is through identifying their intention and desire. The relationship between the true behaviour and the intention of an individual depends on factors such as the importance of the intention and his/her capabilities to achieve what he/she wants (Eagly & Chaiken, 1993).

Planned Behaviour Theory is a follow up to TORA, which takes into account the control of behavior disclosed. Figure 1 illustrates this theory further.

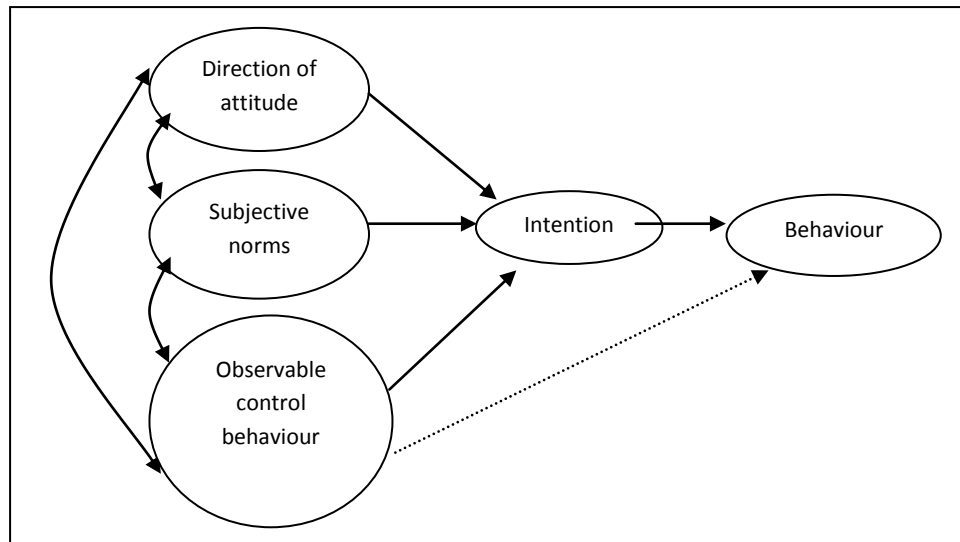


Figure 1: Planned Behaviour Theory (Ajzen 1991)

Ajzen dan Fishbein (1980) agree that an individual attitude and behaviour consists of four elements mainly the specific behaviour, target behaviour, behaviour in context and the time of behaviour. This theory consists of several elements among which are determination behaviour, an intention to conduct a behaviour, attitude towards a behaviour, trust towards other people's perception on certain action and the encouragement to fulfil other's requirement. These behaviour may be a result of being utilitarian (an experience due to rewards or punishment) or normative (other people's assumption on whether or not certain behaviour is accepted). Both theories assume that behaviour is a result of a conscious decision on whether or not it could be conducted (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975).

This theory emphasized that intention affects an individual's behaviour. Intention also provides motivation to an individual to behave. It acts as a guide to see how far an individual strive and plan further. In general, ones intention is the determinant to his/her behaviour. However, an intention will only be carried out based on one's confidence to control his/her behaviour. This perception is based on experience and any restraints that may arise if certain behaviour is conducted (Ajzen, 1991). Achievement of certain behaviour is also dependent on motivation or intention and capability and this is not a new idea. This can be proved with the theory relevant to behaviour such as the learning theory (Hull, 1943), psychomotor and cognitive (Fleishman, 1958; Locke, 1965; Vroom, 1964), and perception as well as individual attitude (Heider, 1944; Anderson, 1974). How far an individual behavioral control is, depends on the individual him/herself. Behavioural control plays an important role in the Planned Behaviour Theory. Any resources and opportunities can also influence behaviour achievement. Therefore, intention is important in order to ensure an individual ethical behaviour.

Theory about ethic is established based on human perception. Basically, this theory tries to enhance the dignity, security and happiness. Unethical behaviour can affect an individual's career and reputation even if it is not against the law. Ethic has a strong connection with moral, principle, action and behaviour. The three well known scholars, Socrates, Plato and Aristotle emphasized that excellent moral and its rational are the root to human ethic. They agreed that an individual is evaluated through his/her ethical attitude. Modern ethic, nowadays, focuses more on ethical attitudes.

2.1 Civil Servant Work Ethic Model In Malaysia

Public Service Ethic Model has been established based on the demands from the public on public services. The public demanded for a systematic, efficient and effective management and services. There were many complaints about the capability of the public service management, the

delay to fulfil the public demands and the public were not made as their priority. Although such negligence were caused by a small number of civil servants, reports about malpractice in government policies has caused suspicion towards the capability of public services in this country. External factors also contribute to its formulation such as the economic downturn and the existence of unhealthy problems. Due to this, Excellence Service Guideline was launched in 1979 by the Malaysia Chief Secretary to instil awareness about of the responsibilities the government servants towards the public and the nation (Hajimin, 2009). In 1979, Malaysian Administrative Modernization and Management Planning Unit (MAMPU) released the Excellence Service Guideline with the slogan “service for the nation” (INTAN, 1979) in which seven core services were outlined. These core services focused on the work ethic to be practiced by the civil servants in the country. In order to ensure excellent services, frequent monitoring and reminder on these core services are needed from time to time at the government department. Public Services Commission of Malaysia has outlined nine guidelines to all civil servants employed in order to improve work ethic value (INTAN, 1996).

Positive ethic and attitude are very crucial in enhancing work quality at international level. A set of work ethic guidelines for the civil servants called the 12 Cardinal Work Ethic is introduced. Among the guidelines are The Value of Time, The Success of Perseverance, The Enjoyment at Work, The Greatness of Simplicity, The Respectful Personality, The Strength of Kindness, The Good Example, The Obligation to Carry Out Duty, The Wisdom of Being Wise, The Importance of Patience, Talent Enhancement and The Satisfaction to Invent. The Civil Servant 12 Cardinal Work Ethic Model was established based on public demand to have efficient, effective and systematic service management. It was based on the trust that important ethic mould one’s personal attitude. However, very few studies which associate work ethic and CWB were conducted in Malaysia. Thus, only a small number of local researchers conducted their studies on EKT12 Model (Mahmood et. al., 1997; Iwati,2000).

2.2 Counterproductive Work Behaviour (Cwb)

Many researchers often make comparison between productive and counterproductive behaviour. However, in reality, it is not a simple task to differentiate between the two. For example, if an employee damages the company property, this is considered as unintentional if all procedures are complied. This kind of behaviour can be considered as counterproductive behaviour when the employee does not observe the safety aspect in the work procedure. An employee is considered as showing counterproductive work behavior when he/she purposely misbehave including disobeying the organization policy (Sackett & DeVore, 2002). Behaviour theory was introduced by Bandura in 1973 through his idea called Semantic Jungle. Through his idea, there appeared to be various terms to describe behaviour such as Counterproductive Work Behaviour (Spector & Fox, 2005), Workplace Deviance Behavior (Berry, Ones, & Sackett, 2007; Robinson & Bannet, 1995), retaliation (Skarlicki & Folger, 1997), bullying, mobbing, incivility (Andersson & Pearson, 1999), emotional abuse and aggression (Neuman & Baron, 2005). In this concept paper, the researcher will use the term brought forward by Spector & Fox (2005), i.e. Counterproductive Work Behaviour (CWB).

There are several other theories which could help in understanding issues relevant to CWB such as Social Exchange Theory and Norm of Reciprocity, Cognitive Social Theory, and General Strain Theory. The Social Exchange Theory (SET) can assist in observing complex unproductive work behaviour among members in an organization (Anderson & Pearson, 1999, Glomb & Liao, 2003; Harris, Kacmar & Zivanuska, 2007; Mitchell & Ambrose, 2007). The basic principle of SET is obligation, exists when an individual wishes for a return each time he/she does good to others in which this is a must when time permits (Blau 1964). In the context of an organization, SET is used as a basis to understand the role of an organization and its management parties as a means of obligation and the wanted behaviour (Wayne et al. 2002). This study, conducted by Eisenberger et al. (1986), was a study focusing on the change relationship between an individual and an organization. The assumption of an organization support depends on the trust of each member which was formed depending on how well an organization recognized the contribution and cares about the welfare of its

members. An individual who has a high organization support is believed to have the obligation to reward his/her organization (Eisenberger et al. 1986).

SET is closely related to Norm of Reciprocity, which was introduced by Gouldner (1960). This theory explains that every individual has a trust towards the "change" concept whereby he/she must help others in return to their help. This is based on the desire to return help as a sense of responsibility to show positive reaction towards preferred service (Gouldner, 1960). Someone is prone to treat the others well in return if he/she is being treated well. Norm of Reciprocity (Gouldner 1960) can exist either in formal or informal relationship. A job is a platform for an employee to offer their effort as a return to real rewards (such as salary or other benefits) or other form of rewards (such as appreciation and respect) received from an organization (Eisenberger et al., 1997). In the context of an organization, the rewards received are in the form of positive behaviour or appreciation (Gouldner 1960). As an example, an organization which shows much concern about the welfare of its employees may receive high work commitment from the employees. Cropanzano dan Mitchell (2005) in their study revealed that when an organization is concerned about its employees, this encourages them respond positively towards the organization. This helps to reduce counterproductive work behaviour among the employees in the organization.

Any work environment which are often unfair and practises favouritism towards its employees will encourage counterproductive work behaviour (Colbert, Mount, Harter, Witt & Barrick, 2004). This theory predicts that an individual is not treated well can easily feel annoyed, dissatisfied and become rebellious (Mount et al., 2006). Many earlier researchers such as Andersson & Pearson (1999), Glomb & Liao (2003), Harris, Kacmar & Zivanuska (2007), and Mitchell dan Ambrose (2007) use this theory to explain about CWB. Comprehensively, this theory is able to explain CWB well (Jacobson, 2009). Empirical studies found that individual perceptions towards an organization support is closely related to positive work results (Hochwarter et al., 2003) such as the increase in affective commitment (Rhoades, Eisenberger & Armeli, 2001; Settoon, Bennet & Liden, 1996; Wayne, Shore & Liden, 1997; and Wayne et al., 2002), work satisfaction (Shore & Tetrick 1991), and the behaviour of the members in an organization (Wayne et al., 1997; Wayne et al., 2002). Social Exchange Theory is introduced to help understand CWB well in which this theory introduces the importance of interaction between individual differences factors and organization factors (Henle, 2005). This theory also tries to relate how personality factor influences individual relationship and how the individual reacts in different situations in an organization. These two factors are very influential in counterproductive work behaviour. Thus, this theory provides a good understanding about CWB phenomena at work taking into consideration the individual factor influences the behaviour.

General Strain Theory, introduced by Agnew (2006), is also a theory about individual behaviour. The main idea of this theory is straightforward, i.e. every individual often worries of stressful experience and at times will react unreasonably. This resulted in wrongdoings in order to get rid of problems. For instance, an individual may attack his/her colleague or get involved in CWB in order to reduce his/her stress. This theory explains that a stressful individual is prone to get involved in CWB activities (Agnew, 2006). Basically, this theory explains that due to stressful emotion, violence elements exist in CWB.

Many researchers categorized CWB into different categories. Sackett & DeVore (2001) defined CWB as a contrary act by a member in an organization which focuses on individual behaviour and does not benefit the organization. Sackett & DeVore (2001) concluded that CWB is a hierarchy model which thoroughly observes unproductive behaviour. An individual who involves in CWB is prone to be involved in other CWB (Gruys & Sackett, 2003). Gruys & Sackett (2003) also categorized CWB to those targeted behaviour by listing 11 factors such as theft, destruction of organization property, misuse of organization information, misuse of time and resources, dangerous behaviour, lateness to work, unsatisfactory work quality, drug addiction, use of abusive words, and dangerous physical behaviour. Robinson dan Bennet (1995) called CWB as devian behaviour, i.e. a voluntary behaviour which affects the norms, objective, policy or the rules and regulations of an

organization and can bring harm to the members as well as the organization itself. They categorized CWB to the targeted individuals and the seriousness level of their behaviour, production deviance, property deviance, and personal aggression including leaving work early and taking very long rest hour.

Fox dan Spector (1999) introduced Model of work frustration-aggression, an extreme cognitive-affective approach. This model explains that every activity leading to disappointment may lead to affective reaction. Cognitive is said to play a less important role in the following sequence (reaction-affective response-respond). Individual affective respond is simple (locus of control, anger) and one will slow down counterproductive work behaviour may be due to certain punishment. This model is able to explain behaviours other than aggressive but CWB is not driven by other factors other than aggressive. Behaviours such as absenteeism, neglecting a company's properties and inefficient at work, for instance, dreaming, surfing the internet, and long rest may be driven by factors other than aggression. Hot-tempered is an example of interpersonal CWB whereby an individual will express his/her anger at work (Fox & Spector, 1999). This is an individual reaction based on personal experience such as depression, less autonomy, organization injustice, organization constraint, and emotional and perception at workplace. CWB is said to be a response of frustration in obtaining strong empirical support and any wrongdoings are the effect of stress and tension faced (Fox, Spector dan Miles, 2001).

Since two decades ago, studies on CWB has shown a progress. Past studies related to aggression categorized two objectives, i.e. hostile and instrumental. Hostile aggression means to harm other parties including hatred and jealousy. This group of people is more aggressive and hostile than those with bad-tempered, impulsive and has the intention to cause harm on the target. Meanwhile, instrumental aggression does not depend solely on emotion but also have the intention to harm the target. In general, the main objective of an individual is to react aggressively and to cause harm but instrumental aggression has a far advance objective such as robbery (Anderson dan Bushman, 2002). The behaviour categorized as CWB (Spector et al., 2007) fall into two categories, i.e. the behaviour directed at the organization and the behaviour directed at the individual in an organization (Bennett & Robinson, 2000; Spector, 2007b). Spector's Model (2006) explained that the counterproductive work behaviour can be categorized into two, i.e. counterproductive work behaviour for an organization (CWB-o) and counterproductive work behaviour for an individual at an organization (CWB-i) (Spector et al., 2006). This classification is very important and helpful in understanding CWB issues in an organization.

2.3 Work Ethic And Counterproductive Work Behaviour

The Malaysian government always strive to implement the policies as well as improvement programmes to ensure excellent government services and punctuality. Although guidelines on job procedures and ethical services are provided, there are still a number of government servants who violates the rules set by the public administration system. The rate of corruption, power abusive and other unethical practices are still high in public services in Malaysia. These have to be prevented immediately in order not to tarnish the image of the services and at the same time can affect the quality of public services in Malaysia.

Studies related to work ethic and counterproductive work behaviour in an organization are given very less attention since most researchers focus mainly on critical behaviour that affect an organization and its members. Although there are many opportunities for employees to contribute to an organization, there are also situations in which employees can engage in behaviours that can cause harm and prevent the organization from achieving its goal. As an example, 58% of working women in the United States of America is reported as having the potential of confronting with behaviour problems and 24% is reported to face sexual harassment at their workplace (Ilies, Hauserman, Schwochau dan Stibal 2003). According to the American Management Society (2005), about 25% of workers from various companies were sacked due to the misuse of internet. In addition, 95% of the

companies believe that they are exposed to theft and being cheat by their employees. These behaviours have resulted to the increase in the business cost in America to about US \$50 billion a year and it is said that 20% of businesses fail (Coffin, 2003). Although it is difficult to measure the negative psychological effect on employees, this can be interpreted in terms of a decrease in work passion, the number of absenteeism and an increased turnover increased and a declined productivity (Hoel, Einarsen dan Cooper 2003).

Positive work ethic is a crucial aspect in creating a dynamic work environment and an important element in the productivity of individuals and organizations. Positive work ethic also represents the value and commitment of individuals to the success of any organization (Noe. etc. 1999). In the western countries, most studies conducted on the industrial sector in America show low work ethic among industrial employees. In relation to this, many researchers try to associate low work ethic and counterproductive work behaviour among the employees in the organizations involved (Ali & Azim, 1995; Eisenberger, 1989; Sacks, 1998). The study conducted by Yandle (1993) proves that low work ethic can influence an individual's work achievement especially amongst the subordinates. Klebinkov (1993) dan Shimko (1992) in their study found that individual work ethic is an aspect that should not be taken lightly especially related to absenteeism and resigning a job. Meanwhile, Sheehy (1990) believes that every employee with low work ethic may easily involved in counterproductive work behaviour such as taking very long rest time and stealing at the workplace. For this reason, it is clear that positive work ethic is paramount to every employer. Flynn (1994) reports that almost 60% of organization managers in America agree that work ethic is very important and much attention is needed in hiring employees in situations where candidates have the skills needed by these employers. It is also said that work ethic is the most important factor in recruitment process as compared to knowledge (23%), work passion (12%), and education qualification (4%). According to Weber (1958), high work ethic will be able to produce individuals who are hard-working, autonomy, fair, efficient and do not easily feel satisfied towards a performance that has been achieved. This is also supported by Dubin (1963), Wollack, Goodale, Wijting & Smith (1971), Cherrington (1980), Furnham (1984), and Ho & Lloyd (1984). All these researchers come to an agreement that work ethic is paramount in building the attitude and work value of an individual.

Although there have been many studies conducted in Malaysia, studies related to CWB was not given much attention especially on the work ethic influence in an organization. Many studies concentrate on individual normative positive behaviour which benefits an organization such as team working, to increase work satisfaction and commitment towards the organization and work achievement. In the public service sector in Malaysia, understanding and appreciating work ethic in Public Services is crucial in order to ensure that it is practiced. Nowadays, issues regarding work ethic are often discussed and debated to enhance the quality of Public Services in Malaysia. Most studies conducted before focused on values, work values, management, attitude and moral behaviour in producing quality, productive and excellent work behaviour (Mustafa, 1996). There are very limited studies which associate work ethic and counterproductive work behaviour, although in reality this is a very important issue in public services. Earlier researchers are more interested to associate issues on work ethic and work achievement (Noe et al., 1999; Ali & Azim, 1995; Eisenberger, 1989; Sacks, 1998; and Yandle, 1993) as compared to counterproductive work behaviour (Klebinkov,1993; Shimko, 1992; and Sheehy, 1990). In the contrary, local researchers who are interested on issues related work ethic concentrates on the dimension of certain work ethic only (Othman etc. 2011; Mustafa, 1996; Mohd Hatta, 2001; Mahmood et. al., 1997; Iwati (2000).

Most researchers in Malaysia concentrate on work ethic using Islamic Work Ethic (IWE) approach (Othman et al., 2011; Mustafa, 1996; and Mohd Hatta, 2001). Other earlier researchers use the 12 Cardinal Work Ethic to observe the work ethic of the Civil Service, where all values are based on the universal IWE (Mahmood et. al., 1997). In addition, Iwati (2000) also uses the 12 Cardinal Work Ethic in her study on the members of the Valuation and Property Services Department in Malaysia. All the 12 Cardinal Work Ethic are the yardstick to evaluate work ethic in an organization. Individuals who feel that they are happy with their current work are more prone to appreciate time, to

have excellent personality as well as ethic as a whole. The individuals who have close relationship with their superior show features of excellent work ethics compared to those less close to their superior. This is because close relationship with the superior will create a more effective communication within an organization (Mahmood et al., 1997).

3.0 Discussion

Issues related to work ethic need to be emphasized because members in every organization with excellent work ethic will demonstrate satisfaction and perform their task perfectly. Understanding about work ethic is important among members in an organization since it helps to determine the direction and gives meaning to actions, thoughts and responsibilities entrusted to them. Ethic is not an exception to the civil servants. This understanding also can help consolidate and streamline service management towards contributing to the development of human civilization. This understanding also gives absolute standard as a motivation to the civil servants in particular in improving the productivity and quality of work (Mustafa, 1996).

Negative work behaviour, if does not prevented, can destroy the future of an organization. The productivity of an organization is closely linked to the hard work of its members. The negative work behaviour that happens in an organization will result in a decrease in productivity and in the long run will harm the organization. Therefore, an organization must at its best to manage the work so that there is no issues on a negative work behaviour among employees. Studies related to the influence of counterproductive work behaviour is expected to help generate an objective measurement on CWB to the civil servants in which can help the organization identify the existence of any negative influences in their organization. Unsystematic management may be the cause to the inefficiency of the organization.

Table 1 : Overall Investigation Activities Statistics for the Year 2010 until May 2015

Year	Information	Investigation Paper	Arrest	Accusation	Conviction
2010	12,614	1,220	944	381	237
2011	13,325	1,304	918	297	299
2012	11,765	1,078	701	350	212
2013	7,927	976	509	296	173
2014	6,548	919	552	334	230
2015	3,049	512	443	73	101
TOTAL	55,228	6,009	4067	1,731	1,252

Source: Malaysian Anti-Corruption Commission (SPRM, 2015)

Table 1 illustrates the statistics of the behaviour of civil servants as reported by the Malaysian Anti-Corruption Commission (MACC) in 2010 until May 2015. Statistics show that the number of conviction (found guilty) is 1,252 people. The number of cases found inconsistent where the number of convictions increased in 2011 and 2014 while the number declined in 2012 and 2013. The number of conviction until May 2015 is 101 people and is likely to increase until December 2015. The increase in the number of conviction is very serious and needs to be addressed. The causes of this increase should be reviewed to ensure that the number of conviction can be reduced. MACC report until 2015 showed that corruption among the public servants is the highest delinquency statistics especially those from the Uniformed Enforcement Agency. The highest corruption offence among the Uniformed Enforcement Agency is the Royal Malaysian Police (RMP), which recorded the highest conviction from 2010 to 2014, followed by the Royal Malaysian Customs Department, Immigration Department and the Road and Transport Department (JPJ). This is in line with the Auditor General's

Report 2013 which mentioned the highest offence category happened among uniformed civil servants in the four departments and it still did not show any changes in 2015.

Based on the total number of conviction trends reported, it can be concluded that immediate action should be taken by the organizations of civil servants to improve productivity and reduce cases of frequent complaints. This complaints can give huge implications to the achievement of an organization and civil servants as a whole. This effort includes the improvement of the quality of work and compliance with work procedures as well as the improvement of staff discipline to reduce cases of counterproductive work behaviour and to prevent from spreading. Transformation should be considered with regards to public complaints through high-impact methods considering future commitments by the members of the organization.

4.0 Conclusion

Most overseas researchers tried to link the decline in the work ethic and the counterproductive work behavior at work among the staff of the organizations involved (Ali & Azim, 1994; Eisenberger, 1989; Sacks, 1998) and associate it with negative and positive work ethic. In the contrary, previous local researchers on values, the value of labor, management, attitude and moral behavior which constitute excellent, productive and quality work behaviour (Mustafa, 1996). Previous researchers who use the 12 Cardinal Work Ethic scale see work ethic of the Civil Service based on a universal Islamic Work Ethic (Mahmood et. al., 1997). All values used in the 12 Cardinal Work Ethic consists of credibility and legitimacy as a measure of work ethic in the organization. The study on counterproductive work behaviour focused more on the dysfunction aspects of a management (Bies & Tripp, 2005; Robinson, 2000) as compared to the services aspects. There are many previous studies on CWB in western countries which makes individual factors and organizational factors as predictors as compared to the local studies. Conversely, the results of previous studies still indicate inconsistent results between individual factors and organizational factors. Although many studies have been conducted in Malaysia, studies related to CWB has given less focus on the impact of work ethic in an organization.

The findings of this study is needed to help implement specific measures to reduce issues related to counterproductive work behaviour among civil servants. Wrongdoings at work do not only affect an organization but also affect the growth of the country as a whole. The involvement of members and the organization management is essential in instilling a sense of belonging to the organization and improvement of working ethic can counterproductive work behaviour in an organization. Strong work ethic will ensure that an employee will provide just and perfect services to the public. High and strong work ethic can prevent civil servants from any misconduct in services.

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