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PERCEPTION OF CORRUPTIONS
AMONG TOP MANAGEMENT PUBLIC OFFICERS

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AUTHOR DECLARATION

[To be submitted with the final copy of your paper(s)]

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Executive Summary

Corruption cases involving civil servants in Malaysia has always become the headlines in news and received wide attention from the policy makers as well as the public at large.

To understand corruption cases relating to public service in Malaysia, this project focuses on identifying reasons that could possibly causing the pandemic of corruption in Malaysia based on previous relevant studies. By using Ishikawa Fishbone Cause and Effect Analysis, this study detailed out several possible causes that could have contributed to the incidence of corruption in Malaysia.

Besides that, this study also focuses on the findings of a survey conducted among top management officers in public institutions on their perceptions of corruption as a whole. 25 questions were asked in the survey and 36 officials Grade JUSA C from several public agencies had responded to the survey. Descriptive findings of each question asked have also been illustrated in this study.

Towards the end of this study, based on the findings of the survey done, I then used Blue Ocean Strategy to identify several recommendations that could be brought forward to assist the government in curbing the problem of corruption involving civil service in Malaysia.

1.0 Introduction

Corruption is usually defined as the abuse of entrusted power for personal gain. It is a kind of dishonesty committed by a person or an organisation entrusted with a position or authority (Md Asham Ahmad, 2022). When corruption becomes rampant in a society, the impacts will be erosion of trust, weakening of democracy, obstruction of economic development, and exacerbation of inequality and poverty (Md Asham Ahmad, 2022). Corruption is a complex phenomenon and could be caused by multiple reasons. It is not a new phenomenon and according to Transparency International (2024), most developing countries are making little or no progress against the corruption pandemic.

In Malaysia, combatting corruption has been a persistent challenge. The Government of Malaysia has undertaken numerous national initiatives such as National Integrity Plan, National Anti-Corruption Plan and so on to instil integrity and governance in public institutions in order to combat the problems of corruption. Additionally, there are increasing awareness campaigns rigorously undertaken by Malaysian Anti-Corruption Commission (MACC) in particular. Despite all the efforts done, the Corruption Perception Index (CPI)'s data and MACC's arrest data show that the corruption situation involving Malaysia's public service is at an alarming stage and those efforts done are seen not being paid off.

Thus, this project aims to understand reasons that could possibly causing the pandemic of corruption in Malaysia based on previous relevant studies. This study also focuses on the findings of a survey conducted among top management officers in public institutions on their

perceptions of corruption as a whole. Towards the end of this study, several recommendations will be brought forward to assist the Government to overcome the problem of corruptions.

2.0 Research Background

Following the literature on corruptions, I had identified a few past researches that were written by local researchers to be used as a key referral to this project paper. Local studies were given more emphasize as we in Malaysia has different social, economic and cultural settings as compared to other nations.

One of my main reference is the research done by Othman et al. in year 2014 titled: Corruption - Why Do They Do It? A total of twelve interviews involving practitioners, representatives from government agencies and senior public sector officials were conducted in this study to identify reasons that lead to corruption. In short, this study concluded that there are three main reasons that causing corruption, namely power, opportunity and moral impurity.

Next, another interesting study was written by Mohd Nordin et al. (2023) which involved construction industry in Malaysia. Mohd Nordin et al. (2023) had conducted a questionnaire survey from various stakeholders involving public authorities, consultants and contractors in construction industry to examine the existence of different perceptions on the issues of corruption. The study found that there is a difference in perception between the different groups of respondents. The responds from government agencies were found to have different perceptions on

corruption as compared to contractors and consultants. According to the authors, this could be caused by government agencies have a higher tendency to hide information on corruption and hence suggesting that the abuse of powers by public officials for private gain is true.

Another study that I believe has remarkable write up on corruption issue in Malaysia was done by Institute for Democracy and Economic Affairs (IDEAS) in year 2021. In this paper, apart from identifying the causes and impacts of corruption in Malaysia, the researchers also analysed the impacts of corruption on prices. Their study suggests that control of corruption is adversely correlated with inflation. In other words, as control over corruption is reduced and corruption worsens, prices will then increase.

By looking at the findings of all these studies, I then develop a set of questionnaire survey to examine the perceptions of top management officers in public institutions on the issue of corruption.

3.0 Problem Statement

In this paper, the problem statement that I would like to highlight is, the corruption situation in Malaysia involving public services is at a very alarming level. According to National Anti-Corruption Strategy (NACS) for year 2024 to 2028, total Gross Domestic Products (GDP) loss in Malaysia that was due to corruption for year 2019 to 2023 is estimated at almost RM227 billion!

Besides the horrifying figure, two other main referral data are also used to give emphasize on the problems of corruption in Malaysia. First, is the CPI data which developed by Transparency International. The Index ranks 180 countries and territories by their perceived levels of public-sector corruption according to experts and businesspeople. It relies on 13 independent data sources and uses a scale of zero to 100, where zero is highly corrupt and 100 is very clean (Transparency International, 2024).

Meanwhile for Malaysia, in 2023, Malaysia was in 57th position out of 180 countries with a score of 50. Malaysia's score in 2023 CPI however was slightly better than from year 2019 to 2022 which had shown a downward trend as illustrated in **Figure 1**.

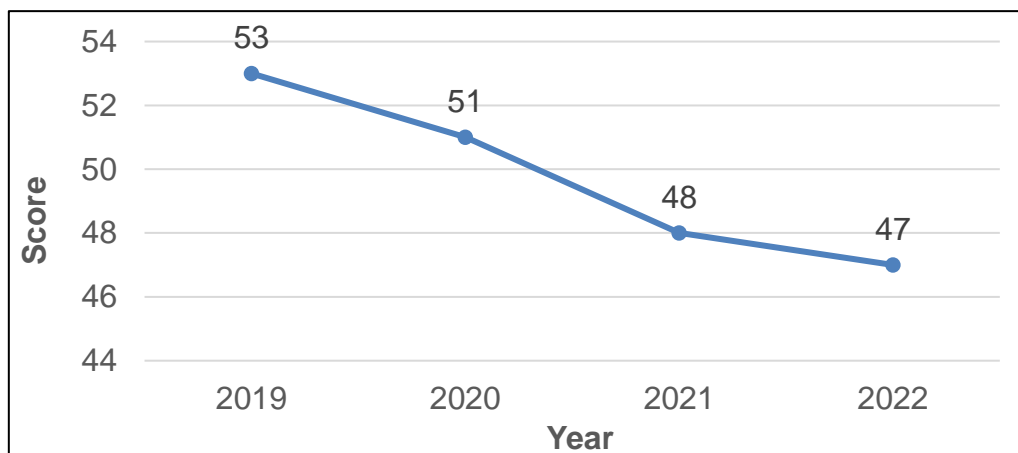


Figure 1 Malaysia's Score in CPI for year 2019 to 2022
(source: Transparency International, 2024)

If we look closer into corruption cases in Malaysia, Datuk Seri Shamshun Baharin Mohd Jamil, former Deputy Chief Commissioner, Malaysian Anti-Corruption Commission (MACC) explained that from 2015 to 2020, a total of 5,652 arrests were made by MACC. Of that number, 2,683 or 47.5 percent are civil servants. The statistics show that civil servants are the most involved in corruption which is almost half of the

total number of arrests during that period (Rasuah Busters, 2021).

A more recent statistics show that for the period from 2019 to 2023, MACC has made 4,996 arrests. Of that number, 2,153 civil servants were arrested, which is equivalent to 43.1 percent. The 2,153 people involved 39 top management officers, 580 officers from the management and professional group, while the remaining 1,534 people were from the support group. According to MACC, the arrest involving officials from Grade 54 and above is worrying (MACC, 2024).

All these facts show that the corruption situation in Malaysia involving public services is at a very alarming level. Therefore, I believe it is important to first study the perception of corruption, especially among officials from the top management group to identify any improvements that can be made in future to ensure the level of corruption among civil servants can be practically reduced.

4.0 Research Objectives

This project paper has two objectives. First, is to understand the causes of corruption based on previous studies. Second, is to understand the perceptions of the top management officers in public sector on the issue of corruption.

5.0 Research Questions

To achieve the two objectives of this project paper, this study aims to answer the research questions that were constructed as follow:

- i. What are the causes of corruption particularly in Malaysia?
- ii. What are the perceptions of top management officers in Malaysia's public sector on corruption?
- iii. Based on the perceptions gathered, what improvements can be made to reduce the possibility of corruption in Malaysia?

6.0 Methodology

This study is based on both qualitative and quantitative research methodology. First, I examined some of the relevant past studies on the related issue to detail out the causes of corruption by using Ishikawa Fishbone Cause and Effect Analysis. Based on the analysis, I then drafted a set of survey questionnaire as to find out the perceptions of the top management officers in regards to the issue of corruption. In this study, focus was given to top management officers (JUSA C and above) in public sector due to the limited timeframe given. Nevertheless, this should not be a major limitation as the perceptions of top management officers are important as they are the one that lead and set the tone in their organisation.

The survey questionnaire was conducted via Google Form which was disseminated through WhatsApp. A total of 36 out of 44 respondents

had participated in this survey. The survey includes four parts as shown below. Each part consists of six to seven questions.

Part A: Demography of respondents

Part B: Respondents' experience on corruption

Part C: Respondents' perception on anti-corruption laws and regulations

Part D: Respondents' perceptions on current anti-corruption initiatives

The total number of question in the survey is 25 questions. Each question is a mandatory question that must be answered by the respondent. Out of the 25 questions, 10 questions are multiple choice questions where the respondent has to choose one or more answers from the given options. In addition, 13 questions are based on Likert Scale of one to five. While the other two questions are open questions where the respondent can give any opinion on the question.

7.0 Findings and Analysis

7.1 Causes of Corruptions

According to Othman et al. (2014), three main reasons causing corruption to occur are namely power, opportunity and moral values. First, in terms of power, most of the informants in that particular study voiced that some people with power in Malaysia has abused their positions which led to corruption. In this study, power was then categorised into three categories that include political power, authority power and controlling power which then lead to the problem of corruption. Second, most informants in the study done by Othman et al. (2014) stated that opportunity is very much

related with power. Some of the informants even claimed that opportunity comes before power especially when it comes to procurement. Meanwhile, the third main factor that contributes to corruption is moral impurity. In Othman et al. (2014), many of the informants believed that people who do corruption are lack of moral values, lack of integrity as well as lack of principles and religion.

A more recent research done by IDEAS in year 2021 has compiled and elaborated several potential causes of corruption. One of the main potential cause of corruption according to IDEAS is excessive bureaucracy. To prove this, IDEAS has cited a survey done by KPMG in year 2013 where findings of the survey show that 81% of respondents claimed bureaucracy in obtaining approvals from public officials and public agencies drives corruptions to take place. Together with this, excessive regulation that involves in public sector is also another factor that encourage corruptions to incur. In this sense, corruption can be seen as competitive auction where corruption 'enhance decision making' and 'expedite the process' involving public service in particular.

The following Ishikawa Cause and Effect Diagram in **Figure 2** simplify the causes of corruption as discussed above.

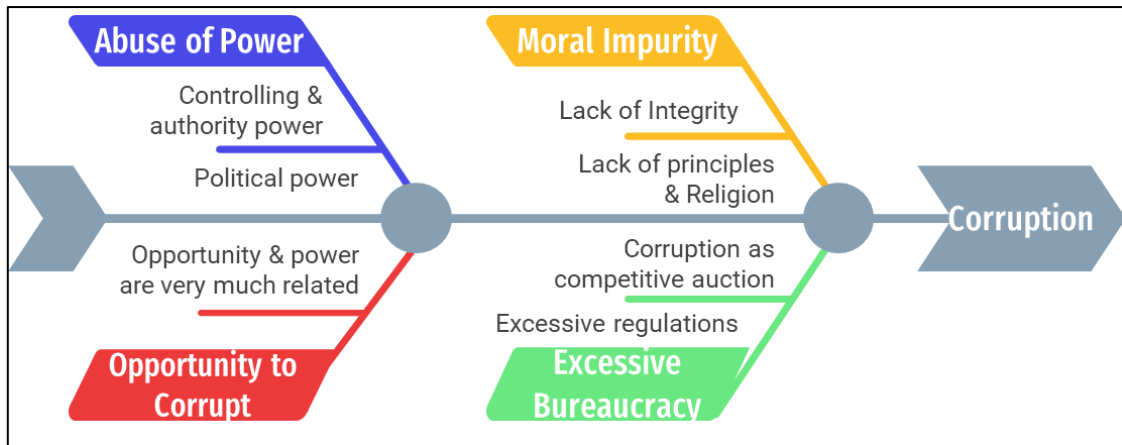


Figure 2 Ishikawa Cause and Effect Diagram

7.2 Findings of Questionnaire

Part A: Demography of respondents

A total number of 36 respondents had completed the questionnaire which was done through filling up Google Form. Six questions were asked to identify the demographic status of each respondent which include their position grade, gender, age and ethnicity, highest academic qualifications as well as length of service in public institutions.

The entire 36 respondents are in Grade JUSA C and all of them are Malay. Of the 36 respondents, 21 respondents (58.3%) are Male and remaining 15 respondents (41.7%) are Female as per illustrated in **Figure 3**. While in terms of Age, 16 respondents (44.4%) aged 51 to 55 years old, followed by 11 respondents (30.6%) aged 55 to 60 years old and 9 respondents (25.0%) aged 50 years and below as shown in **Figure 4**.

For highest academic qualifications, of the 36 respondents, 1 respondent (2.7%) has Doctoral Degree, 24 respondents (66.7%) have

Master's Degree and the remaining 11 respondents (30.6) are Degree holder as illustrated in **Figure 5**. And in terms of length of service, 1 respondent has served less than 21 years, 25 respondents (69.4%) have served between 21 to 30 years while 10 respondents (27.8%) have served more than 31 years as shown in **Figure 6**.

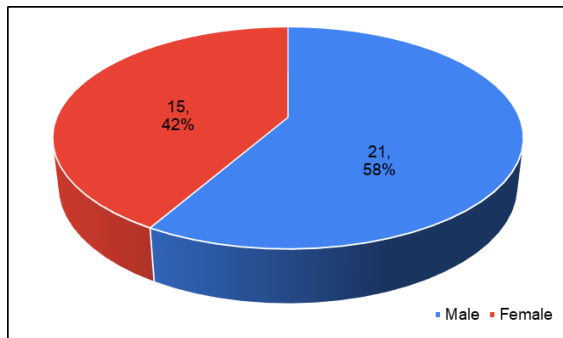


Figure 3 Gender

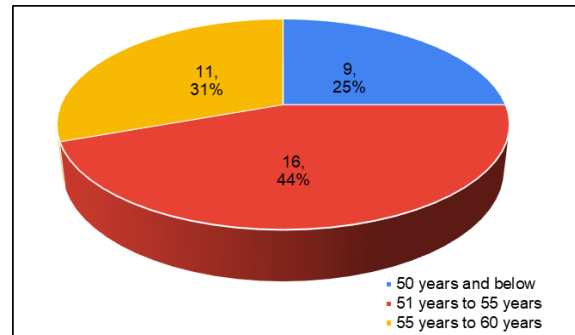


Figure 4 Age

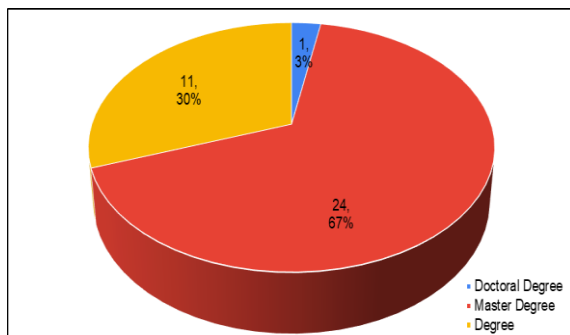


Figure 5 Highest Academic Qualification

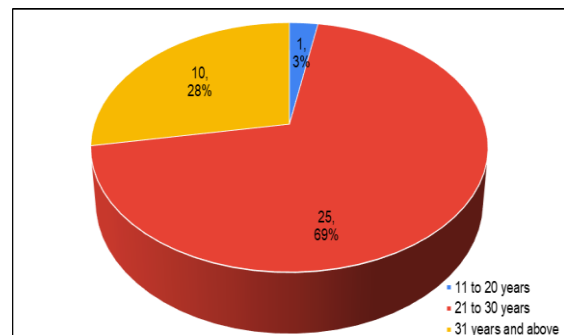


Figure 6 Length of Service

Part B: Respondents' experience on corruption

In this section, six questions asked were related to respondents' experience on corruption. Out of the six questions, three questions involved multiple choice questions and the remaining three questions involved scale from one to five. **Figure 7 to Figure 12** show the descriptive findings for each question asked in Part B.

Question B.1: What is your view on the rate of corruption in Malaysia, especially involving civil servants?

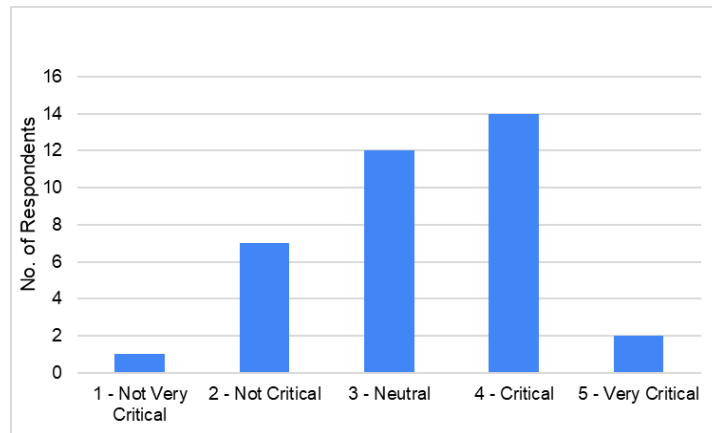


Figure 7 Descriptive Response for Ques. B.1

Question B.2: Are you often exposed to the risk of corruption?

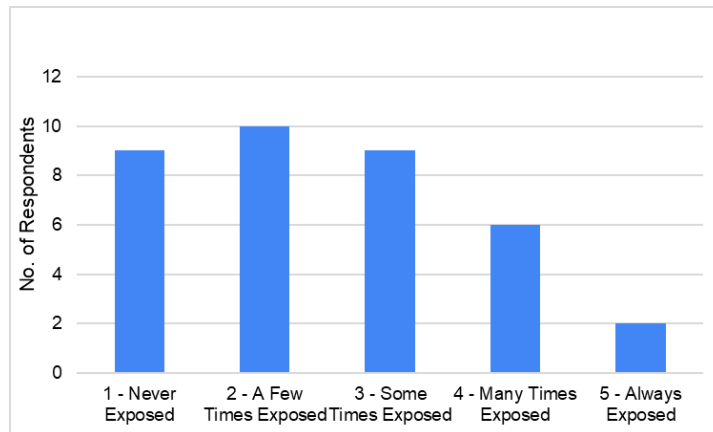


Figure 8 Descriptive Response for Ques. B.2

Question B.3: Throughout your service, how often were you offered any type of bribe in your capacity as a civil servant?

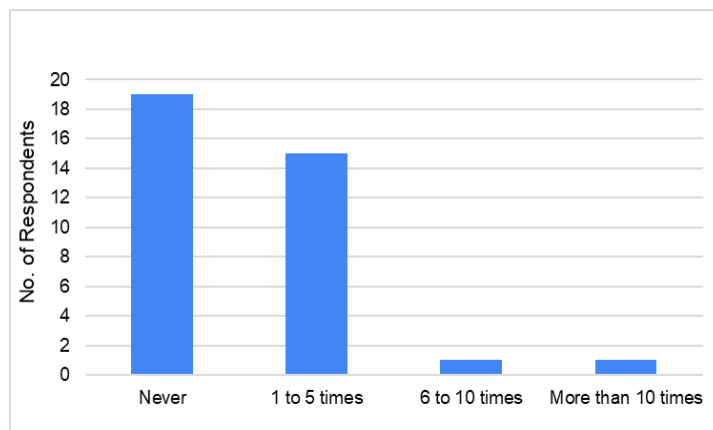


Figure 9 Descriptive Response for Ques. B.3

Question B.4: What are the main factors that can prevent you from getting involved in corruption, if it happens?

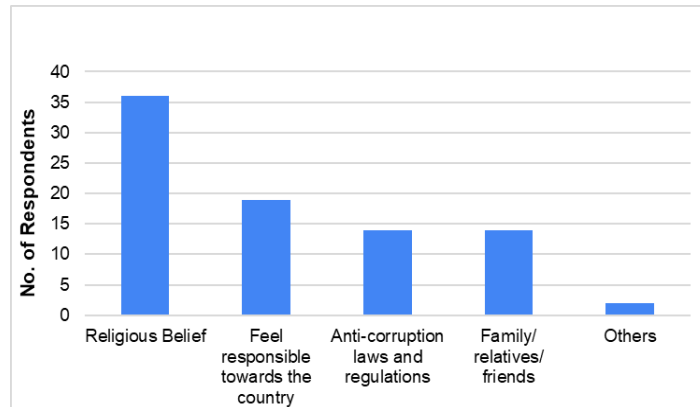


Figure 10 Descriptive Response for Ques. B.4

Question B.5: Overall, what factors do you feel are the main contributors to the occurrence of corruption in the public service?

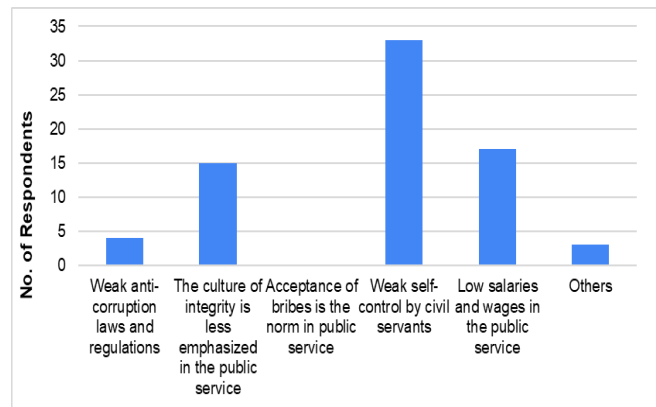


Figure 11 Descriptive Response for Ques. B.5

Question B.6: Do you feel that the compensation system (salaries and wages) of the public service needs to be improved to curb corruption among civil servants?

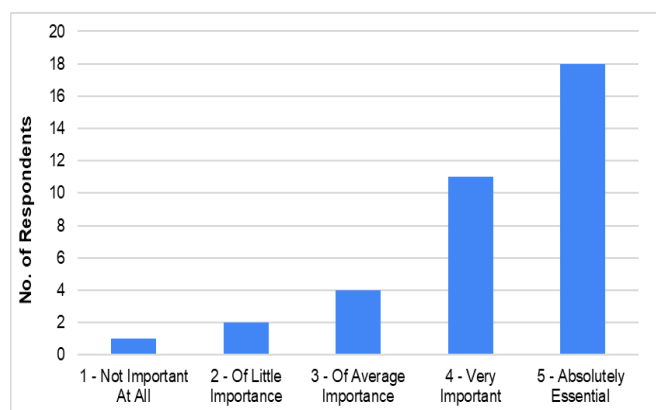


Figure 12 Descriptive Response for Ques. B.6

Part C: Respondents' perception on anti-corruption laws and regulations

In this section, seven questions asked were related to respondents' perception on anti-corruption laws and regulations. Out of the seven questions, one question involved multiple choice question, five questions involved scale from one to five and the remaining one question required respondents to give a short answer. **Figure 13 to Figure 19** show the descriptive findings for each question asked in Part C.

Question C.1: Are you often exposed/informed about Anti-Corruption Laws and Regulations in Malaysia?

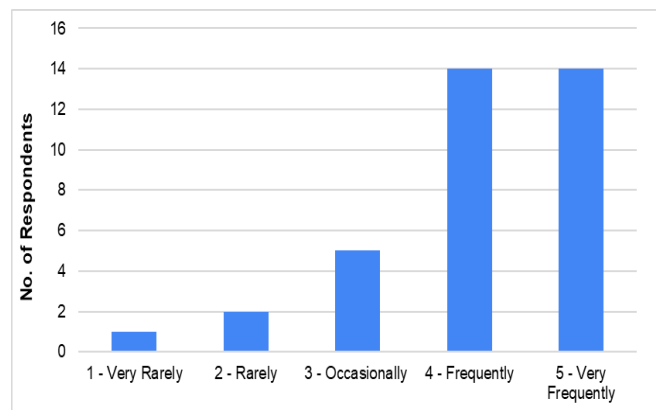


Figure 13 Descriptive Response for Ques. C.1

Question C.2: What is your understanding of Anti-Corruption Laws and Regulations in Malaysia?

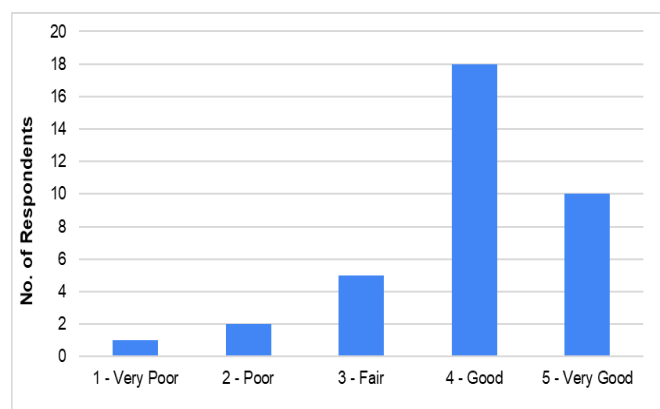


Figure 14 Descriptive Response for Ques. C.2

Question C.3: What is your view on the effectiveness of Anti-Corruption Laws and Regulations in Malaysia in curbing acts of corruption, especially among civil servants?

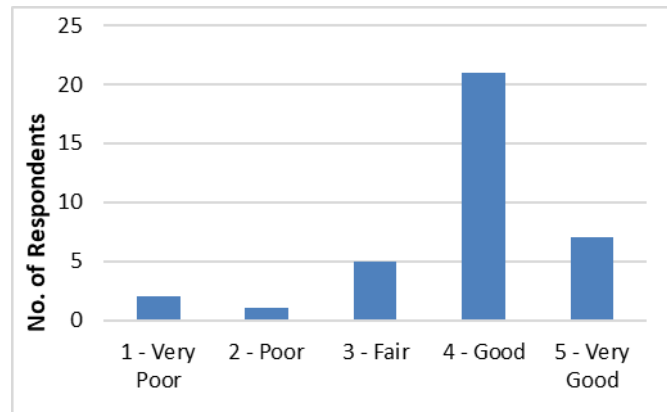


Figure 15 Descriptive Response for Ques. C.3

Question C.4: What is your view on the enforcement of Anti-Corruption Laws and Regulations in Malaysia?

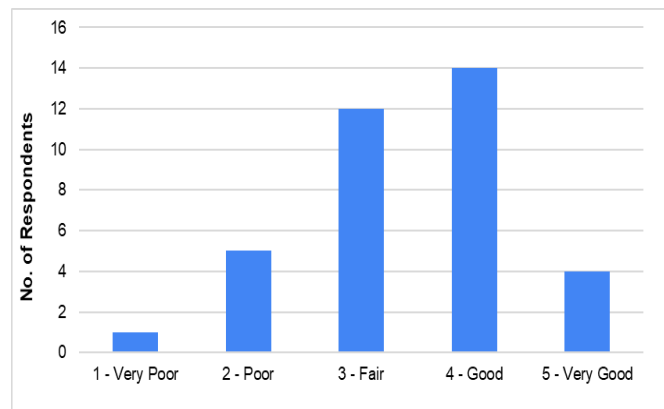


Figure 16 Descriptive Response for Ques. C.4

Question C.5: Based on Section 24, Malaysian Anti-Corruption Commission Act 2009, the punishment for people convicted of corruption is imprisonment for a period not exceeding 20 years and a fine of not less than five times the amount or value of the bribe.

What is your opinion about the punishment?

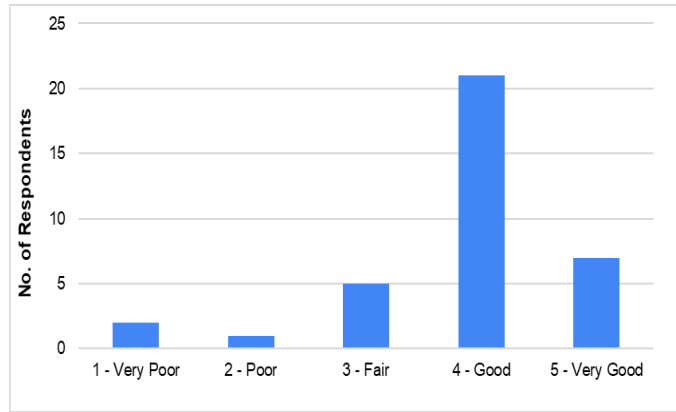


Figure 17 Descriptive Response for Ques. C.5

Question C.6: If the Government wants to implement new punishments for corruption perpetrators, what type of punishment do you think is appropriate especially for corruption perpetrators among civil servants?



Figure 18 Descriptive Response for Ques. C.6

Question C.7: Based on your opinion, can an offer for food or gift of goods by an outside party for the efforts of a civil servant in approving an application be considered a form of corruption?

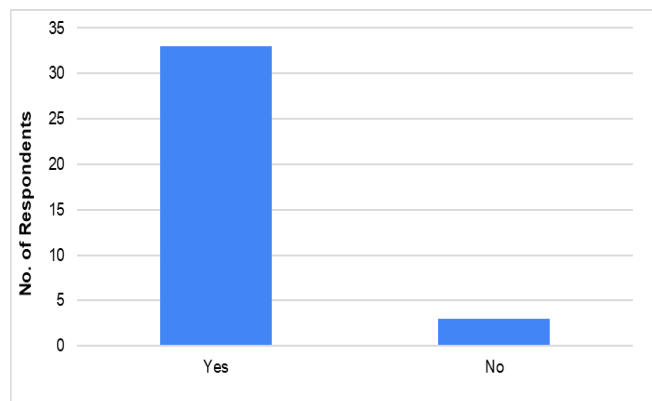


Figure 19 Descriptive Response for Ques. C.7

Part D: Respondents' perceptions on current anti-corruption initiatives

In this section, seven questions asked were related to respondents' perception on current anti-corruption initiatives. Out of the seven questions, one question involved multiple choice question, five questions involved scale from one to five and the remaining one question required respondents to give a short answer. **Figure 20 to Figure 26** show the descriptive findings for each question asked in Part D.

Question D.1: Throughout your service, how often did you attend integrity/anti-corruption courses?

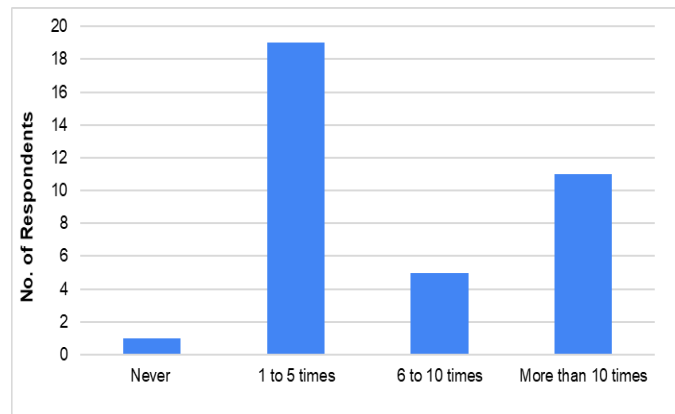


Figure 20 Descriptive Response for Ques. D.1

Question D.2: What is your view on the level of effectiveness of integrity/anti-corruption courses and anti-corruption campaigns involving civil servants?

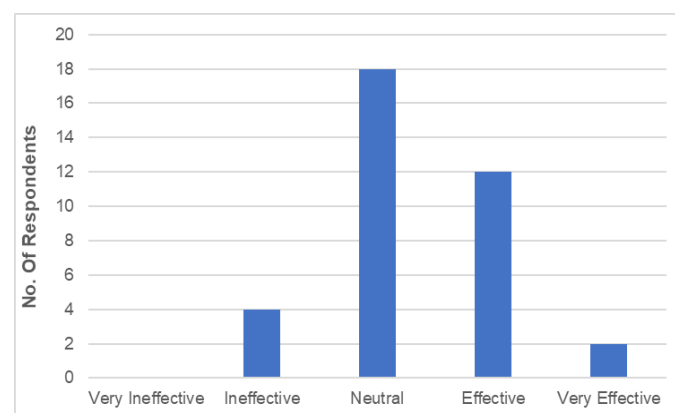


Figure 21 Descriptive Response for Ques. D.2

Question D.3: What is your view if all civil servants are required to attend an integrity/anti-corruption course at least once a year?

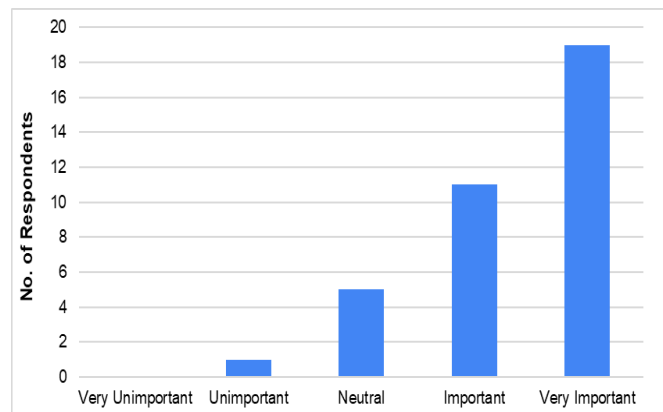


Figure 22 Descriptive Response for Ques. D.3

Question D.4: Every public agencies need to implement work rotation as per letter of Public Service Department dated 14th of May 2024 for the purpose of curbing misconduct, especially corruption among civil servants.

What is your opinion regarding this initiative?

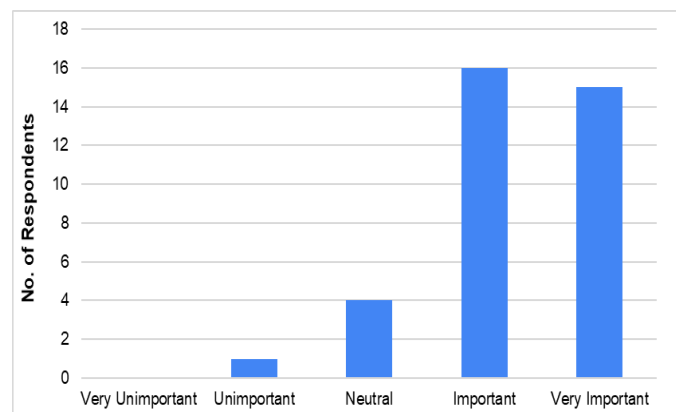


Figure 23 Descriptive Response for Ques. D.4

Question D.5: On 24th of July 2013, the Government has decided to establish an Integrity Unit in all public agencies.

What is your opinion regarding the effectiveness of this initiative in curbing acts of corruption in the public service?

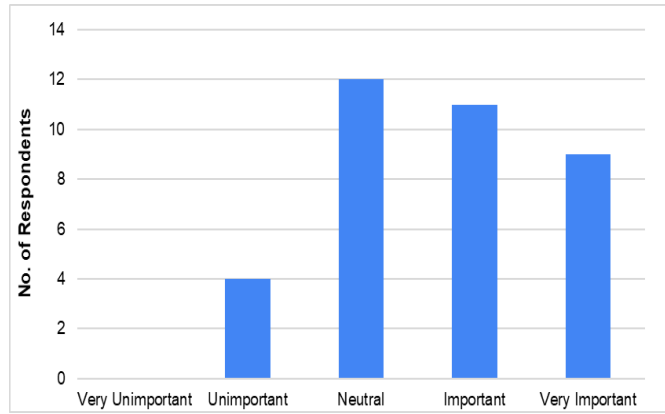


Figure 24 Descriptive Response for Ques. D.5

Question D.6: Overall, what is your view on the implementation of existing anti-corruption initiatives in the public service?

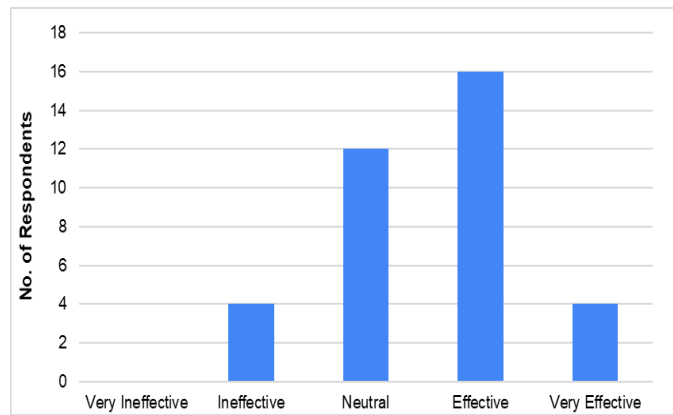


Figure 25 Descriptive Response for Ques. D.6

Question D.7: In your opinion, what other anti-corruption initiatives should be improved/introduced to curb corruption among civil servants?

Initiative	No. Of Respondents
Incentives And Better Protection To Whistleblower	7
Improve Public Service's Remuneration Package	3
Heavier Punishments Impose To Corruptor	4
Improve Enforcement Level	2
Instill Higher Religious And Integrity Values In Public Service	5
Provide More Anti-Corruption Related Courses In Public Service	3
Regular Evaluation And Monitoring Towards Public Servants	3
No Opinion Given	9

Figure 26 Descriptive Response for Ques. D.7

8.0 Discussion

By looking at the survey findings in Part B, 55.6% of the respondents are of the opinion that corruption involving public service in Malaysia is at tolerable rate. Meanwhile, 77.8% of the respondents claimed that they are not frequently exposed to the risk of corruption. 52.8% respondents declared that they have never been offered any type of bribe throughout their service while remaining respondents declared that they have been offered bribe at least once in their service.

When respondents were asked about what factors that may prevent them from getting involved in corruption, every respondent is of the opinion that religious belief is the main factor. Meanwhile, majority of the respondents also believe that weak self-control by civil servants and low wages received are the main factors that contributing to the occurrence of corruption in public service. Lastly, 80.6% of respondents think that it is particularly important to improve the compensation system (salaries and wages) of public service to curb corruption among civil servants.

Moving on from Part B, respondents were asked about their perceptions on the current anti-corruption laws and regulations in Part C. 77.8% of the respondents claimed that they were frequently exposed to anti-corruption laws and regulations in Malaysia. Also, 77.8% of the respondents are of the opinion that they have at least good understanding on the anti-corruption laws and regulations.

About 77.8% of respondents think that the current anti-corruption laws and regulations in Malaysia are effective in curbing acts of corruption, especially among civil servants. Besides that, only half of the respondents

think that the enforcement of those laws and regulations are effectively in place.

In terms of punishment for corruption that currently imposed in anti-corruption laws, 77.8% respondents think that the current punishment is at sufficient level. When the respondents were asked if the Government wants to implement new punishments for corruption, 16.7 respondents responded that the current punishment imposed are good enough and new type of punishment are not essential. The remaining percentage of respondents on the other hand believe heavier punishments, termination of work, imprisonment and whipping are needed way forward to reduce corruption cases in Malaysia.

Meanwhile, 94.4% of the respondents are of the opinion that an offer for food or gift of goods by an outside party for the efforts of a civil servant in approving an application should be considered as a form of corruption.

In Part D, respondents were then asked about their perceptions on anti-corruption initiatives done by the government. 97.2% of the respondents had attended anti-corruption or integrity courses at least once. Among them, 30.6% had attended anti-corruption or integrity courses more than 10 times. However, only 38.9% of the respondents think that anti-corruption and integrity courses done in public service are effective.

Besides that, 83.4% respondents are of the opinion that it is essential for every civil servant to attend anti-corruption or integrity course at least once a year. Meanwhile, 86.1% respondents support the initiative of job rotation as instructed by the Public Service Department and 55.6%

respondents agreed that the establishment of Integrity Unit in every public organisation are effective. Overall, 55.5% of respondents are of the opinion that anti-corruption initiatives undertaken by the government are effective to curb the incidents of corruption in public service.

The respondents were also asked about what other anti-corruption initiatives that they think should be improved or introduced to curb corruption among civil servants. Seven respondents are of the opinion that whistle-blower should be given better incentives and protection. Besides that, five respondents think that religious and integrity values should be instilled more among public servants in Malaysia.

9.0 Recommendations

Based on the findings of this survey, I then use Blue Ocean Strategy to illustrate the relevant recommendations as follow:



Figure 27 Blue Ocean Strategy

Some of the strategy that could be implemented to reduce corruption among civil servants are first, to eliminate legislations, regulations as well as courses on anti-corruption and integrity that are less

effective. In this sense, the government i.e. the Unit of Integrity may start with identifying anti-corruption and integrity course that seems to be less effective in instilling higher values of integrity among public officers. Engagement involving high officials level need to be done on frequent basis as to identify rules and regulations that can be implemented to effectively minimise the risk of corruption in public service.

Next, the findings of the survey also suggested that the government may focus on imposing higher punishments on the wrongdoers as well as increasing remuneration package involving civil servants to curb the incidence of corruption in public service. 83.3% of the respondents believe heavier punishments, termination of work, imprisonment and whipping are needed way forward to reduce corruption cases involving public service Malaysia.

Moving on from this, the government needs to undertake more serious and radical initiatives to reduce the risk of civil servants being exposed to corruption. Job rotation for example is strongly supported by 86.1% respondents of the survey done. Nevertheless, the next question that needs to be asked is the rate of compliance to this initiative by every public service organisation. The government crucially needs to set the tone from the top to ensure job rotation initiative is followed and done accordingly.

To reduce corruption in civil service, the government may also create more anti-corruption and integrity courses that are effective to create awareness and instil higher integrity values among public officers. The frequency of attending such course should also need to be done on regular basis.

10.0 Conclusion

Corruption is one of the most dangerous enemy of the country. It can cause disruption to the nation, that leads to the low moral value of the society. Furthermore, if it is happening rampantly, whether in a public or private institution, it can lead to economic crisis and lastly collapsed of a government.

Therefore, all parties including government and the people, need to join hands and work together to make sure that corruption can totally be eliminated, thus the development of our country can be continued with great success and full of integrity.

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