

## CORPORATE INTEGRITY PRACTICES: FINDINGS FROM A MALAYSIAN GOVERNMENT-OWNED COMPANY

Ja'izah Abdul Jabar<sup>1</sup>  
Eley Suzana Kasim<sup>1,2\*</sup>  
Norlaila Md Zin<sup>1,3</sup>

<sup>1</sup>Faculty of Accountancy, Universiti Teknologi MARA, Cawangan Negeri Sembilan, Kampus Seremban, Negeri Sembilan, Malaysia

<sup>2</sup>Accounting Research Institute, Universiti Teknologi MARA, Shah Alam, Selangor, Malaysia

<sup>3</sup>Institute of Leadership and Development, Universiti Teknologi MARA, Bandar Enstek, Negeri Sembilan, Malaysia.

\* Correspondent Author: E-mail: ekasim@uitm.edu.my

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**Abstract:** *Integrity violation in Malaysia is not a new scenario and this situation has worsened in recent years as shown by a series of high-profile corruption scandals that involve government owned companies (GOC). As an alternative to mitigate this concerning situation, corporate integrity practice has been promoted and urged to be adopted into the companies' system. This study aims to explore corporate integrity practices of a Malaysian Government-Owned Company (GOC) to understand how the practices implemented align with the national governance objective. Data was collected using semi-structured interviews supplemented by document reviews. The findings suggest four critical components of corporate integrity practices, namely, integrity education, internal control, whistleblowing and core values. Furthermore, integrity education and awareness were found to be the most prominent practice that need to be strengthened for a better integrity compliance. Additionally, the understanding of core values facilitates the process of embedding integrity as part of the organisational culture. Our findings offer a novel contribution to the existing literature and practice in the domain of corporate integrity by identifying the specific components of corporate integrity practices. The study has also highlighted the dominant practices of integrity that can be a useful tool for managers to refine organisations policy and changes that align with the integrity enhancement objective.*

**Keywords:** *Corporate Integrity, Government-Owned Company, Malaysia, Education, Whistleblowing*

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## Introduction

The success of business organizations is contingent not only upon the capital invested or stability of financial performance but also on the adherence of ethical principles and integrity practices. In today's global business environment, integrity stands as a primary determinant of organisations survival (Said *et al.*, 2020; Huberts, 2018). The downfall of Enron and current catastrophic integrity scandals; the Gupta family's involvement in corruption scandals in South Africa and the Panama Papers leak, prove that integrity is the cornerstone of a sustainability (Goredema, 2019). The pursuit of corporate integrity is not merely a goal but a fundamental commitment to honesty, transparency, accountability, and ethical conduct which are crucial for obtaining trust and confidence from stakeholders. The capability to obtain trust offers organisations a higher competitive advantage (Bonsu *et al.*, 2023; Boros and Fogarassy, 2019). Intense pressure to ensure the survival of businesses have been noted to motivate organisations to adopt integrity practices as means of being perceived as legitimate. Since integrity links to the principles of law adherence and environmental expectation (Dowling and Pfeffer, 1975), compliance to the integrity is a strategy to gain legitimate perspective. Driven by these notions, organizations, both in the private and public sectors, are increasingly prioritising integrity as a key to achieving long-term sustainability. Nevertheless, the attention of ethical and integrity are particularly directed to the public agencies and government companies due to their substantial reliance on public funds (Johari *et al.*, 2020).

Despite the assurance that integrity is prominent factor for organisational survival, many companies failed to maintain their reputation due to the involvement in corruption (Piazolo and Forster, 2019). The World Bank even declared in December 2013, corruption is the number one public enemies, specifically in developing countries (Muhammad and Gani, 2020). In the context of Malaysia, the consistency of practicing integrity has become a debatable issue because of poor transparency performance (Bakri *et al.*, 2017). The decline of Corruption Perception Index of Malaysia from 53 to 47 points within four years (2019-2022) (Transparency International, 2022) manifests worse performance in terms of mitigating corruption, bribery, wrongdoings and other unethical cases, with the government companies have been no exception. The occurrence of scandals within numerous prominent businesses and government companies over the last two decades has raised significant inquiries about why integrity breaches persist, even in the presence of regulatory measures, established guidelines, and potentially severe repercussions (Jones, 2022).

In Malaysia, government-owned-companies have become a spotlight of corruption issues as numerous unethical practices have been exposed (Abidin *et al.*, 2019). Unethical judgement of government officers such as corruption, misappropriation of assets, abuse of power, and misconduct of duties also jeopardise integrity principle (Johari *et al.*, 2020). While the government has consistently strived to combat integrity issues, it appears that all these efforts have been insufficient to fully address and resolve the problem (Siddiquee and Zafarullah, 2020). Although the government has introduced the National Integrity Plan (NIP), formed the Malaysia Anti-Corruption Commission (MACC), and the Malaysian Institute of Integrity (IIM), the outcomes have not met the expected result. The effectiveness of the integrity practices promoted through these initiatives is now being questioned and necessitates further evaluation. Therefore, this study aims to explore corporate integrity practices of the Malaysian Government-Owned Company that could provide valuable insights into how government entities navigate integrity challenges and align with national governance objectives.

The selected case company in this study is one of the earliest organisations that had successfully completed the Organisational Anti-Corruption Plan (OACP) and Corruption Risk Management (CRM), two mandatory initiatives set by the government. The selection of the company as an exemplar meets the criteria of significant commitment in implementing corporate integrity practices. The study will provide a better understanding of integrity practices which necessary for improving governance system in government companies. Further, the finding of this study contributes to the body of literature on the integrity practices in a context of developing country like Malaysia. While past studies in Malaysia were mainly using surveys to understand this issue, this study utilises semi-structured interviews thereby providing a deeper analysis.

The paper is structured as follows. The second section briefly reviews and summarises the relevant literature related to corporate integrity practices, definition of government-owned company and description on relevant theory. The third section describes the research method used in this study. The fourth section discusses the findings and analysis. Finally, the fifth section presents the conclusion, limitations and future research directions.

## Literature Review

### Corporate Integrity Practices

Corporate integrity relates to the quality of organisations action in accordance with moral values, norms and rules, which initially developed from the concept of ethics and governance (Huberts, 2018). The concept of corporate integrity is sometimes used interchangeably with business ethics since it essentially signifies an organization's commitment to maintaining ethical principles and consistency, even when circumstances deviate from the planned outcome (Zainal *et al.*, 2019). Organizations that possess integrity consistently uphold their commitments by taking honest and transparent actions, avoiding hidden agendas, deceit, falsehoods, or violations of rights (Erhard and Jensen, 2017). Holding integrity as a core value within an organisation provides opportunity for better acceptance and greater sustainability when it becomes a culture. This is aligned with the assertion that corporate integrity is an asset or inherent value of organisation (Maak, 2008) which generally accepted as the standard of a corporation's moral self-regulation (Asawo, 2011).

There are numerous discussions of corporate integrity studies that examine various practices as platforms for enhancing accountability, good governance and transparency. Johari *et al.* (2017) suggested that organisations, specifically public sector should establish a good risk management policy, insert high level of accountability and encourage management commitment to enhance corporate integrity system effectiveness. To rebuild public trust, the public sector is recommended to compile an ethics and integrity activities report, thereby enhancing transparency (Elaiwu *et al.*, 2022; Johari *et al.*, 2017). On the other hand, the analysis of corruption mitigation initiatives by Muhamad and Gani (2020) found that anti-corruption disclosure, whistle blowing, ethics in project procurement, social media and education are amongst the factors that capable to eradicate the occurrence of integrity non-compliance activities. The education has become one of the crucial components for integrity practices due to its capability in raising awareness that eventually sustain ethical behaviour (Piazolo and Forster, 2019).

Whistleblowing is another prominent practice of integrity that draws considerable attention in the corruption mitigation discussion. The significant roles of whistleblowing in enhancing corporate integrity have been extensively discussed by numerous scholars of ethics and

governance. Shonhadji and Maulidi (2021) found that whistleblowing system has positive impact in detecting fraudulent financial statement. The intense of the impact can be improved if the organisation take into account inherent individual motivations along with organisational culture and leadership while formulating whistleblowing system. This consideration is due to the individual different preference in reporting fraud. Dealing with ethical leadership is perceived as more convenient for whistleblowers to do the report as they share the same perspective of potential integrity violation (Hechanova and Manaois, 2020). Gunasegaran *et al.* (2018) confirmed that whistleblowing is acknowledged as one of the fraud prevention mechanisms in Malaysia's SMEs and the report is preferred to be lodged verbally. Similar to this finding, whistleblowing system is a crucial tool in enhancing integrity as the system is capable to strengthen organisational accountability (Atan *et al.*, 2017). Nevertheless, the retaliation and confidentiality issues hinder the effectiveness of whistleblowing as individuals are burdened with the harmful emotional consequence (Nawawi and Salin, 2019).

Shu *et al.*, (2018) discovered that internal control and integrity is interconnected. The implementation of internal control is perceived to have a positive contribution towards accountability enhancement and fraud mitigation (Sofyani *et al.*, 2022). Effective internal control provides an assumption that the organisations possess strong integrity to alleviate agency conflict (Yin and Zhang, 2020; Erhard and Jensen, 2017) which reduces the misused of power. However, the implementation of internal control could not be affective for integrity violation if the management has capability to manipulate the process of internal control (Koomson *et al.*, 2020).

Core value is another important practice related to integrity as it serves as a benchmark and plays a role in the creating ethical culture in a workplace (Wijethilake and Lama, 2019). The development of a set of belief, values and assumption that uphold integrity facilitates the penetration of moral values in the business' daily operation and routines (Smit, 2021). The integration of integrity as core value provides employees with sense of responsibility and ownership to uphold organisation moral values (Schepens, 2007). The core value should be implanted as a behaviour and mindset of employees rather than a mere slogan. The understanding of core value that emphasises moral principles increase the acceptance towards any implementation of integrity activities and standards (Pant and Lachman, 1998).

For government-owned companies, the integrity practice holds paramount importance as it serves as the cornerstone of responsible governance and the trust publics place in government institutions. The operational resources which mainly collected from public fund obliges the public company to maintain their high standards of corporate integrity (Sajari *et al.*, 2023). Therefore, for government companies, practicing corporate integrity should not be taken as a choice but a fundamental responsibility.

### **Government-Owned Company (GOC)**

Government-owned companies (GOC) refers to the corporations incorporated under a general statute or companies act and the government has controlling interest through the ownership of shares (Su *et al.*, 2015). The controlling interest depends on the possession of shares which could make the GOC either fully or partially owned by the government (Barreiro-Gen *et al.*, 2023). The substantial control owned by the government give them certain rights and influences over the company's management decisions. As such, the GOC operations should be part of the government objectives and they tend to undertake the commercial activities on behalf of the government.

GOC in Malaysia can be defined as any corporations registered under The Companies Act 2016 (repealed the Companies Act 1965) and controlled by Ministry of Finance. The objective of the GOC must include benefits for public rather than focusing only on high profit. GOC can be divided into state and federal which covers few types of organisations that mainly involve in utilities companies such as telecommunication, transports and sewerage (Barreiro-Gen *et al*, 2023). The overall management of the GOC is appeared like private business, but they have to report the state or federal government. Similarly, any policies, guidelines or laws imposed by the government are likely applicable to all GOC. In most cases, the decision of GOC that related to the public policies must be approved by the parliament. The approval of the parliament indicates that the GOC are always under the oversight of the government.

### Methodology

This study uses a single case study approach in meeting its objectives. Based on Yin (2017), case study is a compelling method in social science research as it provides thorough and detailed information as a result of direct involvement of the researcher during the data collection phase. In addition, a case study is appropriate for this research as the objective is to explore the corporate integrity practices in the selected GOC. The study that focuses on practices is more suitable to be conducted using qualitative study due to be difficulties of practices to be measured quantitatively (Hoque, 2018). The sampling strategy adopted was purposive sampling whereby the selected company holds a good reputation in practicing integrity and among the earliest that listed as corporate integrity pledge signature. Moreover, the case company was the first GOC that completed its corporate integrity system (CIS) and corporate integrity pledge (CIP). Therefore, the case company is deemed suitable to be the exemplary sample in exploring corporate integrity practices.

### Data Collection and Analysis

This study uses qualitative methodology whereby the data was gathered using face-to-face semi-structured interviews and supplemented by document reviews such as company website. The use of multiple data collection methods aims to reduce the probability of biasness and mistakes as the data does not rely only on one source (Yin, 2017). Moreover, data obtained from few sources could enhance the reliability and validity of the findings. Ten (10) semi-structured interviews were carried out which involved six (6) heads of departments and (4) staff from governance and integrity unit (IGU) of the company. The respondents were selected because they have extensive knowledge in corporate integrity and have directly dealt with the integrity enhancement process.

Prior to the interviews, participants were notified and promised about confidentiality of their personnel information. Interview protocol was used as a guide during the interviews. After audio recordings were transcribed, the datasets were analysed using a thematic analysis procedure (TAP). According to Braun and Clarke (2006), TAP is the best method for finding, analysing, and reporting themes in large datasets. Therefore, the presentation of findings was structured according to several themes. The themes were obtained following iterative process of analysing the data as suggested by Yin (2017) and Sekaran and Bougie (2019). The process involves, (1) organising and managing data, (2) review and explore the data, (3) data reduction; form initial codes; (4) established themes and (5) draw the conclusions.



## Findings and Discussions

Four key themes emerged from this analysis which mainly focus on the corporate integrity practices in a Malaysia Company. The themes that have been emerged from the interviews are: (1) integrity education; (2) internal control; (3) whistle blowing; and (4) core values.

### Integrity Education

The interviewees assert that the company has proactively organised educational training session to ensure the cultivation and perpetuation of integrity awareness. This awareness is undoubtedly prominent to implant integrity within organisations. In this company, the Governance and Integrity Unit (IGU) holds the responsibility for initiating and organising any integrity education or training programs. Commented by a senior officer of integrity unit:

*“One of our core responsibilities here is to initiate and develop any integrity enhancement program in the forms of briefing or seminars”.*

This company will ensure that all its staff must attend any integrity talk, briefings, seminars or course once in every two years. Such effort shows the consistency of the company to continuously provide the best understanding and awareness to its employees about integrity. This alternative is taken to make sure the employees are provided with the updated information regarding the integrity policies, guidelines or any other pertinent integrity standards. Apart from that, the collaboration with external agencies has become one of the priorities of the company to ensure the information chain and any current updates of integrity can be delivered promptly and accurately. The synergy between the company and integrity authority bodies is crucial due to the opportunity to foster staff awareness through the latest information sharing. Mentioned by Head of Integrity and Governance Department:

*“What we did is we actually target to have every staff to attend integrity briefing once every two years. If you attend this year, you don't have to attend the following year. What we do then, we collaborate integrity briefing with MACA, SPRM Academy”.*

The company also educates its employees through casual or informal leaning session. This commitment has been shown through the involvement of other department that willingly incorporate integrity activities during their own department sessions. These activities were previously conducted during courses or trainings, with the expectation that such casual activities may produce more significant impact to enhance the understanding of integrity. For instance, Corporate Planning Department created a few integrity-based games during their transformation program. This approach allows the employees to know how integrity should be practically embraced into their working environment. Head of Corporate Planning Department mentioned:

*“We organised activation session, where they were asked to build the highest marshmallow challenge. So, we insert some element of integrity to make sure they learn and at the same time we can evaluate their integrity”.*

Other than training, education and awareness also being developed through the publications of bulletin, distribution of flyers and email blast. The provision of those materials could be a persistent reminder and encouragement for the employees to endure with all the integrity compliance requirement. Commented by Head of Human Resource Department:

*"We have displayed play cards, anti-bribery materials, and corruption prevention posters, for example, the 'No Gift Policy.' These kinds of initiatives have an impact on our staff by raising their awareness about matters related to improving integrity".*

The company is keen in providing any necessary training requested by the employees as part of their alternatives to embrace integrity culture in the workplace. The annual survey is conducted asking for any suggestion or opinion for additional training related to integrity enhancement. The feedback of the survey will be brought into the management attention for any consideration on the provision of integrity training or educational program.

This finding aligns with the study of Piazzolo and Foster (2019) that claimed education is a centre to increase awareness and understanding of the importance of integrity. Perlman *et al*, (2021) also supported that integrity training is an important aspect for promoting integrity compliance. Despite having a good internal control system, insufficient training and education hinders the effectiveness of the available sources. This is due to a lack of awareness that causes people not to utilise the resource they own to mitigate corruption. As such, training plays a vital role in maintaining organisations sustainability (Sult *et al.*, 2024) through integrity enhancement.

### **Internal Control**

The company has given their best practice to ensure all the necessary controls and monitoring are in place. COSO framework is used by the company as a guideline to come out with the effective internal control. The risk assessment has been conducted to identify any existing or new risk that could be harmful to the business operation. Risk of fraud occurrence, misconduct, and SOP non-compliance are amongst the operation risks identified in the company. The risk assessment process begins with the identification of risk which later will be listed in a risk register. The risk register provides the details of risk according to their level of severity; low, medium, high and extreme. The decision of the selected risks is determined through the discussion of risk focal, risk owner and risk assessment unit officers. Risk assessment provides information for the management and employees to study and treat the risk of specific activities. The evaluation of the existing control available is also being conducted simultaneously during the risk assessment. If the control is insufficient, further risk mitigation plan will be come out. Commented by the Head of Audit and Risk Department:

*"In this office, we have 13 departments. Our risk team will assess the risk of each department. So, the reassessment or the list of risks will be registered under our risk register. During the reassessment, we also evaluate the existing controls in place. If it appears that the existing controls are insufficient, that's when the risk mitigation plan will be developed".*

Other than risk assessment, the company also conducts internal audit that can uncover any fraudulent activities which may started with non-compliance of SOP. Detection could be easily identified as the audit activities involve scrutinising governance and SOP. This auditing process is referred to as audit review. Apart from that, the company also conducts risk-based audit. This audit emphasises on the high-risk areas which were initially identified during the risk assessment process. Therefore, risk assessment and audit are mutually dependent in strengthening internal control. Head of Audit and Risk Department clarified:

*“So here we follow the best practice from ISO, especially in terms of internal control. In fact, all processes in this company are based on registered SOP. To check the compliance of SOP, we have review form audit and reassessment from risk unit/risk team”.*

Apart from risk assessment and audit, the company has developed seven key (7) policies that govern the interaction with its stakeholders, vendors and suppliers. Those policies are gift policy, vendor code of conduct, third-party policy, anti-corruption policies, employees code of conduct, whistle-blowing policy and policy for procurement. These policies are the fundamental references if the employees encounter any dilemmas in making decision. In addition, policies can be classified as a communication document from the management to convey specific messages to its employees and stakeholders. The alternative taken to develop these policies will improve the effectiveness of ethical decision making.

According to the obtained responses, internal control is a pivotal practice to improve integrity. This is relevant as Rendon and Rendon (2022), Bakri *et al.* (2017) and Zakaria *et al.* (2016) claimed that majority of fraud occurred due to the weaknesses on internal control component. Besides that, Koomson *et al.*, (2020) found that internal control has negative significant influence on asset misappropriation while Vijeyan and Rahmat (2022) asserted that strong internal control weakens the probability of money laundering activities.

### **Whistleblowing**

The role of whistleblowing system as a prominent of fraud deterrent has captured the management of the company to strengthen that system. They believe that an effective whistleblowing system could enhance integrity compliance by providing accessible disclosure channels. The commitment to improve its whistleblowing system has been manifested through the successful certification with ISO 37001, Anti Bribery Management System (ABMS). This ISO is developed to assist companies in detecting, preventing and responding to bribery incidents. Head of Integrity and Governance Unit noted:

*“We have a whistleblowing on the website where everybody can use it to put their complaint. Since we have engaged with ABMS, anti-bribery management system, we can capture all these information easily”.*

The company has five whistleblowing channels that can be used to report comments or disclosure related to non-compliance activities. The disclosure can be channelled through a (1) direct call to the company’s integrity unit, (2) e-mail, (3) submission of whistleblowing form via the company’s website or mobile apps, (4) direct submission of the whistleblowing form to the head of integrity unit or (5) physical presence at the integrity unit office of the company. These channels are established to facilitates individuals to make voluntary disclosure for any undesirable activities that they found could violate the integrity compliance related to the company’s operations. The development of the channels is also considered as part of the alternative taken by the company to promote its whistleblowing system. The certification of ISI 37001 requires the company to be actively promoting the whistleblowing channels to increase public awareness and encourage individuals to voluntarily disclose any unethical behaviour. Integrity enhancement and governance unit officer mentioned:



*“This year, one of our efforts to strengthen integrity is to raise awareness about one core aspect which is also aligns with ISO 37001 and one of its requirements is public awareness of the whistleblowing system that we have provided”.*

The disclosure made via phone call, email and website are only accessible to the head of the integrity unit. Nevertheless, if the whistleblower visits the office of integrity unit in person, they must be aware that other integrity officers also know about their personal details. All the disclosure obtained from the whistleblowing channels will go through preliminary investigation. The preliminary investigation refers to a process of identifying whether the disclosure that had been reported have strong basis for further scrutiny and full investigation. If the disclosure is not supported with a strong basis, no further action will be taken and classified as NFA (non-further action) required. The case is considered closed, and the whistleblower will be informed.

The relevant and valid disclosure will be further examined and investigated by the investigation officers, whose are selected among integrity unit staff. During this process, the company may engage other units such as audit unit and human resource unit to contribute to the investigation. The audit unit facilitates the investigation by providing audit expertise while human resource could be referred for any penalty and punishment procedures. This synergy is imperative to ensure the investigation process is handled comprehensively and efficiently. Based on the investigation that was carried out, if the case related to the employees' affairs, it will be forwarded to the human resource unit for domestic inquiry and any relevant punishment process. However, if the case investigated relates to the crime and public offence, it will be reported to the Royal Malaysia Police (RMP). If the case links to the integrity non-compliance activities such as bribery fraud and asset mismanagement, those will be brought into the attention of the Malaysian Anti-Corruption Commission (MACC).

The decision of the company to implement whistle blowing system is driven by the fact that initial detection and disclosure reduces the potential harmful activities going unnoticed (Tumuramye *et al.*, 2018). Apart from that, whistleblowing is globally known as one of the governance tools that could enhance integrity as it helps to prevent fraud, improve corporate governance and brings attention to wrongdoings (Shonhadji and Maulidi, 2021 and Zakaria *et al.*, 2021). Therefore, whistleblowing is relevant to be considered as one of the integrity practices pointed out by the company.

### **Core Value**

There are three core values which the company try to permeate into their daily activities and make them as a culture. The company has chosen knowledge, integrity and work ethics as their principle, belief and fundamental driving forces in becoming the best wastewater company in Malaysia. The first core value signifies the importance to uphold professional responsibilities and continuously practise good ethics and governance in delivering their best services to the community. The second of focuses on the efficient, ethical and high-quality services to achieve social and environmental well-being through the work of specialist and well-trained experts of the company. Finally, the company's unity spirit motivates it employees to be well-informed and knowledgeable in all aspects of wastewater management, applying their expertise to achieve the vision of becoming the top wastewater company.

Displaying those core values is not enough unless it is understood and could be translated into the behaviour of the company members. As such, the company has decided to train its

employees to have a mindset that values integrity which eventually become a determinant in their thinking and actions. Head of Corporate Planning Department revealed:

*“Last year, we came out with a communication program with the purpose to introduce what those core values really mean. We know that people can memorise the core values splendidly, but they don’t know how to make it as a culture”.*

The responsibility of introducing the core values is engaged with the transformation unit. This unit is responsible to develop culture transformation plan that come out with individual commitment which is called 6IC’s. It consists of the staff, customer, work excellence, good relationship, continuous learning and compassionate. This individual commitment was properly identified to align with the company core values. The 6IC’s provide clarification and highlight the component that employee must give their commitment to. In other words, these six individual commitments exemplified how each employee could practically embrace the core values and demonstrate them in their everyday activities.

The effort to cultivate core value into a routine has been manifested through the digitalisations of procurement process. The company integrates its core value of integrity and knowledge, aims to provide efficient and transparency outcome related to bidding and tendering process. The alternative to transform from conventional procurement process to e-procurement system indicates the effort of the company to manifest its core values into daily routines. The implementation of e-procurement is not only important for reducing working time and increasing transparency but also providing satisfaction to vendors and contractors. These parties have higher trust and confidence to the company as they are given a direct access to the authorised information in the system. Trust and confidence grants sustainability of the company. A senior manager of e-procurement unit commented:

*“We adopted e-procurement to ensure transparency in our bidding and tendering processes. This aligns with our core values that focus on integrity. For me, we need to understand and actively implement these values, not just memorize them or have them on paper”.*

Concentrating on core values as one of the alternatives to embrace integrity as a culture supports the finding of Wijethilake and Lama (2019) that found sustainability core value significantly determine the sustainability of risk management. This finding indicates that support and understanding on core values is crucial for goals achievement. Jollands *et al.*, (2015) also found that sustainability-focused core value plays a significant role in influencing organisational actions particularly related to sustainability issues, including integrity compliance.

### **Conclusion, Limitations and Direction for Future Research**

This case study aims to answer, “what are the corporate integrity practices adopted by a Malaysian Government-Owned Company”. Based on ten (10) interviews with key-informants, there are four themes of the practices were found; integrity education, internal control, whistleblowing system and core value. The company concern on the education as it is paramount to implant awareness amongst employees to uphold moral values and disseminate ethical work practices throughout the organisations. Integrity training and coaching provides employees with recent updates on integrity which foster their understanding on the policies or standards implementations. Risk assessment and audit is also being emphasised by the company with the purpose to strengthen its internal control which useful for mitigating any fraud

occurrence. Apart from that, the effective audit and risk assessment assists the company to enhance the efficiency of work processes and reduce operating costs. The establishment of whistleblowing system facilitates the complaint management and more importantly could invite a greater number of disclosures. The ultimate benefit of whistleblowing system lies in its capacity for early fraud detection, rendering it as an essential tool for strengthening integrity compliance. The implementation of multiple whistleblowing channel provides more opportunity for the company to receive a greater number of initial disclosure on potential wrongdoings. The last integrity practice been mentioned is core values which promoted integrity enhancement through consistent adherence to ethical principles and moral standards, fostering a work environment where integrity becomes a guiding force in every aspect of the organization's operations.

The study however identified that the training and education is the most highly discussed by the respondents, at all levels of position. Contradict to this, core value is mentioned only by the middle and top management. The core values that seem implicit in nature might be difficult to explain and notified by the supporting level employees. Since GOC is highly dependent to government support which included contribution from public, upholding high integrity standard should be the main priority as an effort to deliver the best services. This is crucial as integrity is a safeguard against corruption, fraud, and abuse of power, ensuring that public officials and agencies prioritize the public interest above all else. Moreover, a strong commitment to corporate integrity promotes transparency, accountability, and ethical conduct, bolstering the legitimacy of government actions and decisions.

This study is bound to have some restrictions. First, the subject of this research is only government owned company. The results may lack generalisability to other companies due to the variations in their business nature, working environment and practices. Second, the data collection method relies solely from interviews, which could lead to certain biasness in interpretation and analysis. Future studies should enlarge the number of firms and vary the industries. The studies could also apply multiple data collection to minimise biasness and limited perspective. Comparison analysis from different period can be delved to further explain on the evolution and growth related to corporate integrity studies.

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