FACTORS INFLUENCING POLICE CORRUPTION IN LIBYA – A Preliminary Study.

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ABSTRACT

This is paper analyses factors that influence police corruption occurring in Libya. Some of these factors are interrelated with the police organisation itself as well as the policing environment, which may contribute to the corruption. Results indicated the importance of organisational culture, ethics, organisational structure and leadership styles on the police management efforts in fighting against corruption. Future research will be focus on conducting quantitative and qualitative research using questionnaire and interview in investigating factors that influence police corruption in Libya.

Keywords: *Corruption, Police force, Organisational Culture, Ethics, Organisational Structure, Leadership Styles.*

1. INTRODUCTION

Corruption is often a result of the actions of individuals or groups in order to achieve special interests. This behavior is governed by certain ethical standards to be determined whether this is a desirable behavior (moral) or reprehensible (immoral). These standards are called management ethics. In addition, the organizational culture which contain values, customs and traditions that are reflected in the actions of individuals and groups play an important role in reducing opportunities for corruption (Abdel- Latif, 2006). Many studies have indicated the role played by cultural values in reducing opportunities for corruption and guiding individual conduct towards preserving their reputation and the work environment (Rawwas, 2001; Saleim & Bontis, 2009). Components of the organizational structure, such as the rank structure, training, and liability, also affect the spread of corruption (Loree, 2006). Loree believed that leadership styles have a major impact on the rest of the members of the organization—directly in the line of work or when they fail to work, and indirectly in how their behavior is perceived by others.

Given the importance of the police force and its ethics, organizational culture, organizational structure, and leadership styles, this paper will focus on these factors in the effort to combat corruption, increase moral awareness and narrow the opportunity for corrupt practices in the LPF.

1.1 Research Problem
In the report to the United Nations Program of Governance in Arab countries, called the Corruption Perception Index (CPI), Libya received 2.5 points in 2009, while in 2008 it received 2.6 and was ranked 130th among 180 countries in the world behind Syria, but was in better position than Yemen. In 2008, it was ranked 126th among 180 countries in the world, behind Egypt and Lebanon. In 2007 Libya received 2.5 points and was ranked 131st among 180 countries, tied with Iran, Yemen, and slightly ahead of Syria. Libya recorded 2.7 points in 2006 and was ranked 105th together with Iran, among 163 countries. It also ranked 117th among 159 countries in the world

and received 2.5 point in 2005; in 2004, 2.5 points and 108th among 146 countries in the world while it received 2.1 point in 2003 and ranked 118th among 133 countries in the world [see Figures 1, 2] (POGAR, 2009).

Transparency International issued its annual report on the CPI in 2010, and Libya was given 2.2 points and ranked 146th among 178 countries on the CPI (Transparency International, 2010). In 2011, Arab Spring countries—and many Eurozone countries, particularly those affected by the financial crisis—are doing worse and worse, based on a recent report issued by Transparency International on the CPI, according to which Libya scored 2 points and ranked 168 amongst 182 countries in the world (Transparency International, 2011). The above maintained countries' ranks and scores for Corruption Perceptions Index are based on how corrupt their public sector is perceived to be. The perceived level of corruption on public sector indicated on a scale of 0 - 10, where 0 means that a country is perceived as highly corrupt and 10 means that a country is perceived as very clean. Ranks indicate a country's position relative to the other countries included in the index. The reports published by Transparency International show the increase perception of corruption in Libya from 2003 to 2011. This indicates a serious corruption problem in Libya that must be addressed to build public safety, stability, and development.

Unfortunately, the police force in Libya also faces a serious corruption problem. However, there is little literature or empirical study describing these practices. Most of the information about police corruption in Libya is available in the daily newspapers (electronic and paper) published in Libya. The Departments of Research and the Studies of Organization for Transparency Libya and the Libya Human and Political Development Forum (2007) have undertaken joint studies and discussed the results of a questionnaire on corruption in the regime, state institutions, and people's organizations in Libya in 2006. Respondents ranked the police force highest in their perception of the spread of corruption. The Transparency Libya Team (2009) uncovered an increase in extortion at all levels. How many citizens or businessmen have been the victims of this type of extortion from a senior officer in Security? For example, a traffic officer might stop drivers and seize their drivers' licenses or car-related documents; extortion would take the form of swapping the license for money, cigarettes, or even a sandwich. Transparency Libya published information on a range of corrupt practices committed by the chief of police, which included bribery, embezzlement, nepotism, and extortion (Transparency Libya, 2010). According to the newspaper *Libya Quryna* (2010), as confirmed by the Secretary of the General People's Committee for Public Security, the police force in Libya is suffering falsification, and the spread of corrupt practices such as cronyism (*wasta*), nepotism, bribery, and "courtesy." Because of the lack of research into the police force, this study will be the first attempt to examine the influence of factors such as organizational culture, ethics, and leadership styles in the spread of corruption and corrupt practices like bribery, fraud, extortion, nepotism, cronyism in the LPF.

Libya: Corruption Perception Index (Values)
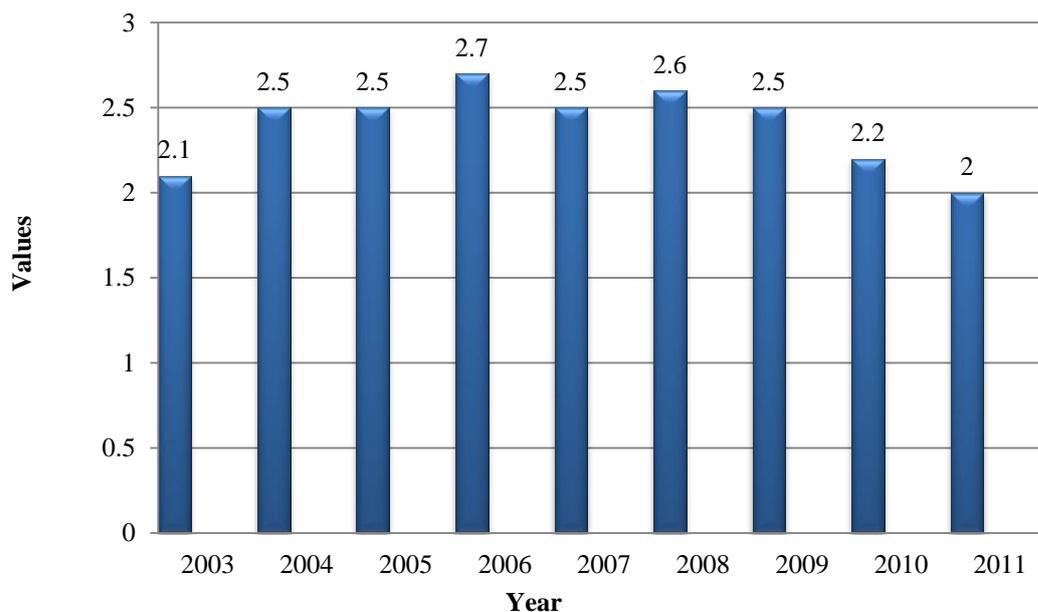
[Figure 1]:   Libya Corruption Statistics

Source: United Nations Program of Governance in Arab Countries (POGAR, 2009).

Libya: Corruption Perception Index (Ranks)
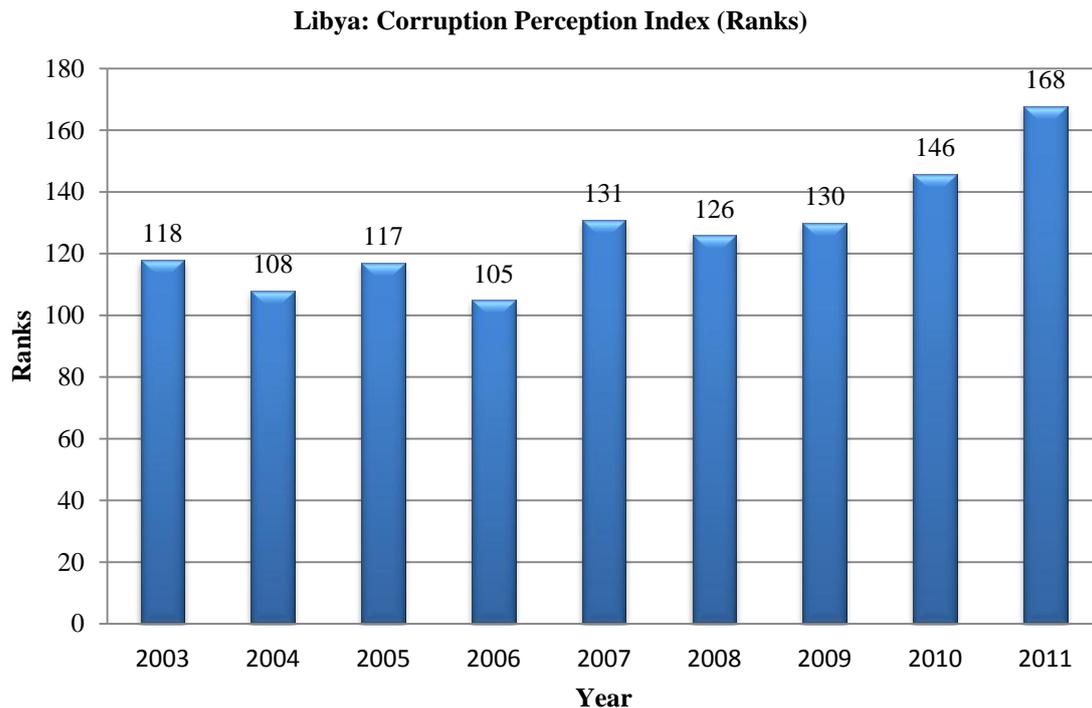
[Figure 2]:   Libya Corruption Statistics

Source: United Nations Program of Governance in Arab Countries (POGAR, 2009).

1.2 Research Objectives
The specific objectives of this study of the LPF are as follows:
1.   To examine the relationship between organizational culture and corruption.
2.   To examine the relationship between ethics and corruption.
3.   To examine the relationship between organizational structure and corruption.
4.   To examine the relationship between leadership styles and corruption.

1.3 Research Questions
Based on the research objectives above, the research questions in this study of the LPF are as follows:
1.   Is there a relationship between organizational culture and corruption?
2.   Is there a relationship between the level of ethics and corruption?
3.   Is there a relationship between leadership styles and corruption?
4.   Is there a relationship between organizational structure and corruption?

1.4 Significance of The Study
The study is important in a variety of areas, namely academic, governmental, social, and for the police themselves, which will be discussed as follows:

First, the most previous studies regarding these factors (for example, Rawwas, 2001; Zekos, 2004; Abdul Rahman, 2005; Adebayo, 2005; Gbadamosi & Joubert, 2005; Abdel-Latif, 2006; Small, 2006; Bierstaker, 2009; Seleim & Bontis, 2009) examined the relationship between organizational culture, ethics, organizational structure, leadership styles, and corruption from the perspectives of business or a general perspective examining each of the relationship separately. They did not consider their collective impact on reducing the opportunities for corruption among members of the police force. Therefore, this study is needed to explore the impact of these factors on the spread of corruption in the LPF, and it will add to the existing literature and theories on corruption, as well as contribute to the current academic literature on ethics and police corruption.

Second, it is important for the police force because some of the previous studies conducted on police corruption indicated the need to establish systems of ethics and culture within the police organization as well as an effective

system of laws. That is what this study will try to demonstrate, especially in the police force. The study will involve members of the police force in Libya in an attempt to shed some light on the relationship between organizational culture, ethics, leadership styles, organizational structure, and corruption. In addition, it also aims to improve the integrity of the police, restructure police organization, and energize police leadership in order to enable the police organization to carry out its duties.

Third, this research is important for the government because it helps in the effort to combat corruption, in those government departments which are vulnerable to corrupt activities specifically; police patrol, immigration, traffic police, and customs such as police departments should review their procedures occasionally in order to reduce the opportunities for corruption, particularly because the police force is an important part of the government, entrusted with critical functions such as maintaining the security and stability of the state.

Fourth, the study is socially relevant because the police are given absolute power to deal with crime of all kinds including corruption. The police must reduce corrupt practices that tend to undermine the quality of public services by expanding and promoting partnership and dialogues, and develop mutual trust and confidence between themselves and the society they serve. This study is meant to ensure that police departments recruit officers who reflect their communities, who have high standards and are properly trained to deal with the stress and the danger of police work.
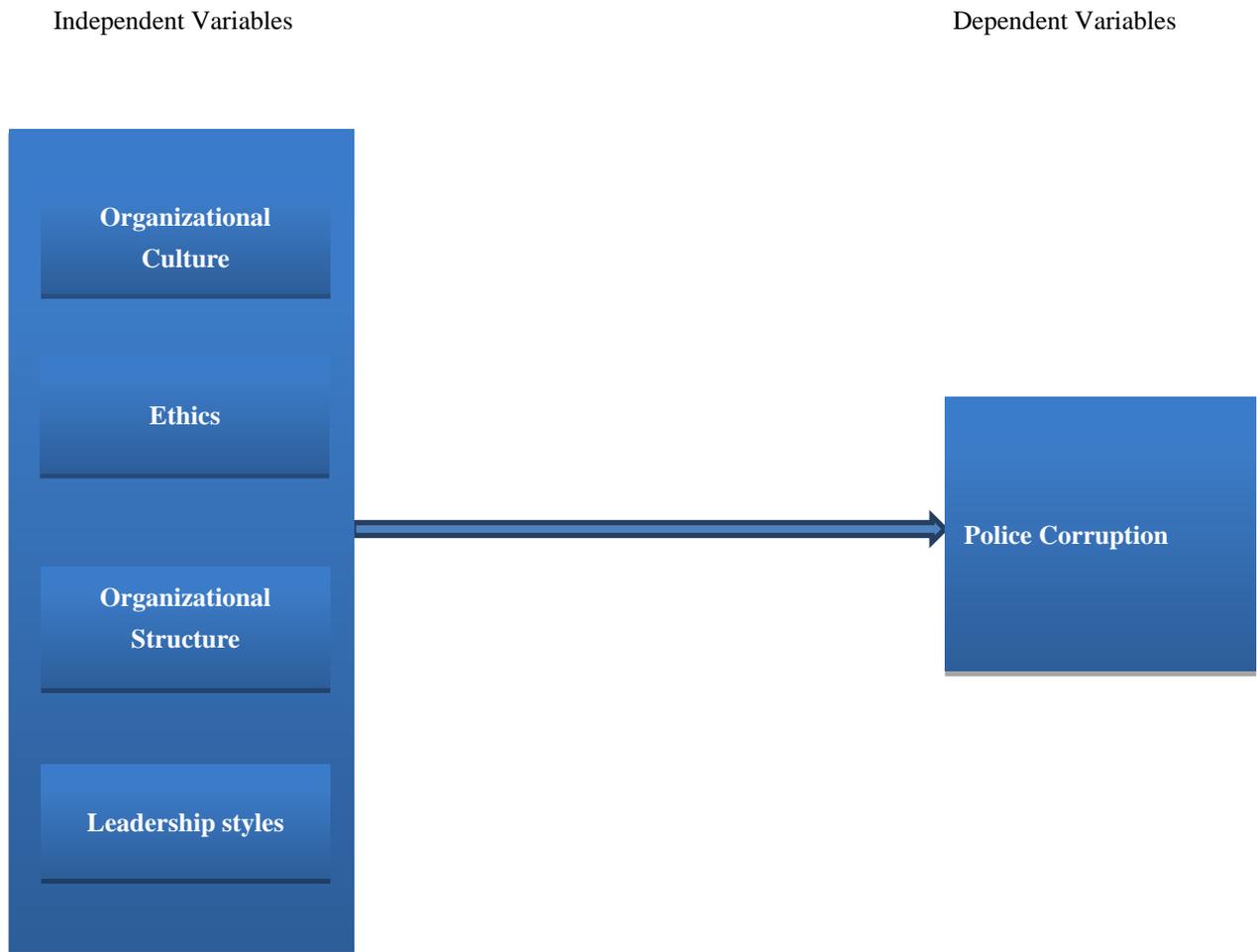
2. RESEARCH FRAMEWORK

This paper investigates the relationship between police corruption and organizational culture, ethics, organizational structure, and leadership styles in the LPF. Many studies have been conducted to examine the relationship between the variables examined in this paper. Most of these studies were conducted separately: for example, some examined the relationship between police corruption and leadership styles, while others focused on the relationship between police corruption and organizational culture. Unlike any other, this paper combines all these variables in one study. Police corruption represents the dependent variable, while the organizational culture, ethics, organizational structure, and leadership styles represent the independent variables.

The theoretical framework addresses four independent variables (organizational culture, ethics, organizational structure, and leadership styles) which were developed based on existing theories of police corruption, supported by previous studies. There are four main theories for the explanation of police corruption: The Rotten Apple Theory, The Organizational (occupational) Culture Theory, The Opportunity or Task Environment Theory, and The Structure Theory.

The most popular explanation of police corruption is The Rotten Apple Theory that emphasizes the moral failings of individuals, provides convenient scapegoats, avoids dealing with more difficult issues, and points in the direction of a simple remedy. Police officials prefer this explanation because it allows them to blame a few individuals and prevents them from investigating larger problems in the department. Moreover, it appears to solve the problem by firing guilty officers. The Organizational Culture (sociological) Theory emphasizes the group or organization rather than individuals. Thus, corruption emerges because such deviant behavior is regarded as appropriate within the police subculture, and younger members are socialized by their senior colleagues into these corrupt practices. The opportunity or task environment theory hypothesizes that police work in general causes corruption. For example, they have the opportunity to use excessive force and steal seized drugs, money, or alcohol without anyone knowing about it. The Structure Theory states that new officers learn their behavior from older officers who have learned from the officers before them. This means that corruption is not confined to the lower ranks but extends to all ranks (Ede, 2000).

Based on the above discussion, we propose to test the following hypotheses regarding the LPF:

H1: There is a significant relationship between organizational culture and corruption.

H2: There is a significant relationship between ethics and corruption.

H3: There is a significant relationship between organizational structure and corruption.

H4: There is a significant relationship between leadership styles and corruption.

Independent Variables   Dependent Variables

[Figure 3]: Theoretical Framework of the Study

Source: Developed by the researcher based on the model developed by Verma (1999), Ede (2000), Loree (2006), and Kucukuysal (2008).

3. METHODOLOGY

This paper is solely based on a literature review pertaining to the factors that influence police corruption in the LPF. In this study, the dependent variable is police corruption, which may be explained by multiple factors such as organizational culture, ethics, organizational structure, and leadership styles (independent variables). Data was collected using stratified random sampling (Str. R. S.), and the questionnaire was administrated personally by the researcher to a total of 30 participants of the Libyan police force.

3.1 Reliability of questionnaire

Table 1- Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.877	110

The table above shows the Cronbach's alpha on standardized items' value is 0.877 with the number of item 110. The value shows the questionnaire was reliable as the closer the value to 1, the more reliable the questionnaire is. As a conclusion, the questionnaire shows a high reliability based on the alpha score (α=0.88). An alpha score above 0.75 generally indicates a scale of high reliability, 0.5-0.7 is generally accepted as a moderately reliable scale (Pallant, 2010). A value below than this indicates a scale of low reliability (Hinton, Brownlow, McMurray & Cozens; 2004).

*3.2 Reliability of the Instruments*

In the present study, the survey instruments of corruption, organizational culture, ethics, organizational structure and leadership style are measured for their reliability. Reliability reflects the stability and consistency of an instrument in measuring the concept (Page and Meyer, 2000, Sekaran, 2003) contend that reliability determines the degree to which a measurement is free of a random of unstable errors. Cronbach's alpha is used for this study to assess the reliability of each measure. As suggested by many researchers, a Cronbach's alpha's value of more than 0.70 indicates that the instrument has internal consistency reliability (Sekaran 2003, Page and Meyer 2000). However, the values of Cronbach's alphas between 0.60 and 0.70 are also considered acceptable because these reliability values are comfortably above the lower limits of acceptability. The reliability scale for corruption, organizational culture, ethics, organizational structure and leadership style are mentioned below.

Table2 - Reliability of the instruments

Reliability statistics	Cronbach's Alpha	No. of Items
Corruption	0.787	36
Organizational culture	0.598	24
Ethics	0.717	21
Organizational structure	0.827	9
Leadership style	0.794	20

There are five variables in the questionnaire; police corruptions - 42 items, organizational culture - 24 items, ethics - 21 items, organizational structure - 9 items and leadership styles - 20 items. There were six items removed from corruptions as they contain zero variance. Therefore, the numbers of items valid in the variable are 36.

3.3 Normality Statistics Test for the Variables of Interest.
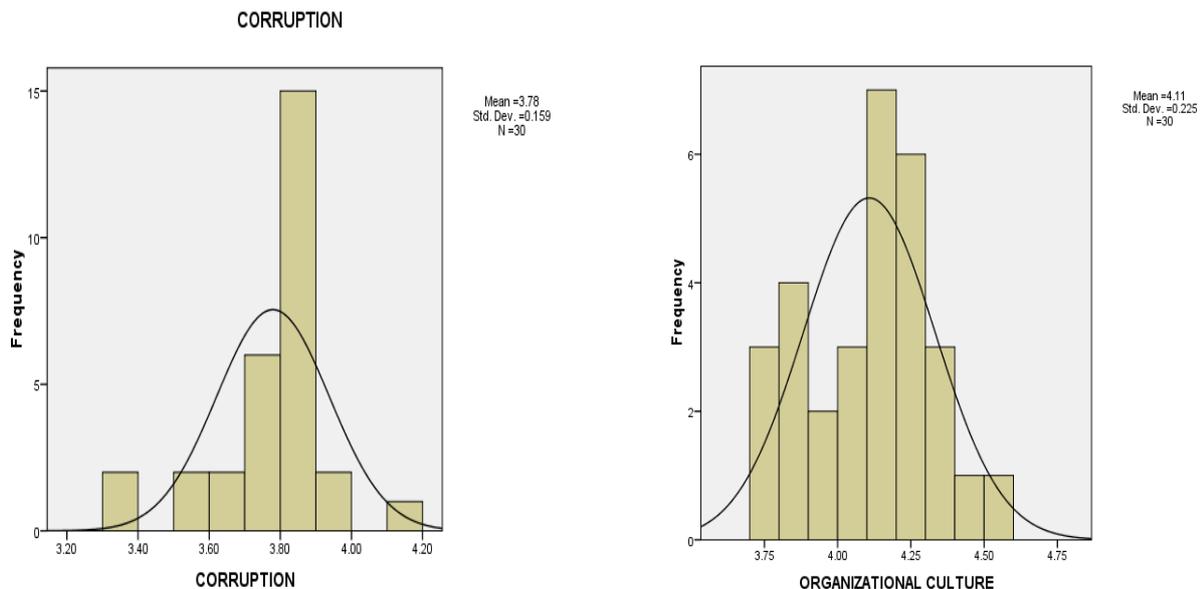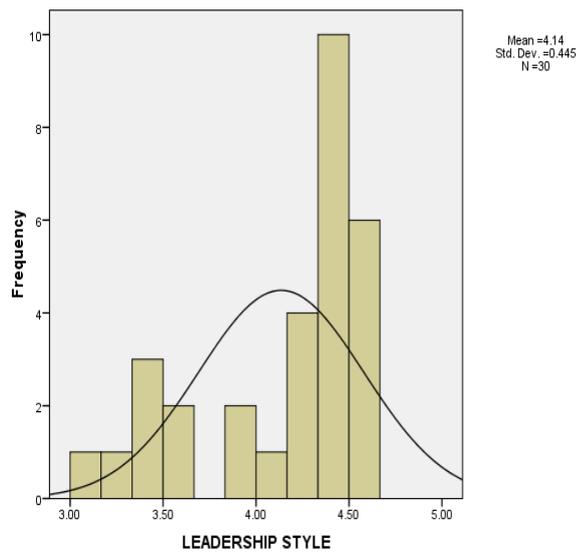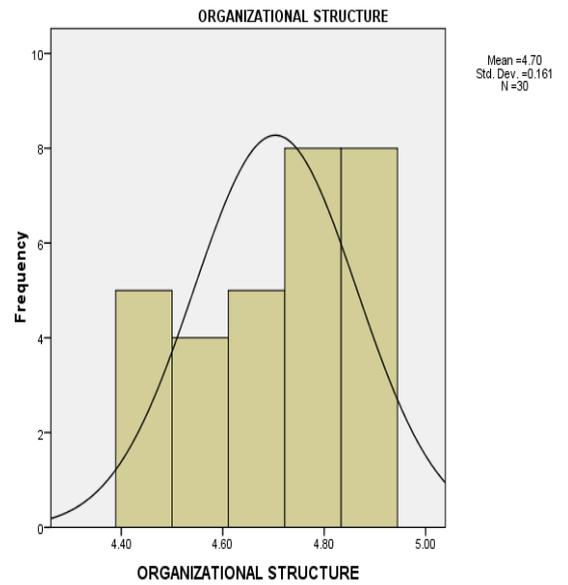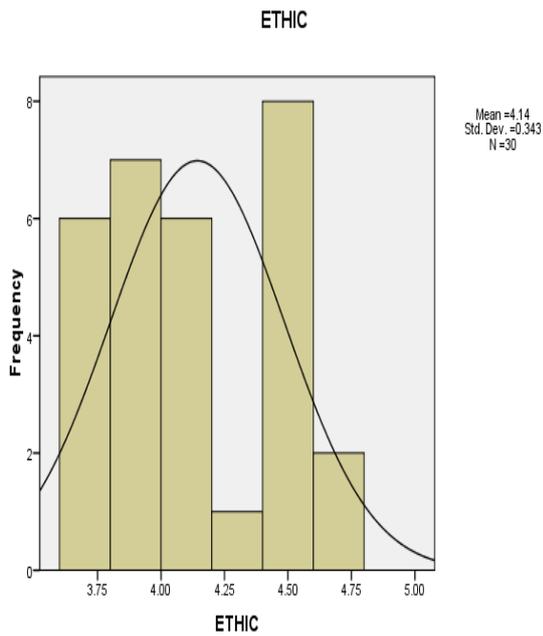
All the above graphs of variables, Corruption, Organizational culture, Ethics, Organizational structure and Leadership style indicate that the test instrument was distributed normally.

Table 3 - Normality Statistics of the variables

	Corruption	Organizational Culture	Ethic	Organizational Structure	Leadership
Mean	3.7793	4.1078	4.1430	4.7037	4.1350
Std. Error of Mean	.02896	.04107	.06255	.02934	.08116
Std. Deviation	.15863	.22497	.34262	.16071	.44454
Skewness	-.729	-.259	.155	-.412	-.979

Std. Error of Skewness	.427	.427	.427	.427	.427
Kurtosis	1.957	-.411	-1.276	-1.164	-.466
Std. Error of Kurtosis	.833	.833	.833	.833	.833
Minimum	3.39	3.71	3.60	4.44	3.15
Maximum	4.17	4.59	4.70	4.89	4.65

To measure the normality of the data in each variable, kurtosis scores were taken into concern. The kurtosis score must be within -1 to +1 to be considered as normally distributed data (Hair, Anderson, Tatham & Black; 1998). As displayed by the table, all variables' kurtosis scores fell within the range. Therefore, it shows that the data was normally distributed. Skewness also can be used as the measurement of normal data distribution. Skewness is a numerical value used to give information about the distribution of data obtained from samples. The skewness of a normal distribution is 0. If the skewness for a data distribution is within the range of -1 and +1, the data distribution is considered to be normal (Hair, Anderson, Tatham &Black; 1998). In this study, all the variables skewness scores were within the range. Therefore, the data was considered as normally distributed.

3.4 Regression Analysis (Components)
Table 4 - Descriptive statistics

	Mean	Std. Deviation	N
Corruption	3.7793	.15863	30
Organizational Culture	4.1078	.22497	30
Ethics	4.1430	.34262	30
Leadership Style	4.1350	.44454	30
Organizational Structure	4.7037	.16071	30

The descriptive table above shows the mean and standard deviation (M (±SD)) of the interest variables and corruption. All variables are measured by using five point Likert scale; 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. In the above table, organizational structure has the highest mean of 4.7 (± 0.161), followed by Ethics 4.14 (± 0.342), Leadership Style 4.14 (± 0.444) and organizational culture 4.12 (± 0.224).

3.5 Correlation Analysis between variables of interest

Table 5 - Correlation Analysis between Variables

		Corruption	Org. Culture	Ethics	Leadership style	Org. Structure
Pearson Correlation	Corruption	1.000	.059	.561	-.211	.322
	Org. Culture	.059	1.000	.438	-.321	.416
	Ethics	.561	.438	1.000	-.739	.483
	Leadership	-.211	-.321	-.739	1.000	-.196
	Org. Structure	.322	.416	.483	-.196	1.000

In the above table, correlation shows the inter-correlation among the variables selected. Correlation has scored evenly with negative and positive. The maximum correlation is recorded by ethics (56.1%) followed by organizational structure (32.2%) and leadership (21.1%). The lowest correlation is recorded by organizational culture (6%).

3.6 Model Summary

Table 6 - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671[a]	.451	.363	.12663

The R² value in the Model Summary table shows the amount of variance in the dependent variable (Police corruption) that can be explained by the organizational culture, ethics, leadership style and organizational structure.

The R value (0.671) indicates the multiple coefficients between all the entered variables (organizational culture, ethics, leadership style and organizational structure) and the dependent variable (police corruption).

The police corruption was correlated with the interest variables. The R value indicated that the closer the value to 1, the stronger the relationship is. In this finding, the R = 0.671 shows a moderate relationship and positively correlated to the variables.

Table 7 - Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.329	4	.082	5.128	.004[a]
	Residual	.401	25	.016		
	Total	.730	29			

a. Predictors: (Constant), Org. Structure, Leadership, Ethics, Org. Culture

b. Dependent Variable: Corruption

The result in the ANOVA table revealed a significance outcome; $F(4, 25) = 5.128$; $p < 0.05$. This implied that the predictor variables jointly and significantly predict the dependent variable (corruption). The ANOVA table further revealed that the predictor variables, when combined together accounted (R²) 45% of the total variance observed in performance (R = 0.671, F = 5.128 and p < 0.05).

3.7 Relative contributions of the predictor variables on Police Corruption

Table 8 - Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.793	.870		2.060	.050
	Org. Culture	-.170	.121	-.242	-1.413	.017
	Ethics	.450	.120	.972	3.747	.001
	Leadership	.156	.082	.438	1.908	.037
	Org. Structure	.037	.180	.038	.208	.034

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		B	Std. Error	Beta		
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	Leadership	.156	.082	.438	1.908	.037
	Org. Structure	.037	.180	.038	.208	.034

a. Dependent Variable: Corruption

The Coefficients table shows all variables were significant of the dependent variable (corruption).

The Unstandardized Coefficients B column, gives the coefficients of the interest variables (organizational culture, ethics, organizational structure and leadership style) in the regression equation including all the variables.

Police corruption = 1.793 + (-0.170) Organizational culture + (0.450) Ethics + 0.156 Leadership Style + 0.037 Organizational Structure.

The standardized Beta Coefficient column shows the contribution that an individual variable makes to the model.

The beta weight is the average amount the dependent variable increases when the interest variables increase by one standard deviation (all other interest variables were held constant). The largest influence on Police Corruption was Ethics (0.972) and the next was Leadership Style (0.438), Organizational Structure (0.038) and the smallest influence was Organizational culture (-0.242) has been reported in the Standardized Beta Coefficient column.
T – test was performed to test the two-tailed hypothesis that the beta value is significantly higher or lower than zero. This enables the researcher to see which predictors were significant. From the table, all of the variables were significant predictors; Organizational Culture ($ß = -0.242$, $t = -1.143$, $p< 0.05$), Ethics ($ß = 0.972$, $t = 3.747$, $p< 0.05$), Leadership Style ($ß = 0.438$, $t = 1.908$, $p< 0.05$), and Organizational Structure ($ß = 0.038$, $t = 0.208$, $p< 0.05$).

As a conclusion for multiple regression analysis, all of the variables of interest were significant predictors to Police Corruption.

4. CONCLUSION

This is a preliminary study to examine the police organization and behavior of its members that affect police corruption, based on the data taken from previous relevant studies which determine the relationship between ethics, organizational culture, organizational structure, leadership styles, and police corruption. This study results that organizational culture, ethics, organizational structure, leadership style have significant relationships with police corruption. The study will not be able to generalize the findings to the rest of the organizations in Libya.

5. SCOPE AND LIMITATIONS OF THE STUDY

In this study, a review of the literature shows that there are many factors that can cause police corruption, such as the political environment, personnel, accountability, transparency, and policies and procedures. But the scope of the study is limited to determining the influence of organizational culture, ethics, organizational structure, and leadership styles in pervasive corruption in the LPF.

Previous studies done on the LPF are very limited. Consequently, the process of obtaining the information was extremely difficult due to the sensitivity of the Libyan police sector. Only long-term insiders can describe and

explain the prevailing activities in the police organization, using survey research methods or published information gathered from the Internet about such practices.

Since the researcher is one of the officers in the police force, this information gathering was easier for him. He will be able to explain to the respondents that such information is important to address police corruption in a comprehensive and integrated manner, and that it will help to reform the police force and improve their performance. It is hoped that this study will give accurate information about police corruption and that it will contribute to the scientific research in this area.

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