



## Knowledge, Attitude and Practice on Workplace Corruption among Civil Servants in Thimphu Dzongkhag: A Case Study

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### ABSTRACT

The study examines the Knowledge, Attitudes, and Practices (KAP) of civil servants towards workplace corruption in Thimphu Dzongkhag. Using a quantitative research methodology, data were collected through structured surveys from employees across various government departments. The results show that respondents have a high level of awareness about workplace corruption, although their confidence in their understanding of its various forms is moderate. Workplace corruption encompasses unethical or unlawful actions like power abuse, fraud, and bribery. These actions pose a significant threat to organizational integrity and service delivery. The negative effects of corruption on morale and productivity are highlighted by attitudes about it; a mean score of 3 indicates an average degree of agreement regarding the necessity of swift and efficient anti-corruption efforts. However, an average practice score of 1.9 indicates that anti-corruption measures are considered insufficient, emphasizing the need for stronger and more precisely defined anti-corruption laws and procedures. According to the report, the main causes of ongoing corruption are economic inequality and neglect. To counteract corruption and improve service quality, extensive training programs, open policies, and strong enforcement mechanisms are therefore required. These observations can guide the creation of policies that support moral leadership and organizational accountability.

**Keywords:** Favoritism; Nepotism; Service recipients; Workplace corruption

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### INTRODUCTION

Bhutan has established a relatively robust framework to regulate corruption through legislative and institutional mechanisms. The Anti-Corruption Act of 2011 and the Anti-Corruption Commission serve as the primary instruments of enforcement, while the National Integrity and Anti-Corruption Strategy (NIACS 2019–2023) integrates anti-corruption priorities with the national development agenda. In addition, Bhutan's ratification of the United Nations Convention against Corruption (UNCAC) demonstrates its commitment to international standards of integrity and accountability. Despite these

efforts, several challenges persist. Public perception surveys indicate that corruption remains a concern, with favoritism and nepotism in recruitment, promotion, and transfers continuing as prevalent practices. Moreover, bribery, embezzlement, and abuse of functions are frequently reported, highlighting systemic vulnerabilities. The absence of comprehensive legislation on whistleblower protection and right-to-information further constrains enforcement. As Bhutan's economy diversifies, risks of collusion and unethical practices in both public and private sectors underscore the need for sustained vigilance and institutional strengthening <sup>1</sup>.

Strengthening national institutions to prevent violence is one of indicators for promoting and enforcing non-discriminatory and inclusive laws and policies <sup>2</sup>. good decision is a decision that is visionary and brave in doing rule breaking by looking at the development of society in the future, but still guided by truth and justice and in favor of the fate and condition of the nation and state, so that it can bring prosperity and welfare to the community and can also bring the nation and state out of poverty due to corruption.<sup>3</sup> Workplace corruption is a widespread issue that profoundly influences how organizations function and its impact on service recipient's. In addition to this, the type of corruption involves unethical or illegal actions, such as abusing power, committing fraud, or engaging in bribery, which can undermine an organization's integrity <sup>4</sup>. The results of workplace corruption extend the internal workings of an establishment and possess the capability to degrade public confidence, damage individuals' reputations, and compromise the efficiency of services provided <sup>5</sup>. When corruption affects the workplace, service recipients whether consumers, clients, or citizens may suffer negative consequences on the quality, equity, and dependability of the services they receive.

Workplace is significantly impacted negatively by corruption in terms of nepotism and favoritism. As stated by <sup>6</sup>, "three characteristics meaningful at work, transcendence, and compassion have a detrimental impact on favoritism and nepotism." <sup>7</sup> mentioned that, workplace favoritism occurs when individuals are given special treatment in terms of promotions, recruitment, or recognition based on personal connections rather than

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<sup>1</sup> Royal Government of Bhutan, "National Integrity and Anti-Corruption Strategy (2019–2023): Developing Accountable, Moral and Transparent Systems and Individuals" (Thimphu: Anti-Corruption Commission of Bhutan, 2019).

<sup>2</sup> Orin Gusta Andini et al., "Indonesia's Safeguarding of Human Rights to Achieve Development Goals: Insights from Australia's Experience The World Strives to Improve Lives and Realize Prosperity and Environmental and Disasters. Of Note, 2015 Saw the Adoption of Three Intercon," *Journal of Sustainable Development and Regulatory Issues (JSDERI)* 3, no. 1 (2025): 1–28, <https://doi.org/https://doi.org/10.53955/jsderi.v3i1.53> Journal.

<sup>3</sup> Ulil Amri et al., "Returning State Financial Losses in Corruption Crimes in the Framework of Progressive Law". 2025. *Journal of Anti-Corruption* 1 (1): 72-83. <https://doi.org/10.30872/>

<sup>4</sup> Vito Tanzi, "Corruption Around the World: Causes, Consequences, Scope, and Cures," *IMF Working Paper*, 1998.

<sup>5</sup> Bahram Kakavand, "Workplace Corruption: A Resource Conservation Perspective," *Personnel Review*, 2019.

<sup>6</sup> Qamar Iqbal, Abdul Waheed, and Sun Young Sung, "Workplace Spirituality and Nepotism-Favouritism in Selected ASEAN Countries: The Role of Gender as Moderator," *Journal of Asia Business Studies*, 2020.

<sup>7</sup> Alex Boatman, "Favoritism in the Workplace: How to Spot and Prevent It," *AIHR*, 2024.

merit, fairness, or job performance. The prevalence of favoritism and nepotism is increasing, posing a threat to the country's social and economic development leading to exacerbated by a lack of trust in official institutions and interpersonal relationships, which contribute to corruption in various levels of government <sup>8</sup>.

On the other hand, the excellent practices offer tactics to stop corruption in local and regional government hiring practices and it addresses the negative impact of nepotism on the culture and performance of organizations and makes the case that based on performance and transparent human resources management might lessen these effects <sup>9</sup>. Best practices are recommended to combat corruption in local and regional government recruitment processes and these practices strive to address the adverse effects of nepotism on organizational culture and performance <sup>10</sup>. Additionally, implementing performance-based and transparent human resource management practices could help mitigate the negative impacts of favouritism and nepotism.

According to Bahadur (2023) reported that social and economic factors increase the possibility of favoritism and nepotism, which reduces public effectiveness by fostering corruption in official institutions and enhancing welfare in unofficial ones <sup>11</sup>. Misuse of public resources, including money and facilities, and purposeful postponement of decisions due to unethical intentions come next <sup>12</sup>. The Anti-Corruption Commission's National Integrity Assessment (2022) of Bhutan showed that employees perceived the most influential factors in providing services faster were friendship (22.47%), family relationships (17.33 %), and instructions from superiors (16.04 %). Despite initiatives to address workplace corruption, there remains a pervasive influence of favoritism and nepotism within service-oriented organizations leading to compromised organizational integrity and negative impacts on employee satisfaction and service delivery. Organizational integrity is compromised when corruption takes the shape of nepotism and favoritism <sup>13</sup>. There is a lack of comprehensive understanding of the attitudes, behaviours, and knowledge of service recipients regarding this issue. This information gap underscores the need for further research to investigate its prevalence in Thimphu Dzongkhag and to assess the Knowledge, Attitudes, and Practices (KAP) of service recipients towards workplace corruption. The research questions is that is the level of Knowledge, Attitude and Practices (KAP) on workplace corruption among civil servants in Thimphu Dzongkhag? The finding of the study will provide an empirical insights on how corruption at a workplace is constructed and provide recommendations to address it. One limitation of the study was self-reporting bias. Due to social desirability or fear of consequences, participants may have overreported or underreported their experiences with workplace corruption, which could have distorted the results.

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<sup>8</sup> Devina Sanfina, "Favouritism and Nepotism in an Organization: Causes and Effects," *Procedia – Social and Behavioral Sciences*, 2015.

<sup>9</sup> Wouter Tongelo, "Fighting Nepotism Within Local and Regional Authorities" (Council of Europe, 2019).

<sup>10</sup> Robert Hunja, "Here Are 10 Ways to Fight Corruption," *World Bank Blogs*, 2015.

<sup>11</sup> Surendra Bahadur, *The Nepotism and Favouritism in Politics of South Asia* (Paradigm Press, 2023).

<sup>12</sup> (Zangmo, 2016)

<sup>13</sup> Anti-Corruption Commission, "Anti-Corruption Commission's National Integrity Assessment (2022)" (Thimphu: Anti-Corruption Commission of Bhutan, 2022).

Additionally, the study’s findings were impacted by the lack of representativeness in the sample, as participants did not fully reflect the diversity of service recipients across various industries and demographic groups. Moreover, the sample size was affected because some participants were either out of town or on duty during data collection.

**METHOD**

For this study, quantitative research method was used. It involves the study of subjective data which was gathered through surveys. Analysing and collecting numerical data in order to find patterns, generate average, and extract general conclusions.

Table 1. Super structure

Super structure	Agencies
Administrative Service	Royal Civil Service Commission
	Anti-Corruption Commission
	Election Commission of Bhutan
	Ministry of Home Affairs
	Ministry of Foreign Affairs and External Trade
Education Service	Ministry of Education and Skills Development
Financial Service	Ministry of Finance
	Royal Audit Authority
Technical Service	Ministry of Energy and Natural Resources
	Ministry of Agriculture and Livestock
	Ministry of Industry, Commerce and Employment
	Ministry of Infrastructure and Transport
	Ministry of Health

Source: Author analysis, 2025

As part of Bhutan Civil Service System (BCSS), Royal Civil Service Commission (RCSC) introduced super structure to enhance professionalism in the civil service, which had come into effect since 2016 <sup>14</sup> as shown in table 1. The study followed multi stage sampling using lottery method for this research. In the first stage, relevant agencies (including parent agencies was be selected for each of the super structure group). Next one department / division/ section was chosen to represent the parent agencies. A census survey was used to select all the selected department / division/ section as shown in table 2.

<sup>14</sup> (Zangmo, 2016)

Table 2. Sample size

Occupation Group	Department	N	n
Administrative Service	Royal Civil Service Commission (RCSC)	12	12
Education Service	Motithang Higher Secondary School (MHSS)	66	66
Financial Service	Regional Revenue and Custom Office (RRCO)	154	154
Technical Service	Department of Livestock (DoL)	14	14

Source: Author analysis, 2025

Structured survey questionnaires were used to collect data from the participants. Also, secondary sources such as yearly reports, journals, books, newspapers, and survey reports were used to gather the information. The survey questionnaire solicited information on participant’s perceptions [knowledge, attitude and practice] on workplace corruption from the participants. Descriptive statistics were employed to analyse the collected data. This approach allows for the identification of trends within the data and provides insight into the overall distribution. Additionally, descriptive statistics facilitate the comparison of different groups or sub-categories within the dataset and help draw inferences about the larger population from which the sample was taken. It was essential in this research for understanding, interpreting, and presenting the data effectively. The data were represented in tables and figures, and the analysis was performed using the Statistical Package for the Social Sciences (SPSS) and Microsoft Excel. Descriptive statistics, including mean and standard deviation, were used to summarize the data in a tabular format.

To collect the views of civil servants, a five-point Likert scale was used in which each civil servant was asked if they agreed or disagreed to the points of the view stated in the questionnaire.

The categories were: 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

5-Strongly Agree which are based on these scales, the sum of these scales was 15 and therefore the average was 15/5=3. The Likert scale was given a range to analyze the interpretation of their answers. The range was calculated with the formula:

$$\frac{n - 1}{n}$$

N= total number of Likert points 5  $\frac{5-1}{5} = \frac{4}{5} = 0.8$

After using the formula to calculate the range, the interval of the range was 0.8. Then

adding the interval value to the Likert scale number, the range of scale is obtained <sup>15</sup> is below in the table 2.

The mean for each question were summed up and the average mean was calculated for section under respective parts. Therefore, in order to see the impact of workplace corruption among services recipients, the average mean was calculated from each part. The average mean should be in the range of within one to five as shown in the table below, to understand that there is workplace corruption among service recipients.

Table 3. Interpreting Mean Score of Likert Scale

Likert Scale	Range	Interpretation
Strongly Disagree	1.00 - 1.80	Poor
Disagree	1.81-2.61	Fair
Neutral	2.62-3.42	Average
Agree	3.43-4.23	Good
Strongly Agree	4.24-5.00	Excellent

Source: Author's analysis, 2025

## DISCUSSION

### Corruption in Bhutan: Status and Workplace

Preventing workplace corruption requires a holistic and structured approach that integrates organizational practices with Bhutan's broader regulatory framework. The National Integrity and Anti-Corruption Strategy (2019–2023) emphasizes the importance of strengthening systems, promoting transparency, and enhancing institutional capacity as part of the country's commitment to integrity <sup>16</sup>. Within this study, prevention is understood through four interrelated pillars: internal regulation at the workplace, supervisory mechanisms, transparency, and the quality of human resources. Internal regulation, including clear codes of conduct and conflict-of-interest rules, helps limit opportunities for favoritism, nepotism, and bribery. Similarly, supervisory mechanisms such as audits and oversight structures ensure accountability and reduce the likelihood of misconduct, reinforcing the message that corruption will not be tolerated (Transparency International, 2023).

Transparency and the quality of human resources are equally critical. Open decision-making, financial disclosure, and access to information reduce secrecy and foster public trust, while transparent systems discourage misuse of authority <sup>17</sup>. Moreover, effective

<sup>15</sup> Yeshe Samdrup, "Employee Well-Being at Norbuling Rigter College: A Case Study through the Lens of 'Sharpening the Saw' Habit," *Bhutan Journal of Management* 5, no. 1 (2025): 79–100.

<sup>16</sup> Bhutan, "National Integrity and Anti-Corruption Strategy (2019–2023): Developing Accountable, Moral and Transparent Systems and Individuals."

<sup>17</sup> Bhutan.

prevention ultimately depends on the integrity and competence of individuals. Recruitment based on merit, value-based education, and ongoing training strengthen the capacity of employees to recognize and resist corruption. In this sense, the awareness of civil servants about corruption is not only a measure of knowledge but also an indicator of institutional strength and ethical standards (Transparency International, 2023). Together, these four pillars provide a practical benchmark for analyzing workplace corruption and interpreting the study's findings.

Corruption in Bhutan remains a significant challenge, but recent efforts have led to notable improvements. Addressing corruption within our interconnected community poses challenges due to the intricate structure of our nation, characterized by diverse foundations and to gain a comprehensive understanding of the complexities surrounding corruption, it is essential to explore why certain nations exhibit lower levels of corruption<sup>18</sup>. Similarly, Zangmo (2016) emphasizes the importance of adopting various interventions in the fight against corruption. These include implementing an integrity selection system, establishing a model public service code of conduct, monitoring the personal lives of public employees, conducting proactive research and intelligence-based investigations, enhancing the capabilities of law enforcement and regulatory agencies, and promoting engagement from youth, media, civil society, and the private sector.

The subject highlights the need for working together among many organizations on issues such as recruiting youth, strengthening and ensuring that candidates are selected on the basis of their integrity. By standing up for integrity, accepting transparency, and being ethical, can reduce corruption. Nevertheless, Bhutan is the 26<sup>th</sup> least corrupt country in the world out of 180. From 2006 to 2023, Bhutan's Corruption Rank averaged 31.67, it reached at 49.00 in 2009 and fell to a record low of 24.00 in 2020. In South Asia, India came in at number 96, followed by the Maldives at number 96, Nepal at number 107, Sri Lanka at number 121, Pakistan at number 135, Bangladesh at number 151, and Afghanistan at number 165<sup>19</sup>. These number shows Bhutan leads South Asia in fighting corruption. Bhutan's progress demonstrates that coordinated efforts across organizations, coupled with integrity and ethics, can yield measurable success in curbing corruption. Bhutan's position makes it a regional example of good governance.

Workplace corruption refers to dishonest or false conduct by persons within an organization. This behavior might involve bribery, fraud, or extortion and can result in financial and reputational harm as well as an unhealthy work atmosphere<sup>20</sup>. Additionally, it is a widely accepted notion that corruption causes people to lose faith in the authorities and political parties. These same principles apply in the employment context, when employees discover corrupt actions and behaviours of the colleagues, managers, or overall business operations<sup>21</sup>. It highlights how important it is to deal with

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<sup>18</sup> Sangay Tshering, "Addressing the Root Causes of Corruption in Bhutan," *Kuensel Online*, 2023.

<sup>19</sup> T Namgyal, "Bhutan Climbs to 18th Place in 2024 Corruption Perceptions Index," *Business Bhutan*, 2025.

<sup>20</sup> "Corruption in the Workplace," *Insights for Professionals*, 2023.

<sup>21</sup> P Alan, "Say No to Corruption in the Workplace," 2019.

workplace corruption. Respecting integrity standards is essential, regardless of whether it's unethical behavior on the part of management, colleagues, or the company as a whole and rebuild trust in institutions and create honest and trustworthy work environments by advocating openness, responsibility, and moral conduct.

Likewise, the consequences of corruption, such as dissatisfaction, mistrust, and the misuse of authority, are prevalent in India. While the country has various laws in place to prosecute corrupt individuals, their ineffective implementation has led to the perception that the entire system is corrupt<sup>22</sup>. Advocates for a shift from unethical behaviors and emphasizes the importance of setting an example by promoting integrity and diligence in the pursuit of goals, rather than resorting to dishonest means<sup>23</sup>. One of the main reasons corruption continues to permeated in Indonesia's public sector is that it has been embedded in the knowledge conversion processes of public institutions for so long that eliminating it has become extremely difficult. Through organizational unlearning and relearning, corruption must be eliminated from Indonesian public institutions by being removed from the knowledge conversion spiral that currently exists there<sup>24</sup>. Correspondingly, Samdaiga (2017) stated that, the efficiency of traditional anti-corruption initiatives is still very moderate, despite large investments being made in the fight against corruption in developing nations and opponents contend that these initiatives overlook objectives, social incentives, and local operational circumstances. Large-scale collective action issues may be the source of corruption, which presents realistic solutions to regular people. The research conducted by Kalifani (2018 ) shows that, various prevalent forms of corruption in the Bududa district where the misuse, diversion, and fraud of public funds as common corrupt practices<sup>25</sup>. Additionally, author pointed out that inadequate enforcement of criminal and anti-corruption laws contributes to public officials engaging in corrupt behaviors. Moreover, aouthexpressed that road maintenance and public works are among the services most significantly affected by corruption. Mabeba (2021) also added that, some towns around the nation still seek for access to essential services like community centers, water, electricity, and proper road surfaces, to mention a few<sup>26</sup>. This is attributed to fraudulent activities within the South African local government sector, leading to concerns about municipalities' ability to effectively deliver these services. Workplace corruption can take different forms such as favoritism, nepotism, bribery, deception, embezzlement, and extortion, each with distinct traits and consequences. Favoritism and nepotism undermine justice and the social system by giving friends or family members preferential treatment in jobs, promotions, or other opportunities<sup>27</sup>. Closely related to this misuse

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<sup>22</sup> International Labour Organisation, "Corruption at Workplace in India," *India Law Offices*, 2022.

<sup>23</sup> Sarthak Katyal, "Corruption in India," *Times of India*, 2022.

<sup>24</sup> J Sriyana, "Forgetting Corruption: Unlearning the Knowledge of Corruption in the Indonesian Public Sector," *Journal of Financial Crime*, 2018.

<sup>25</sup> Martin Kalifani, "The Effects of Corruption on Social Service Delivery in Bududa District Local Government" (Kampala International University, 2018).

<sup>26</sup> S J Mabeba, "The Impact of Corruption on Service Delivery: A Topical Matter in the South African Municipalities" (Centre for Business & Economic Research, 2021).

<sup>27</sup> Włodzimierz Sroka and Tomasz Szanto, "Nepotism and Favouritism in Polish and Lithuanian Organizations: The Context of Organisational Microclimate," *Sustainability* 12, no. 4 (2020): 1425.

of power is bribery, which involves offering, providing, receiving, or requesting something of value in order to influence an official or another individual tasked with carrying out a public or legal duty. Bribery often creates reciprocal relationships where ethical boundaries are ignored<sup>28</sup>. In addition to favoritism and bribery, deception is another form of corruption, typically carried out through falsifying financial statements or filing fictitious expenditure claims, all designed to secure financial or personal gain. Similarly, embezzlement reflects a comparable abuse of trust, where individuals with access to funds or property deliberately withhold or misappropriate them for their own benefit. Finally, extortion represents the most coercive form of corruption, relying on threats or force to obtain money or other advantages.

Reliability tests show strong reliability. As presented below the scale reliability Cronbach's Alpha coefficients for knowledge was 0.89, attitude was 0.86 and for the practice was 0.84. Therefore, this study demonstrates very strong reliability.

Indicators	Cronbach Alpha	N of items
Knowledge	.89	8
Attitude	.86	7
Practice	.84	6

Table 4. Demographic Information

Category	Sub-Category	<i>n</i>	%
Age	18-25 years old	11.0	13.8
	26-35 years old	28.0	35.0
	36-45 years old	30.0	37.5
	46-55 years old	10.0	12.5
	Above 56 years old	1.0	1.3
Gender	Male	37.0	46.3
	Female	43.0	53.8
Education level	Higher Secondary School	10.0	12.5
	Bachelor's degree	33.0	41.3
	Master degree	30.0	37.5
	PhD	3.0	3.8
	Other professional degree	4.0	5.0

<sup>28</sup> Klaus Abbink, "An Experimental Bribery Game," *Journal of Law, Economics, and Organization* 18, no. 2 (2002): 428–54.

Organization	RRCO	35.0	43.8
	RCSC	12.0	15.0
	DoL	14.0	17.5
	MHSS	19.0	23.8

Source: Author’s Analysis, 2025

The demographics of the participants were categorized under age, gender, education level, and organisation. The majority of the respondents (37.5%) were in the age range of 36–45 years old. The gender breakdown reveals that female participants make up 53.8% of the sample, while male respondents make up 46.3%. Regarding educational qualifications, a significant portion of participants holds a Bachelor's degree (41.3%) while smaller percentages have completed Higher Secondary School (12.5%), a PhD (3.8%), or other professional degrees (5%). When examining organizational affiliation, the largest group of participants was from RRCO (43.8%), followed by MHSS (23.8%), DoL (17.5%), and the lowest from RCSC (15%).

Table 5. Knowledge on Workplace Corruption

Questions	Mean	SD	Status
I know workplace corruption.	4.2	0.8	Good
I know the types of corruption.	3.8	0.8	Good
I know that the causes of the workplace corruption.	4.1	0.8	Good
I know the impact of the workplace corruption	3.9	0.8	Good
I know the ways to identify workplace corruption.	4.2	0.7	Good
I know the prevention of the workplace corruption.	4.1	0.8	Good
I know the whistleblowing in the addressing workplace corruption.	3.9	0.8	Good
I know the ethical standards on workplace corruption.	4.1	0.8	Good
Average	4		

Source: Author’s Analysis, 2025

The table 5 explains about the participants' knowledge on workplace corruption. The mean score of 4 indicates that most respondents have a good knowledge about workplace corruption. With a mean score of 4.2 the highest of the indicators which measured participants demonstrated great confidence in their general understanding of workplace corruption and their capacity to identify its different forms. They are, however, a little less confident about various forms of corruption with mean of 3.8 as shown in table 5.

Additionally, participants have mentioned that they have good knowledge about workplace corruption because they are constantly informed through different sources such as research paper, personal experiences, government reports and social media platform. Majority of respondents mentioned that the source of information on corruption was through social media platforms (64). Similarly, Bauer (2014) also found out that social media is crucial in the battle against corruption because it has the power to hold the public and corporate sectors accountable and transparent <sup>29</sup>. Similarly, the impact of social media and television on citizens' views and understanding of issues related to corruption underscores the significance of media in fostering transparency and elevating public awareness <sup>30</sup>.

Table 6. Attitude towards workplace corruption

Questions	Mean	SD	Status
I believe that workplace corruption is a serious issue that needs immediate attention.	3.1	0.8	Average
I feel that reporting corruption in the workplace is important for maintaining a healthy workplace	2.9	0.8	Average
I am confident that my organization handles corruption case fairly and effectively.	3.1	0.8	Average
I believe that employees who engage in corruption should face consequences	2.9	0.8	Average
I think that having clear policies and training on corruption is essential for preventing it in the workplace.	2.9	0.8	Average
I believe that workplace corruption negatively impacts employee morale and productivity.	3.2	0.8	Average
I believe that everyone in the organization, regardless of their position, should be held accountable for corrupt practices.	2.9	0.8	Average
I think that corruption is often overlooked in my organization	2.9	0.8	Average
Average	3		

Source: Author's Analysis, 2025

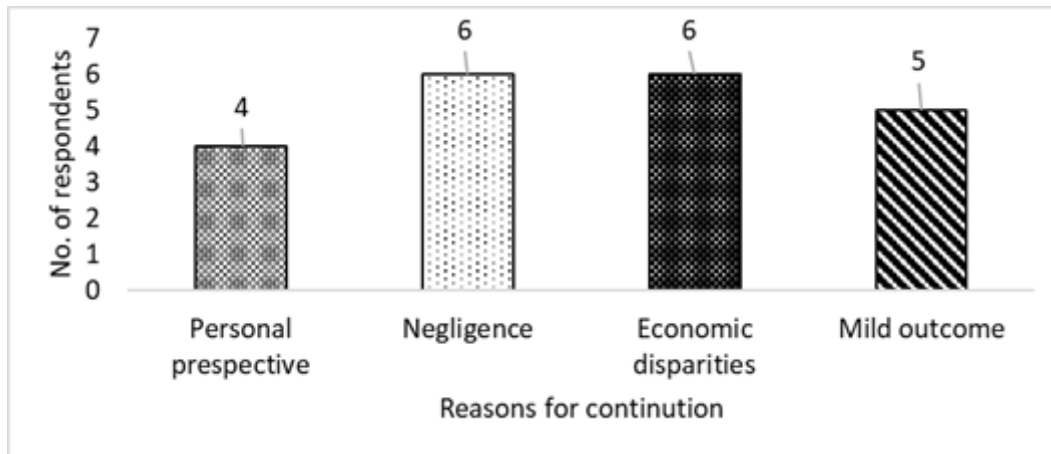
The table 6 explains about the participants attitudes towards the workplace corruption. It is a serious problem because it has a reflected in one of the indicators, *detrimental effect on worker morale and productivity* with the highest mean score of 3.2. Regarding the significance of reporting corruption, charging penalties, having specific laws and training, guaranteeing accountability, and the belief that corruption is ignored, there is

<sup>29</sup> Robert Bauer, "How to Use Social Media to Fight Corruption," *World Economic Forum*, 2014.

<sup>30</sup> Anti-Corruption Commission, "Annual Report 2023" (Thimphu: Anti-Corruption Commission of Bhutan, 2023).

a moderate degree of agreement mean score of 2.9 for these assertions. The average mean score of 3 for all items suggests an appropriate level of agreement, indicating a uniform attitude regarding the necessity of addressing and taking action against workplace corruption.

Figure 2. Reasons for continuation



Source: Author's Analysis, 2025

Additionally, the majority of respondents indicated that economic disparities and negligence were the main causes of workplace corruption as shown in Fig 2. Economic disparities refers to differences in power and wealth that can foster unethical practices because individuals with more resources may take advantage of their positions for personal benefit. Similarly, High-ranking officials who misuse public resources undermine democratic institutions, damage public trust, and deny people access to economic possibilities. The depletion of public money results in a decrease in the provision of basic goods and services, hence impairing nations' ability to carry out crucial development programs (United Nations Development Programme, 2024). Whereas negligence describes a lack of responsibility or oversight within organizations that permits unethical behavior to continue undetected because there is insufficient oversight or use of ethical standards. Excessive economic disparity suggests a vicious circle between corruption and economic inequality by creating a competitive environment where people prioritize themselves over others<sup>31</sup>.

Furthermore, a few participants mentioned that the mild consequences linked to workplace corruption serve to maintain it. When corruption cases have little consequences or are not sufficiently addressed by the authorities, it gives the impression that unethical behavior is acceptable or can be ignored. As stated by Saxton (2022), in Uganda, 1/5 of government spending is allocated to corruption, which

<sup>31</sup> Chi Wei, "Economic Inequality Breeds Corrupt Behavior," 2022.

primarily helps the wealthy and well-connected <sup>32</sup>. Corruption is frequently not penalized in the country because of unclear and ineffective laws.

Table 7. Practices Regarding Workplace Corruption

Questions	Mean	SD	Status
I am aware of the clear policies and procedures in place to address workplace corruption.	2.1	0.8	Fair
I have access to effective channels available for reporting corruption in my organization.	2.0	0.7	Fair
My organization conducts regular audits and checks, ensuring I am part of system that detects potential corruption	1.9	0.7	Fair
I encouraged to speak up about unethical behavior without fear of retribution.	2.0	0.8	Fair
I understand that there are clear consequences if I am found guilty of corrupt practices.	1.0	0.8	Poor
I have seen dedicated team or officer responsible for overseeing anti-corruption efforts.	2.0	0.7	Fair
I am required to sign a code of conduct that includes anti-corruption measures.	2.1	0.8	Fair
I am aware of the procedures for reporting suspected corruption.	2.0	0.8	Fair
Average	1.9		

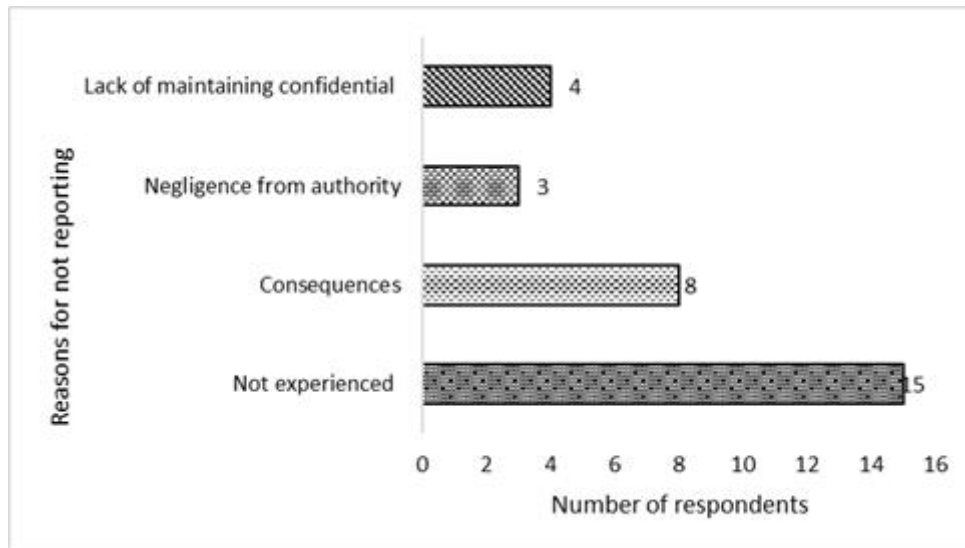
Source: Author's Analysis, 2025

The table 7 indicates the practice regarding workplace corruption. The two indicators with the highest mean scores of 2.1 were *asking workers to sign a code of conduct that includes anti-corruption measures* and *having clear policies and processes to combat workplace corruption*. On the other hand, with a mean score of 1, *the clearest penalties for employees found guilty of corrupt actions receive the lowest mean score*.

The organisation's anti-corruption measures are assessed to be somewhat below the average of the scale used, indicating potential for improvement. This indicates the overall average score of 1.9 across all opinion and the organization has to improve its anti-corruption procedures, especially in terms of making the repercussions of corrupt behavior clear and implementing them.

<sup>32</sup> Jay Saxton, "Corruption in Uganda," *Ballard Brief*, 2022.

Figure 3. Reasons for not reporting



Source: Author’s Analysis, 2025

The findings reveal that a majority of participants (15) did not report corruption because they had not experienced it, which is encouraging in terms of exposure. However, among those who had encountered such issues, the fear of “Consequences” (8) was the most significant deterrent, highlighting the need for stronger protective mechanisms such as whistleblower safeguards. Additionally, concerns over confidentiality (4) and negligence from authorities (3) indicate weaknesses in institutional trust and supervisory mechanisms. These results align with the broader prevention framework, particularly the pillars of supervisory mechanisms and transparency, which emphasize the importance of responsive institutions and secure reporting systems in reducing corruption.

Organizations should put in place thorough anti-corruption education and training programs to increase confidence in understanding the forms of corruption. These must be specifically designed to address various forms of corruption, their moral and legal consequences. Frequent training sessions and conferences can maintain employee’s awareness and alertness. Establishing safe and anonymous methods for reporting corruption is essential, as indicated by the participants concerns about possible consequences. Whistleblower protection rules should be strong and well-communicated by organizations. By fortifying these systems, more workers will feel empowered to report misconduct without worrying about facing consequences. Organisations should concentrate on lowering economic inequities and eliminating negligence within their systems in order to address the underlying causes of workplace

corruption. Ensuring equal resource allocation and putting into place fair pay methods can both aid in reducing a competitive environment that encourages corruption. Furthermore, making management responsible for carelessness will strengthen an integrity-based culture. Organisations should make sure that signing a thorough code of conduct that includes certain anti-corruption measures is a must for all employees. Maintaining the relevance and efficacy of these policies will require regular assessments and modifications. It is imperative that all employees receive required training on the code of conduct. Additionally, organisations should use social media to raise awareness and advocate for anti-corruption issues since participants rely heavily on these channels for information. A transparent and accountable culture can be sustained with the support of regular updates on anti-corruption initiatives, examples of achievement of anti-corruption measures, and teaching materials.

## CONCLUSION

The results show that civil servants had a high awareness and comprehension of workplace corruption, with a mean knowledge score of 4 overall. The abundance of information available from a variety of sources, including social media, official documents, and firsthand experiences, is responsible for this high degree of knowledge. Even with this awareness, the study shows that respondents are not as confident in their comprehension of the many forms of corruption, indicating a need for additional training and education. Views regarding workplace corruption show that most people agree that it is a severe problem that has a detrimental effect on worker's morale and output. The participants appear to understand the significance of combating corruption, upholding accountability, and putting particular legislation and training into place, based on the mean attitude score of 3. On the efficacy of the anti-corruption initiatives in place, there is, nevertheless, a moderate degree of agreement, suggesting a space for development. According to participants, workplace corruption practices indicate that although certain remedies, including having clear policies and having employees sign a code of conduct, are in place, they are not effective enough. The current anti-corruption framework has a substantial gap, as indicated by the lowest mean score of 1 for the clarity of repercussions for corrupt activity. The average practice score of 1.9 highlights the necessity of improving anti-corruption tactics and guaranteeing their appropriate execution. The study finds that the main causes of workplace corruption's continued existence are economic disparities and carelessness. Respondents point out flaws in the way complaints are handled and anonymity is protected, as well as worries about the possible consequences of reporting wrongdoing.

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