



Croatian
International
Relations
Review

CIRR

XXVII (87) 2021,
112-132

DOI 10.2478/
CIRR-2021-0005

UDC 327 (4-6
EU:73:55)

Analysis of the Ethical Practices of Immigration officials in Improving Immigration Services Delivery: A Study on Indonesia and China Immigration Department

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Key words:

*Ethical practices,
services,
immigration*

Abstract

The immigration services are an important part of the mandate of organizations that could help a country to gain competitive advantage. If these services are properly addressed, then the competitive advantage could be decreased especially in those countries where individuals from diverse religious backgrounds are living, especially in China and Indonesia. To address this issue, there are several factors that could potentially enhance immigration services. Among those factors, the role of ethical practices is considered particularly consequential for improving immigration service delivery. Therefore, the current study objective is to analyse the ethical practices of immigration officials with a view to improving the professionalism of immigration services delivery. For this purpose, data has

been collected from 400 professionals. The design of the research is based on a cross sectional and quantitative research approach. The Structural Equation Modeling (SEM) effects show that all ethical practice dimensions have a significant relationship with immigration service delivery. Based on these findings, this study contributes significantly to existing literature and can provide help to regulators to know about the importance of ethical values in terms of increasing their services. Limitations of the current research and future directions are also discussed at the end of the study.

Introduction

There are various religions practiced by the Chinese and Indonesians. Indonesia has a Muslim majority population with non-Muslims present in minority. On the other hand, China had a non-Muslim population. Christianity and Islam are distinct religious beliefs because Chinese religion is intricately connected to the culture of China, and this tradition predates the country's history. In Indonesia is discursively connected to culture of their context. The Chinese religion, which incorporates deities of both Taoist and Buddhist origin, as well as nature spirits and the ancestors, is practiced by many people across the globe. On the other hand, Shafi'i Sunni theology and the government-mandated practice of any other variant of Islam (such as Shia Islam) regulate Islamic practice in Indonesia. The Constitution establishes Indonesia as a secular state while guaranteeing freedom of religion for all Indonesians. It further stipulates that Islam is the "religion of the Federation" which serves as a unifying and central religious figure for the nation. Indonesia is the only country in mainland Southeast Asia where Muslims form most of the population. However, these differences in religious beliefs could create unethical practices that could affect the quality of services offered by an organization because ethical practices are positively and significantly related to service delivery (Pearlman et al., 2013). One reason for these unethical practices is the result of the discrepancies between different religious practices because every religion has their own set of beliefs and principles about ethics. If ethical practices are not properly managed and regulated, then the services of the organizations could be disturbed which can also adversely affect the economy of any country.

Along with unethical practices, the front desk department (such as the immigration department) of any country could be disturbed, creating problems of declining trend of any economy. Therefore, the importance of the ethical practices for any country in the immigration department to increase their immigration service delivery is important.

Considering the foregoing, it can be seen that the issue of immigration has risen above the confines of politics and permeated into religion and ethics. Religious organizations, among them churches and par church organizations, have called attention to the impact that immigrants have on our country. Archdiocese of Atlanta advocates for comprehensive immigration reform according to (Ehrkamp et al., 2014). It is regarded as

injustice by a lot of people, both citizens and non-citizens alike, when foreigners are prevented from immigrating to the United States, or their lives are made difficult once they have arrived. [Anderson et al. \(2012\)](#) conjectures that the disparity in civil rights between immigrants and natives is equal to the disparity in civil rights that immigrants are subject to. Arguments about the necessity of immigration restrictions have been numerous. Trump believes undocumented immigrants from Mexico are criminals, drug dealers, and rapists, and he views the threat as severe ([Heyer, 2018](#)). The argument against helping poor workers has been made by others, who believe that an influx of lower-wage workers will bring wages down to Third World levels ([Bahat et al., 2012](#)). These people claim that someone who argues for restrictions on immigration must show that it is impossible to counter immigration's issues in a less costly or kinder manner.

For the majority of these religious faiths, including from an Islamic perspective, deeming you “human” places a high value on your physical being, with its own parallelism of body and soul ([Ashraf et al., 2013](#)). Whereas the existence of humanity has defined association between the Allah (SWT) and humanity because in the Islamic religion, the human is the creature of Allah (SWT). A Muslim's most important responsibility is to Allah (SWT), and one of these is to be a servant to Him. While an individual's task is to carry out Allah's commands on earth, his or her purpose as a servant is to be strong in carrying them out. Humans are understood to have the capability of learning, gaining knowledge, and then establishing rules and policies to improve practices on the basis of that knowledge ([Hellwig et al., 2015](#)). Individuals have the freedom to choose for themselves what is best, but they must also obey Allah's rules (SWT). Humans work to earn enough money to do the things they want to do and to help others. Salary pay from this position could be used for any number of reasons, and any money over and above that could be saved in bank accounts. Furthermore, Islam advocates investing money for charitable causes, as such investments yield dividends that can be used for social causes ([Nurrachmi et al., 2012](#)).

Moreover, [Ehrkamp et al. \(2014\)](#) apply the ideas of [Ehrkamp et al. \(2014\)](#) to Christianity and examine how ethical practice gets embroiled in a messy entanglement of religion and secular law. A challenge to Christians to live up to their own values in the face of changing immigration policies was raised by ([Hagues & Roe, 2018](#)). When it comes to immigration issues, Christian social workers may have differing viewpoints because of their working styles and policies. Regardless of their beliefs, they must continue to live their faith in a way that is faithful, and work to be socially conscious in their profession. Christian ethics must be flexible in responding to migration's realities. It could be assumed that Christians are morally obligated to help and support people who are temporarily residing in their community as well as migrants (immigrants). There is ample research about immigration because ([Schuck, 2018](#)) argues that

the major debates revolve around how much immigration is appropriate, which immigration factors and mixes to use, and which moral and policy justifications to apply. Apart from permanent immigrants, temporary migrant workers, and refugees, he believes immigration control policy is in place in order to minimize illegal immigration. The various issues are being associated along with immigration services. Among those issues, ethical practices play an important role at the time of emigration which reduces the quality of services that could decrease the level of professionalism among the professionals (Ehrkamp et al., 2014).

Empirically, several studies have examined issues of ethical practices, as seen in the research by Almejyesh et al. (2014); Read et al. (2015); Chik et al. (2011), (Abd Rahim et al., 2015; Kasri et al., 2009; Mäkelä et al., 2020; Zakiah et al., 2017) and (Naseer et al., 2020). While Awan et al. (2014) are both able to engage with the concept of Islamic ethical practices, they are unable to thoroughly investigate the same. This conclusion supports the theory that Islamic ethical practices are yet to be comprehensively defined in the literary world. Moreover, previous studies have a major focus on the relationship between ethical practices and firm performance (Israel et al., 2019; Shafiq et al., 2020; Waheed et al., 2020; Yusuf et al., 2014). While, had a little attention on the relationship of ethical practices and immigration service delivery. Moreover, the previous studies mostly focus on other sectors like small and medium enterprises (SMEs) (Turyakira, 2018), food industry (Flipse et al., 2014), pharmaceutical industry (Amayreh, 2020). While had a little attention on the immigration department. Moreover, the previous studies have a major focus on one sector and other developed countries with little attention on multiple sectors and developing countries like Indonesia and China. These gaps merit to be indicated as there is a need of time to conduct more research in future while focusing on the context of China and Indonesia because in Indonesia, there are a sizeable number of Chinese residents who have a non-Muslim religion that is effected by ethical practices, therefore, the current study's purpose is to conduct an analysis of the ethical practices of immigration officials in terms of improving the professionalism of immigration services delivery in the context of Indonesia and China. The study begins with an introduction, which covers previous literature, a methodology, and results. In the last section, limitations and suggestions for further research are discussed.

Literature Review

Service delivery

This study relies on the concept of service delivery set forth by (Kuei, 1998) who claims that delivering services is essentially about identifying your strengths and fine-tuning your skills. It also means discovering what specific adjustments you might need to make to meet the needs of your clients in the best possible manner. According to this study, the quality of services is a matter of how you learn about what you want to do

and how to do it, then improving based on what you know. You also use what you learn to continuously improve and satisfy your clients. Moreover, in the other perspective, the service quality" refers to the opinions of the readers. In manufacturing quality literature, the definition is quite different. It means meeting some standardized requirement. Customers believe quality is based on how well customers feel their expectations of the product matches what they actually receive (Haywood-Farmer, 1988). As both, expectations and perceptions are states of mind rather than necessarily being accurate, it is vital to know and manage the factors influencing service quality. Despite many individuals' beliefs, theme parks may have higher service quality than high-class theatre because they can meet the expectations of customers who want convenience, cleanliness, variety, politeness, personal involvement, and adventure, with little variance. Those who know the wait will be long will be happier, as will those who are not sure how long the wait will be (Haywood-Farmer, 1988).

Ethical Practices

Codes of conduct regulating conduct and behavior in any one particular field are important elements of every profession (Smyth et al., 2004). A formal code of work ethics serves as a mechanism for preventing professionals from providing poor service or ignoring their clients' needs, which disallows poor professional behavior (Wainaina, 2017). Nearly all organizations have established professional code of work ethics that define workplace integrity, professionalism, and confidentiality. When organizations make a point of encouraging professionalism, imposing sound policies, and offering rewards, they go out of their way to improve these things and to follow other Human Resources (HR) policies. Organizational staff are expected to adhere to the organization's work ethics and anti-corruption standards, and to implement workplace codes of conduct, while also trying to better initiate, orient and inspire new employees. In his definition of professionalism (which is discussed in detail in his book), Odongo et al. (2018) claims that it is a responsibility to do well in the workplace. It is a commitment for employees to give their best, as it would be humiliating for the company if they do not. This intrinsic pride in performance is an intrinsic part of the job.

A crucial element of public service professionalism is the training that members of the service receive prior to assuming their positions so that they are equipped with basic skills and have common values to carry out their responsibilities. The profession of public service is defined by allegiance, neutrality, openness, attention to detail, promptness, fairness, and a host of other values unique to individual countries (Tsalikis et al., 2009). Mudau (2017) also stresses that "professionalism manifests itself in public service employees' conduct at work and in their regular attempts to enhance productivity".

To be truly unbiased, public officers should be fair and objective. Moreover, public officers should always seek to serve the interests of the public as well. In Nakuru County, most tertiary educational institutions have both Quality Assurance and Anti-Corruption divisions in place. Egerton University, like other post-secondary institutions, has departments to fight corruption. It has an anticorruption department and a quality assurance department to make sure that services and products are of the highest quality (Tsalikis et al., 2009). The Egerton University quality statement claims that the management at the University should use its monitoring and evaluation processes to ensure that improvements are continually made, and that it should also use quality management systems which adhere to the International Organization for Standardization (ISO) 9001:2008 standards. It is also declared that the University will continue to strive to supply top-notch products and services that meet and surpass customer expectations as well as satisfy the needs of stakeholders. To meet internal quality standards and surveillance standards enforced by Kenya's Bureau of Standards, the University conducts regular audits in Quality Management and other surveillance audits. A mandate has been stipulated in the Act of Parliament of Kenya of the law of 1983 Chapter 214, which includes the promotion of social justice in all issues involving students and staff and is given to the University according to the Egerton and Kenyatta University strategic plan for the period of 2009-2015. A value statement found in the University's core values explains that the University will be guided by the values of passion for excellence, professionalism, dedication to duty, integrity, openness, and accountability. This succinctly describes the standards of university behavior developed during the preliminary stages of the project. It is part of the strategy of the university to ensure that the processes, products, and services that the research intends to provide have high quality. Accountability, transparency, integrity, and professionalism all go into work ethics, which compromise it; among these, conflict of interest, human resource malpractices, and others can compromise ethics (Pearlman et al., 2013).

A lack of direction is created by this, and as a result, there is less integrity and reduced professionalism. "In efficiency, performance, fairness, and the creation of corruption, it decreases efficiency, lowers performance, increases inequity, and fosters injustice. Work ethics, accountability, integrity, transparency, and professionalism are all essential when reducing ineffectiveness in organizations." The new Kenyan Constitution of 2010 requires all public institutions to conform to ethical standards that promote good service delivery. The values and principles that will govern the public service system are stated in the Kenyan Constitution, including the Universities, in section 245. Regardless of whether a government organization adopts all these recommendations, all organizations have a responsibility to observe these recommendations when creating their codes of conduct. In a separate report, Dickson et al. (2001) say that other unethical practices have included using office equipment to help family

with schoolwork, playing computer games on the job, and blaming system errors on technological faults.

Additionally, it is unethical to surf pornographic websites while using office resources. Unacceptable supervisor-given gifts include gifts from suppliers, and raffle prizes won at suppliers' conferences which are considered unfair practices. Using false information about being too sick to work or claiming credit for someone else's work or idea without crediting the person is plagiarism and therefore, unethical. The crisis facing Nigerian universities is due to a crisis of ethical values. We are currently at a point where our "moral integrity, and ideal of university life are on the verge of extinction." Inhumanity and violent coexistence are the norm in the absence of norms and values that govern decent, peaceful, and harmonious human interdependency. The above-mentioned issues have shown a high prevalence in the form of problems such as admission-related fraud (Akintayo, 2008). Much of the bad behavior, dishonesty, and unethical actions that (Onifade et al., 2013) discuss serve as a sign of the society's ethical values system deteriorating and degrading as a result of rapid socio-economic development (Onifade et al., 2013).

This definition of ethics was formulated by (Amos et al., 2008). According to this formulation, people or organizations are obligated to act or behave in a manner that is considered proper and respectable. The stakeholder theory is applied in this study. The theoretical framework that supports the performance of SMEs as well as the practice of ethical conduct among business enterprises stems from the stakeholder theory. A stakeholder theory, developed by (Husted et al., 2000) advocates that various organizations deal with ethical issues in a business context based on the organizational management philosophy. In stakeholder theory, it is assumed that business activities always take into consideration the needs and interests of those who have something to gain or lose because of those activities. To better manage relationships with different stakeholders, managers should rely on a set of values and/or principles. Stakeholders include investors, employees, customers, and members of the public. In a straightforward manner, the stakeholder theory points out the necessity of running a business in an ethical manner (Freeman et al., 2004). However, as previous studies point out, there are problems with the stakeholder theory, and thus the validity of the theory is yet to be proven. A popular concept regarding business ethics, nonetheless, features in this study as it gives structure to business ethics for small businesses. While arguing that the stakeholder theory remains an important theory, (Key et al., 2004) claim that the theory has not been fully debunked.

Ethical practices and Service Delivery

Tuchman et al. (2011) explain that 'Quality' is an investment in the most advanced skills and work put forth to produce the finest and most admirable results. He states that it is striving for the highest standard of quality and being satisfied is not good enough. When (Larпкиataworn et al., 2003) examine the link between quality and ethics, they discover that ethics and work ethics are based on the same underlying principle, which is to treat others fairly and follow established guidelines to reduce costs, enhance competitiveness, and give customers what they want. When unethical professionals practice low ethical standards, it leads to quality problems. These issues are highlighted in the media, and their wide-ranging consequences have garnered the attention of the public (Mills et al., 2005). Quality is meeting customer specifications.

AlKindy et al. (2016) found that, when it comes to investors' demands, performance is the ability of an organization to assess the company's achievements. According to the study "Ethics and Worker Competence: Employee Accountability and Firm Performance" by (Prosvirkina, 2012), workers who are morally motivated to take responsibility for their work have a better impact on the overall performance of their companies. Perceived ethics is found to be positively linked to SMEs' performance. Ethical practices should also be considered when discussing business ethics among small businesses, according to (Zafar et al., 2012). Ethical practices are typically overlooked by the immigration department, no matter how beneficial it is to their organizations. Ethical practice has a positive correlation with immigration services according to these two previous studies: (Obey et al., 2017; Pedrini et al., 2016). According to (Banerjee et al., 2014), adhering to ethical practices is considered to be an important factor on a global scale especially in the immigration department.

Moreover, several investigations on corporate ethics and worker productivity have been conducted. Numerous experiments are carried out to discover that keeping a strict organizational code of conduct has a profound impact on employee performance. (McCray, 2020) looks into values, attitudes, and behavior regarding work ethics in the Nigerian public sector using a form of data collection and analysis known as content analysis. Through the intentions of tracing, motivation, and coaching, the study discovers that workplace attitudes, values, and work ethics are strongly linked to the organization. To ensure that the principles of ethics are put into practice, public functionaries should treat everyone fairly and equitably, even if it requires taking the extra step of publicly demonstrating. (Odor et al., 2020) additionally analyze how workplace ethics impact employees, and how this affects productivity. The study shows that integrity and discipline have a negative impact on organizational productivity, which may be attributed to the fact that these

values are general, only identifiable through time, and not tangible. According to (Yusra, 2020), businesses have a huge impact on the performance of university employees in Jordan. A direct correlation is discovered between ethical business practices (respecting laws and regulations, treating others justly, giving respect to time, adhering to the principles of fairness and impartiality, being honest, and maintaining transparency) and employee performance. Also, Ebitu et al. (2015) look into the influence of a company's code of ethics on serving-industry service in Calabar and their adherence to that code. It has been found that effective service industry performance is linked to an organization's code of ethics, which indicates that the compliance level of the service industry's established code of ethics is impressive.

Research Framework

After a review of the preview literature, it has been found that previous studies have had a major focus on the relationship of ethical practices and performance. While previous studies paid little attention to other sectors like immigration department which is a major and important department of any organization. Moreover, the previous studies also show inconsistent findings. After reviewing these gaps, it could be argued that previous studies still have some limitation and areas stand could stand to be improved through future research. As shown in Figure.1, ethical practices namely, fairness, openness, integrity, honesty are the independent variables while, immigration service delivery is the dependent variable of the study.

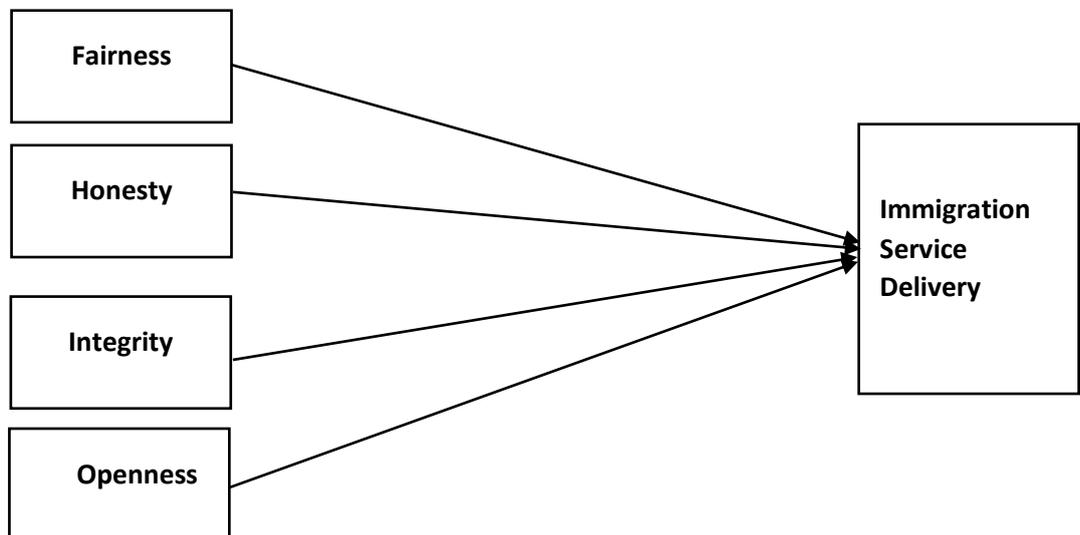


Figure.1: Research Framework

The above research framework had become the foundation to develop the research hypothesis below.

H1: Fairness has a significant relationship with the immigration services

- H2:** Openness has a significant relationship with the immigration services
H3: integrity has a significant relationship with the immigration services
H4: honesty has a significant relationship with the immigration services

Research Methodology

The current study objective is to conduct a comprehensive analysis of the ethical practices of immigration officials in terms of improving the professionalism of immigration services delivery. Both, quantitative and qualitative approaches have been used in past studies. Among of these two approaches, the quantitative research approach has been selected for the current study. In addition, data was collected one time, therefore, the present study has applied the cross-sectional research design. On the other hand, the target population of the study refers to individuals being studied and/or the group of individuals a particular research study relies on for original information (Singh, 2006) Population segments accessible to researchers are diverse in regards to logistical and financial considerations, as referenced by (Saunders et al., 2007). The population of the current study are the professionals of the immigration departments of China and Indonesia. The data was collected through an online survey by using a Google form because at the pandemic situation the respondents were unable to give the response face to face. The immigration department was selected because this industry is big industry of China and Indonesia that a greater level of contribution in the economic development. Therefore, this time the study on immigration is important because this sector had also badly effect by pandemic situation. In line with the study objective, 500 officers of the China and Indonesia immigration services were selected by using convenient sampling technique. Among of these 500 officers, there were 400 questionnaires returned which shows an 80 percent response rate. This response rate is considered to appropriate for the study.

Questionnaire development

The main research instrument has been adopted from previous literature where this was already tested. Therefore, this questionnaire has more reliability and validity. The ethical practices were measured by four dimensions. Among these dimensions, fairness was measured by four items, honesty was measured by three items, openness was measured by four items and lastly, integrity was measured by three items. These items were adapted from the study of (Obey et al., 2017). In addition, the immigration services measured by five items which were adapted from the study of (Omboti, 2019). The questionnaire of the study was measured on five-point Likert Scale that ranged from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis and Interpretation

The data was analyzed in two sections, one was descriptive and the other was inferential. The descriptive analysis was done by using a SPSS and inferential analysis was done by using a Smart PLS. These analyses are given below.

Descriptive Statistics

Descriptive analysis was carried out through the SPSS. [Table 1](#) presents the descriptive analysis of each variable. The results of the analysis show the respondents perception about the variables. The analysis was carried out on the mean score of all the items. The mean score for all the variables ranged from between 3.90 to 4.34. The mean scores for the above variables are highly moderated which shows that respondents were highly involved in the independent and dependent variables activities. In addition, the standard deviation (S.D) of all the variables ranged from 0.54 to 0.72. The mean score and S.D of all the variables have been depicted in the [Table.1](#).

Table.1: Descriptive Statistics

Variables	Range	Min	Max	\bar{x}	SD.	Sk	Ku
Fairness							
FARI1	2.90	2.72	5.00	4.20	0.57	-0.08	-0.78
FAIR2	2.95	2.00	5.00	4.08	0.59	-0.28	0.35
FAIR3	3.00	2.20	5.00	4.05	0.65	-0.26	-0.44
FAIR4	3.00	2.00	5.00	3.90	0.72	-0.67	0.51
Honesty							
HONE1	2.95	2.10	5.00	4.15	0.62	-0.34	0.12
HONE2	3.00	2.00	5.00	4.22	0.52	-0.24	0.07
HONE3	2.65	2.85	5.00	4.18	0.50	0.21	-0.38
Openness							
OPPE1	3.00	2.00	5.00	4.16	0.65	-0.44	-0.29
OPPE2	3.00	2.10	5.00	4.23	0.64	-0.61	0.25
OPPE3	2.90	2.30	5.00	4.34	0.56	-0.62	-0.17
OPPE4	2.40	2.60	5.00	4.33	0.54	-0.27	-0.71
Integrity							
INT1	2.85	2.65	5.00	4.17	0.54	-0.16	-0.19
INT2	2.95	2.00	5.00	4.18	0.62	-0.48	0.25
INT3	3.00	2.00	5.00	4.06	0.71	-0.93	1.08
Immigration service delivery							
ISD1	3.00	2.00	5.00	3.91	0.72	-0.73	0.71
ISD2	2.90	2.10	5.00	4.15	0.58	-0.41	-0.24
ISD3	2.70	2.50	5.00	4.19	0.54	-0.29	0.09
ISD4	3.10	2.10	5.00	3.81	0.82	-0.83	0.81
ISD5	2.80	2.20	5.00	4.25	0.68	-0.41	-0.34

Note: FAIR-fairness, HONE-honesty, OPPE-openness, INT-integrity, ISD-immigration service delivery.

Measurement Model

The reliability and validity of the construct is considered to be essential before the model assessment of the study (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). For this purpose, firstly the researcher assesses the measurement model's validity and discriminant validity. The following table.2 shows the findings of the measurement model. In the convergent validity, factor loading should always be greater than 0.5 which is required to establish the indicators' reliability. Moreover, the minimum required value for the Cronbach's alpha > 0.70, composite reliability (CR) > 0.70, and lastly average variance extracted (AVE) > 0.5 (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). All these values are predicted in the following Table 2 that fulfills all the above-discussed criteria.

Table.2: *Measurement model*
(Factor loading, Cronbach's Alpha, CR, and AVE)

Variable	Item	Loading	Alpha	CR	AVE
Fairness	FAIR1	0.838	0.85	0.892	0.675
	FAIR2	0.875			
	FAIR3	0.817			
	FAIR4	0.751			
Honesty	HONE1	0.802	0.777	0.855	0.597
	HONE2	0.84			
	HONE3	0.737			
Openness	OPPE1	0.731	0.858	0.898	0.639
	OPPE2	0.781			
	OPPE3	0.845			
	OPPE4	0.826			
Integrity	INT1	0.888	0.834	0.897	0.744
	INT2	0.871			
	INT3	0.827			
Immigration service delivery	ISD1	0.747	0.814	0.887	0.754
	ISD2	0.834			
	ISD3	0.879			
	ISD4	0.826			

Note: FAIR-fairness, HONE-honesty, OPPE-openness, INT-integrity, ISD-immigration service delivery.

The second step in determining the measuring model is the discriminating validity. The discriminant validity of the statistical model is tested by two vitally recommended methods. First, the Fornell et al. (1981) parameters

are established to determine the square roots of AVE and the values of correlation. Secondly, the assessment of the construct by cross-loading where actual construct is not more than the base construct. Moreover, the latest method proposed by (Henseler et al., 2015) is also used as the third approach in discriminant validity analysis i.e. the heterotrait-monotrait (HTMT). Where the values should not be above 0.85 for each construct (Henseler et al., 2015). However, the square root of AVE values and the cross-loadings are, according to the criteria, as laid down by Fornell et al. (1981). The HTMT values of all buildings are also within the 0.85 range which shows that in this study, all the criteria on the discriminant validity of constructs are met as shown in Table 3 and 4 below.

Table 3: Discriminant Validity (Fornell et al., 1981)

	FAIR	HONE	OPPE	INT	ISD
FAIR	0.822				
HONE	0.176	0.772			
OPPE	0.176	0.468	0.799		
INT	0.552	0.14	0.322	0.863	
ISD	0.004	0.127	0.274	0.036	0.823

Note: FAIR-fairness, HONE-honesty, OPPE-openness, INT-integrity, ISD-immigration service delivery.

Table 4: Discriminant Validity (HTMT)

	FAIR	HONE	OPPE	INT	ISD
FAIR					
HONE	0.198				
OPPE	0.183	0.552			
INT	0.604	0.169	0.358		
ISD	0.195	0.59	0.694	0.358	

Note: FAIR-fairness, HONE-honesty, OPPE-openness, INT-integrity, ISD-immigration service delivery.

Structural Model

After the model assessment, the structural model of the study had run by using 500 resampling techniques to test the study hypothesis. The Structural Equation Modeling (SEM) findings show that fairness (FAIR) have a positive and significant relationship with immigration service delivery (ISD), lending support to proposed hypothesis. This finding shows that when the fairness of the employees in the immigration department increases, then the immigration services to satisfy the customer also increases. Moreover, honesty (HONE) also has a positive and significant relationship with ISD which supports the proposed hypothesis. These findings show that when the honesty level of the employees is increased, then the immigration services also increase in terms of ability to satisfy the customer. Similarly, integrity is also found to have a positive and significant relationship with ISD which supports the proposed hypothesis. This

finding indicates that when the integrity level of the employees increases, the immigration services also increase. In the same vein, openness (OPPE) also has a positive and significant relationship with ISD which supports the proposed study hypothesis. The above discussed findings are illustrated in the [Table 5](#) below.

Table.5: Hypothesis Results

	Original Sample	Standard Deviation	T Statistics	P Values
FAIR -> ISD	0.308	0.047	6.616	0.000
HONE -> ISD	0.124	0.046	2.695	0.007
INT -> ISD	0.058	0.021	2.761	0.005
OPPE -> ISD	0.461	0.042	11.003	0.000

Note: FAIR-fairness, HONE-honesty, OPPE-openness, INT-integrity, ISD-immigration service delivery.

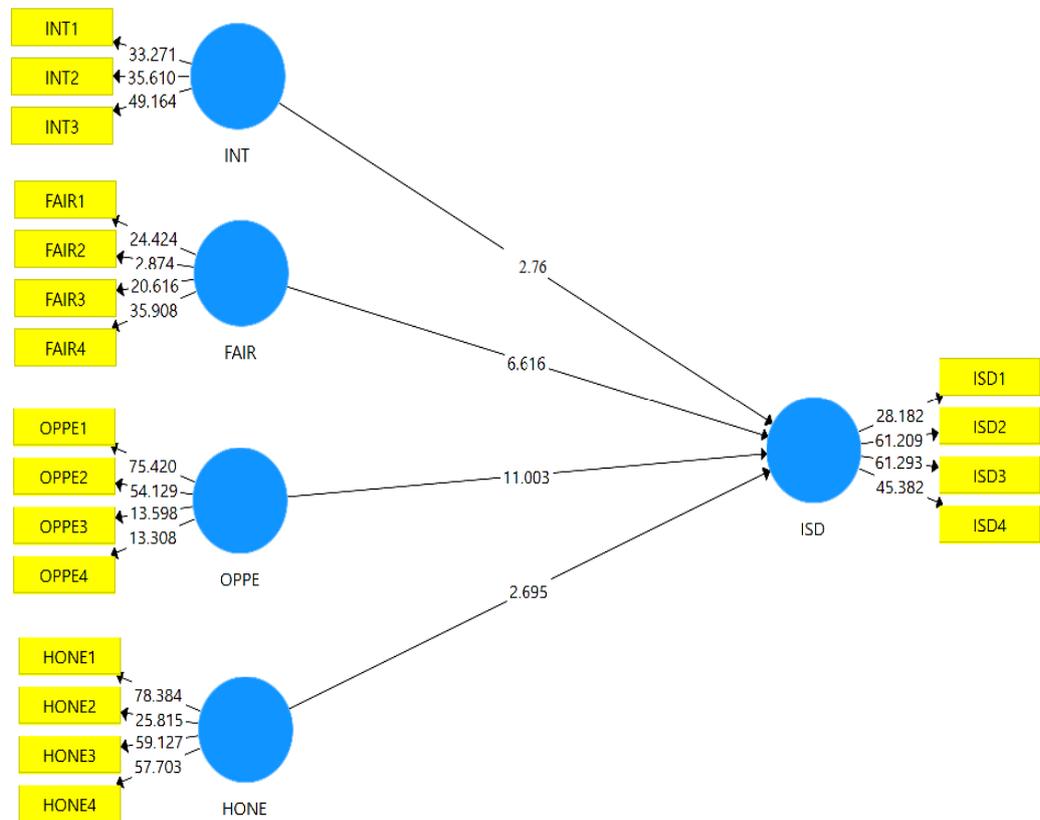


Figure.2: Hypothesis testing

Discussion and conclusion

The immigration departments have become a beacon of hope for promoting economic growth and development for countries around the world. The department responsible for managing immigration plays a large role in Asian countries, which are experiencing a period of prosperous economic growth. The facts of the case speak for themselves, and there is no doubt that immigration departments serve as agents of change and

engines of economic growth and development. However, the number of deaths before age 50 attributable to immigration has been found to be significant. Immigration departments that fail to meet quality standards, fail to have adequate policies in place to protect employees and customers, and are involved in unethical activities, such as embezzlement, fraudulent activities, and dishonesty, have been discovered. What was also significant was that the immigration services of the organization were also disturbing. Therefore, the researcher argues that unethical behavior poses a threat to the sustainability of immigration department of China and Indonesia. Ethical conduct has become an important issue that immigration department should consider lest they suffer negative consequences such as negative country image, lawsuits, and lack of trust among different countries in their networks. Therefore, the current study objective is the analysis of the ethical practices of immigration officials in improving the professionalism of immigration services delivery of China and Indonesia. For this objective, the quantitative research approach and cross-sectional research design was applied. The data was collected from the immigration officers. The key findings show that ethical practices have a positive and significant relationship with the immigration service delivery which lends credence to all the proposed hypotheses. The findings of the study are also in line the previous studies which have obtained similar results ([Bestman et al., 2019](#); [Liao et al., 2004](#); [Obey et al., 2017](#)). Based on findings, it is evident that that fairness enhances the professionalism of the employees that could help to increase immigration service delivery. Therefore, basing on this evidence, the study concludes that fairness of the employees plays an important role in enhancing immigration service delivery. In relation to honesty, the study establishes that there is a significant correlation between honesty and service delivery in the Directorate of Immigration; integrity and openness are also found to be significant in the regression model. Therefore, the study concludes that integrity and openness were also factor affecting service delivery at the offices of China and Indonesia immigration offices.

However, all the study hypotheses have been accepted, therefore, the current study has several practical and theoretical implications. Firstly, theoretically speaking, this study could help researchers to conduct research in future. Secondly, this study could also help to create a collaboration between the researchers and industry that can potentially result in a long term, mutually beneficial relationship. Thirdly, this study also found evidence in support of the proposed hypothesis, which proposes a strong effect of most of the ethical practices on immigration services. Therefore, the current study contributes to the conceptualization of ethical practices along with more profiles of the ethical practice's components offered in an organized way towards achieving immigration services delivery. Hence, it demonstrates that it may be difficult for the immigration to develop competitive advantage without the implementation of ethical practices. Therefore, this framework contributes a substantial body of knowledge which can provide help in achieving

competitive advantage for the companies in the international market. From a practical perspective, the current study can also provide help to the practitioners and policy makers by helping them better understand the importance of ethical practices to enhance and improve immigration services delivery.

Limitations and Future Directions

Despite its significant contributions to the existing body of literature on the subject, the current study has some limitations, namely: first, we are aware of the lack of numbers in this study sample because of the limitations of space and time between researchers, data collection activities, and the conditions experienced by business actors during the COVID 19 pandemic. Second, the perspective of the growing literature on immigration services predictors is highly complex, therefore, misperceptions from data collection activities are likely to occur. Thirdly, the study is limitedly focused on direct relationship while there are several other variables that can moderate or mediate among their relationship; considering these variables could increase the research generalizability. Fourthly, the study is based on a cross sectional research design, therefore, future research could be done on longitudinal research design to increase research generalizability. Lastly, the study is limited to the context of China and Indonesia which are developing nations; therefore, the research findings cannot be generalized on developed economies. In this regard, future research can be conducted in the context of developed economies to increase the scope and generalizability of the present research outcomes.

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