

# Studying the Effect of Electronic Customer Relationship Management on Growth and Profitability of the Organization

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DOI: 10.6007/IJARBSS/v4-i8/1065 URL: <http://dx.doi.org/10.6007/IJARBSS/v4-i8/1065>

## **Abstract**

Corruption - Transparency International financial definition of those activities include staff and Government officials. The first and second aim of harm to the public interest, to bring benefit to the agent (employee attempted) or another person.

The study was conducted in 1392 with the purpose of the research nature of the preceding survey method has been applied, The aim of this research is the study of management and organizational factors influencing the occurrence of corruption. Statistical population of all subsidiary bodies corporate social karvrfah province, including 2,014 cases of all employees in their respective departments. The sample size of 230 participants using Cochran's formula is selected, And to collect data from the questionnaire is used to validate the formal and based on consensus experts concerned, including the think tank Administration Cooperative Work and Social Welfare province Mybashdv reliability using Cronbach's alpha statistic 0/076. Is calculated For data analysis SPSS software used in both descriptive and inferential statistics such as frequency and percentage Basnjh mean square Ask vayr were analyzed by Spearman's test.

The findings indicate Between variables wage level managers, administrators character weakness of regulatory systems, personal factors and significant relationship with the occurrence of corruption in government agencies, there is And significant relationship between cultural factors and the occurrence of corruption there.

## **Keywords:**

Corruption - financial, government organization, management and organizational factors, social welfare work of the Ministry of Cooperatives

## **Introduction**

Corruption has always been a problem for organizations which has constituted the core ideas of many thinkers and political scholars. Administrative corruption as one of the most general forms of corruption is a phenomenon that has gone beyond the spatial and temporal boundaries. Therefore, it neither belongs to a special time nor a specific community.

Indeed administrative corruption is a phenomenon that has been co-occurred with formation of communities, i.e., administrative corruption has been appeared as an integral part of the organizational context simultaneous with human activities which were organized and integrated. Hence, corruption can be regarded as the unwanted child of the organization that has been created as a result of different interactions inside the organization and proportional to the interaction between the organization and its environment (Alipour, 2008).

Administrative corruption is one part of a group of problems that organizations have to experience during their life. This group of problems refers to difficulties whose roots are basically outside the organizations but their effects influence them. Such difficulties are regarded as challenges that managers are always faced with them. They are naturally difficult to control, because the organization does not control the reasons of their appearance, for instance, administrative corruption is affected by economic, social, cultural, and political systems to a large extent and high rate of unemployment, dominance of unofficial and traditional relations on communications among the people, maturity level of the political system, and so on are effective directly on administrative corruption in a community. On the one hand, administrative corruption will directly have abnormal effects on the efficiency of the administrative system, legality of the political system and favorability of the cultural and social systems. This interaction will be led to a vicious circle and a descending spiral which will finally result in the community's fall. Thus, administrative corruption that roots in various fields should be dealt with via a systemic attitude and comprehensive solutions have to be proposed (Haghshenas, 2014).

Also damages and consequences of financial-administrative corruption across the community in individual, social, economic, political and cultural terms indicate that corruption in organizations has had negative consequences. Besides involving healthy employees and creating distrust and discouragement in them, it questions their honesty and trustworthy and reduces the quality of public services, so managers have been encouraged to fight this phenomenon.

### **Statement of the problem**

Studying the conducted researches reveals that many studies have been carried out to explain the effective factors on corruption and present different theories but many of them have elucidated this issue from sociological, psychological, legal, political and economic aspects. Moreover, the studies conducted about inter-organizational factors effective on financial-administrative corruption were very limited. For this reason, many of these studies should be collected and classified in order to generalize and develop the studies about inter-organizational factors effective on financial-administrative corruption and propose new methods or improve them. Then a comprehensive model including several organizational and managerial factors will be created in the organization via statistical techniques. About the significance of this study it can be pointed out that given to the historical background of administrative corruption and the resulted disturbance, it dates back to BC (Dashti, 2001). In Arthashastra, written by then prime minister of India, financial-administrative corruption in the government is discussed and the major reason for financial-administrative corruption among the governmental employees is concentration of all resources and possibilities inside the

government (Bardhan, 1997: 81). In fact, long history of occurrence of corruption in governments has increased the significant of the study and the necessity to perform it.

Importance of studying the effective factors on financial-administrative corruption will be disclosed when damages and consequences of this phenomenon are understood. In many developing countries, the public, non-governmental organizations and the media consider financial-administrative corruption as the only major factor of being under the dominance of others and weak economic growth (Yadav, 2005). According to Frisch (1994) and Pillay (2004), financial-administrative corruption is one of the major obstacles in development. Some studies concluded that financial-administrative corruption affects reduction of private investments (Wei, 2000; Mauro, 1995) and decreases foreign direct investment explicitly and meaningfully (Zhao et al., 2003). This helps financial crises (Wei & Wu, 2001), secondary resource allocation (Ades & Di Tella, 1999), deviation of cost and return of the government (Tanzi & Davoodi, 1997), high unequal revenue and poverty (Gupta et al., 1998), inflation (Al-Marhubi, 2000), and low living standards (Faria, 2001). Also, empirical studies reveal that high corruption decreases social success (Mauro, 1998), reduces the human capital level and destroys self-confidence (Husted, 2002). Such negative consequences of corruption have stressed the necessity of conducting extensive researches on financial-administrative corruption that is the origin of corruption in the community. All the above mentioned issues are a strong reason for the significance and necessity of conducting the current study.

Therefore, corruption, the definitions and its dimensions in viewpoint of researchers are explained and various evidences and consequences of it will be studied through different approaches and theories and the disagreements among the thinkers. It will be stated that the consequences of corruption have been the major reason to conduct this study. Also, this study explores the relationship among inter-organizational and managerial factors and intra-organizational factors including managers' wage, personality characteristics of managers, individual and cultural factors with organizational corruption in governmental organizations.

### **Theoretical principles of the study**

#### **Definition of financial-administrative corruption**

Definition of financial-administrative corruption has been the topic of various discussions both in academic circles and international communities. There are several definitions to explain financial-administrative corruption that each one has strength in one aspect and weakness in another aspect. The common aspect of most of these definitions is that the clients' rights are violated or are transferred illegitimately to others in the corrupted administrative environment. Given to these definitions, it is inferred that first, financial-administrative corruption is relative and is related to the value system in any community, because while someone's performance in a community is regarded as a corrupted performance, it might be totally natural and common in another community. Second, financial-administrative corruption is more proposed in the government and is more developed in the governmental sector which has been defined differently by the researchers and governmental organizations.

Many researchers and international organizations especially the World Bank (2000), Klitgaard et al (2000), Pepys (2005), Park (2003), Van Klaveren (1989), Heidenheimer (1989), Lambsdorff (1999), Transparency International (2003), Huntington (1989), Johnston (1997), Nye (1989), and Lange (2008) have considered financial-administrative corruption as "misuse of the public

power for private benefit" in the simplest and most popular definition. In other words, there is no place for the private sector in this definition (Tanzi, 2002, p. 24).

Also some researchers and international organizations such as the United Nations development program (1998) and Group Corruption Council of Europe used the term financial-administrative corruption synonymous with "bribery" in order to include any bribe that is demanded or paid. To put it differently, other evidences of financial-administrative corruption are ignored in this definition. Another group of thinkers and international organizations like the Atlas (1987), and the United Nations development program (1998) have interpreted financial-administrative corruption as nepotism, supporting oneself or associates and defending oneself and others (Report on Transparency International, 2013: 27).

Having considered carefully the existing definitions in the above three cases, it is observed that three motivations of 1- direct private benefit, 2- receiving cash or non-cash bribe, and 3- helping friends and relatives are regarded as the most basic elements in definitions of financial-administrative corruption as Tanzi (1995) emphasized.

Besides the above-mentioned definitions, some scholars and organizations such as Hope (2000), Wolfensohn (2000), Commission on Africa (2005), Anand, Ashforth and Jashi (2005), Windsor (2004), and Banfield (1975) have defined financial-administrative corruption from moral and social aspect and have considered it as a cross-cultural disease or reflection of a moral failure or separation from the accepted social norms or unfavorable social deviation in which access to illegal private benefits are emphasized. This is while some evidences of financial-administrative corruption might be among the accepted social norms because financial-administrative corruption becomes normal. Some organizations and thinkers such as the Independent Commission against Corruption (1998) and Maria (2008) believe that financial-administrative corruption is doing administrative affairs in a deficient and untruthful manner by the public officers. Financial-administrative corruption does not necessarily contain untrustworthiness; rather in most cases, it is doing a purposeful task in a way that has been prohibited by the law. According to some scholars such as Alpaslan (2008), financial-administrative corruption is the result of monopoly and misuse of power mixed in with making decision without taking responsibility for it. Misuse includes using immoral and illegal standards. These definitions and synonyms show that financial-administrative corruption contains deviation from moral values and it usually is led to questions about moralities or individual, group and organizational values which are involved in financial-administrative corruption.

Totally, most definitions of financial-administrative corruption refer to some aspects of corruption and there is no appropriate and comprehensive definition in the literature on financial-administrative corruption (Salifu, 2006: 274). Also conservative estimation based on the findings of the Global Corruption Barometer show that people who pay bribe allocate 7% of their annual revenue to it and micro bribe level has not been decreased during the recent five years (The Global Corruption Barometer, 2010).

### **Research Background**

Most studies carried out in the scope of financial-administrative corruption and even the view of the Transparency International has been at the macro level by considering intra-organizational factors such as political, social, economic and cultural factors. Moreover, studies

about the effective inter-organizational factors on financial-administrative corruption are very few in comparison with the numerous studies on the effective macro factors on corruption. For instance, studies carried out by Haghghi (1995), Rahmati (2000), Ayubi (2001), Sardari (2002), Farhadinejad (2004), Bureau of Economic Reviews (2005), Rahbar (2006), Sameti (2007), Khezri (2008), Fani and Alizade Sani (2008), Rafipour (2008), Haghghatian et al (2013), Mehrabi and Javanmard (2014), Haghshenas (2014), Yazdanpanah (2014), Brown (2005), Transparency International (2007), Foko (2008), and Moliar (2008) have been at macro level by considering intra-organizational factors such as political, social, economic and cultural factors. Similarly, studies done by Esfandiari et al (1984), Etezadi (2002), Dadgar (2004), Shafiei Khorshidi (2007), Mohammad Panah (2008), Gholipour and Nikraftar (2008), Amondsen (2000), Yaser (2005), Seldadiv and Haan (2006), Kimoyo (2007), Skanlan (2008), Alatas (2009), and Salim (2009) have dealt with some parts of effective organizational factors on financial-administrative corruption and the factors related to the role of managers' tasks in financial-administrative corruption are not much considered in some of them. In this regard, several organizational and managerial factors were identified and collected based on the research literature, theoretical principles and previous studies. These factors were regarded as the effective factors on financial-administrative corruption in most studies. They are: 1- structural factors (administration, rules, systems and methods), 2- organizational culture, 3- communications (characteristic of relations, unofficial groups), 4- mental factors, 5- payment system, 6- control system (the context for control and supervision, control and supervision establishment), and 7- managerial tasks (planning, organization, mobilization of resources and possibilities, leadership and guidance, control and supervision).

### **Hypotheses**

- 1- There is a significant relationship between managers' wage level and corruption in governmental organizations.
- 2- There is a significant relationship between managers' personality characteristics and corruption in governmental organizations.
- 3- There is a significant relationship between weakness of the regulatory system and corruption in governmental organizations.
- 4- There is a significant relationship between individual factors and corruption in governmental organizations.
- 5- There is a significant relationship between cultural factors and corruption in governmental organizations.

### **Methodology**

This study was conducted using descriptive-field method. The statistical population included all subsidiary organizations of Ministry of Cooperatives, Labor, and Social welfare in Kerman province that contained 2014 employees. The sample size was equal to 230 using Cochran formula. Researcher self-made questionnaire was tool of data collection. Validity of the questionnaire was confirmed using face validity based on the agreement among the related specialists and scholars including the think-tank of Ministry of Cooperatives, Labor, and Social welfare in Kerman province as well as the faculty members of universities in this province especially Shahid Bahonar University of Kerman; ValiAsr University of Rafsanjan; Islamic Azad

University, Kerman branch; Islamic Azad University, Science and Research branch; University of Jiroft; Sirjan University of Technology; etc that are mainly in majors such as management, economics, psychology and educational sciences, mathematics and technical and engineering, sociology, etc. Reliability of the questionnaire was calculated using Cronbach's alpha coefficient equal to 0.76 that is acceptable statistically and given that it is higher than 0.70. Also SPSS 20 software was used for data analysis. Variables were analyzed at two descriptive and inferential statistics levels via measures such as frequency, percentage, mean as well as Spearman correlation coefficient and chi-square.

**Data analysis**

Hypothesis 1: There is a significant relationship between managers' wage level and corruption in governmental organizations.

H1: There is a significant relationship between managers' wage level and corruption in governmental organizations.

H0: There is not a significant relationship between managers' wage level and corruption in governmental organizations.

Given to Table 1 and Sig=0.010, there is a relationship between managers' wage level and corruption in governmental organizations. Therefore, H1 is accepted and H0 is rejected. Also Tables 2 and 3 show descriptive statistics about variables of managers' wage level and corruption.

Table 1. Testing hypothesis 1

			Wage level	Corruption
Spearman correlation coefficient test	Wage level	Correlation coefficient	1.000	0.215
		Significance level (2 tailed)	0	0.010
		Frequency	147	142
	Corruption	Correlation coefficient	0.215	1.000
		Significance level (2 tailed)	0.010	0
		Frequency	142	221

Correlation at level 0.05 (two-tailed)

Table 2. Summary of the processed case

	Case					
	Valid		Invisible		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Wage level, corruption	142	62.3%	86	37.7%	228	100.0%

Table 2 shows the frequency and percent of the processed information.

Table 3. Descriptive statistics about wage level/corruption

	Wage level			
	Low	Moderate	High	Total
High corruption	2	2	1	10
Low corruption	32	77	23	132
Total	39	79	24	142

Given to Table 3, wage level has been shown in three classes of low, moderate and high separately in respondents' viewpoint.

Table 4. Chi-square test

	Value	Degree of freedom	Significance level
Pearson test	9.845 <sup>a</sup>	2	0.007
Probability ratio	8.668	2	0.013
Sum of linear ratio	6.036	1	0.014
Frequency	142		

Values of the significance level given to X2 test

Hypothesis 2: There is a significant relationship between managers' personality characteristics and corruption in governmental organizations.

H1: There is a significant relationship between managers' personality characteristics and corruption in governmental organizations.

H0: There is not a significant relationship between managers' personality characteristics and corruption in governmental organizations.

Table 5. Testing hypothesis 2

			Managers' personality characteristics	Corruption
Spearman correlation coefficient test	Managers' personality characteristics	Correlation coefficient	1.000	0.249**
		Significance level (2 tailed)	0	0.003
		Frequency	147	142
	Corruption	Correlation coefficient	0.249	1.00
		Significance level (2 tailed)	0.003	0
		Frequency	142	221

Correlation at level 0.05 (two-tailed)

Given to Table 5 and Sig=0.003 as well as the results of chi-square test in Table 4, there is a significant relationship between managers' personality characteristics and corruption in governmental organizations. Therefore, H1 is accepted and H0 is rejected. Also Tables 6 and 7 show descriptive statistics about the variables.

Table 6. Summary of the processed case

	Case					
	Valid		Invisible		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Personality characteristics, corruption	142	62.3%	86	37.7%	228	100%

Table 6 shows the frequency and percent of the processed information.

Table 7. Descriptive statistics of personality characteristics/corruption

	Personality characteristics		
	Extrovert	Introvert	Total
High corruption	10	0	10
Low corruption	68	64	132
Total	28	64	142

Table 8. Chi-square test

	Value	Degree of freedom	Significance level	Significance level (2 tailed)	Significance level (2 tailed)
Pearson correlation coefficient	8.827 <sup>a</sup>	1	0.003	0.002	0.002
Continuity	6.977	1	0.008		
Probability ratio	12.602	1	0		
Fisher test					
Sum of linear ratio	8.265	1	0.003		
Frequency	142				

Given to Sig= 0.002 in Fischer test and the values in Table 8, the significant relationship between managers' personality characteristics and corruption in governmental organizations is confirmed.

Hypothesis 3: There is a significant relationship between weakness of the regulatory system and corruption in governmental organizations.

H1: There is a significant relationship between weakness of the regulatory system and corruption in governmental organizations.

H0: There is not a significant relationship between weakness of the regulatory system and corruption in governmental organizations.

Given to Table 9 and Sig=000 as well as the results of chi-square test in Table 11, there is a significant relationship between weakness of the regulatory system and corruption in governmental organizations. Therefore, H1 is accepted and H0 is rejected. Also Tables 9 and 10 show descriptive statistics about the variables.



Table 9. Testing hypothesis 3

			Weakness of the regulatory system	Corruption
Spearman correlation coefficient test	Weakness of the regulatory system	Correlation coefficient	1.000	0.335**
		Significance level (2 tailed)	0	000
	Frequency		147	143
	Corruption	Correlation coefficient	0.335**	1.000
Significance level (2 tailed)		000	0	
Frequency		143	210	

Correlation at level 0.01 (two-tailed)

Table 10. Summary of the processed case

	Case					
	Valid		Invisible		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Weakness of the regulatory system , corruption	143	62.7%	85	37.3%	228	100%

Table 10 shows the frequency and percent of the processed information.

Table 11. Descriptive statistics of weakness of the regulatory system/corruption

	Weakness of the regulatory system			
	Administrative supervision	Financial supervision	3	Total
High corruption	10	0	0	10
Low corruption	47	85	1	133
Total	57	85	1	143

Hypothesis 4: There is a significant relationship between individual factors and corruption in governmental organizations.

H1: There is a significant relationship between individual factors and corruption in governmental organizations.

H0: There is not a significant relationship between individual factors and corruption in governmental organizations.

Given to Table 14 and Sig=0.039 as well as the results of chi-square test in Table 17, there is a significant relationship between individual factors and corruption in governmental organizations. Therefore, H1 is accepted and H0 is rejected. Also Tables 15 and 16 show descriptive statistics about the variables.

Table 14. Testing hypothesis 4

			Individual factors	Corruption
Spearman correlation coefficient test	Individual factors	Correlation coefficient	1.000	0.171*
		Significance level (2 tailed)	0	0.039
		Frequency	147	147
	Corruption	Correlation coefficient	0.171*	1.000
		Significance level (2 tailed)	0.039	0
		Frequency	147	228

Correlation at level 0.05 (two-tailed)

Table 15. Summary of the processed case

	Case					
	Valid		Invisible		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Individual factors, corruption	147	64.5%	81	35.5%	228	100%

Table 15 shows the frequency and percent of the processed information.

Table 16. Descriptive statistics of individual factors/corruption

	Individual factors		
	2	1	Total
High corruption	10	0	10
Low corruption	95	42	137
Total	105	42	147

Table 17. Chi-square test

	Value	Degree of freedom	Significance level	Significance level (2 tailed)	Significance level (2 tailed)
Pearson correlation coefficient	4.292 <sup>a</sup>	1	0.038	0.063	0.030
Continuity	2.921	1	0.087		
Probability ratio	7.017	1	0.008		
Fisher test					
Sum of linear ratio	4.263	1	0.039		
Frequency	147				

Given to Table 17, the significance level in tests shows that there is a significant relationship between individual factors and corruption.

Hypothesis 5: There is a significant relationship between cultural factors and corruption in governmental organizations.

H1: There is a significant relationship between cultural factors and corruption in governmental organizations.

H0: There is not a significant relationship between cultural factors and corruption in governmental organizations.

Table 18. Testing hypothesis 5

			Cultural factors	Corruption
Spearman correlation coefficient test	Cultural factors	Correlation coefficient	1.000	0.028
		Significance level (2 tailed)	0	0.737
		Frequency	147	147
	Corruption	Correlation coefficient	0.028	1.000
		Significance level (2 tailed)	0.737	0
		Frequency	147	228

Given to Table 18 and Sig=0.737, there is not a significant relationship between cultural factors and corruption in governmental organizations. Therefore, H1 is rejected and H0 is accepted.

**Discussion and conclusion**

The findings of the study disclosed that some organizational and managerial factors are effective on corruption in governmental organizations. Hence, hypothesis one that is about the relationship between managers' wage level and corruption in governmental organizations is confirmed considering Sig=0.010 in Spearman and chi-square tests. Thus, there is a significant relationship between managers' wage level and corruption in governmental organizations. Not paying the managers' wage and adequate advantages at different levels increases the probability of corruption in governmental organizations. This is consistent with Foko, Rahbar and Sardari's results.

The second hypothesis in which personality characteristics of managers and corruption in governmental organizations are identified and explored is confirmed given to Sig=0.03 and results of Spearman and chi-square tests that show there is a relationship between managers' personality characteristics and corruption in governmental organizations. Extrovert managers are more exposed to administrative corruption and personality weaknesses root in people's socialization will expose them to financial-administrative corruption more than anything else. This is consistent with Lange, Park and Landa's findings.

Hypothesis three that explores the relationship between weakness of the regulatory system in governmental organizations and corruption is confirmed given to Sig= 0.00 and Spearman and chi-square tests. It shows that there is a significant relationship between weakness of the regulatory system and corruption. Thus, whatever supervision in the organization is lower, occurrence of corruption by managers is increased. The obtained results are consistent with Rafipour, Ayubi, Khezri, Haghighi, Sameti, Brown, Salim and Moliar's research results.

Hypothesis four that explores the relationship between managers' individual factors in governmental organizations and corruption is confirmed given to Sig=0.039 and Spearman and

chi-square tests. It shows that there is a significant relationship between individual factors and corruption. Thus, whatever the relation between the manager and employees based on the organizational chart in his/her managerial system is lower, corruption is occurred more by managers. The obtained results of this hypothesis are consistent with research results of Rafipour, Sardari, Khezri, Farhadinejad, Scalan and Moliayr.

Hypothesis five that explores the relationship between cultural factors and corruption in governmental organizations is not confirmed considering Sig=0737. Therefore, there is no relationship between cultural factors and corruption statistically.

### **Suggestions**

Given to the findings of the study and the related researches, the following suggestions are proposed in order to decrease employees' administrative corruption:

1. Modeling the performance of executives and officers involved in tax affairs for effectiveness in culture and public opinion
2. Transparency of the rules and regulations related to the organization's performance
3. Modification of the existing methods of employees and managers' performance assessment and supervision and mechanization of them
4. Compatibility with operations and activities
5. Separation and optimization of executive tasks and creating a logical interaction among the above scopes
6. Reviewing and modifying the systems, methods, and procedures via simplification of work procedures, facilitation of operations, decreased waste of time and increased satisfaction of employees and managers
7. Proposing, compiling and implementing the research and executive projects to improve the organizations in fields such as modification of tax structure, registration of payers and guiding them, improving the mental status of managers and employees and paying attention to the rules and regulations
8. Designing, planning, and implementing the educational plans that are essential to enhance suitable quality of human resources based on predetermined needs
9. Maintaining employees' revenue proportional to monetary fluctuations
10. More advertising and transparency, dissemination of information and awareness
11. Establishment of customer support teams and consultation teams
12. Reinforcement of internal controls in the organizations including internal audit
13. Establishment of a stable and suitable legal framework and increasing reinforcement of the executives

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