# Evaluating the Impressionability of Human Resources Productivity Components based on the Administrative Corruption (Case Study: Tehran University, Qom Campus)

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## ABSTRACT

This study investigated the effect of administrative corruption on human resource productivity. HR productivity and administrative corruption both are important issues that are discussed in administrative management. Given the importance of human resources in organizations and its role in the development and implementation of organizational goals, addressing the issue of HR productivity is one of the major challenges for today's managers. The administrative corruption is a kind of difficulty that almost all societies are encountered with it.
Today in order to eliminating corruption, greater orientation is on approaches that focus on the prevention of these phenomena. This study investigates the effects of corruption on productivity of human resources as one of the most influential factors. Corruption is one of the important issues which many organizations and communities are dealt with it. The reason for doing this research was the existence of high statistical level of corruption in the society which is documented by international organizations. So the aim of this study was identifying the relationship of corruption and the productivity of human resources. The results showed that the corruption is one of the factors that affect productivity of human resources in organization and society. The statistical population in this study included all employees of Qom campus which at the time of research (2012) consisting of 383 employees and the sample was 205. The corruption questionnaire encompasses 15 questions provided by Abbaspour (2006) with a Cronbach's alpha of 74% and the questionnaire of HR productivity with a Cronbach's alpha of 77%. In order to analyzing data, the descriptive and inferential statistics were used.
The results of analyzing data showed that corruption has a negative correlation with all the of the productivity components include employees' job satisfaction, job security, employees' accuracy, speed of employees, job knowledge, and quality of work life.
**KEYWORDS**: Administrative Corruption, Quality of Work Life, Human Resource Productivity, Qom Campus.

## 1. INTRODUCTION

Today's issues and developing technology make organizations more complex than before. So managing new organizations becoming more complex. One of the consequences of this complexity is administrative corruption. Corruption is a complicated, obscure and varied phenomenon and hence fighting with this requires sustained, long and principled efforts. Administrative corruption as one of the most common forms of corruption, is a phenomenon which has no time and situation limitations with this feature, it doesn't belongs neither to special time nor particular community. In fact, it can be said that corruption is dual with government. It means that since the activities of the human became organized, the corruption emerged as an integral part of organization. Thus corruption can be called as the unwanted produce of organizations which is made as a result of various interactions within the organization and also interactions between organization and its environment (Alvani, 1997, p.4). In today's competitive world, productivity, as a philosophy which is based on improvement strategy, is the main goal of any organization and can encompasses all activities of a society as a chain (Taheri, 1999). Many studies have been conducted in the field of factors affecting HR productivity in Iran and the World which their purposes were achieving some priorities fits to organization to improve productivity. One of the most fundamental issues of Management Science is addressing productivity in organizations in which psychological issues are taught. Any organization in which considers or no considers processes lead to the desired results, meeting the dynamic and superior objectives of organization, preventing from recession and decline, and human resources receive a high degree of self-esteem, it can be claimed that it is an efficient

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organization. In other words, in such organization effectiveness and efficiency are in a high level and leads to improving productivity (Ahmadi, 2007).

The importance of enhancing productivity in the process of economic development of each country is well known. Today, due to population growth, scarcity of resources and competition in global markets, efficient use of resources and in fact increasing resource productivity is very important (Robbins, 1997, p.108). Researches show that Iranian studies in the field of productivity and corruption follow an incomplete path. Given these conditions, the necessity of administrative system pathology and also understanding corruption which is a serious problems of this system, is clear more than ever. Greater recognition of this problem and attempt to discover its causes, certainly will increase the efficiency of organization, satisfaction, rapid development of the country, and ultimately will increase the legitimacy of the regime governing the country.

**The research goal**
The main goal of this study is to identify the effects of administrative corruption on human resource productivity.
**Objectives**
- Identify the effects of administrative corruption on job satisfaction.
- Identify the effects of administrative corruption on job security.
- Identify the effects of administrative corruption on employees' accuracy.
- Identify the effects of administrative corruption on speed of employees.
- Identify the effects of administrative corruption on job knowledge.
- Identify the effects of administrative corruption on quality of work life.

**The main hypothesis**
Administrative corruption affect the HR productivity.
**Sub hypotheses**
- There is a significant relationship among administrative corruption and job satisfaction.
- There is a significant relationship among administrative corruption and job security.
- There is a significant relationship among administrative corruption and employees' accuracy.
- There is a significant relationship among administrative corruption and speed of employees.
- There is a significant relationship among administrative corruption and job knowledge.
- There is a significant relationship among administrative corruption and quality of work life.

## METHODOLOGY

This research is an analytic-descriptive survey and also it is a field research. A descriptive research describes current situation. It also includes description, record and analyze the current status. This type of research attempt to found relationships between the factors (variables) which is not manipulated. For collecting data, the library and field research were used. By visiting libraries and information centers, Persian and Latin books and articles were used in order to complete a part of research. And in field method the questionnaire, which was designed for corruption and human resource productivity, were distributed among all employees of Qom campus. After receiving the questionnaires, an analysis has been done on them by inferential statistical techniques. The corruption questionnaire encompasses 15 questions provided by Abbaspour (2006) with a Cronbach's alpha of 74% and the questionnaire of HR productivity with a Cronbach's alpha of 77%. To investigate the demographic characteristics of the respondents, descriptive statistics and in order to analyzing data Pearson correlation test, Friedman test, one sample T-test were used.

**Statistical population and sampling**
The statistical population in this study included all employees of Qom campus which at the time of research (2012) consisting of 383 employees and the sample was 205based on the Cochran sampling formula.

## LITERATURE REVIEW
*Administrative Corruption*
Corruption, is an illegitimate tool in order to meet the illegitimate demands of an administration system. (Researchers believe that corruption is revealed when the boundary between economic policies and private sector business is not clear) (Scott, 1972).Definitions of corruption can be provided as follows:

Corruption is a struggle for achieving wealth and power by illegal way such as illegal election, private profit by the expense of the public profit or the use of public power for private benefits. It is considered as an antisocial behavior which provide benefits in an illegal way and unlike to ethical and legal norms and therefore weaken the power of improving people's living conditions (Rabie, 2004, p.29). Many researchers in this field (Tatry, Freeman, Jacqest) defined corruption as the abuse of public authority for achieving private profits (Cheung, 2008, pp.223-239).

In Convention against Corruption in 2003 in Vienna, the most important factors of definition of corruption are presented as follow:

1. Doing acts which indicate a poor job performance or an abuse of office.
2. Having a goal to reach a certain privilege.
3. Proposing or requesting a privilege directly or indirectly.
4. Having some benefit for a broker or others

Now the corruption is a problem which most of countries are involved. History of ancient civilizations such as Iran, Greece, Rome, China and India shows that corruption were common in their society and cause to many problems for human so that the origin of wars, governments fell down, and pouring communities were corruption. Totally it was the major reason of collapsing civilization. Administrative corruption which named low-level corruption is the phenomenon which occurs in dealing with general managers every day. In sectors such as hospitals, schools, police, customs etc. (NejadMohammad, 2009, p.209-202).

Corruption make many obstacles in economic growth path and has a negative impact on economic development. These effects are mostly on open economies in comparison with closed economies (Blackburn & Puccio, 2010). In addition to theoretical perspectives and approaches, several studies have been done in order to identify factors affecting corruption in organization. However, the causes of administrative and financial corruptions and also their influence still has not been classify (Torgler, 2006, p.3).Unfortunately, most of studies in this area, focused on macroeconomic factors such as political, social, economic, and cultural factors. In other words these researches were not considered the managerial and organizational factors which affect administrative and financial corruption (Selalyo and Haan, 2006, p.23).

So the vacancy of management studies in managerial and organizational factors affecting corruption is clearly evident. Based on the literature review, the assumption of this study is that several managerial and organizational factors such as structural, organizational culture, communication, psychological factors, payment systems, monitoring and control system, and management functions (planning, organizing, mobilizing resources, leadership and guidance, monitoring and control) affect the administrative and financial corruption (Azimi, 2011, p.63).

## Levels of corruption

Corruption takes place mainly at two levels:

**First level:** in this level mainly political elites, high-ranking officials, and senior government officials are involved in corruption. The phrase "white collar" can be used in this level.

**Second Level:** in this level mainly lower level employees are involved in corruption. In this type of corruption, general bribery and illegal work are common. The second level of corruption mainly is associated with the private sector and the community (Rabie, 2004, p.31).

## Human Resource Productivity

Human resources, as the main factor in production and management, have a crucial role in productivity. Any approach to improving organizational productivity should consider personnel matters because humans do the works. The primary focus of Human Resource Management studies is on motivation in order to increase productivity, using performance appraisal tools and payment based on meritocracy (Mnouchkine, Sandifer, 1980).

Table1: some definition of productivity

Several factors can affect productivity of employees and organization. These factors are summarized from different perspectives as follows:

| JapanProductivity Center | Steiner 1995 | Kinnear&viksi 2006 | Savari 1998 |
|---|---|---|---|
| Justice and equitable distribution | Operations speed | Employees importance from the | Flexible working hours |
| Participatory management | Operations quality | perspective of managers | Effective management |
| Education and Empowerment | Work flexibility | Job Satisfaction | Employees' Intelligence |
| | Employees' commitment | Material and moral incentives | Education and Empowerment |
| | Right contacts | Personality | Work and Life Satisfaction |
| | Quality of work satisfaction | Quality of Work Life | Responsibility |
| | Good participation | Job knowledge | salary and reward |
| | | Fair treatment with individuals | |
| Memarzade & Asadi 2008 | Dessler1980 | Christ 1993 | Goldsmith |
| Job Satisfaction | Organizational factors | Safety and Respect | Performance feedback |
| Organizational commitment | Individual factors | Applied Learning | Competence and credibility |
| Creativity and innovations | Duties and remuneration | Enthusiasm | Environment |
| Quality of Work Life | Organizational changes | Respect | Resolution of role |
| Motivation | | Commitment | Values and motives |
| Knowledge and Skills | | Communications | Preferred Fitness |
| Performance appraisal | | | Reward |
| Job knowledge | | | Organizational support |

Table2: HR productivity viewpoints (Memarzade & Asadi 2008, Hajipour 2005, Dessler1980, Steiner 1995, Savari 1998, Robins 2004)
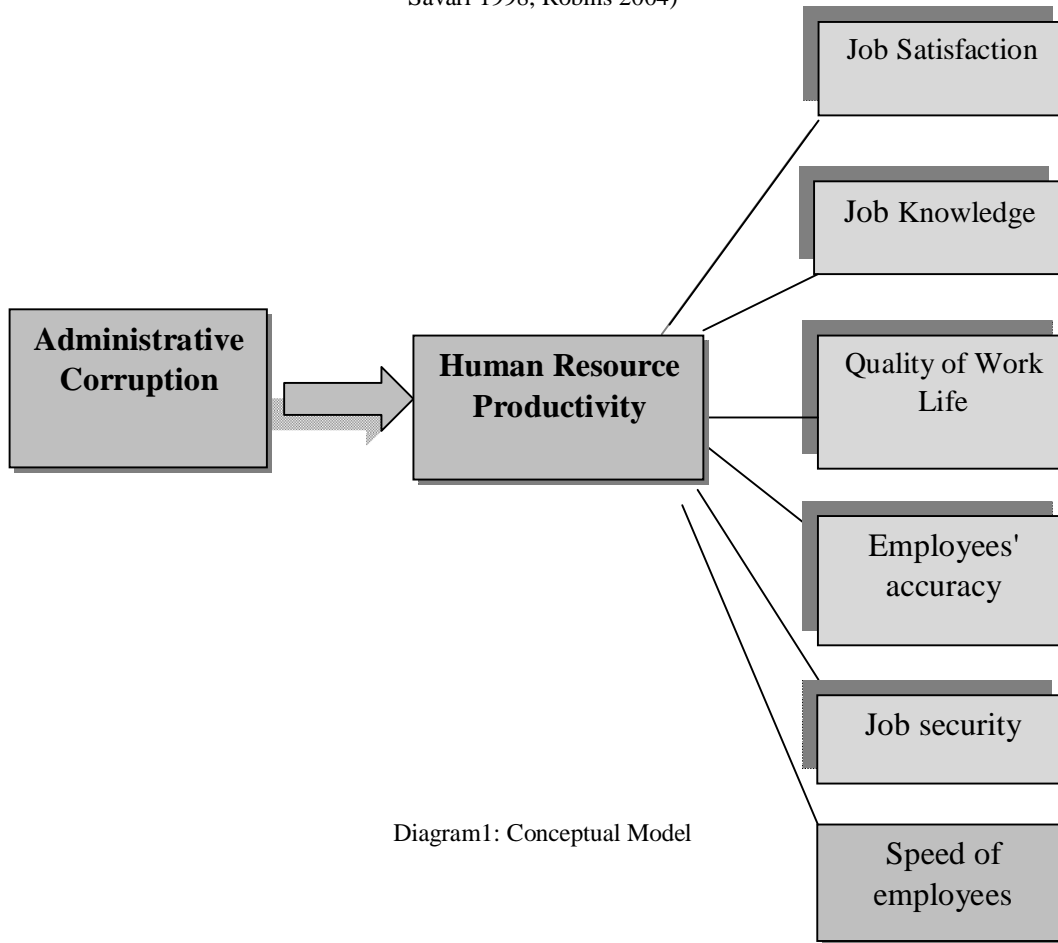


Diagram1: Conceptual Model

## FINDINGS AND CONCLUSION

*Descriptive statistics*

     Most of the members of statistical sample were males which include 53.17 percent (109 trainees) and 45.37 percent (93 trainees) are female. 72.68 percent (149 trainees) were married. 48.78 percent (100 trainees) were less than 30 years old. Most of the sample members (59.51 percent, 122 trainees) had bachelor's degree and Diploma. And finally in terms of employment, 47.32 percent (97 trainees) had less than 5 years' experiences.

**Analyzing data**

*The Pearson correlation test*

*Sub-hypothesis 1:* there is a significance relationship among job satisfaction and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among job satisfaction and corruption but because this correlation is -0.561 so this relation is negative.

*Sub-hypothesis 2:* there is a significance relationship among job security and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among job security and corruption but because this correlation is -0.426 so this relation is negative.

*Sub-hypothesis 3:* there is a significance relationship among employees' accuracy and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among employees' accuracy and corruption but because this correlation is -0.399 so this relation is negative.

*Sub-hypothesis 4:* there is a significance relationship among speed of employees and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among speed of employees and corruption but because this correlation is -0.465 so this relation is negative.

*Sub-hypothesis 5:* there is a significance relationship among job knowledge and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among job knowledge and corruption but because this correlation is -0.287 so this relation is negative.

*Sub-hypothesis 6:* there is a significance relationship among quality of work life and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among quality of work life and corruption but because this correlation is -0.643 so this relation is negative.

*The main hypothesis:* there is a significance relationship among HR productivity and corruption.

The results of Pearson correlation test with 99% confidence showed that the hypothesis $H_0$ was rejected, therefore there is a significant relationship among HR productivity and corruption but because this correlation is -0.784 so this relation is negative.

Table 3: the result of Pearson correlation test

| Result | Status | Coefficient | |
|---|---|---|---|
| Significance and negative correlation | Rejecting $H_0$ | -0.561 | Sub-hypothesis 1 |
| Significance and negative correlation | Rejecting $H_0$ | -0.426 | Sub-hypothesis 2 |
| Significance and negative correlation | Rejecting $H_0$ | -0.399 | Sub-hypothesis 3 |
| Significance and negative correlation | Rejecting $H_0$ | -0.465 | Sub-hypothesis 4 |
| Significance and negative correlation | Rejecting $H_0$ | -0.287 | Sub-hypothesis 5 |
| Significance and negative correlation | Rejecting $H_0$ | -0.643 | Sub-hypothesis 6 |
| Significance and negative correlation | Rejecting $H_0$ | -0.784 | The main hypothesis |

### Friedman test

Friedman test is comprised of two tables. First table presents the mean scores for each variable, and second table presents statistical components and chi-square. According to the results, the significance level of the test is greater than default significant level (0.5), so with 95% confidence we can accept $H_0$. Therefore there is no significant difference among human resources productivity components in relation with corruption. And the table below only show the mean scores.

Table 4: Friedman test for HR productivity components

| Mean scores | HR productivity components |
|---|---|
| 3.48 | Speed of employees |
| 3.19 | Job satisfaction |
| 3.79 | Employees' accuracy |
| 3.74 | Job knowledge |
| 3.62 | Quality of work life |
| 3.15 | Job security |

Table 5: The significance of chi square for HR productivity

| The calculated values | Statistical indicators |
|---|---|
| 6 | Numbers |
| 7.286 | Chi square |
| 5 | f |
| 0.230 | Sig |

Table 6: the one sample T-test for HR productivity

| | Test Value 3 | | | | 95% confidence | |
|---|---|---|---|---|---|---|
| | t | f | sig | Mean difference | lower | upper |
| HR productivity | 2.73 | 50 | 0.00 | 0.24 | 0.42 | 0.06 |
| Speed of employees | 2.26 | 50 | 0.01 | 0.28 | 0.52 | 0.09 |
| Job satisfaction | 2.29 | 50 | 0.00 | 0.41 | 0.84 | 0.14 |
| Employees' accuracy | 2.58 | 50 | 0.00 | 0.31 | 0.58 | 0.10 |
| Job security | 2.66 | 50 | 0.04 | 0.11 | 0.17 | 0.03 |
| Job knowledge | 2.79 | 50 | 0.02 | 0.18 | 0.20 | 0.06 |
| Quality of work life | 2.81 | 50 | 0.01 | 0.33 | 0.49 | 0.18 |
| | | 50 | | | | |
| | | 50 | | | | |

## CONCLUSION

As it is clear from the results of inferential statistics, there is a negative correlation among all components of HR productivity and corruption.

Spreading of corruption in a society cause to inefficiency and weakness of the administrative system, reduction of domestic and foreign investment, reduction of efficiency of public investment, lower government revenues, reduction of social services, health, welfare, especially for poor and low-income population, rising living costs, rising inflation and unemployment, the misallocation of public resources and wasting them, reduction of economic growth, wasting domestic capital, brain drain due to economic and social conditions, poverty, discrimination, unfair income distribution and the widening gap, undermining democracy, undermining moral values, etc. and ultimately reduction of legitimacy of the government and increase public dissatisfaction. In fact, corruption is a major obstacle for economic growth and improving living of people and also productivity.

In this section 12 strategies of Arusha declaration are considered. They are provided in order to promote honesty and anti-corruption and ultimately improve the productivity of human resources customs which are members of World Customs Organization. In addition to customs, these strategies are applicable in other organizations, companies, agencies, institutions and government departments.

- ✓ Minimizing the administrative rules
- ✓ Transparency in laws, regulations, practices, etc.
- ✓ Automation of administrative services
- ✓ Strategic separation of duties
- ✓ Job rotation and job displacement
- ✓ Responsible manager
- ✓ Review (documents and accounts)
- ✓ Spirit and organizational culture
- ✓ Selection of staff
- ✓ Regulating the bylaw of employees' treatment and ethics
- ✓ Career and professional development
- ✓ Sufficient Payment
- ✓ More relationship with customers (brokers)

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