The Impact of Administrative Corruption on Conflict Solving Strategies
(Case study: Staff of the Agricultural Bank of Qom)

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ABSTRACT

This research attempts to investigate the impacts of administrative corruption on strategies of solving discrepancies. Strategies of solving discrepancies and administrative corruption are both among the important topics that are prevailing in state management, and due to these facts managers of state and private organizations have great concerns about his matter. Today, regarding the daily increasing complexities in institutions and differences in ways of thought approaches and beliefs of people, discrepancy is one of inevitable parts of organizational life. But what is necessary and important for solving discrepancies of the organization these days is being aware of five strategies of discrepancy management and appropriate situations of applying them so that it would be possible to choose a fitting strategy in each situation, and with that, not only prevent inducing harms to the organization, but also use discrepancies to maximize achieving organizational aims. Administrative corruption is one of the important matters that is troubling nearly all the companies in society, therefore in this research the main attempt was to discover the relations between administrative corruption and strategies of solving discrepancies, and in the end this unity between variables of research indicated that administrative corruption is effective on the amount on solving discrepancies in society and the organization. Statistical field in this research was the employees of Keshavarzi bank of Ghom Province that in time of research included 210 personnel and statistical sample of this research for that field was 136 people. The administrative corruption questionnaire included 15 questions that were calcuted using Abbaspur and Elpha Krunbach %74 and discrepancy solving questionnaire %77. In order to have a thorough calculation of data in this research descriptive and inferential statistical methods were applied. Results of inferential method indicated that administrative corruption has negative impact on all the discrepancy solving strategies of cooperation, competition, prevention, reconciliation and agreement.

KEYWORDS: Administrative Corruption, Quality of Work Life, HR Productivity, Qom University.

1. INTRODUCTION

Corruption as a problem concerned many developing countries like Iran. It wastes a lot of time, energy and resources of these countries. The contexts of corruption are administrative system and public administrating. Islamic Republic of Iran inherited a dysfunctional and corrupting administrative system in government and its sub-systems. Naturally, some of this corruption has been remnants of the former regime but some is the result of performance and inevitable conditions of years after the Islamic revolution. After the Islamic Revolution, for different reasons, Islamic Republic and its various government was unable to reform and making positive changes to identify causes of corruption and fight with them. And the imposed war and its conditions was another important factor in the exacerbation of administrative corruption.

There are abundant evidences that by communities' development, corruption arises as one of the pervasive social issues [1]. so the approach of Gear lubrication of development to solve the problem of corruption, loses its importance. And the view that corruption more than anything lead to disturbing trends of development were prosper [2].

Today, experts believe that human resource is the most important asset of an organization so it is known as a competitive advantage. Healthy relationship based on cooperation and understanding of each other among these valuable resources are the most important factors for the success of all organizations include industrial, administrative, service, education etc. Regarding to increasing complexity of organizations and differences in thoughts, attitudes and beliefs of individuals, there has been some conflicts in organizations as inevitable part of organizational life. The significant point is that inevitability of conflict doesn't mean it is negative but if it is managed well, it will be beneficial for the organization. In other words, conflict is a coin which contains positive and negative sides. Therefore, the way of dealing with it can determine its effects on organization. So undoubtedly

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the ability to manage and control the phenomenon of conflict in organizations is one of the most important skills that managers need it [3].There is conflict in all human societies, sectors and administrative units and activities as an obvious fact. So we cannot find an organization where there is no conflict.

However, conflicts are found in all organizations but it may be weak, strong, silent, outstanding or indistinctive. Researches also suggest that 20% of managers' time is spent for resolving organizational conflicts. Managers escape from conflict because of various reasons such as cultural, no venture enough, fear of change in existing organizational situation and disturbance in managing organization. So managing conflicts is necessary and its prerequisite is recognizing conflicts sources such as personality, unsociable value system, unclear job boundaries, competition for access to limited resources, competition among groups, unhealthy relationships, interdependent tasks, time complexity, politics, ambiguous standards, organizational constraints, group decision making etc. communication, structure, personal variables, poor communication, reward systems, value systems etc. [4] educational background, geographic region, life, income, marital status etc. After identifying sources of conflict and organizational stress, we would try to select appropriate and effective strategies to achieve growth, dynamism and organizational goals.

Statement of the problem

In most countries; corruption in administrative system referred to the serious damages for developing. And in developing countries the importance of containing and controlling it is clear for all politicians and people. So because of the importance of Corruption, some of its damage is expressed. Vito Tanzi "experts on corruption issues" provided a different definition of corruption which explained it in the framework of the employees' decision making and public politician. He believes that a government official or functionary committed a fraud when he or she was influenced by personal interests, family relationships or social attachment in administrative decisions. This definition is more true in developing countries in comparison with developed countries because in developing countries there are a very high social and family relationships and each person is required to help his relatives as much as possible. By definition, administrative corruption is a perverse behavior of the official duties of a public role which is due to privacy concerns (personal, close family, private clique) and monetary and occupational achievements [1].

Corruption could be a factor which influenced the conflict solving strategies in an educational Staff of the Agricultural Bank of Qom. This study attempts to assess the impact of corruption on productivity of conflict solving strategies in Staff of the Agricultural Bank of Qom.

The main goal

The main goal is to answer the main question of the study; means what is the impact of administrative corruption on the conflict solving strategies.

The objectives

1. Understanding the effect of administrative corruption in Compromises.
2. Understanding the effect of administrative corruption in Conciliatio
3. Understanding the effect of administrative corruption in Avoidance
4. Understanding the effect of administrative corruption in Competitions
5. Understanding the effect of administrative corruption in Collaboration

The main hypothesis:

Existing administrative corruption influenced the conflict solving strategies.

Sub-hypotheses:

1. There is a significant relationship among administrative corruption and Compromises.
2. There is a significant relationship among administrative corruption and Conciliatio.
3. There is a significant relationship among administrative corruption and Avoidance.
4. There is a significant relationship among administrative corruption and Competitions.
5. There is a significant relationship among administrative corruption and Collaboration.

METHODOLOGY

This study is an applicable and descriptive research and also it is correlative and field research. A descriptive research describes the facts and things which are exist. This kind of study tries to discover the relationship between some original components. In order to collecting data; the questionnaire of administrative corruption and conflict solving strategies were distribute among Staff of the Agricultural Bank of Qom. The questionnaire of administrative corruption has 15 questions which provided by Abaspoor (2006) and it's Cronbach's alpha is 74% and for conflict

solving strategies is 77%. In order to analyzing profile of respondents, the descriptive statistic and for analyzing data Pearson test, One sample T-test and Friedman test were used. These analyses are based on SPSS.

Statistical population and sample

Statistical population is all of Staff of the Agricultural Bank of Qom which include 210 employees (in 2012). The sample size was 136 based on Cochran formula.

LITERATURE REVIEW

Definition of corruption:

In the definition of corruption it should be noted that it is a term which its meaning varies from one investigator to another. Corruption can be defined as a violent TV program which is seen by a young man, or even a political decision which provides some benefits for the persons involved in. Researchers use this term in a broad spectrum and in different conditions. So that it is unpleasant and undesirable for most of them. It encompasses corrupting and poor governments [5]. Different definition of corruption is provided by researchers but we are not able to express all of them so we mention transient only a few and finally we will define our definition. In the widest definition, corruption means "Misuse of public facilities for personal interests" [2]. Based on the definition of workshop on integration of governance in Asia; corruption is an action or decision in which the number of people affected by the negative consequences of that action or decision are more than people affected by its positive consequences . Another definition defines corruption as a set of behaviors that have been deviate from official duties or public role (elective or appointive) for personal interests (family, private bonds) or achieving a particular situation [6].

Administrative corruption:

Administrative corruption is "Misuse of public and governmental resources by public service agencies". The concept of corruption is sale of government property or utilizing of public property for personal profit. In the administrative system; there are a codified set of administrative rules which determine the framework of allowed activities. In this situation any action that was in contrary with laws and regulations, and there is a motivation for personal benefit, will be considered corruption [7].

The concept and definition of administrative corruption:

Mc Mullen believes that administrative corruption occurs when a government officer receive cash or a material as bribe for doing an action which have been impermissible. Samuel Huntington drew another picture of corruption. He believes that administrative corruption refers to behavior of those public sector employees which violate accepted standards and regulations for their own private interests . The phrase which is common to all these definitions is a kind of broking norms and violation of ethical and legal norms in administrative and organizational functions. So administrative corruption and its meaning is related to accepted norms and culture of any society.

The selected meaning of administrative corruption in the view of scholar: it means any administrative malpractice of an employee which is unseemly and unlikely and imposes damage for organization.

Different kind of corruption:

In an overall classification; corruption can be divided into three main categories; political, administrative and economic corruption. In the following we will provide a short definition of each.

Political corruption:

It is impossible to provide a generalized and non-contradictory definition of political corruption. Any definition of political corruption assumed a concept of policy without corruption. The concept of political corruption differs based on the nature of assumed political context. This doesn't mean a relativism and incommensurability in which we cannot compare two political system but it indicates that the root or source of political corruption in a democratic society may (or even should) be different from it in a non-democratic society. In a fairly simple definition; political corruption is abuse of government powers by political leaders for personal benefits with the aim of increasing power and wealth [1].

Another definition of political corruption said it is deviation or violation from norms, formal and codified norms, moral principles and government regulations of public organizations [8].

Financial or economical corruption:

This type of corruption is mostly the result of relationship between government and market economy and it will be more abundant when the government controls a part of the market economy. So an important root of economic corruption is directed governmental economy [2].

Different kind of conflict:

In the work environment, conflict is divided into two categories include Fundamental Conflict and Affective or Emotional Conflict. Some researchers divided fundamental conflict into Conflict in aim, Procedural conflict and

Cognitive conflict [9].Also in another category it divided into personal "interpersonal and among persons", group "intergroup and among groups" and organizational "internal and among organizations".

Table1: The main kind of conflict

Different kind of conflict		Meaning
fundamental	**Conflict in aim**	**Mismatch in priorities**
	Procedural conflict	Inconsistent among approaches and process
	Cognitive conflict	Incompatibility of ideas
Affective or Emotional		Inconsistency in information
Among persons		the expected role of persons are not proportional to their values and beliefs
Interpersonal		Individuals whit different characteristics, attitudes, perceptions, views and goals that is inconsistent with the goals and ideas of others
intergroup		Conflict of some persons or all of the them in a group
among groups		Conflict among groups or teamwork or other part of organization
Organizational conflict		Conflict spread more and more among different groups so affect organization
Conflict among persons		It is related to collaboration between individuals and its reason is lack of clear policies and goals of each group
Conflict among groups		Unilateral decisions and lack of attention of managers to needs of the lower levels
Conflict among group and organization		Often conflicts among organization occur in market position that companies are demanding more market share

Conflict Management Strategy:

Understanding and managing conflict is reasonably fair and useful. Conflict can be managed by some skills such as effective communication, problem solving and negotiation [10].Also our ability to manage conflict management can affect the results. For managing conflict at first it should be identified and analyzed then examined the causes of it. After identifying conflict and its components; choosing appropriate style is a key point in conflict management [11].There are five main styles of conflict management:

Collaboration:

It refers to trying for characterizing interests or concerns of persons. It often refers to the method or situation of the "solving problem" [12].If the conflicting parts desire to fully meet the interests of all parts; and seek a solutions to providing mutual benefits; this style was used. However, people are willing to work together and also they considered the interests of others. Using this method will reduce bad feelings, increase persons' commitment and allow people to know each other. The disadvantages of this method are time wasted and weaken the power and energy of the people [11].But the main advantage of this style is its lasting effect because it addresses the fundamental issues instead of paying attention to symptoms [13]. In this style people show a good spirit of cooperation and are determined to achieve their desired. So the strategy of both parts is "win-win".

Competitions:

It refers to willingness to meet interest regardless of the issue that it will lead to a conflict with another person. When a person seeks to achieve his goals and interests regardless of its effect on other person, he competes to establish his dominance. So every person tries to use his power to resolve the conflict is in his favor [9]. In this way, one person feels that a special matter is a fantastic subject for him. So he tries to get it hard with unresponsive to impairing his relationships with others [14]. Finally one of the opponents must accept another's viewpoint. This style will be appropriate when an uncomfortable solution must be implemented, a minor issue was existed or a deadline was approaching. This style is inappropriate in an open environment. Its main advantage is high speed and its major disadvantage is the unhappiness among employees [9].So when one of the persons involved in conflict is seeking to achieve his goals or advancing his interests; so he start competition and domination without considering others and this condition called "win-lose" strategy.

Avoidance:

In this situation, a person tends to avoid or prevent conflict (sharif, 2007, p.23).When a person discover a conflict and withdrew passively or suppress it; in this case both of the competitor make physical separation between each other and choose an area for themselves which is different from another's [13]. When conflict avoidance is a good strategy that at firstly the conflict is minimal and secondly their feelings is wounded or when there is a serious gap between the final action of manager for solving conflict and the benefits that must be captured[15].

Usually this method is used when the issue was trivial, there were other important issues, involvement in the conflict would lead to damages or more information is needed before continuing conflict [14]. Regarding to avoiding both of opponent from conflict, this method called "lose-lose" strategy [15].

Conciliation:

This is a situation that both of opponents agreed to relent about some of their requests and condone some of them in favorite of each other (ibid, p.484). This style from the view of assertiveness level is average and also is an attempt to partial satisfaction of the both persons involved in conflict in which apparently both of them get their rights [12]. **Conciliation** is used when both of opponents have valuable things but agree to lose some of them in order to arrive at a consensus. This way is used by managers and workers through negotiation, collective contract or new employment contract. This method is useable when strength was equal, taking appropriate solutions was complex and difficult and when there was not enough time [15]. It should be noted that people often remember what they lose than what they gain so this may cause pessimism [16].

Compromises:

In this style a person is willing to give concessions to the other. This is due to that the other person has a higher organizational level. This is a way in which one person wants to calm the other person so he preference the opponent's interests in order to maintain their relationships. In fact, one of the opponents ignores his interests in favorite another [17].Many believe that having a good friendly relationship is more important than anything else. The focus of this style is maintaining personal relationships with others. However, by this method, we may lose our personal credit and influence. This option is useful when the subject is not important for one of the opponents or he plans to address more important issues[15] .The main advantage of this style is encouraging collaboration. Its major disadvantage is resolving conflict temporarily not fundamentally. This style is not suitable for solving complex or crucial problems [18]. Since one person withdraw in favorite of another, this strategy called "lose-win"
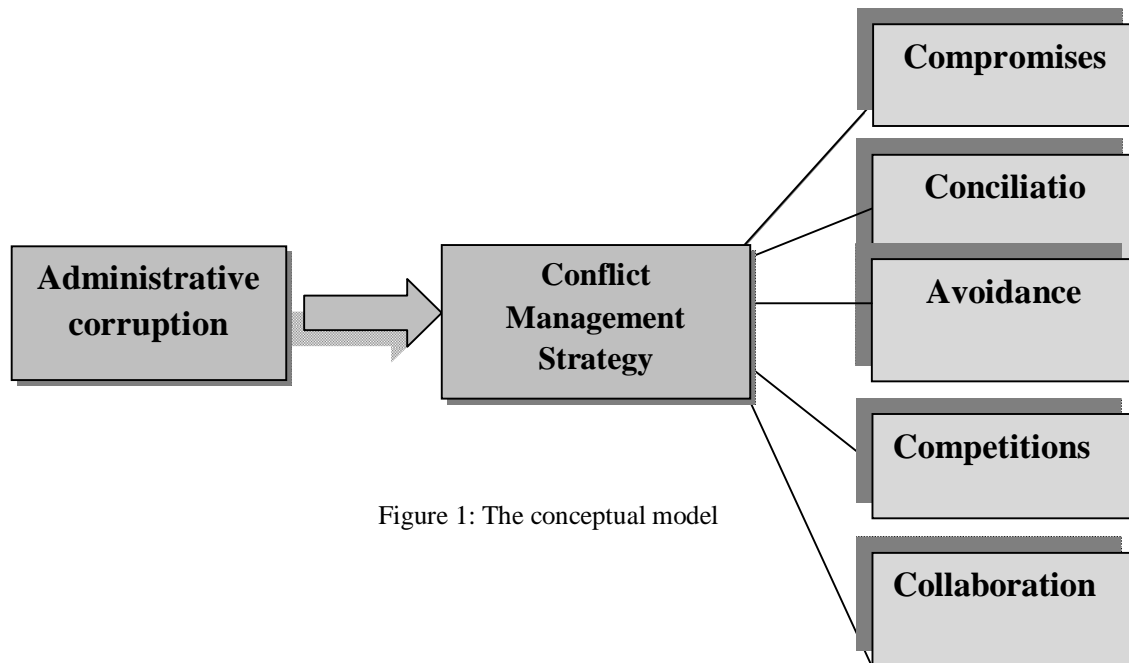

Figure 1: The conceptual model

FINDING AND CONCLUSIONS

Finding and Conclusions

The classifications of respondents' gender were 53.17% male and 45.37% female. And also 72.67% of them are married. The age of 48.78% of respondents was less than 30. Most of them mean 59.51% had high graduate or bachelor degree and 47.32% of them have experience work, less than 5 years.

Inferential statistics

The Pearson correlation test

The first sub-hypothesis: There is a significant relationship among administrative corruption and Compromises

H_0 = There is no significant relationship among administrative corruption and Compromises

H_1 = There is a significant relationship among administrative corruption and Compromises

The results show that the H_0 is rejected (significance level=99%). So we can conclude that there is a significant relationship among administrative corruption and Compromises and since this correlation is -0.586, this is a negative relationship.

The second sub-hypothesis: There is a significant relationship among administrative corruption and Conciliatio

H_0 = There is no significant relationship among administrative corruption and Conciliatio

H_1 = There is a significant relationship among administrative corruption and Conciliatio

The results show that the H_0 is rejected (significance level=99%). So we can conclude that there is a significant relationship among administrative corruption and Conciliatio and since this correlation is -0.348, this is a negative relationship.

The third sub-hypothesis: There is a significant relationship among administrative corruption and Avoidance.

H_0 = There is no significant relationship among administrative corruption and Avoidance

H_1 = There is a significant relationship among administrative corruption and Avoidance

The results show that the H_0 is rejected (significance level=99%). So we can conclude that there is a significant relationship among administrative corruption and Avoidance and since this correlation is -0.469, this is a negative relationship.

The forth sub-hypothesis: There is a significant relationship among administrative corruption and Competitions.

H_0 = There is no significant relationship among administrative corruption and Competitions.

H_1 = There is a significant relationship among administrative corruption and Competitions

The results show that the H_0 is rejected (significance level=99%). So we can conclude that there is a significant relationship among administrative corruption and Competitions and since this correlation is -0.865, this is a negative relationship.

The fifth sub-hypothesis: There is a significant relationship among administrative corruption and Collaboration.

H_0 = There is no significant relationship among administrative corruption and Collaboration

H_1 = There is a significant relationship among administrative corruption and Collaboration

The results show that the H_0 is rejected (significance level=99%). So we can conclude that there is a significant relationship among administrative corruption and Collaboration and since this correlation is -0.132, this is a negative relationship.

The main hypothesis: There is a significant relationship among administrative corruption and Conflict Management Strategy

H_0 = There is no significant relationship among administrative corruption and Conflict Management Strategy

H_1 = There is a significant relationship among administrative corruption and Conflict Management Strategy

The results show that the H_0 is rejected (significance level=99%). So we can conclude that there is a significant relationship among administrative corruption and Conflict Management Strategy and since this correlation is -0.175, this is a negative relationship.

Table 2. The result of Pearson test

result	condition	Pearson correlation	
Negative and significant correlation	Rejection of H_0	-0.576	sub-hypothesis 1
Negative and significant correlation	Rejection of H_0	-0.348	sub-hypothesis 2
Negative and significant correlation	Rejection of H_0	-0.469	sub-hypothesis 3
Negative and significant correlation	Rejection of H_0	-0.865	sub-hypothesis 4
Negative and significant correlation	Rejection of H_0	-0.132	sub-hypothesis 5
Negative and significant correlation	Rejection of H_0	-0.175	sub-hypothesis 6
Negative and significant correlation	Rejection of H_0	-0.743	Main hypothesis

Friedman test

The Friedman test has two tables. The first shows the average rank of each variable and the second shows the statistical indexes and Chi 2 test. Based on the results the sig is more than 0.05 so we can conclude that there is no significant difference among the components of Conflict Management Strategy. So we cannot rank them. The following table just shows the average rank of each variable:

Table 3. The Friedman test for Conflict Management Strategy

average rank	Conflict Management Strategy
3.46	Compromises
3.21	Conciliatio
3.84	Avoidance
3.71	Competitions
3.67	Collaboration

Table 4. Significant chi-square test of Conflict Management Strategy

values	indexes
6	N
7.286	Chi 2
5	F
0.230	sig

Table 5. The significance of Chi 2 The result of one sample T-test

	Test Value=3					
	t	df	sig	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Conflict Management Strategy Compromises Conciliatio Avoidance	2.73	50	0.00	0.24	0.42	0.06
Competitions	2.26	50	0.01	0.28	0.52	0.09
Collaboration	2.29	50	0.00	0.41	0.84	0.14
	2.58	50	0.00	0.31	0.58	0.10
	2.66	50	0.04	0.11	0.17	0.03
	2.79	50	0.02	0.18	0.20	0.06

CONCLUSIONS

As results show the administrative corruption has a negative and significant relationship with all components of include Speed rate of performance, Job satisfaction, Accuracy in actions, Job knowledge, Quality of work life and Job security. Spreading of corruption in a society cause to inefficiency and weakness of the country's administrative system and as a result reduction in domestic and foreign investments, reduction in productivity of public investment, reduction in government revenues, reduction in social services, health and welfare especially for poor and low-income individuals, increase cost of living, inflation and unemployment, non-optimal allocation of resources and waste them, reduction in economic growth, exclusion of domestic capital, brain drain due to the deteriorating economic and social situation, increase poverty and discrimination, unfair income distribution and widening gap, undermining democracy, weaken the moral values etc. and ultimately reduction in the legitimacy of the government among the people and also increase public dissatisfaction.

In fact, corruption is the main obstacle for economic growth, improving living standards and reduce Conflict of the people.

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