

## Causes of Corrupt Behaviour in Organisations

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### **Abstract**

Corruption, in general, is a very widespread and complicated phenomenon. It requires several researches to be conducted to study it in detail from different angles. This research focuses on the causes of corrupt individual and group behaviour. The paper is a conceptual study which seeks to identify the possible causes that create a suitable environment for corrupt behaviour. It contributes toward businesses structuring better performing organisations by eliminating or mitigating corruption within their operations, demonstrating how they can put their strategy and business principles into practice by tackling the causes of corrupt behaviour. This paper is a proactive form of research which bases its information on secondary data and previous researches done on this topic. Its limitation is that it does not deliver specific solution for each of the causes that are expected to create an environment that suits corruption. The resolution is a recommendation for another research stage or practical organisational studies to tackle these deficiencies based on their priorities. This study is of much value to both private and public organisations.

**Key words:** corruption, behaviour, organisational performance, factors, drivers, deviant

## Introduction

This study attempts to understand the causes of individuals' corrupt behaviour in organisations, and how it is encouraged by these factors. Human behaviour is the key element for creating corruption. Corruption is usually perceived differently from one person to another, and different cultures have different standards for it (Lascoumes and Tomescu-Hatto, 2008). Here, in the public sector, corruption is considered as harmful behaviour to the community, including its culture and the peoples' beliefs, which may impact the national security or stability of the country, while in the private sector, it may harm the organisation's survival, and impact directly upon the profit of the organisation. Corruption is seen by several previous researchers as a growing global epidemic (Yan et al., 2009). Corruption can take shape in different types of actions (Krylova, 2011). Human behaviour is the key element for organisations' performance (Myeong-Gu, 2003); therefore, it is very important to understand the factors that cause corrupt behaviour, or create an environment that causes the spread of corruption, in order to control it. To support this approach, this research will categorise the domains of host factors that help to create corrupt behaviour relating to organisations as being external, internal or social (Prendergrast et al., 2008). These factors have to be known specifically, and/or ranked based on their influence with respect to corrupt behaviour. This requires a clear understanding of the relationships between causes and effects (Xerri and Brunetto, 2013). Although corrupt behaviour is growing dramatically within societies of different countries, understanding of its causes is still limited and countermeasures depend on local authorities' judgments in adding controls or obstacles, but this is not based on a thorough research study.

Authorities and managers usually focus their efforts to build controls, audit operations, and apply punishments after incidents, sometimes by centralizing decision-making authority (Yan et al., 2009). Several research studies have been carried out comparing corruption in different countries by applying measures of corruption like the Control Corruption Index (CCI) or Control Perception Index (CPI) (Vargas et al., 2011). Also, some other researchers direct their studies toward corruption's impact on the economy and the amount of investment in developing nations (Danon, 2011). However,

these research studies do not focus on corruption as a behaviour, nor do they focus on the causal relations that create or encourage such behaviour, which would create proactive know-how, rather than reactive knowledge (Prendergrast et al., 2008).

## **Research Gap**

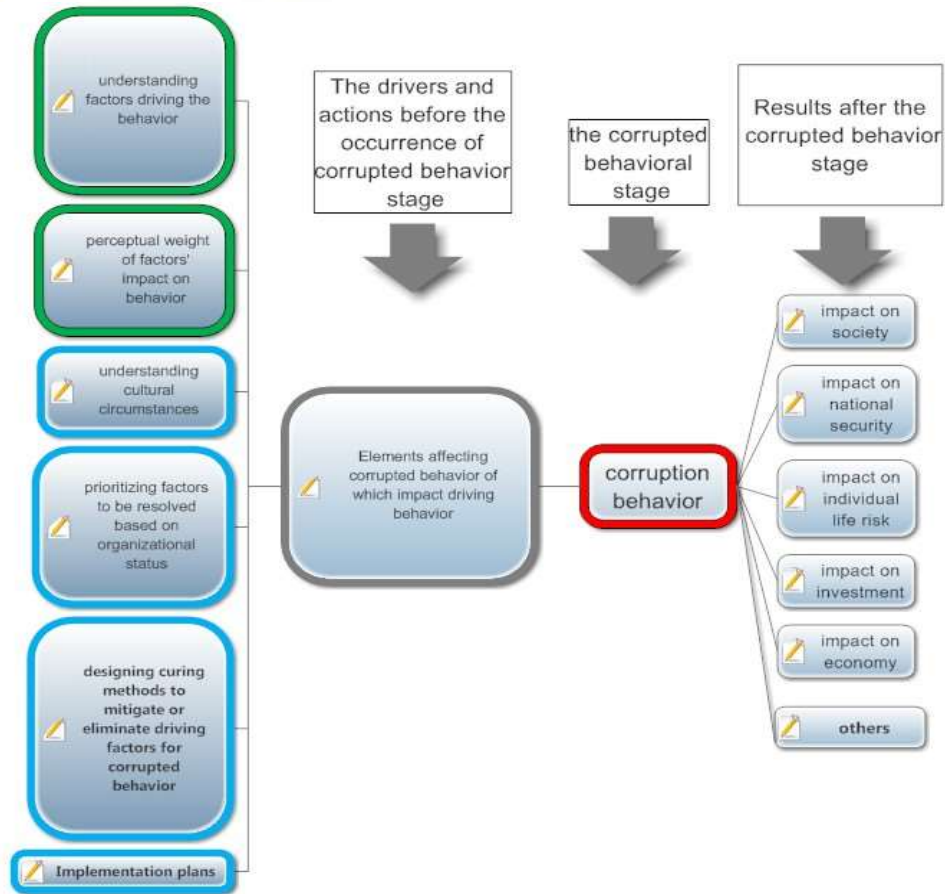
It is essential that society and individuals be protected from falling in criminality situations rather than trying to catch them red-handed. I did not come to a research that study the causes that might influence the work environment and create a fertile environment for corrupt behaviour, though there are many researches study the human behaviour to improve performance. It does not mean that there are no researches in this aspect but maybe there is no enough researches in the prevention side of the of corruption process.

This paper prepared for University of Liverpool conference for DBA program targeting to study and identify the possible causes at work environment that encouraged corrupt behaviour. It is a pro-action research rather than a re-action one.

## **Motivation and Focus**

Motivation: I observed in my 30years experience in several entities (education entity, private bank and public entity) that corrupt behaviours some people consider it as a process of gain with no harm or legal breach though they don't explore it. There are tough regulations and punishment setup for corrupt behaviours and actions in Saudi Arabia.

Research Focus: The work of study is in the pro-action side rather than re-action. Corruption process consists of three stages. The first stage is the action before corruption. Second stage is during corruption action. The third sage is the one comes after corruption. As the study is a pro-action study its focus is on the first stage before corruption to create a discouraging environment for corrupt behaviour. Figure (1).



**Figure 1: A model of corrupt behaviour's relations from causes to impacts. The green boxes are the 'Domain of this Research'. Source: Author**

## Research Objectives

What are the driving factors of corrupt behaviour, or what are the factors that create an encouraging environment for corrupt behaviour? Answering this question is very important to any entity. By identifying these factors, the knowledge gained from this research will help organisations to work on them in order to eliminate or mitigate corrupt behaviour. The organisation's efforts to include actions within their operations that tackle those factors are a confirmation that the organisation is serious about implementing the 'Integrity' principal within its operations and business practices. The code of conduct has to reflect this too. As previously mentioned, the factors affecting or driving corrupt behaviour come from three dimensions within the organisation or society, (Prendergrast et al., 2008). First among these are internal factors within the organisation (i.e., **habits and cognition**). Second are external factors which include **rules, regulations** and

**institutional relations.** Third are social factors which include **norms** and **practical experiences.** The most important part of this research is to present a simplified and practical framework of the drivers or causes of corrupt behaviour. Based on this, the objectives of the research can be summarised to the following:

- Review the literature on corruption in organisations as a function of behaviour. The overall performance of the organisation is measured by the behaviour of the employees towards either an excellent or toxic organisation.
- Identify the causes of corrupt behaviour within society and employees in organisations.
- Provide the causes of corrupt behaviour, which will give the organisation tools for tackling specific elements that proves the seriousness of the organisation to confirm the implementation of the 'Integrity' principal within the organisation's operations.
- Draw conclusions and make recommendations for intervention or resolution of the problem's causes within the business environment, rather than working on the disease's symptoms.

### **Limitations of the Research**

The main limitation of the research is that it does not deliver clear details for overcoming the causal factors that encourage corrupt behaviour. It is instead guided to some of the expected generic types of resolution, but this does not go into detail about specific drivers of corrupt behaviours and its resolution. Specific resolutions will require further studies to identify the particular circumstances of an organisation, including its surroundings, the cultural issues faced by the society or organisational community, the political issues of the host country and any impacts from neighbours.

In this sense it is required to carry out further studies to rank those elements and test their influence on corrupt behaviour environment based on a prioritisation exercise

### **Method of Research**

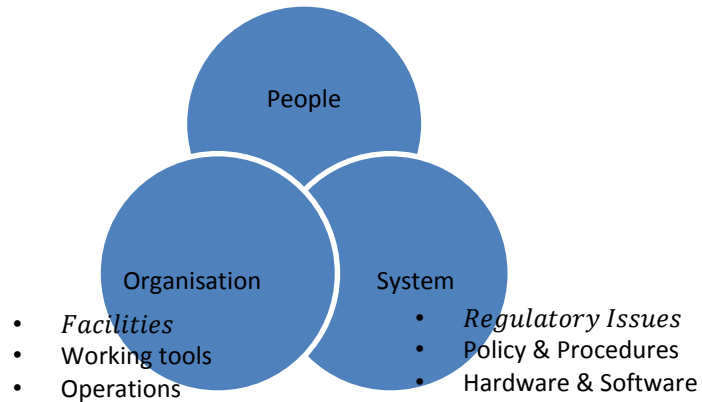
Although the methodology of the research needs to be tested through a survey and the results analysed quantitatively, qualitatively or both, for the sake of the conference paper, in this study it is elected to use secondary data collected from previous researches on the role of employees' behaviours to boost or improve organisations' performance. There are

several factors that drive the employees' behaviours to change the organisations' performance positively or negatively, which come from different dimensions. These dimensions are external, internal and social, as previously mentioned, and will be further analysed later in this research (Prendergrast et al., 2008).

Action learning through interactions with a group of DBA students is of benefit in order to review the research and improve its outcomes. It is not essential that the group of professionals know a lot about corrupt behaviour; the questions raised and concomitant reflections will enrich the discussions and broaden the view of the subject by asking good questions that lead to deep understanding, engaging in thorough discussions and tackling the subject from different angles. This is a basic design to build up the knowledge about the causes that influence the creation of an encouraging environment for corrupt behaviour.

### **Conceptual Thinking**

It is necessary to think about how to uncover corrupt behaviour and how it occurs. The way to approach this type of research is to override any resistance to contributing to this research from participants and to try to get their experiences or knowledge documented in the research. Thinking starts from how we can look to the organisation from a business's point of view of performing better and having less corrupt behaviour within its employees' work environment. By organizing our thinking, we start looking to the possible structures of the business organisation. A business consists of three pillars that form the business's organisational structure. The three pillars are explained in Figure 2. The Business Organisation Relations Model (BORM) consist of **people**, **organisation** and **system** pillars (Albatati, 2000). **People** act as the creators and engines of work performance, while the **organisation** is the platform for the work and **systems** are the methodologies, regulations and policies that form the tools and processes of work.



**Figure 2: Business Organisation Relationship Model (BORM)**  
Source: Author

Based on this thinking, to find the area where one can best improve the organisation's performance from the point of view of corruption and work to clean up the work environment, the most important pillar to target in the research is the **people** pillar, since it is the core element of organisations. Continuing in the same trend of thinking, we can see that the **people** pillar consists of three elements: *employees*, *customers (beneficiaries)* and *stakeholders* (Figure 3). BORM explains how these three elements form business pillars, relationships' interactions and overlapping domains. The overlapping domains represent the influence of different elements on each other, though they are different from one organisation to another, depending on the type of business and its surroundings. The People's Behavioural Interaction Model (PBIM) also explains this relation in the sense of relations, as per the BORM.

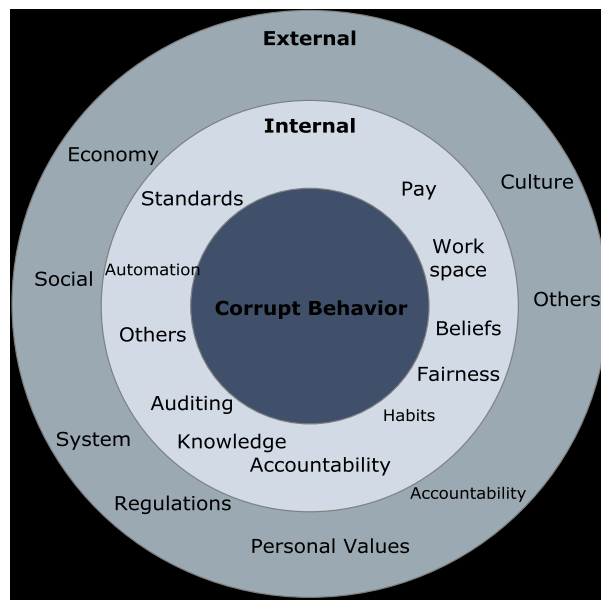


**Figure 3: People’s Behavioural Interaction Model (PBIM)**

**Source: Author**

The plan in this research study is not to start from scratch or base the study on a single survey, but to use secondary data from the previous work of practitioners and researchers to build upon their knowledge (Coghlan and Pedler, 2006). In order to think about how to find out which factors cause or encourage corrupt behaviour in an organisation or in society, we start by imagining the domains that we mentioned before and what the expected factors that will work in that direction are. We put this in graphic form in Figure 4. Figure 4 explains the approach of the study, which focuses on presenting various elements, including possible causal factors, interrelations and domains of effect (Prendergrast et al., 2008).

**Figure 4: Corrupt Behavior Causal Factors  
CBCF**



**Figure 4: Corrupt Behaviour Causal Factors (CBCF)**

**Source: Author**

This model reflects the domains of the factors that cause corrupt behaviour to occur. Factors that cause the occurrence of corrupt behaviour, or encourage its existence, come from either inside of the organisation, from the surrounding environment, or from cultural and social practices. We will go through the factors causing or encouraging corrupt

behaviour in detail in the discussion part of the research. Social reasons for it can be found at the levels of both internal and external domains. The organisational community is in fact born from the greater municipal or national society, which appear in the organisation as a mixture of the society's culture and norms, as well as other elements of organisational culture.

## Literature Review

To set up a ground rule for the purpose of this research paper, it is important to understand the boundaries of corrupt behaviour. Corrupt behaviour is defined by some researchers as the '**abuse of a public officer to rules and regulations for personal gains**', which is likewise the interpretation used in this paper (Lascoumes and Tomescu-Hatto, 2008). The abuse is interpreted as such since it constitutes behaviours that are against performance and pose regulatory issues. The abuse is also against the integrity standards defined in the codes of conduct of various organisations. It does not serve the objectives of organisations for better performance, and is considered illegal. This means that abusive behaviour leads to a possible punishment for the person who is exercising this behaviour, or that he/she may receive warnings for some of his/her behaviour, such as **uncontrolled work time, negligence, breach of rules and regulations, absenteeism, overruling work instructions, and fraud**. Standards of corrupt behaviour differ from one society to another based on **political, cultural and religious** dimensions, and the level of abidance to those values (Lascoumes and Tomescu-Hatto, 2008). From the **political** dimension, the level of corruption depends on the political regime. In a democratic environment, where state institutions are social and security drivers, and accountability is seriously applied, it is expected that corrupt behaviour remains minimal, but this is different from one country to another, based on the level of implementation of democracy. From the **cultural** point of view, we can take the example of French social understanding of corruption as an example. Large number of French citizens consider it normal to solicit the help of elected officials in seeking solutions to personal problems, while this is not accepted in other cultures (Lascoumes and Tomescu-Hatto, 2008). From the **religious** dimension, the measure of corruption is based on religious beliefs and practices in the society, which differs from one community to another. All religions

consider it to be a fair deal when everybody who is a religious believer produces desired ethical behaviour. This reflects how communities are tied to their religious values, from which the standards and measures of ethical issues are measured and written as institutional law. Most, if not all, organisations also consider the ‘Integrity’ principal as one of their business principals and a core element of their employees’ code of conduct in order to promote a safe work process and to build up a trust between the customers, or beneficiaries, of the organisation.

Goel and Nelson (2010) published research measuring corruption in the United States of America. They depended on three alternative measures of corrupt activity: (1) individual convictions of public officers for a short-term period of five years, (2) convictions for a longer-term period of three decades, and (3) perceptions of corruption across States based on a survey (Goel et al., 2010). The purpose of measuring it on these bases was to recommend controls. They based their measure on the existence of corruption and recommended controls accordingly. This is a post-hoc type of measure of the corruption in the United States, comparing the States to each other for ranking purposes, and was not a proactive process, although this also helped them to recommend some controls on the processes of operations or auditing as required. They found that the economic incentives of bribes in corrupt behaviour depend on the expected risks for takers and givers. Therefore, greater income reduces the influence of economic incentives in encouraging corrupt behaviour (Goel et al., 2010). The effects of urbanization, economic prosperity, population size, media, government spending, and enforcement on the level of corruption were similarly documented. They also consider that the reasons for each method measured can be important to know too (Goel et al., 2010). Based on the above definition, several researchers consider corruption as fundamentally being a bribe, while others consider it to be far more than just that, extending it to the general behaviour and attitude of the officer in order to gain benefit or disregard others’ rights for personal gain, or a gain to a friend or relative of the individual, although bribery also has a direct, fundamental link to corruption (Ochulor 2011).

## **Discussion and Implementation**

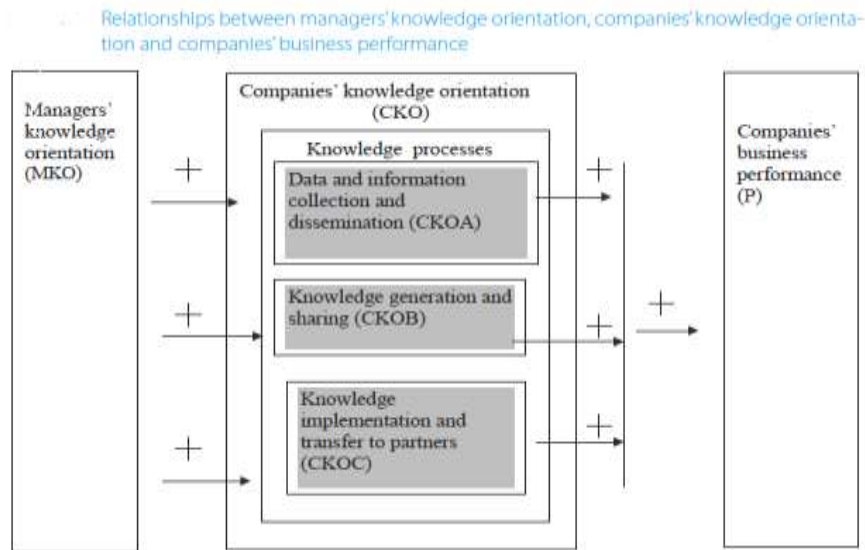
Before moving to the discussion stage, we would like to consider the definition of human behaviour. Human behaviours are the actions of humans, which are influenced by beliefs, attitudes, culture, values, authorities, charisma, leadership, persuasiveness and genetics (Prendergrast et al., 2008). The behaviour of an individual does not come from nowhere, but instead builds up and grows based on his or her experience in his or her entire life and his or her self-convictions and expanding knowledge. Human behaviours, therefore, change due to knowledge and experience gained by measuring risks posed from rules implemented in the community.

The behaviour of the employee comes from his/her community influence, ethics, belief, knowledge gains, economy regulation, implementation and definitions. Actually, it is embedded within the culture of the individual's community, city or country. Human behaviours usually take the shape of patterns, and change based on shifting needs and surroundings (Guralnik and Haigh, 2002). Time intervals between those patterns of action can be long, which might allow them to be influenced by the timing of the action, economic necessity, changing types of incentives, national or religious events, or any change to the work environment or rules. The age of the individual is another factor that controls the frequency, size and risk sensitivity of the corrupt behaviour. Although it is a very deliberate type of activity, it still has patterns shaped by those different factors (Guralnik and Haigh, 2002).

Corruption has moral and ethical implications, and can be analysed from those two perspectives. From the moral point of view, it is seen as something that nobody can admit to, let others know about, or even be associated with as it affects the situation and reputation of the person. From the ethical point of view, it is legally prohibited, and law enforcement can catch the guilty party red-handed and punish him/her. Leo (2011) views the ethical analysis of this approach from three dimensions: Deontologism, Teleologism/Utilitarianism or Consequentialism and Contractarianism (Ochulor 2011).

From the above, we have elements at work that explain corrupt behaviour and its sources, which come, as we have stated before, from external, internal and social domains. Corrupt behaviour can also be analysed from the moral or ethical dimensions of people. Managers have a very important role in knowledge gain and transfer to

employees under their direct management. This relationship between the **Managers' Knowledge Orientation, Companies' Knowledge Orientation** and **Companies' Business Performance** is explained thoroughly by the graph proposed by (Strzyżewska, 2010). The research provides empirical evidence of the relationship between those three elements. It shows the flow of Managers' Knowledge Orientation (MKO), Companies' Knowledge Orientation (CKO) (which is explained through knowledge processes including knowledge implementation and transfer to partners (CKOC), knowledge generation and sharing (CKOB), and data and information collection and dissemination (CKOA)), and Companies' Business Performance (P).



**Source:** (Strzyżewska, 2010).

The graph also shows that managers of high-level knowledge are the key individuals to ensure the flow of information, deliver proper support to employees and their personal development plans, encourage them in risk-taking and operational decision-making, bring staff members and teams up-to-date about strategic and operational plans, and educate them about legal issues and undesirable behaviours (Strzyżewska, 2010).

The last thing that we would like to present in the discussion paragraph is the type of behaviours that can be considered as being corrupt. These behaviours are related to **production, property, and political behaviours, and personal aggression** (Appelbaum

et al., 2007). From the discussion section of this corrupt behaviour research study, the following can be concluded as a summary:

1. Behaviours are created from the different communities of individuals, their surroundings and authorities. This is usually measured (if not legally) according to cultural standards, regulations, beliefs, experiences, controls and considerations.
2. The areas in which factors can be created can be categorised as internal factors, external factors and society factors. This includes political and national security issues.
3. The analysis of corrupt behaviour can be conducted considering two perspectives of its impact on people: moral and ethical.
4. Corrupt behaviour is a deviant behaviour that has to be examined and analysed from productive, property, political and personal approaches.
5. The managers' role is very important to confirm the proper flow of knowledge and knowledge transfer to subordinates for the sake of achieving better performance in the organisation.

## **Analysis and Results**

Before we start to identify the factors that create or incentivise corrupted behaviour, we first have to see what corrupt behaviours looks like. As mentioned in the discussion section, we are going to categorise those behaviours into four categories (Appelbaum et al., 2007). The Four P's approach mentioned in the discussion section before is divided into the **productive (PODA)**, **property (POPA)**, **political (POLA)** and **personal (PESA)** approaches.

### **1. Productive Approach (PODA)**

For an approach toward better organisational performance, productivity is one of its core elements. The leaders of the organisation have to measure this element carefully to achieve their targeted profits or service quality, depending on the type of organisation that we are talking about (i.e., for-profit organisation, non-profit organisation or government service entity). This can also be divided into two elements: employees'

behaviours and production resources or tools. We will focus here on the employees' behavioural issues. We start with productivity wastage by wasting working hours on the job. Firstly, if the employee **comes in late** and/or **leaves early**, then he will lose some working hours and, consequently, will lose hours of production. This is unethical behaviour in terms of what he/she has been paid for (Appelbaum et al., 2007). Secondly, if the employee illegally takes many breaks, or takes breaks for too long, then he/she is again wasting production time. Thirdly, if the employee works slowly intentionally, then he/she will definitely lose time for production based on how slow he or she is. Fourth is the wastage of material resources, which will impact two elements: the unproductive time consumed, and the cost of the resources that are wasted. An example of this action is making many mistakes that cause a waste of ink or waste of paper. The critical part of wasting working hours regarding corrupt behaviour is lying about hours spent at work.

## 2. Property Approach (POPA)

The property type of corrupt behaviour relates to organisation-owned things and the damages that the person might cause to his employer. **Sabotage** is a corrupt behaviour which aims at damaging the valuables of the company, regardless of the reasons for it. This is a serious behaviour as it negatively affects the productivity of the individual, and also increases the cost of expenses for the organisation. **Accepting bribes** in the organisation will definitely cause illegal gains to the individual who accepts the bribe. Some people give euphemisms to bribes, such as 'kickbacks', 'commissions', or 'gifts', but it never changes its character of being a corrupt behaviour as it is assuredly connected to the personal gain of the person offering it, as well as a gain to the officer or employee who processes it. A third thing that is equal or close to the act of bribery is **stealing from the company**, such as forging bills or similar things to this (Appelbaum et al., 2007).

## 3. Political (POLA)

This considers political behaviour within the organisation, which affects the performance of the organisation in one way or another, but cannot be firmly called corrupt behaviour. (Appelbaum et al., 2007) itemise this behaviour as being negative, deviant behaviour, which includes '**favouritism, gossiping, and blaming co-workers**'. They relate this to the organisation's climate of work or applying changes. The leadership's performance

within the organisation, and fair actions and support toward employees, is the key to this deviant behaviour occurring or not (Appelbaum et al., 2007).

#### 4. Personal (PESA)

The personal perspective portion of deviant behaviour cannot be seen as theft, but an individual action that creates an unhealthy workplace environment, which might suit the occurrence of corrupt behaviour. Samples of these corrupt personal behaviours are **sexual harassment, verbal abuse, stealing from co-workers** or **endangering co-workers**. These types of behaviours are considered serious behaviours that perversely affect the work environment (Appelbaum et al., 2007).

#### **Corrupt Behaviour Causal Factors (CBCF)**

All of these corrupt behaviours have to have drivers or causes that make them occur due to individual or group's need, greed, sickness or rights perceptions. From this perspective, we categorise them based on external, internal, social or combined factors (Prendergrast et al., 2008).

#### **External Factors (EF)**

The focus for external factors is on the surroundings of the organisation or factors that come from outside of the organisation. There are two major drivers of behaviour in this aspect: **financial** drivers and **effort** drivers. Corruption is a major economic issue to consider and is the most important obstacle to development (Danon, 2011).

#### **Finance:**

In the finance aspect, we have to look a little bit broader to the whole economic side of the subject. We have to look at the subject from individual and organisational viewpoints. From the organisational point of view, corruption is often a matter of **gaining a contract** in a competitive environment. Such organisations depend on corrupt employees who know how to bribe. The type of organisations that accept **unethical employees** (as this is their role within these organisations) are called **toxic organisations**, and they do not function well as ethical organisations. They are destructive to their employees and leaders. Their overall work environment is unhealthy and risky

(Appelbaum et al., 2007). From the individual side, corrupt behaviour depends on **personal gain**, the **occupancy of public land**, allowing **building violations**, or any similar behaviour. All of these actions are financial types of actions which are related to corrupt behaviour. These actions are not only an economic issue, but they are also a **legal**, **criminal** and **social-cultural** issue (Danon, 2011). This is a situation that reflects how very important the work environment is to mitigating the chances of having corruption within an organisation by controlling behaviour on the external side. The most important thing in this aspect is to turn the financial gains of corrupt behaviour into financial losses through fines, penalties and punishment to the individuals or the organisations which are very expensive. The impetus of this driver is created by the beneficiaries' motives to gain financially, and protection from this driver is to change the gains into losses. The methods to face this approach differ from one organisation to another, depending on the organisation's type of business, surroundings, cultural issues and regulatory issues, but there should be a general rule for controlling breach of law (Prendergrast et al., 2008).

### **Effort**

Effort is very important in the sense of **easy accessibility of information** and efforts spent to collect information to improve the chances of gaining business. The easier and less costly the effort spent to get information is (transparency), then the less chance there is to have corrupt behaviour in the organisation, or to give corrupted personnel in the surroundings the chance to create such corrupt behaviour within the organisation. The key precautions for the subject of effort are **accessibility**, **regulations**, **transparency**, **auditing** and **automation** of data.

### **Internal Factors (IF)**

In internal factors, the focus is within the organisation or factors that come from inside the organisation. There are two major drivers of behaviour in this aspect: **habit** drivers and **cognition** drivers (Prendergrast et al., 2008).

### **Habit Factors**

Habit factors include practices within the organisation, including its systems or internal regulatory issues. Perceptions and facts relevant to employees' understanding of fairness, and the organisation's consideration of the following, is very important to eliminate reasons that create a fertile environment for corruption: **salary scheme, incentive schemes, reward for performance, recognition, appreciation rituals, inequality of pay, gaps in regulations, operations, proper budgeting, knowledge, individual education, manager/leader's skill capabilities, management style, enforcing regulations with fairness, governor's impact on enforcing regulations, existence of information and databases, decision-making support tools, policy and procedures, transparency of human rights, work space, culture, accountability, seriousness in implementation, and accountability** (Prendergrast et al., 2008).

### **Cognition Factors**

The cognition factors side of the organisation touches on several issues, such as **awareness** and the **automation** of processes. **Electronic availability of information** that is easily accessible and automation of service delivery operations reduce the level of direct contact with the public, beneficiaries or citizens needed. It is expected that this will reduce the chances of corrupt behaviour. Direct contact with customers or beneficiaries will then become an added value to deliver further services of assistance to fulfil the needs of customers or beneficiaries. Direct customer contact will serve as a guidance step and educational process. Educating the public or customers about their rights within the process of service delivery through campaigns and direct messages, and automating online services as much as possible, will enhance the positive approach of the factors that impact corrupt behaviour (Prendergrast et al., 2008).

### **Social Factors (SF)**

In social factors, the focus is on both internal and external domains of the organisation and society, with factors coming from both sides. It is about the **norms** that are linked to the practices of the society, either externally or within the internal community within the organisation. It is related to **practices, beliefs, regulatory issues, communications, publicity, education or awareness of positive and negative**

**behaviours, interaction with community, celebrities, trust** between communities and service providers, **transparency, enforcement** of regulatory issues, **fair treatment** and **serious implementation** (Prendergrast et al., 2008). Other factors that are also related to social causal factors which create a corrupt behavioural environment include the following:

1. The entrance of a toxic organisation to the market encourages corrupt behaviour to gain business or new projects for profit-gaining purposes. They create a favourable environment for corrupt behaviour, teach individuals (their employees) the method to carry it out, and they override the ethical and psychological boundaries to the acceptance of corrupt behaviour (Campbell et al., 2013).
2. The frustration that might be created in the work environment of the organisation due to abusive supervision might lead to disloyalty and create an environment of corrupt behaviour (Palanski et al., 2013).
3. Lack of empowerment. Empowering individuals to have a strong moral identity enhances their ethical behaviour and their moral identity. This points to the importance of education, training, awareness and enhancement of religious beliefs, which creates a strong moral identity in them (DeCelles et al., 2012).
4. Authorities pressures for bribes on weak or susceptible multi-national organisations could also be a reason for a corrupt environment being created (Spencer and Gomez, 2011).
5. A lack of legislative rules supported by a self-regulatory model and local legislative system. Corporate governance in organisations is a must-have system that controls the overall process of its administrative and operational procedures. Applying accountability fairly and equally will provide a proactive control for corrupt behaviour too (Weismann, 2009).

## **Conclusion**

From the above analysis, we can understand several outcomes about the corrupt behaviours that are encouraged or discouraged by the different factors that come from externally from the surroundings, internally from inside the organisation culture, or from the process of delivering services to customers or beneficiaries. Although efforts to improve the situation of those drivers or causes of corrupt behaviour are different from one organisation to another and from one society to another, we still have some general outline of the requirements and generic objectives to achieve. The generic issue is to make the desired behaviour easy and cheap, while the undesired behaviour is made

difficult and expensive. The different solutions that can be applied to those drivers have to be carried out by focusing on resolving the specific situation and treated generally. Protecting the personal rights of individuals, and automating the operations of organisations, in addition to providing easily and quickly accessible, transparent information or organisational knowledge, will help to improve the work environment and employee loyalty, which will be reflected by the reduction or elimination of corrupt behaviour. In other words, the strategic approach to corruption's resolution is to focus on service quality and service delivery time (i.e., by setting up a targeted time for each service delivery). To achieve these goals, the organisation will need a detailed plan with a specified time frame. It is a change process that will shift the organisation's current status to a new one. During the change process, resistance is expected due to fear of change or fear of losing personal benefits, but professional change management will improve the work environment. The development plan should include the following: **a vision, a mission, organisational chart, strategic objectives, quick wins plans, short-term plans, long-term plans, Key Performance Indicators (KPI's), communication plans, new employees programs, job rotation programs, training, coaching, change agent building programs, resistance management plans, performance recognition, process re-engineering, new policies and procedures, follow-up plans, customer satisfaction surveys, and automation targets.** Such development plans usually change the **work environment, processes, and job profiles,** and improve employees' skills in order to do the job using the new processes or tools right from the first time. The change process has to be well managed to achieve business goals, without getting into a crisis situation. The development plan that is implemented to resolve the corruption problem, or mitigate its impact to the organisation's operations, has to be properly and carefully structured considering political and social issues. If only part of the problem is targeted, then failure is expected, and this may cause deterioration and damages (Churchman, 1967).

The causes of the creation of corrupt behaviours can be summarised as follows:

1. Financial values or economic issues, from which gains are achieved by both the beneficiary and the service provider officer. This depends on how this financial gain incentivises corrupt behaviour compared to the possible risks. This link between risk

- and gain has to be studied carefully, and may lead to a plan for regulation or processes to encourage or enforce desirable behaviour.
2. The level of transparency and accessibility of information, which is a factor encouraging or discouraging corrupt behaviour.
  3. How clear and easily applicable the regulations are to implement, which is again an encouraging or discouraging factor for corrupt behaviours.
  4. Operational systems which pay employees more fairly compared to the market price and internal equality based on the position and type of job.
  5. Non-automated systems or operations, which increase the chances for an environment to encourage corrupt behaviour.
  6. Education and awareness of rules and regulations, as well as easy ways to get through to the services required, which is very important to discourage corrupt behaviour.
- Figure 4 that present CBFC can be modified based on the findings to be as Figure 4x.



**Figure 4x: Modified Corrupt Behaviour Causal Factors (CBCF)**  
Source: Author

Once organisations consider sustainability for their business’s stability and growth, they may start adopting standards and transparency to confirm successful performance and mitigate the chances of corruption occurring within them. This might lead organisations to adopt the sustainable development approach (i.e. profit, people, and planet), which can also add value to mitigate corrupt behaviour. Caring about

environmental, ecological and social issues, and taking actions to improve the situation is becoming required for business to succeed. The employee's recognition that he serves the customer, and that the customer is the one who pays his salary, as well as clear and transparent information about each other's rights being available, will both help to control and reduce corrupt behaviour within the organisation's work environment. If the customer's rights are known and clear, then everyone will know that he or she will get his or her service with no games in between, and if the beneficiary can sue the corrupted employer, then this will make the employer's behaviour different.

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