STUDYING THE IMPACT OF ADMINISTRATIVE CORRUPTION ON THE ORGANIZATIONAL COMMITMENT MEDIATED BY ORGANIZATIONAL SILENCE (CASE STUDY: STATE ORGANIZATIONS IN HASHTROOD)

Belal PANAHI[1], Maryam GHAFARZADEH[2*]

[1] Assistant Professor, Department of Management, Faculty of Management, Economics and Accounting, Payame Noor University, Iran.
[2] MSc. Student, field of Management, Department of Human Resource Development, Faculty of Management, Economics and Accounting, Payame Noor University, Iran.

*Corresponding Author:
Email: m.ghaffarzadeh072@gmail.com

ABSTRACT

The main purpose of this study was to investigate the impact of corruption on the organizational commitment mediated by organizational silence. This research is applied in terms of its nature, method and how to obtain the data required, it is descriptive and correlational research. The statistical population of this research is all employees of governmental organizations in Hashtrood. According to Cochrane formula, its sample was 118 people determined by the random sampling method. The reliability of the questionnaires was confirmed by Cronbach's alpha method and their validity was confirmed by content validity. Based on the inferential statistics, the data normality test was first performed and then the research hypotheses were analyzed using LISREL software and path analysis method. The findings of this research showed that administrative corruption does not affect organizational commitment mediated by organizational silence. Also, administrative corruption has a significant effect on the organizational silence and the organizational silence has no significant effect on organizational commitment.

Keywords: Administrative Corruption, Organizational Commitment, Organizational Silence.

INTRODUCTION

The study of human life has shown that although the administrative corruption and offenses have been a problem for human societies since the formation of institutions and organizations over time due to the complexity and inclusion of various variables, it has found special dimensions. Corruption in all societies is recognized as a societal harm that has numerous moral damages and is considered as a threat to the growth and development of society and affects most societies, both developed and developing. Administrative Corruption impedes investment and poses many obstacles to the economic development. Background of corruption is the administrative system and public management. Therefore, it is important to understand the factors that lead to the prevention and treatment of this phenomenon using scientific and quantitative methods.

Organizational commitment is one of the variables; the management always strives to promote it. Having a committed workforce can reduce the objectivity, delay and displacement, and

significantly increase the performance of the organization, improve the staff's vitality and better manifest the organizational goals as well as achieve personal goals (Bahrami, Imam Rezaei, Sattar, Ezzat Abadi & Dehghan Tafti, 2010). Organizational commitment can be defined as simply believing in the values and goals of the organization, feeling loyal to the organization, ethical obligation, heart desire, and feeling the need to stay in the organization. Based on Allen and Mayer's (1991) view, it has three components: 1- emotional commitment, 2- continuous commitment, 3- normative commitment (Madani and Zahedi, 2005).

Nowadays, organizations need individuals to respond appropriately to the environmental challenges, not to be afraid to share knowledge and information, and to be steadfast in their own beliefs and beliefs of their team. Although this literature emphasizes empowerment and communication channels, many employees report that their organizations do not support communication, sharing knowledge and information, which may be one reason for the failure of change management projects. In particular, one of the major barriers to change programs is the lack of information, lack of trust, and especially what Morrissien and Milliken call "organizational silence" (Bouradas et al., 2007: 3). In many organizations today, the employees are reluctant to give their views on the organizational problems; the climate in organizations often causes employees to feel that their opinions are not valuable and causes them not expressing their ideas (Bouradas et al., 2007: 3). One of the manifestations of organization indifference is organizational silence. The indifferent person does not care about the rules and regulations of the organization and the correct use of the resources and facilities of the organization (Saadat Yar et al., 2015). In fact, organizational silence is an inefficient organizational process that wastes efforts and expenses. It can have various forms including collective silence in meetings, low levels of participation in proposals, low levels of collective voice, and so on (Shojaee et al., 2011).

Accordingly, the main purpose of the present research is to investigate the impact of administrative corruption on the organizational commitment mediated by the organizational silence and to answer this question that what effect does the administrative corruption have on the organizational silence and organizational commitment?

THEORETICAL FOUNDATIONS AND RESEARCH BACKGROUND

Administrative corruption

In the present era, due to the systematization of governance structures in various dimensions and the expansion of public and private organizations, administrative offenses and corruption have become one of the major challenges in the field of social sciences, sociology, criminology and especially legislation and many disputes. Corruption is recognized in all societies as a societal damage that entails numerous moral damages and is considered as a threat to the growth and development of society. Especially in countries where democracy is undergoing consolidation, this subject is of particular interest (Hacek et al., 2013).

Also, defined by the International Convention against Transnational Organized Crimes, the corruption is the promise to grant, propose or grant unlawful privilege to a public official, directly or indirectly, to himself or to another person or institution for the purpose of rendering that authority or refraining from doing what is necessary for his official duties. Also, requesting or accepting an unlawful concession from a public official, directly or indirectly,

for himself/herself or another person or institution for the purpose of performing or refusing to perform official duty for it.

There has been no study of the effect of the administrative corruption on the organizational commitment and most studies have examined the impact of other variables such as ICT, organizational culture, democracy, economic freedom.

We mention in the following to the most important similar studies conducted internally and externally.

In an article entitled Anti-Corruption Government Subsidies and Investment Efficiency, Zhang and Zhong (2019) concluded that new participation between government and corporations are needed to rationally distribute organizational resources and promote sustainable and healthy development of the national economy.

In an article on the social networks, corruption, and accounting, and auditing institutions.

Frey and Gwen Aslo (2019) concluded that the existence of networks with a corrupt operational nature has highlighted government structures and some accountability institutions. These networks appear to be systematic and familial examples, and they appear to be supported by senior government officials such as control officers and other political activists, including ministers and presidents. Most of these corrupt activities are organized by broker mechanisms that connect internal and external networks.

In an article entitled The Impact of Organizational Culture on the administrative Corruption through a Comparative Study, Taqavi (2006) has investigated the Cultural Dimensions of Hofstede's Researches and Transparency Organization's (2002) report in the countries ranked first to tenth.

In a research entitled finding a relationship between corruption and corporate accountability, Jensen, Lee, and Rahman (2010) with the national-level surveys and considering that they surveyed 44,000 companies in 72 countries, they concluded that the most important cause of corruption in these countries is false accountability, and the main reason for the lies and confidentiality of these companies' information is the low press freedom in these countries.

Liu (2007) conducted research on identifying corruption through comparative comparison and examined the links between democracy and corruption with the view of public choice theory and modernization theory and 141 countries. The results of this study showed that increasing democracy reduces corruption by reducing government intervention, especially in the economic field.

Organizational Commitment

Organizational Commitment is an important organizational career attitude that has been of interest to many researchers in recent years in the field of organizational behavior and psychology, especially social psychology. Robbins defines organizational commitment as a kind of job attitude in which the individual represents the organization and wishes to be a member of the organization, thus making every effort to attain the goals of the organization (Saatchi et al., 2008).

According to the findings of Allen and Mayer (1991), the organizational commitment expresses the mental state that links each employee to the organization (Hasani et al., 2012). Creating organizational commitment among employees because of the positive effects on their behavior is critical and important for the organization and managers (Keshtidar, 2002).

According to Alan & Mayer (1991), organizational commitment is a type of attitude that shows employees' interest, attachment, and loyalty to the organization and their willingness to the survival of the organization. Based on the three-dimensional model of these two researchers, the organizational commitment consists of three components:

- Emotional Commitment: Feeling Belonged to the Organization and unified with it (Inner Desire)
- Normative Commitment: Feeling loyal to the organization and ethically obliged to stay in the organization (a kind of moral obligation)
- Continuous Commitment: calculating the benefits and costs of leaving the organization (need to stay in the organization)

There are many reasons why an organization should increase the level of organizational commitment of its members (Mowday et al., 1979).

First, the organizational commitment was a new concept and generally different from dependency and job satisfaction. Secondly, the researches have shown that the organizational commitment is positively associated with consequences such as presence (Matieu and Dennis, 1990), trans-social organizational behavior (Oreiilly and Chatman, 1986), job performance (Mayer and Allen, 1993), and negatively with a tendency to quit (Mowday et al., 1979; Cheng, Jiang, & Riley, 2003).

Organizational Silence

The silence in the organization is defined as follows: the employees refusing to make their views consciously about the improvements in the workplace or work environment. Organizational silence is a refusal of any real expression about the behavior of individuals in the organization. (Sehitoglu et al., 2014). Silence is affected by many organizational features. These features include decision-making processes, management processes, culture, and employees' perceptions of the factors that influence silence (Dimitris et al., 2007); but the two main factors that cause employees to remain silent in the organization are Negative feedback from employees because their interests and positions are at risk; and employees' perceptions of management beliefs about them. These implicit beliefs include some management thoughts based on which the employees only consider their personal interests. The manager of the organization understands more and knows the best, and that the dissent is inherently harmful to the organization. Although these are management beliefs and may be unreal in the organization, they generate destructive emotions such as fear, deceit, and anger in the organization's employees and ultimately cause employees' silence (Slade, 2008). Organizational silence is a damaging process that can waste all organizational effort and may occur in a variety of ways, such as collective silence in meetings, low levels of participation in procedures and proposals, low levels of collective voice and the like (Nick Maram et al., 2012). Organizational silence can be defined as the deliberate refusal to express ideas and views on the organizational issues related to the improvement and development of the organization. The employee sometimes chooses to speak and sometimes prefers to remain silent. However, it is important to understand how people in the organization decide to talk about the organizational issues or problems, in what type of issues the employees are most likely to remain silent, and why they are silent. Silence does not mean not talking or not writing

anything, but talking or writing short or without credibility (Shojaee et al., 2011). Morriso and Milliken believe that when the majority of organization members decide to keep silent about certain organizational issues, the silence refers to a set of phenomena each leading to the organizational silence (Liu et al., 2009). Employees often have ideas, information, and views for useful and effective ways to work and work groups. Sometimes employees practice brainstorming and express their ideas, information, and beliefs, and sometimes remain silent. Silence has been divided into different forms:

Submissive Silence: When most people call someone silent, they often mean that he/she is not actively communicating. The silence resulting from this type of behavior is called submissive silence and is refusing to provide ideas, information or comments based on submitting and agreeing to any circumstances. Thus, the submissive silence indicates withdrawal behavior and is more passive than active (Zarei Matin, 2011: 82).

Defensive Silence: The motivation for this kind of silence is to feel fearful about providing information. Defensive silence is intentional and non-passive behavior used to protect oneself from external threats; but this kind of silence, unlike submissive silence, is more non-passive and involves more awareness of the choices and options available to decision-makers and at the same time avoidance of presenting ideas, information and opinions is the best strategy at the right time. Defensive silence is a situation in which individuals refrain from spreading bad news because of disturbing individuals or causing negative consequences for the person reporting (Delvi et al., 145: 2013).

Altruistic Silence: Altruistic silence is based on the literature of citizenship behavior, which is the refusal to express ideas, information, or views related to work in order to benefit other people in the organization based on altruistic motivations, and cooperation. This type of silence is intentional and non-passive, focusing primarily on others (Zarei Matin, 2011).

Background of the researches

Rouhani's research (2014) showed that using economic performance auditing, efficiency and effectiveness would increase information transparency, improve accountability, and improve trust and integrity, as well as between information transparency, improved accountability, and improved trust and integrity. There is a significant and direct relationship between information transparency, improved accountability, and improved trust and integrity resulting from economic performance auditing, efficiency, and effectiveness on the one hand and reducing administrative corruption. In addition, based on multivariate regression analysis, the transparency of information derived from economic auditing and efficiency, improved accountability of effectiveness auditing, and improved trust and integrity resulting from economical audit were more effective than other variables in reducing corruption. Mehdi Beigi's (2017) research showed that perceived organizational support through mental health plays an important role in the organizational commitment of employees: Also perceived organizational support plays the main role in the emotional commitment and later in the normative commitment and continuous commitment of employees. In a study on the effect of job burnout and work addiction on the organizational commitment, Joodzadeh et al. (2014) showed that the job burnout has no significant effect on the organizational commitment. Also, addiction to work had significant effect on the emotional and normative commitment and without any effect on the continuous commitment of nurses. The findings of Javadi's research (2013) showed that the culture of individualism, consumerism culture, communication

culture, legal factors, all above average are involved in the occurrence of violations and corruption.

In research entitled the predicting factors of organizational commitment, Helmati et al. (2019) concluded that minimal subjective silence, and mystical silence had a negative effect on job satisfaction and low satisfaction, in addition, indicates self-confidence. The organizational trust has indirectly a negative effect on organizational commitment.

Korkmaz (2018) research showed that organizational commitment has a positive effect on silence, in other words, if the organizational commitment increases, the organizational silence increases as well.

A Research done by Kord Tamini (2011) showed that the univariate regression of organizational spirituality could predict all dimensions of organizational commitment positively and significantly. The results of the t-test showed that there was no significant difference between Zahedan and Gorgan Post Office employees in the mean scores of organizational commitment, job burnout and organizational spirituality. In research explaining the relationship between job interest and organizational commitment of employees, Isa Khani et al. (2012) concluded that job interest positively influenced the organizational commitment of employees and predicted much of the change in the organizational commitment. This effectiveness is positive and significant in two dimensions of emotional commitment and normative commitment. Job interest has no significant effect on continuous commitment.

Bahmani's research (2016) showed that the moderating role of organizational commitment in influencing organizational cynicism affects the quality of services provided by the employees. In a research on the effect of high commitment work system on knowledge sharing and organizational innovation, Rezaei (2015) showed that the high commitment work system has a positive and significant effect directly and through mediating variable of perception of organizational trust on the knowledge sharing. The results also show that knowledge sharing has a positive and significant impact on organizational innovation.

A research done by Souri Zehi (2013) showed that there is a significant and inverse relationship between organizational silence and organizational commitment and also there is a positive and significant relationship between organizational commitment and citizenship behavior. Finally, there is a significant and inverse relationship between organizational silence and organizational citizenship behavior.

According to the abovementioned, the general model for this research is plotted as Diagram 1 below. In the diagram, the administrative corruption variable is considered as the independent variable and the organizational commitment as the dependent variable and the organizational silence play a mediating role between the two variables mentioned.
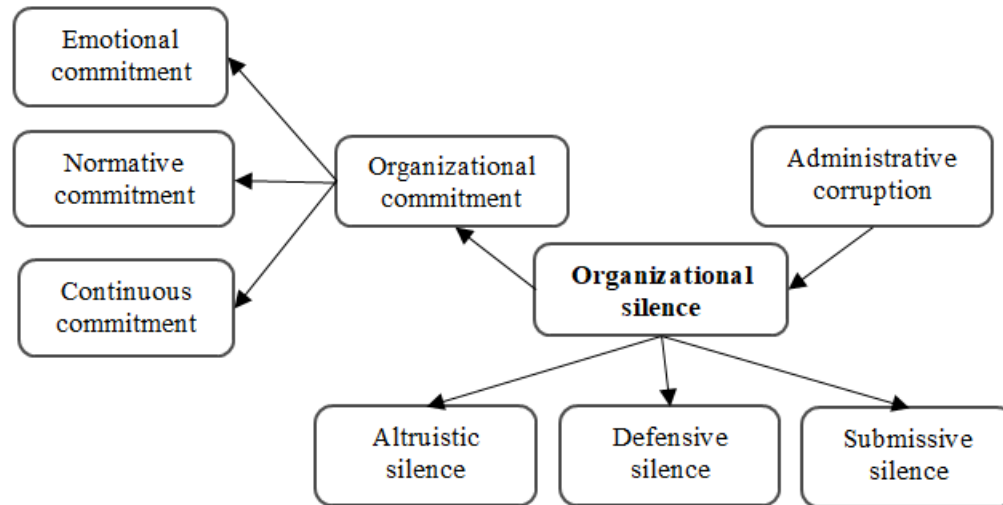
Diagram 1: Research conceptual model

Research Hypotheses

1. Administrative Corruption has a significant impact on the organizational silence in government organizations.
2. Organizational silence has a significant impact on the organizational commitment in government organizations.
3. Administrative Corruption has a significant impact on the organizational commitment in government organizations.
4. Organizational silence plays a mediating role between the administrative corruption and the organizational commitment.

METHODOLOGY

The purpose of this study was to determine the impact of administrative corruption on the organizational commitment and organizational silence of employees. The present research is descriptive and correlational in terms of purpose. The statistical population of the research is 180 employees of governmental organizations in Hashtrood. Its sampling method is simple random sampling. The main tool for collecting data after studying the models, literature and background of the research was a questionnaire which was used as a five-option Likert scale for the administrative corruption consisting of 10 questions. The Allen and Mayer (1991) indices were used to determine organizational commitment. The questionnaire consisted of 3 components (emotional commitment, normative commitment, continuous commitment) and 10 questions. Organizational silence was measured through the components of Dyne et al. (2003) which had 3 components (submissive silence, defensive silence, altruistic silence) and 10 questions. To evaluate the validity of the tool used, the experts' views and for the confirmatory factor analysis LISREL software was used. Factor loadings of variables and significance of factors confirmed the validity of the research questionnaire. Cronbach's alpha coefficient was used to evaluate the reliability of the tool. This coefficient of the main variables

of the research represents the high reliability of the instrument used. The following table shows the Cronbach's alpha coefficients.

Table 1: Data Reliability Results

Variables	Questions	Cronbach's alpha
Administrative corruption	10	.741
Organizational silence	10	.885
Organizational commitment	10	.760

ANALYSIS OF DATA AND FINDINGS

Descriptive statistics indices were used to describe the general characteristics of the respondents. Of 118 participants, 94 people were men and 24 were women. In terms of education variable, 4 persons had diploma, 14 respondents had high school education, 64 respondents were of BSc degree and 36 of them had MSc degree. In terms of variable work experience, 32 individuals had work experience under 5 years. 40 respondents also had 5 to 10 years of work experience. Subjects with 10 to 15 years of work experience included 28 persons. Those with more than 15 years of experience were 18 persons. Kolmogorov-Smirnov test was used to check the normality of the research variables. Because before any test for assuming the normality of data, the normality of data must be assured. When checking the data normality, the null hypothesis that the data distribution is normal is tested at the error level of 5%. Results showed that in all cases, the significance value was greater than 0.05. Therefore, the distribution of data of each dimension is normal and the parametric tests and confirmatory factor analysis can be used.

Investigating the Fit of Research Model

Regarding the application of structural equations, the present research first estimated the relationship between the hidden variables and the beta coefficient; in fact, simultaneously, all multiple regression coefficients were calculated; using t-test, the significance of beta coefficient and the structural equations will be obtained between variables. Before performing the final analysis and structural equation modeling, the model fit indices were first calculated by LISREL software and the model fit was determined using chi-square test; the following table shows the fit indices of the research model.

The structural model fit results in Table 2 show that the research model has a good fit. The goodness-of-fit indices of the model are: x^2 / df, RMSEA, GFI and AGFI. The smaller the value of the chi-square to the freedom of degree, less than 3, the better fit the model. The RMSEA index is the mean square of the model errors and is based on model errors, and if it is below 0.8, it is acceptable, it is very good if it is below 0.5. Also, if the values of GFI and AGFI, which are the same as a goodness of fit and corrected goodness of fit, are higher than 0.9, the measurement model has a good fit.

Table 2 Index of Fit of Research Model

Row	Model fit criteria	Index	Obtained value	Licit value	Fit result
1	Relative chi-square	X^2/df	1.95	3<	Good
2	The root mean square of model errors	RMSEA	0.09	0.1<	Good

| 3 | Fit index | GFI | 0.92 | 0.9> | Moderate |
| 4 | Adjusted fit | AGFI | 0.86 | 0.9> | Weak |

Investigation of research hypotheses and the test results of structural equations

In this research, path analysis and structural equation test were used to investigate the hypotheses and relationships between variables; in this method, the assumed relationships between hidden or main variables in the model were identified and the standardized coefficients of regression or the very path coefficients were verified by establishing these relationships. The error sentence at the end of each equation is also calculated. The LISREL output for the structural equations in the present research is in the standardized coefficients mode as follows. Diagrams 2 and 3 illustrate the impact of administrative corruption on organizational commitment with the mediating role of organizational silence in the mode of standard coefficients and significance level. (Coefficients reported at level of 5%; administrative Corruption = FE, Organizational Commitment = OC and Organizational Silence = OS).
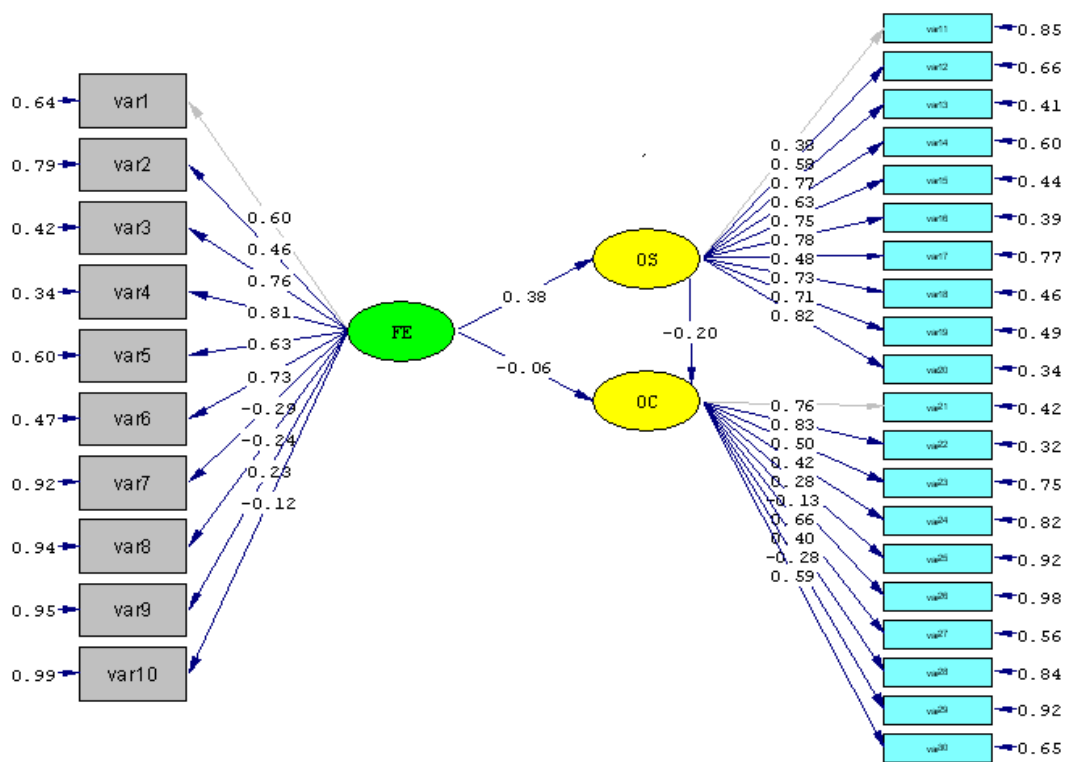
Chi-Square=785.40, df=402, P-value=0.00000, RMSEA=0.090

Diagram 2: Relationship between variables in the standard coefficients mode
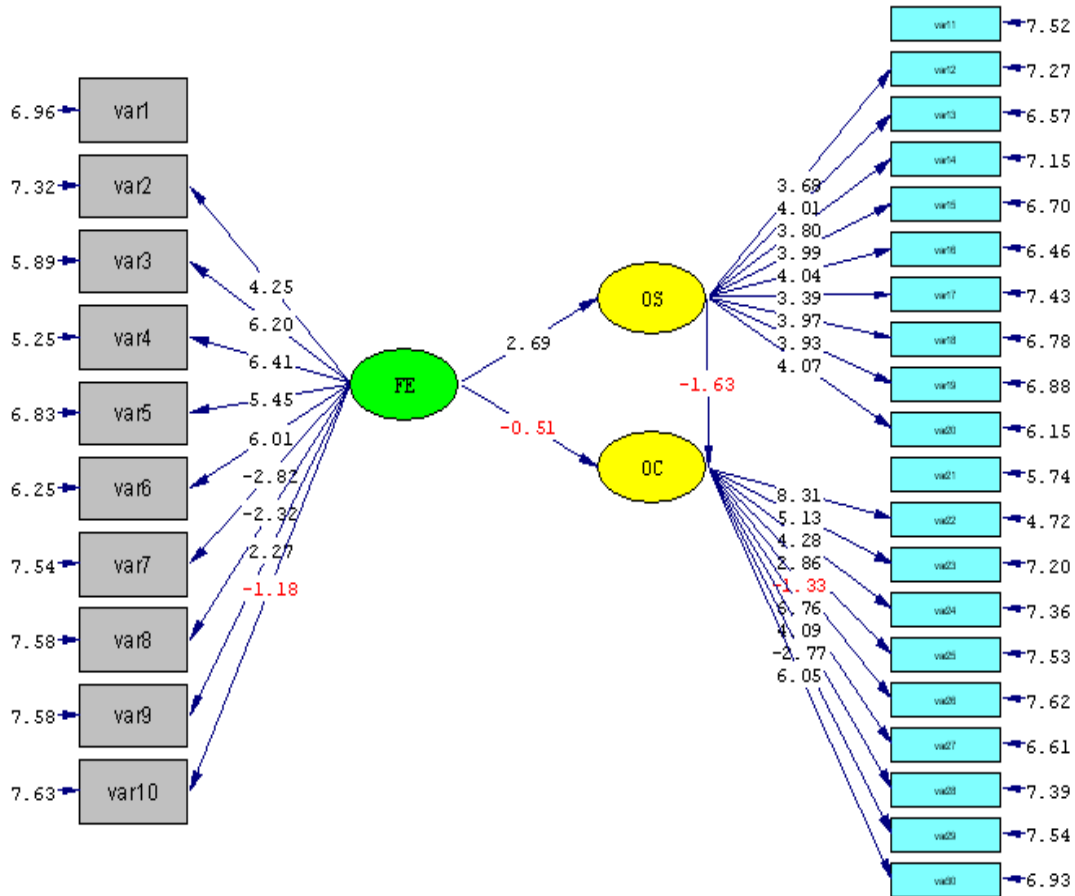
Chi-Square=785.40, df=402, P-value=0.00000, RMSEA=0.090

Diagram 3: Relationship between variables in terms of significance

The results of the analysis showed that administrative corruption has a positive and direct effect on the organizational silence (B = 0.38) and its significance coefficient was 2.69; since this coefficient is higher than 1.96, so the hypothesis that administrative corruption directly affects organizational silence was confirmed. Another hypothesis of this research was that organizational silence had a significant effect on the organizational commitment. Findings showed that this effect was reversed and almost good (B = -0.20), but because its significant coefficient was -1.63 and this coefficient is lower than 1.96, so we can reject the hypothesis statistically; but this coefficient can be accepted given that the coefficient has an almost good effect. The third hypothesis of this study was to investigate the direct effect of administrative corruption on the organizational commitment that adversely affects organizational commitment; this effect is very weak (B = - 0.06), with a significance coefficient of -0.51. Given that this coefficient is below 1.96, the third hypothesis is also rejected. The fourth hypothesis of this research was related to the indirect effect of administrative corruption on the organizational commitment with the mediating role of organizational silence. According to the findings of this test, the organizational silence plays a mediating role in the relationship between the administrative corruption and organizational commitment (B = - 0.076), but this indirect effect was not significant and was not statistically confirmed. Therefore, the indirect

effect of administrative corruption on the organizational commitment was also rejected. The summary results of hypotheses and the direct and indirect effects between variables have been presented in Table 3.

Table 3: summary of the results of the research hypotheses

Path	Direct effect	Indirect effect
Administrative Corruption over organizational silence	0.38	
Silence on Organizational Commitment	-0.20	
Administrative Corruption over organizational commitment	-0.06	
The mediating role of organizational silence between administrative corruption and organizational commitment		-0.076

DISCUSSION AND CONCLUSION

As mentioned above, the administrative corruption is a double phenomenon of government and is an integral part of the text of the organization which negatively affects the efficiency and effectiveness of the administrative management system and makes the national resources to be wasted. Administrative Corruption will, in turn, lead to failures such as organizational silence and lowered organizational commitment. The purpose of this research is to determine the impact of administrative corruption on the organizational commitment with the mediating role of organizational silence. As a result, it can be said that administrative corruption has been an important and effective factor in organizational silence. Specifically, the results from the confirmation of this hypothesis illustrate the importance of administrative corruption regarding the organizational silence.

This result is in line with the previous research findings, such as Rouhani's (2014). The results also showed that decreasing administrative corruption increases the economic performance and efficiency by increasing the trust and integrity of audit and there is a direct and significant relationship between the administrative corruption and organizational silence. These findings are in line with the results of the Research of Sourat Zehi (2013). According to the results of this research, it can be said that it is not consistent with the results of Corkmaz (2019), Helmiati et al (2018). The results of this research showed that there is a reverse relationship between the organizational silence and organizational commitment and was rejected in terms of significance. These findings are in line with the results of Mehdi Beigi (2017), Jodzadeh et al. (2014), Kord Tamini (2011), Isa Khani et al. (2012), Bahmani (2016), Rezaei (2015). They showed that it plays an important role in implementing a variety of organizational commitment strategies in shaping and preventing corruption. This research showed that administrative corruption had no direct effect on the organizational commitment and was not statistically significant and rejected. In line with this hypothesis, other researchers are suggested to re-examine this relationship in their different research. As a result, following the administrative corruption, the organizational silence also increases, leading to staff silence on issues, followed by job attitudes such as job satisfaction, low organizational commitment. The ability of the country's oversight bodies to audit performance and provide training programs and mechanisms based on internal control is a barrier to administrative corruption.

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