

Prevent administrative and financial corruption behaviors by activating the functions of the organizational immunity system

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OPEN ACCESS



P - ISSN 2518 - 5764
E - ISSN 2227 - 703X

Received: 28/8/2019

Accepted: 14/11/2019

Abstract

The current research aims at testing the relationship between organizational immunity and preventing administrative and financial corruption (AFC) in Iraq. The Statistical Package for the Social Sciences program (R& SPSS) was used to analyse the associated questionnaire data. The research problem has examined how to activate the functions of the organizational immune system to enable it to face organizational risks, attempt to prevent administrative and financial corruption, and access the mechanisms by which to develop organizational immunity. A sample of 161 individuals was taken who worked in the Directorate General of Education, Karbala. Also, it was concluded to a lack of memory function for organizational immunity. In addition, the influence relationships for a number of organizational immunity dimensions were weak. So, I have made several recommendations to tackle this problem. Similarly, the organization should also develop strategies to develop its organizational immunity and combat administrative and financial corruption. And then, it will be indicated to these strategies in detail at the research.

Keywords: Organizational Immunity, Administrative and financial corruption (AFC).





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Introduction:

The emergence of administrative corruption in organizations results from the deviant behaviour regarding the rules of work and administrative procedures because the officials responsible for those rules have received inducements elsewhere. Corruption results from poor behavioural patterns inherent in individuals, so corruption is a negative behavioural phenomenon from which AFC may become a dominant culture in an organization that might compromise its future existence if it is not tackled as soon as possible.

So, organizational immunity is the best treatment for this bad behavioural phenomenon. The organization contributes to eliminating administrative and financial corruption by its continuous work to develop immunity through revitalization of the dimensions of its organizational immunity. The organization will deal with corruption, and individuals in the organization will become an essential component of organizational immunity against any form of corruption. Also, the organizational immunity of individuals will be sustainable, if it is maintained. Thus, the organization will be more resilient and will see raised performance because of the improvement of its organizational immunity.

Organizational immunity:

Organizational immunity is like the immunity of an organism (Altaee, 2011; Altaee & Al-Janabi, 2016). An organization also is an integrated system, and is part of a larger system, namely the external environment. The organizational immunity system comprises a combination of components that combine to fight 'viral' ideas in the work environment and organizational risks so suffered by the organization's structure. So, the components collectively or individually attempt to determine the environmental virus, how to eliminate it, and to generate an organizational immunity memory within the body of the organization to identify and respond to this 'virus' in the future, as well as the development of defensive methods against negative behaviours extraneous to the organization. Also, AFC is a negative psychological aspect of individuals. So, the organizational immunity that can be created within the organization's culture is an important source of tackling and eliminating corruption. It should be noted that organizational immunity may be natural or acquired. Organizational immunity is a synthetic scheme, and may sometimes be referred to as the layers of the organization's immune system structure (Al-saedy, 2016). It is a complex system, and capable of self-development. It also comprises several departments, sites, systems, cultures, technologies, and human resources. The organizational immunity system also helps the organization in its ability to adapt to environmental changes (Jianguang, 2012). Organizational immunity is a set of organizational forces designed to counter external threats and risks to preserve the organization and maintain sustainability and continuity of work (Fairuz, 2017; Young, 2016). Also, the organizational immune system is one of the 'smart' systems within an organization and comprises a complex set of processes designed to preserve the organization from infection, negative thoughts, and



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internal and external risks to the organizational environment. At the same time, some types of organizational immunity may be unfavourable, especially if the environment is in the process of change (Gilley et al., 2009).

In addition, the immunity generated by a number of individuals or parts of an organization can be destructive to their development and may become unviable in the future. So, the environment should be studied continuously, periodic reports should be presented, and the pros and cons of the associated changes should be identified in order to modify certain aspects of organizational immunity that are opposed to change. This is done by developing new cultural concepts and making them acceptable to employees, whether by holding ongoing meetings with them and letting them know the positive aspects of change, what new duties they will have and what advantages they will receive, and reducing the impact of the negative aspects of change, which means that employees will have a broad and comprehensive awareness. Stachowicz-Stanusch, (2010) also added that this process must be accurate in academic organizations because the immunity system is resistant to change and may generate different blocks to immunity system that differ from each other and are difficult to tackle, since the positive organizational identity of the organization's employees contributes to increasing its organizational immunity and is more capable of confronting corruption in its different forms. As a result, the human populations of workers with viral ideas are similar to the social gatherings of insects that weaken immunity to diseases and will spread infection to other individuals within the same group, and make them become frustrated and career deviation (Stroeymeyt et al, 2014). So, individuals with high organizational immunity should be introduced and chosen based on the organization's memory in order to have a role in reducing their viral ideas as the first step towards organizational recovery. The function of new individuals in this group is to participate in the work, and to access to all the details to inform senior management, which includes their mistakes and career transgressions for the purpose of taking action against them and preventing the spread of the virus to other groups within the same workplace. When reviewing previous studies, I found that a number of such have indicated a number of dimensions of organizational immunity. The studies chosen were Al-Saedy (2016) and Alwan & Talib (2016), because they are more comprehensive and have been applied in the Iraqi environment, as shown in the table (1).



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Table (1) dimensions of organizational immunity

	(Altaee, 2011) 1.Natural organizational immunity
1	Competitive position: The market share of the organization and its ability to reduce its costs through its strengths and substantial potential, in addition to its resilience in the face of strong competition, which cannot be reached by competing organizations. This indicates that it has natural organizational immunity against competitive dangers.
	DNA: The four variables (decision-making rights, information, stimulus, organizational structure) constitute the DNA of the organization.
	2.Acquired organizational immunity
	Immune cells: to identify the properties of the environmental or viral impact by the sections of the organization that hit a certain section. But this part has recovered and has sufficient immunity against danger. And these sections provide solutions, strategies, and treatment for the environmental virus.
	Organizational memory: to add the mechanisms and means of treatment of the previous case to the memory of properties equipped for that virus. And to identify the mechanism of elimination of this strange body if the organization was exposed to the same virus.
	Organizational Vaccine: Some organizations rely on third parties to take the vaccine for the outbreak of an environmental virus and these third parties may be advisory offices. Or by transferring knowledge, experience, and skills from organizations that have been exposed to such a virus before. And the ready-made vaccine is one of these strategies ready to eliminate such organizational diseases.
	Benchmarking: is an organized process for assessing alternatives and implementing strategies that have proved successful with other organizations. Here, the organization works to make a comparison with organizations that have been exposed to one danger of the environmental virus and what treatments have been used.
2	(Altaee& Al Janabi, 2016) 1. Natural organizational immunity
	Competitive Position: The ability of the organization to choose a site where it can be distinguished from others.
	The rights of decision-making: to use the various means, both quantitative and descriptive, to rationalize the decision-making process and to create a package of alternatives to be placed in the hands of the decision-maker.
	Information: Its primary role is to improve the quality of the decision-making process, and it is sufficient to generate the ability to predict the future.
	Stimulus: This has an important role in achieving outstanding performance by motivating employees to extract their knowledge and abilities to improve the performance of the organization.
	Organizational structure: The flexibility to adapt to environmental changes to



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	<p>achieve a competitive advantage, and to exploit opportunities.</p> <p>2. Acquired organizational immunity</p> <p>Organizational Vaccine: Refers to solutions that can be obtained from consulting firms or specialists in other organizations for a certain fee.</p> <p>Benchmarking: ongoing audits and comparison with public organizations within the same field.</p> <p>Organizational memory: The availability of a model database of the organization containing different types of organizational knowledge, as well as storage of all solutions and remedies for the problems faced by the organization previously and applied to similar problems in the present.</p>
3	<p>(Al-Saedy, 2016), (Alwan & Talib, 2016) a,b</p> <p>Immunity perception: This is the function of systematic and dynamic identification of negative external factors, harmful internal factors, and internal pyramid factors. It refers to the perception of internal and external risks to the organization's entity, and it is characterized by continuity and does not stop at a certain point.</p> <p>Immunity Defence: This is the function of organizations to resist or remove harmful external and internal factors and their ability to educate and train continuously to be able to face potential risks. The organization has the capacity to renew and quickly select the best alternatives to defend the organization, and has the capacity to achieve balance.</p> <p>Organizational immunity memory: the function of preserving and synthesizing the work and effects of the control of organizational immunity and immune defence. The organization remembers actions and effects both within and, outside the organization's immune system. The organization takes the stated actions (modifying and improving the organizational structure, rules, and activities). Hidden procedures (raising awareness of the risks to employees and improving their thinking). And that loss of immune memory leads to loss of future efficiency of the organization.</p> <p>Stability function: The immunity system is a complex and effective control network for the organization's stability by removing harmful and inappropriate behaviours arising from within or outside, the organization. Stability is the internal control of the organization through coordination of internal contradictions and inconsistencies within the organization.</p> <p>Oversight function: Because of the rapid change within and outside, the organization, this emergency change may have significant impacts on the organization. It is harmful to the organization, so it must be there monitoring the immune system, which may reduce the losses.</p>
4	<p>(Fairuz, 2007), (Abdul-Mageed, 2016)</p> <p>Organizational learning: is the ability of the organization to generate, acquire, share and develop knowledge (implicit and explicit) through various organizational methods and practices, which aim at improving organizational performance, such as focusing on task teams, staff training, and strategic</p>



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	<p>planning. And learning is at three levels; (single loop, double loop, deutron learning).</p> <p>Organizational memory: Its definition is the same as the definition of organizational immune memory.</p> <p>Organizational genes (DNA): They are the characteristics of the organization that are distinguished from other organizations, which fall within the cultural and social fabric. These characteristics are inherited across the generations of the organization's staff; These include (nature of organizational structure, the culture of information exchange, decision-making rights, incentive system in organization).</p>
5	<p>(Jianguang,2012)</p> <p>Ability to collect viruses: The ability of the organization to identify the places of dangers, and neutralize, collect, and analyse them and make predictions of the dangers they may cause in the future and warn the organization.</p> <p>Organization Features: Determine the size of the organization in terms of market value and competitive position, the age of the organization and the type of sector, in which it operates to determine the seriousness of the intrusive behaviour of viruses and compare its size and strength with the size and features of the organization.</p> <p>The ability to learn: The first step is to identify the memory of the organization and the contents of its processors. If they are not available, we resort to developing solutions based on trial and error. There should also be a clear process of knowledge management, and replication of previous or convergent solutions that can be applied to new viruses to eliminate them.</p> <p>Self-recovery: Defines the level of the disaster and whether the organization will be able to recover without external support, and whether it has a plan to restore the health of the organization and quickly achieve a the state of recovery. It also defines the extent to which the organization is able to provide resources to fight the virus.</p> <p>Response capability for the virus: Management of the database to generate antibiotics, management of resources required to respond to the virus, provision of leadership capable of delivering support to the place of the virus to control it, management of the release of complete information about the virus to all sections of the organization. Staff should have the overall capacity and broad knowledge to handle the situation seriously.</p> <p>Organization's capacity for health care: The organization should take care of the period in which the virus is exposed to creative activities to develop appropriate solutions, manage the allocated budget for this treatment without wasting money, developing company culture amongst employees through holding urgent meetings with them and informing them of the seriousness of the virus and its future impact on the organization and individuals, rapid improvements to the system, even if simple, to work quickly to repair the security gaps in the organization, especially with regard to the leak of important information to</p>



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	competitors, set up an antivirus firewall by setting up new security procedures, rotating suspected employees or placing confidential surveillance on them and following them until legal action against them becomes possible.
6	(Wang,2008)
	Recognition: Identifying the type of virus that infected the organization and recognizing its existence, and know the timing that hit the organization because it affects the effectiveness of the job to get rid of it.
	Defence: Take anti-viral measures and know their suitability and validity because they affect the effectiveness of the effect of organizational immunity positively if antidepressants succeed.
	Organizational memory: The accuracy and continuity of synchronizing the organizational memory of its antiviral and information directly affects the effectiveness and efficacy of future organizational immune behaviour, Such steps continuously increase the efficiency of organizational immunity, where there should be a synchronization of data and information on antimicrobial action, which applied antibiotics and organizational memory for the purpose of updating continuously.

Administrative and financial corruption (AFC):

Administrative and financial corruption is a global phenomenon because it is not limited to a particular society or historical stage. The scale of corruption has increased to the extent that it threatens many societies with stagnation and collapse. So, corruption is a state of lack of commitment by many people to a proper working ethic, and is prevalent both amongst administrative leaders and employees in governmental sectors (Ezat& Salim, 2008). There are several reasons for the prevalence of AFC, which are represented by personal, organizational and environmental factors; there are a set of behaviours that reflect the phenomenon of corruption, which is similar to and overlaps with such issues as bribery, patronage, favouritism, extortion, and embezzlement. in both public or private sector organizations (Al-Ameri & Douai, 2011). Corruption is manifest by the exploitation of public office for the purpose of achieving personal gain, whether financial or social or any benefit to public interests (Mohammed & Khalil, 2012). There are several factors that cause AFC, including weak prestige and the rule of law, the lack and weakness of punitive laws that penalize offenders, a lack of regulatory bodies, an absence of a sense of the need to maintain public money, lack of organizational transparency, and low levels of per capita income, all of which can lead to or encourage corruption and deviation from the overall goal of the job (Al-Huraishawi, 2008). It is one of the most serious problems faced by administrative bodies in most societies. It is like a virus that enters the organization and spreads rapidly to all its parts and can lead, ultimately, to organizational death (Adhari & Ismael, 2011). Financial corruption is a violation of the behavioural rules and financial provisions



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governing the administrative and financial function of the organization through embezzlement of funds. The best way to eliminate AFC is to provide a positive organizational environment that promotes organizational integrity (Isa, 2010). The problem with AFC, according to anthropology, is one of an ongoing conflict between two wills; the will of good and evil, which is a very complex problem because it is related to the person who is more complex organisms (Al Saadi, 2012). Human behaviour is influenced by mood, psychology, and economic, social and moral factors, which confuses the anthropological analyst and makes it difficult to implicate any single factor or give some unilateral interpretation. AFC is an internal activity within an administrative body, which leads to the deviation of that administrative body from its official goal in favour of special objectives, whether in a renewed and continuous form or otherwise. Whether in an individual or collective organizational manner, this means that the individual is acting in an illegal manner to commit what is a waste of functional duties (Abbas & Najem, 2012). The AFC observed in Iraqi organizations takes many forms, including accidental corruption which occurs at the base of the government pyramid, as generally committed by junior employees and as represented by personal behaviour such as embezzlement or bribery (Abood & Shubb, 2010; Hussein, 2011). However, organizational corruption occurs when the administration of the organization becomes corrupt, in other words, the entirety of the organization's operations are effectively managed by a coherent and interdependent network of corruption. Finally, total corruption is a widespread looting of public money through fictitious transactions and the transformation of public property into private interests, and it is this type that is at the top of the organizational pyramid. It is the intentional departure from public rules and systems for the interests of the ruling party to finance or satisfy personal, family, sectarian, tribal, and friends' interests. AFC is also a misuse of office or authority (Abd & Nuaman, 2011). One of the most prominent forms of administrative corruption prevalent in Iraqi governmental organizations is double-functional, which means that the employees work in more than two places and are in receipt of more than one salary (Tieh, 2008), as is duplication of dealing between employees, it is noted that the treatment of some employees is different from the treatment of other qualified staff and this is what causes frustration, and finally the continuation of the work of spoilers in governmental organizations despite the evidence of their corruption (Khalaf, 2012). He added that most of the Iraqi organizations are witnessing the spread of modesty and favouritism and not to take the principle of specialization in work, which means the right person does not necessarily get to the right position. and that the greater the corruption, the less the process of human development (Saadi, 2012), (Dawood, 2011). It is necessary to combat administrative corruption by issuing a code of conduct that includes the ethical rules and standards to ensure the correct and proper performance of job duties and to enhance the confidence of employees in their organization and to develop the organizational culture of



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immunity. Corruption hampers economic and political development and results in misuse of resources, the collapse of social values, the disruption of the process of sustainable development and the collapse of the moral fabric when staff accept corruption as a method of work and a way of obtaining privileges (Watwet& Abdul Sada, 2012). It points to an inherent defect in the social, cultural and moral construction of the organization and is reinforced by the weakness of the state and the gap between decision makers and employees (Abid Mohammed, 2010). AFC, as a broad concept, cannot be given a comprehensive meaning (Hamad et al, 2013) because of its association with changes in society and the resulting negative manifestations that affect its cohesion and unity. It is a breach of the honour and professionalism of the profession or breach of values and beliefs that the person holds. It is also a complex behavioural phenomenon and the common parties rarely leave an impact that is conclusive evidence of its occurrence, and that most cases of corruption occur in informal ways (Al tememe, 2013). That it is the introduction of the logic of the market or economic project to the public service, the employee's abuse of authority associated with the position he occupies in order to achieve greater income at the expense of others, in dealing with others, this employee is likened to a seller who enjoys a monopoly position that can exploit others. This is not about getting money but loyalty and influencing family obligations (Kdaer, 2013). It is a moral deviation at the administrative level of senior officials and public servants by taking bribes, embezzlement, fraud, forgery, job evasion, selling state funds cheaply for the sake of personal interests (Bakua & Ahmed, 2012). The absence of transparency is one of the main reasons for the emergence of AFC (Ali, 2014).

Table (2) reports the number of individuals convicted according to the type of crime of corruption, ministries, bodies, and entities not affiliated with the Ministry. it shows the extent of AFC in the Iraqi ministries. This report was prepared by the Iraqi Integrity Commission and was classified in this table by the Report Centre for Strategic Studies at the University of Karbala (2018, 22-23).

When you see the size of financial and administrative corruption in Iraq through the table (2), this has had a clear impact on the deterioration of the economic conditions of the country, has disrupted the work of companies and civil society organizations, reduced levels of economic development, and hindered foreign companies from investing in Iraq. On the social level, administrative and financial corruption leads to the collapse of the social fabric and the spread of hatred among the classes and groups of society as a result of inequality, inequality, and lack of equal opportunities. On the political level, administrative and financial corruption has distorted the role required of the government in implementing the general policy of the state and achieving the objectives of economic development plans, the collapse and loss of the prestige of the rule of law and lack of confidence of individuals in it, weakened democratic reform efforts that undermine political stability, and the exclusion of honourable



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and competent people from access to leadership positions that increases discontent among individuals and results in their reluctance to cooperate with state institutions, obstructing control efforts over government and private sector activities.

This indicates that public organizations need to comprehensively re-examine and determine the effectiveness of organizational immunity and work to find ways to activate it in all government institutions. This confirms the importance of our study by drawing on the output of table (2) and the previous high levels of administrative corruption.

Table (2) Levels of corruption in the Iraqi ministries

Ministries or entities associated with the Ministry	Total convicts	Bribery	Embezzlement	Causing intentional damage to public funds in accordance with Article	Neglect or gross error	Legal articles	Counterfeiting	Other
Ministry of Construction, Housing, and Public Municipalities	922	11	64	46	233	331	103	134
Ministry of Health and Environment	904	12	120	21	207	306	70	168
Ministry of Finance	795	22	95	84	156	215	26	197
Ministry of Interior	505	73	30	4	25	143	25	205
Ministry of Education	442	14	14	9	95	135	94	81
Ministry of Justice	413	13	15	84	53	144	54	50
Provincial councils	333	8	7	10	46	77	66	119
Oil Ministry	300	10	27	23	88	83	31	38
Ministry of Defence	280	4	70	52	16	22	50	66
Ministry of Commerce	277	0	66	34	85	58	10	24
Ministry of Higher Education and Scientific Research	257	7	14	3	41	103	54	35
Ministry of Industry and Minerals	234	0	23	7	17	51	82	54
The Ministry of Electricity	204	2	18	34	30	48	42	30
Iraqi Red Crescent Society	178	0	14	133	23	7	1	0
The Ministry of Labour and Social Affairs	172	5	9	20	25	26	26	61
Ministry of Transportation	146	1	29	13	32	33	25	13
Ministry Of Agriculture	141	0	9	4	44	37	6	41
The ministry of communications	120	0	23	7	58	25	1	6
Governorates	114	4	7	6	14	41	8	34
Ministry of Youth and Sports	75	0	5	4	23	22	7	14



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Ministry of Water Resources	75	0	3	0	8	17	16	31
Supreme Judicial Council	56	0	22	0	11	11	2	10
Ministry of Culture, Tourism and Antiquities	25	3	3	0	4	7	2	6
Ministry of Displacement and Migration	22	1	2	0	2	12	4	1
Council of Ministers	12	0	4	0	2	4	2	0
Parliament	11	0	7	0	0	1	1	2
The Ministry of Planning	11	0	3	1	1	6	0	0
Ministry of Foreign Affairs	8	0	5	1	0	1	0	1
Presidency	1	0	0	0	0	1	0	0
Authorities not affiliated with the Ministry	555	14	103	23	92	136	91	96
Sporadic	542	32	13	1	14	31	153	298
Total	8130	236	824	624	1445	2134	1052	1815

Source: Centre of Strategic Studies at Karbala University, drawing on the annual reports of the Integrity Commission from 2012 to 2017.

Research Methodology

Research problem

The research problem was one of how to activate the functions of the organizational immune system to be able to face organizational risks and prevent administrative and financial corruption as much as possible. The organizational immune system represents the barrier between the organization and external threats. Iraqi organizations have faced the phenomenon of AFC, which has become a rampant epidemic in all organs of the state, which raised a series of questions:

1. Do organizational immune functions have a role in preventing administrative and financial corruption?
2. What are the conceptual foundations and philosophical frameworks for both organizational immunity and administrative and financial corruption?
3. What is the level of organizational immunity and administrative and financial corruption?
4. What is the nature of the relationship between organizational immune functions and administrative and financial corruption?

Research importance

After examining various studies, the research topics above have clearly not been properly addressed in spite of the importance of the search variables. Through the introduction of the theoretical side and previous studies, we find that there is a relationship, and clear signals that strengthen the relationship between the two variables, so we applied it practically. The importance of research can be crystallized through several points:



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Highlight the role of activating the functions of the organizational immunity system as one of the factors contributing to the prevention of AFC. Highlight some aspects that would contribute to protecting organizations from AFC.

This research is expected to pave the way for future studies on the subject of organizational immune functions and to raise awareness of the importance of organizational immunity. And study them among other dimensions and take effect with other variables that increase the organizational commitment or its relationship with the culture exempted from the organization, as well as alerting organizations to the importance of education for the functions of the organizational immunity system in order to maintain the stability of the organization and address cases of corruption external to the organizational environment.

Research goal

The search goal is as consideration of organizational immunity functions and administrative and financial corruption by referring to many previous studies and taking advantage of their ideas to support the current research. The study also aims to demonstrate how the immune system functions are activated and strengthened so that the organizational immunity system can be capable of preventing AFC and protecting the organization from its practice, thus strengthening the organization and its reputation in society, and in determining the extent of the impact of different dimensions of the functions of organizational immunity in the prevention of AFC. And identify the most important obstacles to the prevention of various forms of AFC, and provide a number of solutions proposed to upgrade the organizational level.

Sample search

A sample of 161 employees working in the Directorate General of Education in Karbala was considered. The total size of the community was 700 employees. A questionnaire was distributed amongst them, and a number of interviews were conducted and their opinions taken on the subject of the current research.

Hypothesis

Based on the importance of the research and its objectives, a number of hypotheses were formulated.

The first main Hypothesis: There is a significant correlation between the activation of the functions of the organizational system and the prevention of administrative and financial corruption.



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Sub- Hypothesis

1. There is a significant relationship between the function of immunological cognition and the prevention of administrative and financial corruption.
2. There is a significant correlation between immunological defence functions and prevention of administrative and financial corruption.
3. There is a significant correlation between the immune function and the prevention of administrative and financial corruption.
4. There is a significant correlation between the stability and prevention of administrative and financial corruption.
5. There is a significant correlation between censorship and the prevention of administrative and financial corruption.

Research methodology and variables

The research was based on a descriptive and analytical approach. The descriptive research method was adopted by conducting a survey on several studies related to the current research subject. The research included the analytical side: analyse data obtained using appropriate statistical methods. The research variables are detailed in table (3):

Table (3) variables of research

Variables	Sub-variables	Variable icon	Number of Phrases	The phrase number	Source
Organizational immune functions	The function of immune cognition	FIC	4	1-4	(Al-saedy,2016)
	Immune defence function	IDF	4	5-8	
	Immune memory function	IMF	4	9-12	
	Stability	S	4	13-16	
	Censorship	C	8	17-24	
Administrative and financial corruption	-----	AFC	19	25-44	(Joisem,2018)

Community description and research sample

The Directorate of Education in Karbala was selected, the sample size for which was 161 employees.



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Results

Our research examines the effects of the organizational immune system's functions on AFC, so we utilize the correlation and regression methodology to investigate the relationship and the impact of organizational immune system functions on AFC. Before this, we present the reliability and validity scale analysis and provide some basic descriptive statistics to describe the basic features of the data in the study and provide simple summaries about the sample and the measures.

Table (4): Reliability and validity analysis

Variables	Symbol	Cronbach's Alpha	Validity Coeff.
Administrative and Financial Corruption	y	0.640	0.800102
Immune Cognition Function	x_1	0.638	0.79856
Immune Defence Function	x_2	0.634	0.796397
Immune Memory Function	x_3	0.650	0.805981
Stability Function	x_4	0.627	0.79203
Control Function	x_5	0.637	0.797948

For the reliability analysis, we found that the values of Cronbach's Alpha are all higher than 0.6, which a good indicator of high consistency between the research questions. Regarding validity analysis, we found that all values of the validity coefficient are in the region of 0.7, indicating high validation.

Table (5) Descriptive Statistics for the Independent Variable (immune's organizational system functions)

Questions	Mean	S.D.	C.V.	Agreement	Order
Q1	3.23	1.221	0.378	Neutral	14
Q2	3.75	1.163	0.3101	Agree	4
Q3	3.11	1.156	0.3717	Neutral	16
Q4	3.83	1.271	0.3319	Agree	3
Q5	2.35	1.241	0.5281	Disagree	24
Q6	3.68	1.058	0.2875	Agree	5
Q7	3.12	1.457	0.467	Neutral	15
Q8	2.44	1.369	0.5611	Disagree	23
V9	2.63	1.229	0.4673	Neutral	21
Q10	2.61	1.226	0.4697	Neutral	22
Q11	2.94	1.312	0.4463	Neutral	19
Q12	3.11	1.012	0.3254	Neutral	17
Q13	3.67	1.053	0.2869	Agree	6
Q14	3.45	.908	0.2632	Agree	12
Q15	3.67	1.053	0.2869	Agree	7
Q16	3.66	1.054	0.288	Agree	8
Q17	3.90	1.032	0.2646	Agree	2



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Q18	3.09	1.312	0.4246	Neutral	18
Q19	4.07	1.230	0.3022	Agree	1
Q20	3.27	1.146	0.3505	Neutral	13
Q21	3.47	1.245	0.3588	Agree	10
Q22	3.56	1.177	0.3306	Agree	9
Q23	2.89	1.283	0.4439	Neutral	20
Q24	3.47	1.096	0.3159	Agree	11

From the above table, we found that most of the questions tend to be agreed, the higher number is for question 19, and the lowest is for question 5. Regarding the standard deviation, we found that q14 has a lower dispersion, and question 7 has higher dispersion.

Table (6) Descriptive Statistics for the Dependent Variable (Administrative and Financial Corruption)

Questions	Mean	S.D.	C.V.	Agreement	Order
Q25	2.45	1.167	0.4763	Disagree	16
Q26	3.08	1.275	0.414	Neutral	14
Q27	3.02	1.140	0.3775	Neutral	15
Q28	3.09	1.201	0.3887	Neutral	13
Q29	3.49	1.328	0.3805	Agree	11
Q30	2.11	1.112	0.527	Disagree	17
Q31	3.88	1.077	0.2776	Agree	6
Q32	3.90	1.032	0.2646	Agree	5
Q33	2.00	1.000	0.5	Disagree	19
Q34	3.91	1.175	0.3005	Agree	4
Q35	3.61	1.061	0.2939	Agree	9
Q36	3.56	1.060	0.2978	Agree	10
Q37	3.87	1.251	0.3233	Agree	7
Q38	1.61	.725	0.4503	Strongly disagree	20
Q39	3.67	1.053	0.2869	Agree	8
Q40	3.25	1.471	0.4526	Neutral	12
Q41	2.02	1.224	0.6059	Disagree	18
Q42	4.25	.994	0.2339	Strongly agree	2
Q43	4.17	1.010	0.2422	Agree	3
Q44	4.43	.899	0.2029	Strongly agree	1

From the above table, we found that most of the questions for the dependent variable, AFC, tend to be agreed, the higher number is for question 44, and the lowest is for question 38. Regarding the standard deviation, we found that q38 has a lower dispersion, and question 40 has the higher dispersion.



Table (7) Descriptive Statistics for Main Variables in the Study

Variable	N	Mean	SD	Skewness	Kurtosis
Administrative and Financial Corruption	161	3.2696	.25200	-.178	-.541
Immune Cognition Function	161	3.4798	.62810	-.248	-.168
Immune Defence Function	161	2.8975	.65040	.299	-.292
Immune Memory Function	161	2.8214	.72264	.401	-.593
Stability Function	161	3.6134	.69426	-.282	-.136
Control Function	161	3.4658	.42343	-.166	-.366

This table shows a summary of the statistics for each of the selected data variables. It includes a measure of central tendency (mean), measure of variability (standard deviation), and measures of shape (skewness and kurtosis). Regarding the mean, we observe that “Stability Function” has highest mean, and “Immune Memory Function” has lowest value. Moving to the standard deviation we see that “Administrative and Financial Corruption” has lower variability and “Immune Memory Function” has higher variability. Of particular interest are the skewness and kurtosis, which can be used to determine whether the sample is normally distributed. Values outside the range of -2 to +2 indicate significant departures from normality, which would tend to invalidate many of the statistical procedures normally applied to this data. In this case, all of items are normally distributed.

Hypothesis Testing

The Main Research Hypothesis is that:

There is a statistically significant effect of the organizational immune system’s functions in preventing administrative and financial corruption
The First Hypothesis: There is a statistically significant effect of immune cognition function on preventing administrative and financial corruption We calculate the correlation and simple regression analysis to determine the relationship and the effects of the immune cognition function on administrative and financial corruption.

Table (8): Correlation and Regression Summary

R	R Square	F	p- value
.217	.047	7.874	.006**
**Highly Significant at $\alpha = 0.05$			

Since the correlation coefficient is .217, there is a positive relationship between immune cognition function and administrative and financial corruption. The R-Squared statistic indicates that 4.7% of the change in administrative and financial corruption can be explained by the change in immune cognition function.



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Moreover, the P-value of the ANOVA test is less than 0.05, so there are statistically significant effects of the immune cognition function on AFC at the 95.0% confidence level.

Table (9): Regression Model Coefficients

Model	B	T	p- value
(Constant)	2.966	27.012	.000**
Immune Cognition Function	.087	2.806	.006**
**Highly Significant at $\alpha = 0.05$			

The output shows the results of fitting a simple linear model to describe the effects of Immune Cognition Function on (AFC). The equation of the fitted model is

$$(AFC) = 2.966 + .087 * \text{Immune Cognition Function}$$

The Second Hypothesis: There is a statistically significant effect of immune cognition function on preventing administrative and financial corruption. We calculate the correlation and simple regression analysis to determine the relationship and effects of the immune defence function on (AFC).

Table (10): Correlation and Regression Summary

R	R Square	F	p- value
.166	.027	4.494	.036*
*Significant at $\alpha = 0.05$			

Since the correlation coefficient is .166. So, there is a positive relationship between the immune defence function and (AFC). The R-Squared statistic indicates that 2.7% of the change in AFC can be explained by the change in immune defence function.

Moreover, the P-value of the ANOVA test is less than 0.05, so there are statistically significant effects of the immune defence function on AFC at the 95.0% confidence level.

Table (11): Regression Model Coefficients

Model	B	T	p- value
(Constant)	3.083	34.271	.000**
Immune Defence Function	.064	2.120	.036*
*Significant at $\alpha = 0.05$			

The output shows the results of fitting a simple linear model to describe the effects of the immune defence function on (AFC).



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The equation of the fitted model is Administrative and Financial Corruption = $3.083 + .064 * \text{Immune Defence Function}$.

The Third Hypothesis: There is a statistically significant effect of immune memory function on preventing administrative and financial corruption
We calculate the correlation and simple regression analysis to determine the relationship and effects of immune memory function on AFC.

Table (12): Correlation and Regression Summary

R	R Square	F	p- value
-.326	.107	18.969	.000**
**Highly Significant at $\alpha = 0.05$			

Since the correlation coefficient is -.326, there is a negative relationship between the immune memory function and AFC. The R-Squared statistic indicates that 1.1% of the change in administrative and financial corruption can be explained by the change in the immune memory function. Moreover, the P-value of the ANOVA test is less than 0.05, so there are statistically significant effects of the immune memory function on AFC at the 95.0% confidence level.

Table (13): Regression Model Coefficients

Model	B	T	p- value
(Constant)	3.591	47.173	.000**
Immune Memory Function	-.114	-4.355	.000**
**Highly Significant at $\alpha = 0.05$			

The output shows the results of fitting a simple linear model to describe the effects of the immune memory function on administrative and financial corruption. The equation of the fitted model is Administrative and Financial Corruption = $3.591 - .114 * \text{Immune Memory Function}$.

The Fourth Hypothesis: There is a statistically significant effect of stability function on preventing administrative and financial corruption
We calculate the correlation and simple regression analysis, to find out the relationship and effects of stability function on AFC.

Table (14): Correlation and Regression Summary

R	R Square	F	p- value
.486	.236	49.059	.000**
**Highly Significant at $\alpha = 0.05$			



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Since the correlation coefficient is .486, there is a positive relationship between the stability function and AFC. The R-Squared statistic indicates that 23.6% of the change in AFC can be explained by the change in the stability function.

Moreover, the P-value of the ANOVA test is less than 0.05, so there are statistically significant effects of the stability function on AFC at the 95.0% confidence level.

Table (15): Regression Model Coefficients

Model	B	T	p- value
(Constant)	2.633	28.436	.000**
Stability Function	.176	7.004	.000**
**Highly Significant at $\alpha = 0.05$			

The output shows the results of fitting a simple linear model to describe the effects of the stability function on AFC. The equation of the fitted model is Administrative and Financial Corruption = 2.633 +.176* Stability Function

The Fifth Hypothesis: There is a statistically significant effect of the control function on preventing AFC.

We calculate the correlation and simple regression analysis to determine the relationship and effects of control function on AFC.

Table (16): Correlation and Regression Summary

R	R Square	F	p- value
.192	.037	6.079	.015*
*Significant at $\alpha = 0.05$			

Since the correlation coefficient is .192, there is a positive relationship between the control function and AFC. The R-Squared statistic indicates that 3.7% of the change in AFC can be explained by the change in the control function.

Moreover, the P-value of the ANOVA test is less than 0.05, so there are statistically significant effects of the control function on AFC at the 95.0% confidence level.

Table (17): Regression Model Coefficients

Model	B	T	p- value
(Constant)	2.874	17.769	.000**
Stability Function	.114	2.466	.015*
* Significant at $\alpha = 0.05$			

The output shows the results of fitting a simple linear model to describe the effects of the control function on AFC. The equation of the fitted model is (AFC) = 2.874+.114* Control Function



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The Main Research Hypothesis is that:

There is a statistically significant effect of the organizational immune system's functions on administrative and financial corruption

We calculate the correlation and simple regression analysis to determine the relationship and effects of the organizational immune system's functions on AFC.

Table (18): Correlation and Regression Summary

R	R Square	F	p- value
.280	.078	13.477	.000**
*Highly Significant at $\alpha = 0.05$			

Since the correlation coefficient is .28, there is a positive relationship between the organizational immune system's functions and AFC. The R-Squared statistic indicates that 7.8% of the change in AFC can be explained by the change in organizational immune system's functions.

Moreover, the P-value of the ANOVA test is less than 0.05, so there are statistically significant effects of the organizational immune system's functions on AFC at the 95.0% confidence level.

Table (19): Regression Model Coefficients

Model	B	T	p- value
(Constant)	2.518	12.255	.000**
immune's organizational system functions	.231	3.671	.000**
**Highly Significant at $\alpha = 0.05$			

The output shows the results of fitting a simple linear model to describe the effects of the immune's organizational system functions on (AFC). The equation of the fitted model is

$$(AFC) = 2.518 + .231 * \text{Organizational Immune System's Functions}$$

Conclusions

1. There has been a weakness in the perception of negative phenomena or, indeed, they have been entirely ignored because of a lack of knowledge and the absence of strategic planning to combat these negative behaviours. This is due to the weakness of the organizational immune culture of individuals and stems from their lack of faith in the message of the organization, which has resulted in a majority of employees considering themselves 'visitors' to the organization, resulting in them not caring about what is happening around him.

2. Individuals are considered to be one of the organization's 'sensing tools'. They are those who contribute to alerting the organization to the above negative phenomena. There will, therefore, be a gap between the department and the personnel of the organization, which is a result of mistrust among them.



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3. Human resources management also does not have a clear way of monitoring individuals with negative behaviour in the organization, the protective reaction to harmful factors is weak and there is no role for human resources in stimulating the internal immunity of individuals. Also, the staff does not have the desire to learn voluntarily because they feel frustrated at work because of similar past cases that have not been addressed.

4. There is also no documentation and studies of past cases of corruption that would allow administrative procedures to be established that could prevent the recurrence of such cases in the future, and not to benefit from past experiences in order to face the current challenges of corruption with the same antibiotics and fight against them. Also, employees do not take cases of corruption particularly seriously.

5. Censorship was not at the required level, and the inability to diagnose many of the situations that occur is the result of the lack of clear standards for the organization.

Recommendations

So, the researcher believes that there are several recommendations, which are:

1. Activating the dimensions of the functions of organizational immunity and implementation of paragraphs to increase the levels of organizational immunity of the organization.

2. There are also a number of reasons for increased AFC in Iraq, namely the lack of political awareness and lack of knowledge of administrative systems.

3. The loss of experience to the management of administrative affairs, political reasons represented by pressure exerted by political parties in multiple joints of public organizations led to high rates of corruption, and the lack of independence of the judiciary and family loyalty, which increased the spread of the patronage, and the acceptance of this phenomenon in Iraqi society.

4. Weak supervisory role and not accounting spoilers, and not using modern technology in control systems. Among the treatments that could be used to reduce AFC is the simplification of work procedures and employees finding evidence of corruption and taking preventive measures.

5. There should be continuous cooperation between the senior management and the staff of the organization to minimize divergence; staff proposals should be listened to and be taken seriously.

6. Enacting and clarifying transparent laws and regulations in anti-administrative and financial corruption regimes, and imposing penalties on offenders.

7. Allocating a financial reward for those who report cases of administrative and financial corruption in government departments. This should be in the form of a percentage of the amount embezzled as a reward for the person reporting a case of corruption.



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8. Emplace deterrent penalties appropriate to each form of corruption, so as not to repeat it, provided that it is declaring publicly the lesson and sermon.
9. Creating suitable job opportunities for citizens by creating a suitable cadre for each category of society to improve the living conditions of the individual, the society and the country.
10. Recruit young, energetic leaders who believe in development and change, and who are competent, qualified and have scientific work experience.

Appendix: Questionnaire

Indicators of organizational immunity effectiveness	
The function of immunity cognition	
1	The organization implements it strategically and recognizes the negative external influences that are harmful to its conditions such as administrative corruption
2	The organization senses harmful internal factors during its operations
3	The Director plays an important role in monitoring the various activities of the organization
4	Human resources management plays an important role in the internal monitoring of human resources and the challenges they face
Immunity defence function	
5	The organization has a self-protective reaction to remove the harmful factors that threaten it
6	Employees learn voluntarily from each other ways to resist the threats facing the organization
7	It deals with sections, teams, and persons with regards to tasks and transgressions that occur during the performance of production or other functional processes in a subjective manner
8	There is protective coordination between the divisions and units of the organization vis-à-vis various cases of corruption
Immunity memory function	
9	There is a documented process of monitoring the various cases of corruption that threatened the organization that can be referred to in the future for similar cases
10	The organization's immune memory distinguishes between the organization's behaviour and specificity and corruption on the part of external intruders
11	The organization benefits from past events in the face of potential or emergency threats
12	The organization's memory contains the information necessary to address cases of repeated or similar administrative corruption



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	Stability function
13	The organization's immune system removes harmful and inappropriate factors that are incompatible with its systems in order to ensure its stability
14	There are internal control systems in the organization that coordinate the contradictions that are monitored by the immune system and its reality to achieve harmony in performance
15	Staff and teams deal with administrative corruption to prevent confusion and ensure the smooth running of the business
16	Legal counsel should scrutinize the activities of the organization in such a way as to create a balance and harmony with the government's instructions, regulations, and laws
	Control function
17	Departments and administrations monitor the results of changes made by the organization in its operations and systems
18	The organization adopts the philosophy of Total Quality Management (TQM) to ensure the quality of business performance every time and in the same way, with the same people or others
19	The organization adopts the statistical methods of quality control related to inputs and outputs through periodic examination
20	The control panel monitors the statistical performance of human resources and evaluates them to ensure that there are no deviations in performance
21	The Financial Audit Department reviews the legality of transactions and the detection of errors
22	IOS monitors the operational and personal performance of staff
23	The Internal Oversight Body continues to monitor the implementation of the organization's policies
24	The IOS matches performance with standards to diagnose organizational deviations
	Indicators of administrative and financial corruption (AFC)
25	There is no administrative and financial corruption at a high level
26	If a bribe is given, do you contribute to administrative and financial corruption?
27	One of the causes of widespread administrative and financial corruption is the neglect of internal controls
28	Strong central support in the financial system adopted by the Ministry of Finance
29	Support the establishment of surveillance and space control systems to prevent administrative and financial corruption
30	Believes that the corruption of administrative and financial is the strong deficit in investment and low-income staff
31	Weak powers granted to regulatory bodies
32	Administrative and financial corruption has only a limited scope



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33	There are deterrent systems to reduce the phenomenon of administrative corruption
34	Administrative and financial corruption exists only in the hands of those who have administrative power
35	Increased administrative and financial corruption is due to poor legal accountability on the part of spoilers
36	The large expenditure on non-important and unproductive areas has caused administrative and financial corruption
37	Inefficient or unprofessional staff in regulatory bodies
38	The government has not succeeded in its attempts to eliminate administrative and financial corruption
39	Absence of the moral and religious obligation on the part of the corrupt
40	Extend the powers of the staff and not monitor them
41	Absence of judges specialized in adjudicating cases of integrity, financial and administrative corruption
42	The weakness of the activity of civil society organizations and media in the serious monitoring of offenders
43	Quotas and sectarianism have had the greatest impact on promoting corruption
44	The harmful practices of the US occupation and its aftermath after 2003 encouraged administrative corruption

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منع سلوكيات الفساد الإداري والمالي من خلال تفعيل وظائف نظام المناعة التنظيمية

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المستخلص

يهدف البحث الحالي الى اختبار العلاقة بين المناعة التنظيمية ومنع سلوكيات الفساد الإداري والمالي في العراق. وقد تم استخدام برنامج (R, spss) لتحليل بيانات الاستبيان. لقد بحثت مشكلة البحث في كيفية تفعيل وظائف المناعة التنظيمية لتمكينه من مواجهة المخاطر التنظيمية. وتم أخذ عينة من 161 فرداً يعملون في المديرية العامة للتربية، كربلاء. وتم التوصل الى انعدام وظيفة الذاكرة للمناعة التنظيمية. وكانت علاقات التأثير لعدد من ابعاد المناعة التنظيمية ضعيفة. لذي تم وضع عدد من التوصيات لمعالجة هذه المشكلة. وكذلك يتوجب على المنظمة وضع استراتيجيات لتطوير مناعتها التنظيمية ومكافحة الفساد الإداري والمالي. وبعد ذلك، سيتم الإشارة إلى هذه الاستراتيجيات بالتفصيل في البحث.

المصطلحات الرئيسية للبحث / المناعة التنظيمية، سلوكيات الفساد الإداري والمالي.