



# REVISTA INCLUSIONES

NUEVOS AVANCES Y MIRADAS DE LA CIENCIA

Revista de Humanidades y Ciencias Sociales

Número Especial Julio / Septiembre

2019

ISSN 0719-4706

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**A STUDY OF THE COMPONENTS OF FACTORS RELEVANT TO THE ADMINISTRATIVE INTEGRITY OF KERMAN'S TECHNICAL AND VOCATIONAL TRAINING HEAD OFFICE**

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**Fecha de Recepción:** 11 de marzo de 2019 – **Fecha Revisión:** 03 de abril de 2019

**Fecha de Aceptación:** 12 de junio de 2019 – **Fecha de Publicación:** 01 de julio de 2019

**Abstract**

In governmental organizations, administrative integrity leads to proper ideas, decision-makings and executing the policies appropriately and thereby, resulting in efficient and effective public services. Various elements play a role in administrative integrity. They are including: individual, organizational, political, social, economic, cultural and legal elements. Accordingly, present study aimed to investigate the dimensions and components of the factors relevant to administrative integrity in one of the governmental organizations called Kerman Technical and Vocational Training head office. The present study was descriptive and exploratory research and the data were collected by library method and field study. The statistical population of present study includes all the official and casual members (n=400) of the organization studied and 196 of them were selected as research samples using the Morgan table. For the dimensions of factors relevant to the administrative integrity, the reliability of the questionnaire was estimated 0.89 using Cronbach's alpha. Then, factor analysis and principal component method were used to determine the dimensions of the factors related to the administrative integrity and seven key factors were identified through the exploratory analysis. These factors were confirmed again through the confirmatory factor analysis. In present paper, statistical analyses were used using SPSS23 and AMOS23 software. According to the confirmatory factor analysis, all the fitting indices of the model were confirmed. Moreover, it was found that there is a significant differences between heads, deputies and employees in the average responses of some dimensions.

**Keywords**

Dimensions of Administrative Integrity – Technical – Vocational Training Head Office

**Para Citar este Artículo:**

Mohammadi, Majid Molla; Salajegheh, Sanjar y Sayadi, Saeed. A Study of the Components of Factors Relevant to the Administrative Integrity of Kerman's Technical and Vocational Training Head Office. Revista Inclusiones Vol: 6 num Esp Jul-Sep (2019): 188-203.



## Introduction

Improving the integrity of the administrative system and coping with corruption are of the most essential functions of a stable governmental system and also, they are of the main pillars of its strength. Accordingly, governments, with various philosophical, and ideological structures and tendencies, always prioritize the two main elements of improving administrative integrity and coping with the corruption in their own programs, in order to survive the system in which they have been legitimized because they owe their improvement and progress to it. Sociologists and social psychologists also believe that a society or country in which people suffer from oppression, unfairness, discrimination, lawlessness, and etc. won't progress and its regime won't be admitted. So, in such a situation, people will be reluctant to cooperate with governments. The concept of integrity and corruption (theoretically) have been taken under consideration internationally for a long time, but this issue and its importance in international institutions, specially monetary and economic ones, return to 1966. In that year, public opinion focused on the statements made at the Annual Meeting of the Multinational Financial Institutions by the Director of the International Monetary Fund. The director declared that the governments should confront with administrative corruption. Moreover, they should show and prove it in various forms. These issues have been paid more attention especially since the head of the World Bank called it "corruption cancer". Nowadays, improving integrity and fighting against corruption are two of the most important economic and political issues in Iran and the world. Some states adopted and agreed with the United Nations Convention to fight against corruption approved by the United Nations General Assembly in accordance with Resolution No. 4/58 in 31 October 2003. This implies that the world has taken a more serious step in fighting against corruption and is trying to eradicate this cancerous tumor.

Fighting against administrative corruption is one of the main programs of the government in the Islamic Republic of Iran. It is so important that the supreme leader of the revolution emphasized on it on 30/4/2001. Moreover, in addition to organizations and supervisory bodies such as the General Inspection Organization, the Audit Court and the Audit Organization, which are responsible for regulating financial, administrative and operational functions in executive agencies according to the constitution, a headquarters named "the Anti-Corruption and administrative integrity promotion headquarter" was established by the first vice president. It includes the mission, goals, policies, tasks and specific structure related to the subject.

The necessity of conducting such research can be examined in terms of some aspects, including:

Supreme Leader's declarations, Iran's Current Situation according to the Global Statistics, Legal status of Kerman Province, Cultural requirements, Management requirements. The Supreme Leader, in addition to the frequent recommendations, particularly issued the eight-article decree on the fight against the economic corruptions to the heads of three main branches governing the country in 2001. These declarations indicate the importance of this issue. This issue was so important that he talked about fighting against corruption after congratulating 2002 New Year. Also, after the election, the leader of the Islamic Republic of Iran once again emphasized on the necessity of fighting against corruption in Jumu'ah (a congregational prayer that Muslims hold every Friday)<sup>1</sup>.

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<sup>1</sup> Mojtaba Jabari Pour, Analysis of Anti-Corruption Strategies in the Fourth Development Plan of the Islamic Republic of Iran. Master's thesis, Faculty of Management. University of Tehran. 2010.

One cannot rely on the mind to determine the indicators measuring the integrity of the administrative system. Therefore, indicators should be provided with the help of mind and according to sound and reasonable criteria based on valid documents. Hence, the nine indicators were determined based on the commands of Imam Khomeini and the Supreme Leader "God protect him", the constitution, the 20-years vision of the Islamic Republic of Iran, Iran's Fifth Development Plan Code, the civil services management code, the administrative system integrity promotion Code and other related codes and regulations. So far, the overall situation of Kerman Province was discussed but the question is that how the situation of technical and vocational training organization, as one of the non-governmental organizations and of relatively large organizations in structure that provide a range of services for people, is. According to what mentioned above and different aspects of the administrative integrity, it is necessary to provide a comprehensive, effective and local model of factors related to administrative integrity in Iranian public sector in order to achieve this goal and improve it through using a developed program. Therefore, considering the importance and necessity of this subject in the organizations of Kerman Province, the researcher's goal in present study is to analyze the dimensions and components of factors related to the administrative integrity of Kerman technical and vocational training head office from the managers and employees' views. Moreover, the present research aimed to examine the dimensions and components of factors related to administrative integrity at different organizational levels from the views of managers and employees

### Theoretical research foundations

The concept of integrity is one of the topics studied from different views by scholars. Firstly, different aspects of it will be explained briefly and then the desired aspect will be discussed more. The concept of integrity is sometimes used in the meaning of health and wellness. This view was considered in Good Governance components. In the guidebook published for fighting against corruption in local government organizations and municipalities by the United Nations' Human Settlements Program (UN-Habitat), the term "health" was used as a synonym for integrity and an antonym for corruption. But integrity is used more as opposite of corruption rather than the meaning of wellness. Lanyi and Azfar compare these two concepts as following: occasionally, the term good governance is sometimes used instead of the word "health", but the latter is more accurate and indicates the presence of integrity and lack of corruption in the government. Good governance refers not only to integrity but also to the efficient management of public resources, and according to some commentators, it refers to a high degree of public participation in decision making program"<sup>2</sup>. Apparently, the term "integrity" was derived from the Latin word in-tangree, meaning "untouched". This term refers to virtue, non-corruptibility, and completeness. Integrity has a close relationship with the lack of scams and corruption, but it also includes general merit"<sup>3</sup>. Like corruption, one can define integrity from different views and aspects. These aspects are controversial based on harmony, ethical view, legal view, etc. From the harmony view, integrity is the embodiment of the completeness, also it is presenting the coherence and making the principles and values coherent"<sup>4</sup>. This

<sup>2</sup> Anthony Lanyi & Omar Azfar, Tools for assessing corruption & integrity in institutions a handbook (Maryland: IRI, 2005), 5.

<sup>3</sup> Inade Haan & Hans Benner, "A Tool to Assess the Integrity of Public Sector Organization", International Journal of Auditing. Vol: 35 num 2 (2008): 16.

<sup>4</sup> H. Mintrop, "Bridging accountability obligations, professional values and (perceived) student needs with integrity", Journal of Educational Administration, Vol: 50 num 5 (2012): 695-726.

definition is consistent with one of the Latin meanings of the word "integras": Perfect, total, coordination. According to this view, some people believe that being ethical is equal to observing law and regulations. In this sense, the law is the embodiment of important values and norms. According to Webster Dictionary, integrity means: caring about the ethical codes, special values, etc., and it is the opposite of corruption. In contrast, according to some people, considering law is not enough in order to assess the integrity and it is necessary to observing values and norms. So if there is a belief in something beyond the law in providing integrity, Delattre's explanation about integrity is suitable for this part. He believes that integrity, resolution and determination are the habit of doing things right without extrinsic force and self-control. At least at two levels, integrity and its assessment has been discussed: 1) Individual integrity and 2) Institutional integrity.

Sheikhi<sup>5</sup> in a research entitled "Factors Affecting the Integrity of the Administrative System and Developing Ethical Values in It", considers organizational and public monitoring as the factors influencing the integrity of the administrative system.

Seyed Doost and Khani<sup>6</sup> in a research entitled "Comparative study of different administrative systems in order to use the experiences of successful countries in accessing healthy governmental organizations", know the weakness of work ethic and social discipline, and the low level of morality as the factors causing corruption in the administrative system.

Salehi and Tajabadi<sup>7</sup> in a research entitled "The Impact of addressing Public Complaints and Reports on the Improvement of Administrative integrity (Case Study: Police Commanders in Hamadan Province)", consider developing the processes increasing public monitoring on the performances of systems as the factors facilitating administrative integrity.

Nejati<sup>8</sup> in a research entitled "The Effect of Administrative integrity on Job Satisfaction (Case Study: Social Security Insurance Organization of Shiraz)" concluded that the dynamic and efficient integrity of the administrative system and its promotion largely require the government control and supervision and Public monitoring.

Taleghani, Tabatabaee and Ghaffari<sup>9</sup> conducted a research entitled "A Study of individual and organizational factors affecting corruption in Sepah Bank Branches in Qom Province" and they concluded that there is a significant relationship between religious

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<sup>5</sup> Mohammad Hosein Sheikhi, "Effective factors on the integrity of the administrative system and the development of ethical values in it", *Journal of Islam and Management Research*. Vol: 1 Issue 2 (2011): 99-126.

<sup>6</sup> Sarah Seyed Dost and Muslim Khani, *Comparative study of various administrative systems in order to use the experiences of successful countries in accessing public health organizations*. 2012. Access to the electronic version: <http://fekrafarinan.blogfa.com/post/86>.

<sup>7</sup> Morteza Salehi and Hussein Taj Abadi, "The Effect of Complaints and Public Reports on Improving Administrative Health (case study: Hamedan Provincial Police Command)", *Checklist for monitoring and inspection*. Vol: 6 Issue 19 (2012): 101-129.

<sup>8</sup> Maryam Nejati, "The Effect of Administrative integrity on Job Satisfaction (Case Study of Shiraz Social Security Organization)", *Journal of Assessment Knowledge*. Vol: 5 num 17 (2013).

<sup>9</sup> Gholamreza Taleghani; Zahra Tabataba'i and Ali Ghaffari, "Investigating the Individual and Organizational Factors Affecting Corruption in Sepah Bank Branches in Qom", *Journal of Management of Organizational Culture*. Vol: 12 Issue 32 (2014): 235-253.

instability and corruption. There is also a significant relationship between poor surveillance and corruption.

In abroad, many studies have also been performed on this social issue:

Begley and Czajka<sup>10</sup> in a research entitled "A Study of the relationship between the administrative integrity and job satisfaction" concluded that there is a relationship between dimensions of administrative integrity (administrative, technical and institutional level) and job satisfaction.

Lučić et al<sup>11</sup> in a research entitled "A Study of the cause of corruption and the level of gross domestic product" concluded that the corruption was reduced by increasing the incomes, and instead of it, the activities and incentives influencing the government, that is, the second type will increase.

Harstad and Svensson<sup>12</sup>, in a research entitled "The role of bribery, mediation and development in administrative corruption," concluded that the relationship between corruption and economic development roots in the nature of capital and the bargaining ability of companies.

Pathak et al.<sup>13</sup> in a research entitled "E-Government and the changes related to corruption in the organization, an overview of the organization" concluded that the freedom of the press has negative relationships with bribery, corruption and offenses based on the indicators considered. The e-government also plays an important role in controlling corruption and reducing poverty.

### Conceptual research model

Experts' opinions and the Delphi method were used to investigate the dimensions and components of the factors related to the administrative integrity among the managers and staff of Kerman technical and vocational training head office. According to this model, the dimensions of the factors related to administrative integrity are including: Internal organizational factors and external organizational factors in Kerman technical and vocational training head office and the components of the factors related to administrative integrity are: individual factors, organizational factors, political factors, social factors, economic factors, cultural factors and legal factors. Moreover, the conceptual research model has been drawn based on the same principle as shown in (Figure 1). Also, based on this model, the following question has been formulated as the main question of present study to investigate the dimensions and components of the factors related to administrative integrity among the managers and staff of Kerman technical and vocational training head office: Are there any significant differences between the dimensions and

<sup>10</sup> T. M. Begley & J. M. Czajka, "Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change", *Journal of Applied Psychology*, Vol: 78 num 4 (1993): 552- 556.

<sup>11</sup> D. Lučić; M. Radišić & D. Dobromirov, "Causality between Corruption and the Level of GDP", *Economic Research*, num 29 (2016): 360-379.

<sup>12</sup> B. Harstad & J. Svensson, "Bribes, Lobbying, and Development", *American Political Science Review*, Vol: 105 num 1 (2011): 46-63.

<sup>13</sup> R. D. Pathak; G. Singh; R. Belwal & R. F. I. Smith, "E-governance and corruption developments and issues in Ethiopia", *Public Organization Review: A Global Journal*. Vol: 7 num 2 (2007): 195-208.

components of the factors related to integrity from the managers and staffs' view of Kerman technical and vocational training head office? The research hypotheses were designed to answer the above question.

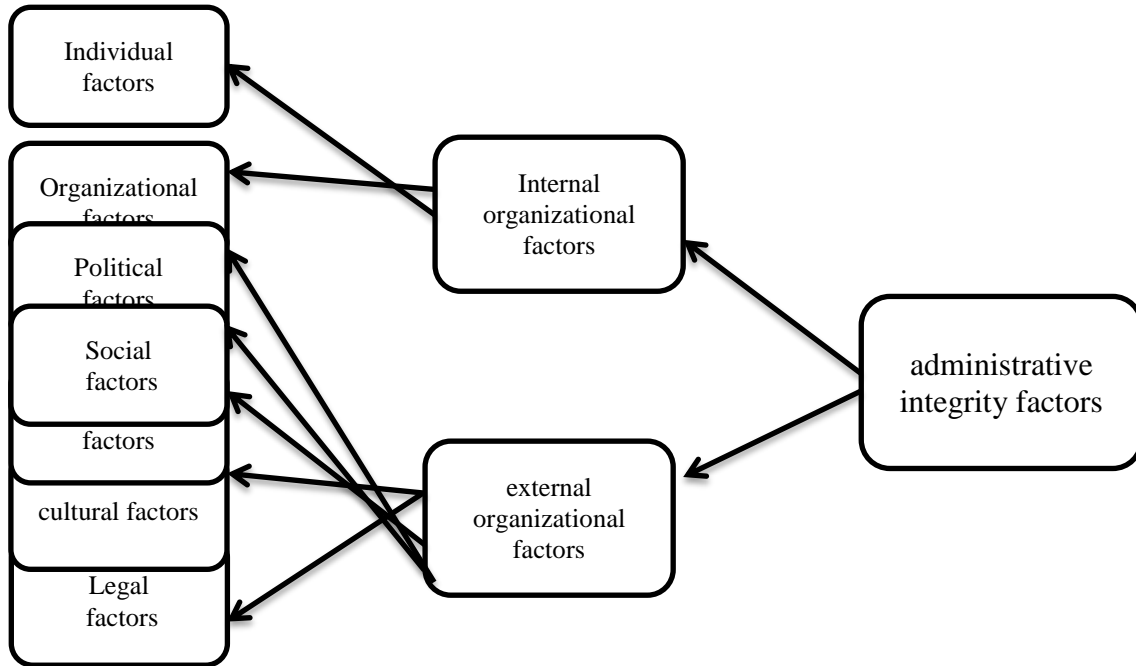


Figure 1  
The Conceptual research model

### Research methodology

The present study is a descriptive and exploratory research in terms of method and it is applied research in terms of goal. The data were collected using library method and field studies. Moreover, stratified random sampling method was used to provide information. The statistical population includes all the managers and employees of one of the organizations in Iran (Kerman technical and vocational training head office) (n=400 in 2017). The sample size was estimated 196. The research variables were occupational conditions (boss, deputy and staff) and dimensions of the factors relevant to the administrative integrity including the internal and external organizational factors. A researcher-made questionnaire was used to collect data. As the questions were designed by the researcher, 30 professors in the discipline of management were asked in order to comment on the questionnaire. After their intended reforms were done, a questionnaire was developed (Delphi technique). The validity of the used questions, including the face validity, and their reliability, were confirmed by a number of experts. Cronbach's alpha was used to evaluate the final reliability of the questionnaires. The obtained alpha was estimated and verified for all participants. KMO test was used to investigate the adequacy of sampling. Also, Bartlett's test was used to determine whether the data were able to be used as factor. For factor analysis, the principal component method, Varimax orthogonal rotation and exploratory factor analysis were used. Seven principal factors were identified using the exploratory factor analysis and then, they were confirmed again using the confirmatory factor analysis. Data were analyzed using SPSS23 and AMOS23. The

statistical methods used in present study are descriptive statistics, exploratory analysis, confirmatory factor analysis and inferential statistics including one way ANOVA, Tukey post hoc test.

**Data analysis**

**Description of the data collected from the statistical simple**

The descriptive information of the respondents has been presented in Table 1 in gender, occupational status and education level.

gender		Occupational status		Education Level	
Levels	Percent	Levels	Percent	Levels	Percent
Female	39.8	Heads	9.2	Diploma	10.7
		Deputy	7.7	Associate	15.3
Male	60.2			Employee	83.1
		Total	100	Total	100
PHD	4.6				
Total sample: 196		Total		100	

Table 1  
Describing demographic variables

According to the results listed in Table 1, out of 196 participants in present study, 39.8% participants were women and 60.2% participants were male. Therefore, a large proportion of this statistical sample includes men. Based on the frequency of the occupational status, 9.2% participants were the head of the department, 7.7% were deputy and 83.1% were employees. According to the results, 10.7% respondents had diploma, 15.3% had associate's degree, 50.5% had bachelor's degrees, 18.9% had master's degree and 4.6% had PhD's degree.

**The results of exploratory factor analysis of dimensions and components of factors related to administrative integrity**

The results of exploratory factor analysis performed by principal factors and Varimax show that a seven-factor structure is a suitable method for describing the related items. These seven factors together explained 74.15% of the scale variance. Meanwhile, for measuring the adequacy of content sampling, the Kierser-Maier-Olik test (KMO) was used. It was estimated equal to 0.87 and Bartlett's test for the significance of the correlation matrix between the items was significant at 0.001 confidence level. The results of these analyses are presented in Table 2.

test KMO		0.87
Bartlett's test	Chi 2	34.63
	Degrees of freedom	406
	Significance level	0.001

Table 2  
Results of the Kaiser-Meyer-Olkin Test (KMO) and Bartlett Test



The results of the factor analysis which were used for testing the dimensions or the elements of the administrative integrity factors indicate that all of these seven components had Eigen value more than one. According to Table 2, there is a general factor that explains the most of the variance. These results are consistent with the existence of seven factors as an explanation of the dimensions and components of the administrative integrity factors and confirm them. The results of exploratory factor analysis are shown in Table 3. It was performed using Varimax rotation and principal components method. The results showed that factors 1 to 7 explain 17/39, 17/35, 14/45, 7/83, 6/51, 5/92 and 4/68 percent of the variance of the scale, respectively. Also, totally, 74.15% variance was explained by these seven factors is.

Dimensions	Component s	Eigen values			Extraction of total squares			sum of the rotation of squares		
		Total	Percent age of variance	Accumulation percent	Total	Percentage of variance	Accumulation percent	Total	Percentage of variance	Accumulation percent
internal factors of organization	Individual factors	/9711	41/28	41/28	/9711	41/28	41/28	5/04	17/39	17/39
	Organizational factors	2/51	8/65	49/93	2/51	8/65	49/93	5/03	17/35	34/74
external factors of organization	Political factors	2/34	8/05	57/99	2/34	8/05	57/99	4/19	14/45	49/19
	social factors	1/45	5/01	62/99	1/45	5/01	62/99	2/27	7/83	57/02
	Economic factors	1/15	3/95	66/94	1/15	3/95	66/94	1/89	6/51	63/53
	cultural factors	1/12	3/87	70/81	1/12	3/87	70/81	1/72	5/93	69/47
	Legal factors	1/07	3/34	74/15	1/07	3/34	74/15	1/36	4/68	74/15

Table 3  
Degree of Variance Explained

Since the conditions and assumptions of using structural equations is equal to multiple-linear regression, structural equations can be used if the conditions are fulfilled. According to Harrington, controlling the assumption of normal distribution of variables is one of the most important conditions in order to use the structural equations. Before doing other analyses, the assumption of the normal distribution of the research variables was examined by applying the normality test in AMOS23, and if it is needed, necessary conversions will be made. According to Tabachnick and Fidell, if the Skewness and Kurtosis of the scales are less than 2, there is no need for conversion, and doing the rest of the statistical analysis process with these scales will not impair the results According to Table 4, the score distribution of the studied participants is shown in seven components. These scores are described by using descriptive statistics such as average, standard deviation, and distribution indices such as skewness and Kurtosis. Since skewness and Kurtosis of the main variables and all variables and components are between  $\pm 2$ , the distribution of data is normal and indicates the desirability of the status of the variables for performing parametric analyses and the use of structural equations.

Variable	Average	Standard deviation	Minimum score	Maximum score	Kurtosis	Skewness
Individual factors	3/48	0/72	1/140	5/00	-0/45	0/21
Organizational factors	3/23	0/85	1/00	5/00	-0/29	-0/20
Political factors	3/27	0/91	1/00	5/00	-0/43	-0/05
social factors	3/36	0/91	1/00	5/00	-0/82	0/54
Economic factors	3/95	0/80	1/00	5/00	-0/71	0/35
cultural factors	3/40	0/77	1/00	5/00	-0/19	0/35
Legal factors	3/31	0/94	1/00	5/00	-0/64	0/35

Table 4  
Descriptive indices of research variables

Since one of the assumptions for using regression analysis is the absence of multiple linear relationship between variables (Tabachnick and Fidell, 1996), the Correlation coefficients between the used variables in the research were calculated before performing the exploratory analyses to determine the absence of a common linear relationship between variables. As it is shown in Table 5, all the correlations were less than 0.8, and therefore, the existence of a multiple linear relationship between variables was rejected.

Variable	1	2	3	4	5	6	7
1.Individual factors	1						
2.Organizational factors	0/72**	1					
3.Political factors	0/65**	0/62**	1				
4.social factors	0/46**	0/47**	0/62**	1			
5.Economic factors	0/24**	0/07	0/14*	0/08	1		
6.cultural factors	0/38**	0/48**	0/33**	0/46**	0/17*	1	
7.Legal factors	0/57**	0/55**	0/62**	0/69**	0/04	0/50**	1

P<0/05\* p<0/01\*\*

Table 5  
Pearson correlation coefficients between research variables

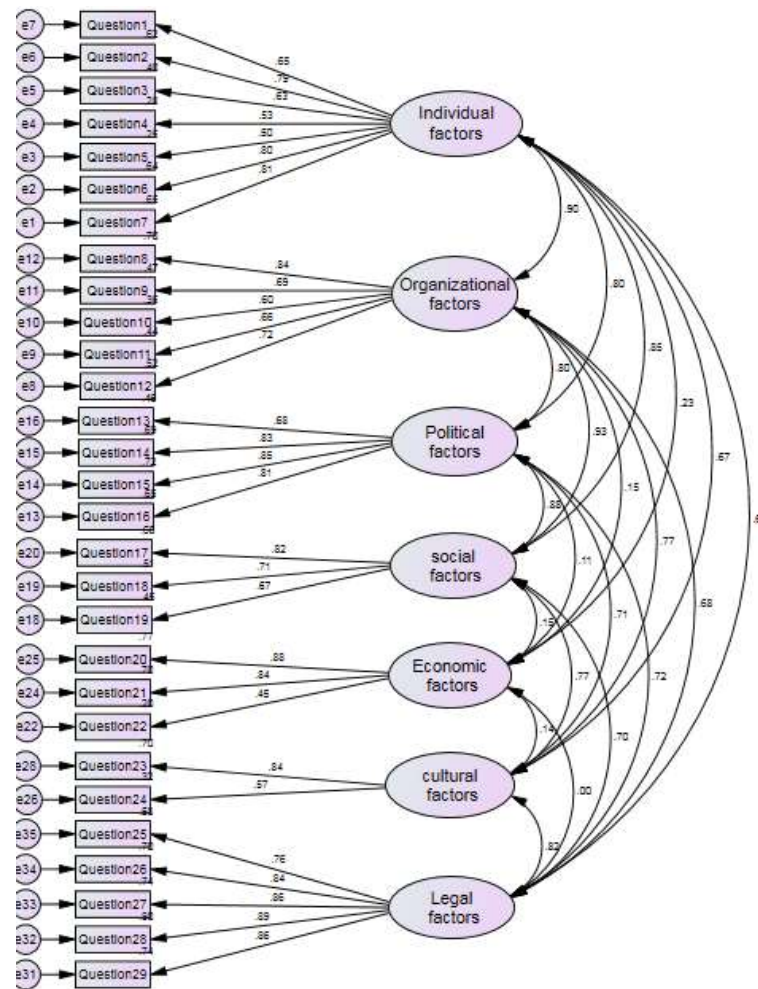
### The results of confirmatory factor analysis

After doing the exploratory factor analysis using SPSS23, AMOS23, a confirmatory factor analysis was performed to determine the confirmed factors. In order to assess to what extent the given model is fitted with the obtained data, the Fitness indicators were used in addition to the two-dimensional indices and the critical mass of the sample size (CMIN / DF 1.12 = 1.2, P = 0.88, CMIN = 53.31). As shown in Table 6, the Goodness-of-fit index (GFI = 0.87), Adjusted goodness-of-fit index (AGFI = 0.80), Incremental fit index (IFI = 0.99), Tucker-Lewis index (TLI = 0.98), Comparative fit index (CFI = 0.99), and Normed fit index (NFI = 0.89), represent the appropriate fitness of model with data, particularly, according to the Muller, the CFI value should be above 90/0 (Muller, 1996), and from Weston and Gore Jr 's point of view, it should be above 95/0 to have a good fitness model with data, because it is not affected by the sample size. Also, the estimate of the Root-mean-square error of approximation should be less than or equal to 0.06, but in this study it was less than 0.06 (RMSEA = 0.03).

Fitness model indices	CMIN	DF	CMIN/DF	NPA R	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSE A
Fitted pattern	/53 315	28 2	1/12	153	0/08	0/87	0/80	0/99	0/98	0/99	0/89	0/03
Desirable values	df=	–	< 3	–	0/05 >	0/90 >	0/90 >	0/90 >	0/90 >	0/90 >	0/90 >	<0/08

Table 6  
Fitness indices for fitted model

According to Table 6, the fit analysis of the model with regard to the fitness indices, it can be said that the model of factor analysis has suitable fit. In other words, due to the significance level of  $\leq 0.05$ , and the suitability of fitness indicators, this model can be used as a model for studying the dimensions and components of the administrative integrity factors of Kerman technical and vocational training head office.



RMSEA= 0.03 ,P-Value = 0.08 ,CMIN/DF = 1.12

Figure 2

Measurement model confirming the dimensions measuring the factors related to the administrative integrity in the questionnaire using confirmatory factor analysis

In Figure 2 According to Table 7, the results of analyzing the parameters of the model measuring factors related to the administrative integrity are based on seven factors that each has distinct indicators as followings: Individual factors with 7 indicators, organizational factors with 5 indicators and political factors with 4 indicators, social factors with 3 indicators, economic factors with 3 indicators, cultural factors with 2 indicators and legal factors with 5 indicators. They have high standardized and unstandardized path coefficients and based on the "t" coefficients of that factor (factors related to administrative integrity), they are good representations of effectiveness. Therefore, all the indicators are able to measure the structure of factors related to the administrative integrity by considering their t values, because a t value greater than 1/96, indicates that these indicators as effective factors can explain the factors relevant to the administrative integrity, and this effect is significant at  $\alpha \leq 0.05$ .

Factor	Indicators	Path coefficients			Significance level
		Standardized parameter	Parameter not standardized	T value	
Internal factors	Item No.: 1	0/65	1/00	–	0/001
	Item No.: 2	0/79	1/02	12/15	0/001
	Item No.: 3	0/63	0/66	8/90	0/001
	Item No.: 4	0/53	0/62	6/51	0/001
	Item No.: 5	0/50	0/61	5/81	0/001
	Item No.: 6	0/80	0/92	10/91	0/001
	Item No.: 7	0/81	0/94	9/84	0/001
Organizational factors	Item No.: 8	0/84	1/00	–	0/001
	Item No.: 9	0/69	0/90	7/55	0/001
	Item No.: 10	0/60	0/88	6/65	0/001
	Item No.: 11	0/66	0/90	7/84	0/001
	Item No.: 12	0/72	1/11	8/11	0/001
Political factors	Item No.: 13	0/68	1/00	–	0/001
	Item No.: 14	0/83	1/21	11/14	0/001
	Item No.: 15	0/85	1/12	11/73	0/001
	Item No.: 16	0/81	0/85	8/52	0/001
social factors	Item No.: 17	0/82	1/00	–	0/001
	Item No.: 18	0/71	0/71	9/37	0/001
	Item No.: 19	0/67	0/62	8/45	0/001
Economic factor	Item No.: 20	0/88	1/00	–	0/001

	Item No.: 21	0/84	1/61	5/34	0/001
	Item No.: 22	0/45	0/48	5/39	0/001
cultural factors	Item No.: 23	0/84	1/00	–	0/001
	Item No.: 24	0/57	1/62	6/26	0/001
Legal factors	Item No.: 25	0/76	1/00	–	0/001
	Item No.: 26	0/84	0/94	10/55	0/001
	Item No.: 27	0/86	0/95	12/67	0/001
	Item No.: 28	0/89	1/08	13/67	0/001
	Item No.: 29	0/86	1/04	13/99	0/001

Table 7  
Structural pattern of paths and their standardized coefficients  
in confirmatory factor analysis

### Results of hypothesis testing

In order to answer the research hypotheses, the dimensions and components of factors related to administrative integrity were calculated based on 3 different groups (heads, deputies and employees of Kerman technical and vocational training head office). One-way variance analysis and Tukey's post hoc test were used to analyze these hypotheses. The results of one-way ANOVA are listed in Table 8.

Comparison of the factors related to administrative integrity based on the views of the members of Technical and Vocational Training Organization. (Heads, Deputies and Employee)	F value	confidence level	confirmation or rejection of the hypothesis
First, there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of individual factors.	3/96	0/02	confirmed
Second there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of organizational factors	6/27	0/002	confirmed
Third, there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of political factors	2/66	0/07	rejected
Fourth, there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of social factors.	3/18	0/04	confirmed
Fifth, there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of economic factors.	1/94	0/15	rejected
Sixth, there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of cultural factors.	2/39	0/10	rejected
Seventh, there are significant differences between the views of the members of the Kerman technical and vocational training head office in the component of Legal factors.	4/33	0/02	confirmed

Table 8  
One-way ANOVA of factors related to administrative integrity

The results of one-way ANOVA showed that there are significant differences between the views of the members of the Kerman technical and vocational training head office, in terms of some factors, such as individual, organizational, social and legal factors. Since the F obtained from each of these components was larger than the F considered in the Table 8 and their significance level was also smaller than 0.05, the Tukey's posttest test was used to determine among which groups (heads, deputies, and employees) there are difference in terms of some factors, such as individual, organizational, social and legal factors,

Component	A: Post	B: Post	Averages difference	Standard error	significance level
Individual factors	Deputy	Employees	0/54	0/19	0/01
Organizational factors	Deputy	Heads	0/70	0/29	0/04
		Employees	0/79	0/22	0/001
social factors	Deputy		0/61	0/24	0/03
		Employees			
Legal factors	Deputy	Heads	0/86	0/32	0/02
		Employees	0/69	0/25	0/01

Table 9

Tukey's posttest test for the components of administrative integrity factors

According to Table 9, there is a significant difference between the average views of the organization’s deputies and employees in the internal factors components ( $P=0.01<0.05$ ). The results also showed that in the organizational factors components, the difference between the average views of the organization’s deputies and heads ( $P = 0.04<0.05$ ) and deputies and employees were significant ( $P = 0.001<0.05$ ). The results also showed that in the components of social factors, the difference between the average views of the organization’s deputies and employees was significant ( $P = 0.03< 0.05$ ). The results also showed that in the components of legal factors, the differences between the average views of the organization’s deputies and heads ( $P = 0.02<0.05$ ) and deputies and employees were significant ( $P = 0.01$ ).

**Discussion and conclusion**

One of the important issues in different organizations is the improvement of the administrative structure for more efficiency and accountability, as well as reducing corruption and promoting the administrative integrity. An organization mobilized with a healthy office system can work properly. Those administrative agencies with a healthy administrative system are able to make the right, appropriate and suitable decisions. Different factors affect the administrative integrity of organizations. Therefore, in present study, in order to investigate these factors, firstly a conceptual model was designed based on the theoretical foundations. Then, the validity of the model was confirmed by the experts (Delphi technique) and a questionnaire was developed. Next, the questionnaires were distributed between 196 heads, Deputy and employees of Kerman technical and vocational training head office and finally, the data collected were analyzed statistically. The findings and results of the present research can be used in enhancing and improving the organization's ability to survive and adapt to the environment. Based on the results,



there are significant differences between the members (heads, deputies and employees) of this organization in the components of the factors related to administrative integrity including individual factors, organizational factors, social factors and legal factors among. This difference is true for the individual factors between deputies and employees. Accordingly, it is suggested that the necessary conditions for doing job and the personality characteristics of the employees should be matched so that the job satisfaction reaches to its highest level and consequently, staff turnover, absence, hidden costs, corruption, abuse and conflict decrease to their lowest levels. The results also showed that there are significant differences between the deputies, employees and heads in the term of organizational factors. On the basis of this, it is suggested to employ those who have a high level of knowledge, expertise, intelligence, creativity, futurism, and foresight, observe professional ethics, are honest about the organization's affairs and management issues and do not use some strategies such as secrecy, telling lies or deception. The results also showed that there is a significant difference between the deputies and employees in social factors. Accordingly, the correction of administrative corruption and promotion of administrative integrity are possible when people can supervise the agents of this collection as well as their changes. Therefore, it is suggested to make possible the influence of the educators and agents, institutionalize the possibility of criticizing employees and heads in the field of legal factors by developing the people's participation in fighting against corruption. Also, according to the results, there is a significant difference between deputies, employees, and heads in legal factors. Accordingly, since the correct and fair arbitration is a determinant element in preventing the governmental employees and agents from doing different kinds of violations and it guarantees the integrity of the organizations, it is suggested that the heads and deputies of the organization guarantee the administrative integrity of the organization by legalism, clearing the administrative system from incompetent brokers, and prosecuting and disposing them and restoring the public properties. Meanwhile, according to the reviews performed by the researcher, there were no researches in which the dimensions and components of the factors related to the administrative integrity were examined, so it was not possible for researcher to compare its research with other studies.

### **Suggestions**

Doing in-depth behavioral studies in order to know more about the concept of administrative integrity and how to create it in organizations.

Promoting self-control culture among employees and managers of the organization by making proper plans and paying special attention to the subject,

Persuading the leaders and managers of the organization to respect Islamic values in their behavior and increasing the solidarity and intimacy with the staff members, it is necessary to observe the meritocracy by holding the scientific and educational workshops on coping with corruption.

In addition to interacting with external organizations, it is suggested to apply a strategy in which people will be informed about the duties of the organization and relevant laws and regulations, the society's sensitivity to promotion of ethical and disciplinary criteria and critique in the organization will increase.

Improving the planning, monitoring, and the effective controlling of inside and outside of the organization.

Improving the role of the press and other media in reducing corruption and promoting administrative integrity, reforming the present laws by interacting with other institutions in order to prevent and reduce violations.

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