

## E-Governance and Its Role in Reducing Corruption

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### **Abstract**

This paper explores the role of governance and transparency in combating administrative corruption, and identifies key strategies and measures necessary to mitigate this phenomenon. The study employs a descriptive methodology, reviewing existing literature on governance, transparency, and corruption. Governance plays an essential role in fostering organizational integrity and transparency. It provides a structural framework that enables organizations to achieve their goals and strategies, while simultaneously playing a crucial part in combating corruption. Governance ensures transparency in all organizational practices. In contrast, transparency fosters employee confidence by enforcing strict oversight within organizations. It promotes the optimal use of both human and material resources, leading to improved performance and greater efficiency. This paper also offers several recommendations to strengthen the role of governance and transparency in combating corruption, particularly the implementation of robust anti-corruption laws, raising public awareness, and encouraging a sense of civic responsibility. Combating corruption is a collective responsibility.

**Keywords:** Governance, Transparency, Accountability, Administrative Corruption

### **Introduction**

The issue of administrative corruption and its management has garnered significant attention globally, from both governmental and non-governmental organizations, particularly in recent years. It has become a central concern at all levels of governance. The issue of administrative corruption has attracted substantial attention from experts, especially after initial focus shifted toward administrative development, reforms, and later, the administrative revolution.

While administrative corruption has long been recognized as a widespread issue, the global focus on addressing it gained momentum only in 1975, following the United Nations General Assembly's resolution condemning corrupt practices. Academic interest in this alarming phenomenon surged in the early 1990s.

Administrative corruption is no longer a problem confined to individual nations; it has evolved into a global issue requiring active mechanisms for its combat, alongside international cooperation. Recently, significant attention has been directed toward the impact of administrative corruption on development and the integrity of public service. This has underscored the theoretical and practical importance of the issue.

The theoretical significance lies in the fact that every government reform effort hinges on reforming the state's administrative apparatus. The first step in such reform should focus on tackling corruption, understanding its causes, manifestations, consequences, and the mechanisms for its eradication.

Given the severity of administrative corruption, it is crucial that governments, organizations, and the international community take firm action to address it. As corruption is a multifaceted problem, with numerous forms that impede efforts to eliminate it, reform efforts must develop appropriate strategies for its prevention and confrontation (Saleh, 2017: 730).

Administrative corruption has gained substantial attention at both local and international levels, along with a concentrated focus on policies and programs in countries where this issue is particularly prevalent. This calls for the ongoing development of strategies to mitigate the effects of administrative corruption and the identification of mechanisms and tools to effectively address this dangerous phenomenon (Salim, 2017: 815).

Governance provides a structural framework that enables the achievement of objectives in the most efficient manner. It also functions as a self-regulating oversight system that ensures the proper implementation of regulations and laws, reducing administrative corruption and ensuring their efficacy by identifying areas of underperformance and weak outcomes (Asmar, 2020: 934).

## Previous Studies

### First – Arab Studies

1. **Sayed Ali Study (2020)**, titled "*The Impact of Corruption and Governance Indicators on Economic Growth in Arab Countries (1996-2017)*". This study aimed to examine the effect of corruption and governance indicators on economic growth in 13 Arab countries. The results of the study showed that corruption negatively affects economic growth, and it was also found that the education index is one of the important variables influencing economic growth in Arab countries.
2. **Al-Kareebani Study (2020)**, titled "*The Role of Government Policies in Reducing Administrative Corruption Crimes and Preventing Them: Perspectives from Judicial Sector Employees in Kuwait*". The findings indicated that the overall role of government policies in reducing administrative corruption and preventing it was moderate, and the

study revealed that the general obstacles to these policies were high. The main obstacles identified were centralized decision-making and the lack of clarity in defining the functional authorities within the organizational structure of senior officials in public institutions.

3. **Abu Salama Study (2018)**, titled “*Experiences of Countries in Establishing Governance Principles to Limit Administrative and Financial Corruption: An Analytical Reading*”. This study aimed to explore the experiences of countries in implementing governance principles to combat administrative corruption, by examining models from both developed and developing countries. The study concluded that governance has received significant attention in developed countries, although the degree of attention varied across countries. Developing countries, however, have taken positive steps toward applying governance principles, driven by the administrative and financial crises they faced, which necessitated the activation of governance within their institutions.
4. **Al-Arajina Study (2018)**, titled “*The Impact of Public Sector Governance in Reducing Administrative Corruption: An Analytical Study*”. This study aimed to assess the impact of public sector governance, with its various dimensions—participation, accountability, the rule of law, government effectiveness, political stability, regulatory quality, and human development—on reducing administrative corruption in different countries. The study found a significant impact of public sector governance, considering all of its dimensions, in reducing administrative corruption. Furthermore, it showed that there were differences between Arab and foreign countries, with foreign countries generally performing better.
5. **Al-Shawabka Study (2018)**, titled “*Combating Administrative Corruption: The Jordanian Experience – A Legal Study*”. This study aimed to identify methods for combating administrative corruption. The study employed an inductive analytical approach, analyzing the laws that led to the establishment of the Integrity and Anti-Corruption Commission, as well as the role of the Audit Bureau in combating administrative corruption. The results revealed a high level of administrative corruption in Jordan, which has harmed economic development.

## Second – Foreign Studies

1. **Mwabalu Study (2018)**, titled “*The Impact of Governance on Combating Corruption: A Case Study of Malawi*”. This study aimed to highlight the impact of governance in combating corruption, focusing on the criteria set by the World Bank to determine Malawi's position according to these standards. The study employed a descriptive analytical methodology and econometric analysis. The results indicated that the control of corruption index had a positive effect on the growth of Gross Domestic Product (GDP).

2. **Sabani Study (2019)**, titled “*Indonesia Under the Spotlight: Combating Corruption through Technological Governance Mechanisms*”. This study aimed to examine how Indonesia combats corruption through the use of technological governance mechanisms. It also provided a comparative analysis of governance applications in both developing and developed countries. The study used a descriptive analytical approach and concluded that 68% of the administrations involved in the study adhered to e-governance practices, and that e-governance implementation helped reduce administrative corruption by 66%.
3. **DEVI Study (2019)**, titled “*The Role of Transparency in Reducing Administrative Corruption in Government Organizations in Malaysia*”. This study aimed to explore the role of transparency in reducing administrative corruption. The study used a descriptive analytical approach, with a questionnaire applied to a random sample from government sectors in Malaysia. The study found that the level of commitment to transparency in government organizations was generally low, as was the commitment of oversight bodies to hold government organizations accountable for corruption. The study also showed that there was an inverse relationship between transparency levels and administrative corruption, where an increase in transparency led to a reduction in corruption, and vice versa.
4. **Pinzon Study (2020)**, titled “*The Role of Transparency and Accountability in Combating Corruption: A Case Study of Health Organizations in Hong Kong*”. This study aimed to explore the role of the United Nations program in establishing approaches to address corruption and enhance transparency and accountability in health organizations, as part of its efforts to support sustainable development goals. The study used qualitative methods, including desk research and field experience to develop the research methodology. The findings showed that there is no specific method for combating administrative corruption in health organizations due to the differing approaches to studying the phenomenon. However, combating corruption was found to be a clear entry point for governance reforms, through the use of systematic methods based on evidence to reduce corruption in these organizations.

### **Commentary on Previous Studies:**

The previous studies predominantly focus on the issue of administrative corruption. These studies are diverse, encompassing both Arab and international research, and cover a wide range of countries, highlighting the growing attention given to addressing administrative corruption through specific policies.

A review of these studies reveals notable similarities and differences. Some research centers on the role of governance in mitigating administrative corruption, while others focus on the contributions of transparency and accountability. The current study extends this body of work by

exploring the combined role of governance and transparency in reducing administrative corruption, with a focus on the experiences of both Arab and international countries. It also investigates the mechanisms and strategies required to address this issue effectively.

### **Study Problem**

Administrative corruption represents one of the most critical challenges facing public institutions worldwide, particularly in developing countries, due to its profound impact on economic, political, and social development. It leads to the degradation of political and economic structures.

As a result, administrative corruption has garnered significant attention from researchers and those engaged in administrative reform. There is broad consensus on the necessity of creating a structural framework aimed at identifying and addressing this issue through decisive, targeted actions. The goal is to combat all forms and manifestations of administrative corruption by conducting essential studies to diagnose the problem and implement remedies for the corruption that afflicts public institutions.

Despite the existence of numerous studies on administrative corruption, it remains pervasive across many public institutions. The spread of corruption leads to an inequitable distribution of resources, as powerful individuals misuse their positions and responsibilities, misappropriate public funds, engage in favoritism, and practice nepotism, using public authority to further private interests (Suleiman, 2017: 820).

These various forms of corruption highlight the need to establish robust principles of governance and transparency, as these play a crucial role in regulating and monitoring the actions and behaviors within public institutions. Such mechanisms can promote transparency and ensure compliance with laws and regulations, thereby contributing to the reduction of administrative corruption (Ben Aichi, 2017: 261).

However, some public institutions have not fully leveraged the potential of governance and transparency in combating administrative corruption. Existing literature suggests that the application of governance and transparency has a positive impact on curbing administrative corruption, leading to improved growth across multiple sectors. Therefore, the core issue addressed by this study is encapsulated in the following main question: What is the role of governance and transparency in combating administrative corruption?

### **Study Significance**

1. Strengthening efforts to combat administrative corruption by investigating the role of governance and transparency in reducing corruption.
2. Understanding the role of governance and transparency in addressing administrative corruption, and assessing the benefits that can be achieved when applying these principles in fighting corruption.

3. Emphasizing the role of scientific research in diagnosing administrative corruption and addressing its negative administrative, economic, political, and social impacts, which hinder development.
4. Examining the theoretical development of the concepts of governance and transparency, and their role in combating administrative corruption.

### **Study Objectives**

The primary objective of this study is to explore the role of governance and transparency in combating administrative corruption. This goal leads to several sub-objectives:

1. To examine the role of transparency in combating and reducing administrative corruption.
2. To review the literature on the types, causes, characteristics, and impacts of corruption.
3. To explore the role of governance in combating and reducing administrative corruption.
4. To propose mechanisms and strategies necessary for combating administrative corruption.

### **Research Questions**

The main research question is: What is the role of governance and transparency in combating administrative corruption? From this, several sub-questions arise:

1. What are the types, causes, characteristics, and impacts of corruption?
2. What is the role of governance in combating corruption?
3. What is the role of transparency in combating corruption?
4. What mechanisms and strategies are necessary to combat corruption?

### **Key Terms of the Study**

#### **Corruption**

Corruption, in a linguistic sense, refers to the opposite of integrity. It signifies invalidity, where the "corruption" of something implies its invalidation. The term can take on various meanings depending on its context. Corruption suggests a deviation from proper conduct, leading to harm and dysfunction.

In general terms, corruption is understood as actions taken by individuals to gain undeserved benefits or advantages, or to withhold such benefits from those who rightfully deserve them. Corruption is often associated with favoritism, nepotism, breaches of duty, and the exploitation of public office for personal gain (Asaf, 2018: 9).

Administrative corruption is defined as a phenomenon in which an individual, while in office, exploits their position to achieve personal benefits at the expense of the public interest. This form of corruption can become widespread across society, stemming from structural flaws in cultural and social foundations. Regardless of the various forms and methods of administrative corruption, it remains a social, economic, and political plague that affects societies in different ways. Preventing and combating corruption requires collective action and institutionalized efforts (Al-Arajina, 2018: 42).

Administrative corruption can also be defined as the abuse of public authority or office for private gain, undermining the public interest (Juma, 2018: 118). This is consistent with the explanation provided by Sayed Ali (2020: 330), where corruption is characterized by deviant behavior and misconduct. It involves individuals exploiting their positions or power in violation of laws and regulations to secure personal benefits at the expense of the public good.

### **Types of Corruption**

Corruption can manifest in several distinct forms, each described as follows:

1. **Political Corruption:** Political corruption manifests in corrupt authoritarian governance and the erosion of democratic participation (Kabbani, 2018: 120).
2. **Financial Corruption:** Financial corruption involves deviations from established financial rules and regulations that govern work processes. Prominent forms of financial corruption include violations of financial regulations, negligence, and failure to follow prescribed oversight measures (Al-Tamimi, 2018: 216; Al-Arajina, 2018: 43).
3. **Administrative Corruption:** Administrative corruption manifests in causing harm and shirking responsibility, among other forms (Al-Tamimi, 2018: 215). Notable manifestations include disrespecting work hours, employee laxity, and refusal to perform necessary tasks. It is related to administrative, functional, or organizational deviations while performing duties and failure to follow work procedures (Al-Arajina, 2018: 43).
4. **Moral Corruption:** Moral corruption refers to ethical and behavioral deviations committed by employees, such as exploiting their position for private gain at the expense of public interest, without considering competence or merit (Al-Tamimi, 2018: 217).

Makwasi (2018: 177) also classified administrative corruption into three other types:

- **White Corruption:** This refers to widespread acceptance within the community and among employees in the administrative body of certain behaviors or acts, which are tacitly approved despite being corrupt.
- **Black Corruption:** This refers to an agreement within the community and among employees that a particular act or behavior is considered unequivocally corrupt.

- **Gray Corruption:** This term is used for cases where it is not possible to classify the corruption as either white or black due to the absence of a clear agreement.

## Causes of Administrative Corruption

The negative phenomena faced by societies cannot be addressed without diagnosing their causes and triggers. The World Bank has identified several reasons for the emergence of administrative corruption, the most important of which are:

### 1. Legal and Administrative Causes:

Administrative corruption often arises due to the absence of laws and regulations, poorly drafted or inadequately enforced laws, or weak oversight and accountability mechanisms. This creates opportunities for evading the proper application of laws and systems (Al-Arajina, 2018: 51).

Administrative causes (Juma, 2018: 119) include the expansion of the administrative apparatus and the unjustified increase in the number of employees, leading to overlapping responsibilities and redundancy. This results in negligence and inefficiency in carrying out duties. Additionally, ineffective administrative reform programs and the weak methods of confronting corruption further exacerbate the problem.

Punishments often fail to serve as effective deterrents, and corruption-related cases do not receive prompt attention or resolution. Furthermore, there is frequently a mismatch between authority and responsibility, with decision-making authority concentrated at higher levels, while responsibilities are dispersed across lower levels, leading to the evasion of responsibility.

### 2. Behavioral Causes

Certain causes of corruption are linked to individual behavior, regardless of the type of organization or society in which individuals live or their financial circumstances. These causes stem from internal beliefs, which may be influenced by weak religious or ethical motivations or ignorance, leading to corrupt behavior. As global corruption indicators show, no society is entirely free from corruption, even in developed countries. Corruption has existed throughout history, albeit in varying degrees (Al-Arajina, 2018: 50).

### 3. Political Causes

Administrative corruption is often connected to a lack of political will, where political leaders coexist with corruption without taking meaningful steps to combat it. Even when reforms are announced, they often remain superficial and lack sincerity. Without genuine political will, anti-corruption efforts remain ineffective.

The absence of political will can lead to the collapse of state institutions, dysfunctional oversight mechanisms, and a lack of accountability, as governments fail to hold themselves accountable for

the corruption within their ranks. Additionally, the judicial system may fail to address corruption, and oversight bodies may become ineffective due to the sheer scale of corruption or because corruption has infiltrated their own ranks (Al-Tamimi, 2018: 215).

#### 4. Economic Causes

Economic factors contributing to administrative corruption include high unemployment, low wages, significant income disparities, and a poor standard of living. More broadly, these factors also reflect a lack of economic effectiveness within the state (Al-Tamimi, 2018: 216).

Key economic contributors to the spread of corruption include economic inequality, where the unfair distribution of income drives individuals to seek illicit means to meet their needs. Some individuals may resort to unethical practices to achieve their personal goals, benefiting at the expense of the public good (Juma, 2018: 120).

#### 5. Social Causes

Social causes of corruption emerge when everything seems to have a price. When performing a specific job requires a fee, when conducting business with government administrations demands payment, and when the media and judiciary are influenced by financial transactions, corruption becomes ingrained in the fabric of public life.

At this stage, corruption becomes part of the societal culture, making it increasingly difficult to address. When corruption becomes embedded in cultural norms, it becomes self-perpetuating. A corrupt individual does not perceive corruption as a flaw, thereby allowing it to persist and spread. Breaking this cycle requires a strong external force to intervene (Al-Tamimi, 2018: 216).

Social causes also include adherence to societal traditions and norms that hinder efficiency and work processes, the impact of family relationships and social networks that prioritize personal gain over the public good, and the influence of marginalized minorities who may turn to corruption as the only means of accessing needed services. Additionally, a lack of educational advancement within society creates a shortage of qualified individuals who can effectively contribute to technological and societal progress (Juma, 2018: 121).

#### Characteristics of Administrative Corruption

There are several characteristics of administrative corruption, which can be explained as follows (Suleiman, 2017: 821):

1. **Secrecy:** Corruption often operates in secrecy, with actions hidden behind a veil of fear. Exposing it reveals only part of the truth, and the full extent should be uncovered.
2. **Multiplicity:** Administrative corruption can take various forms and involve numerous elements, making it difficult to detect due to its complexity.

3. **Risk and Adventure:** The lower the level of risk in a situation, the more tempting it becomes to engage in corrupt activities. However, when the risk factor increases, the temptation to corrupt is reduced.
4. **Organized Crime:** Administrative corruption is not typically an individual act but an organized one, often involving multiple parties. This multiplicity of actors makes it more complex and difficult to combat.

### **Effects of Administrative Corruption**

The effects of corruption can be divided into political, economic, legal, and social effects:

- **Political Effects:** The political consequences of administrative corruption involve damaging the credibility of the state and its institutions, resulting in a decline in public trust in the political system. It increases conflicts among politicians, especially when their interests conflict, and weakens the state's relations with other countries (Al-Bakoush, 2018: 130).
- **Economic Effects:** Some of the economic effects of administrative corruption are manifested in a decline in the efficiency of public investment, a weakening of quality levels, and negative impacts on the volume and type of investment and its flow. Corruption also leads to worsening income distribution, widening the gap between individuals in society, and an increase in unemployment (Al-Tamimi, 2018: 217).
- **Legal Effects:** One of the most dangerous consequences of widespread administrative corruption are the harmful legal effects (Al-Bakoush, 2018: 131). These include the emergence of legislation that fails to provide adequate deterrence and allows the corrupt to escape punishment. The ineffectiveness of law enforcement is compounded by the argument that legal texts are ambiguous and open to interpretation, and the slow pace of accountability procedures, which ultimately hampers the progress of legal cases and prevents the negligent from facing consequences.
- **Social Effects:** Administrative corruption also causes significant social harm, often no less dangerous than the other forms of damage. It leads to the breakdown of the social environment, as systematic corruption creates inequality within society. This results in the disillusionment of individuals in public institutions, a lack of equal opportunities for all, and the suffering of citizens from basic needs (Al-Arajina, 2018: 55).

### **Governance**

- **Linguistic Definition:**

The term "governance" is derived from the verb "hakam," which means to judge or rule, and it is related to wisdom. A person described as "hakeem" (wise) is someone whose actions and words are based on sound judgment. "Hakam al-shay'" means to prevent it from corruption, while "hakam al-yateem" means to guide the orphan as you would guide your own child, preventing corruption and reforming it (Omar, 2008: 537).

- **Conceptual Definition:**

Governance is defined as the responsible exercise of administrative authority based on laws, standards, and regulations that define the relationship between an organization's management and its stakeholders (Al-Warhi, 2019: 7).

The term governance emerged as an expression of good governance at the level of the state and society, linking administrative and political aspects. It includes policies such as administrative reform, reducing the size of government institutions, promoting the private sector, decentralization, and enhancing the role of non-governmental organizations (Al-Daqa, 2020: 70).

The concept of governance has sparked extensive debate, especially regarding the translation of the term into Arabic and its definition. It has appeared under various terms such as "hukm" (rule), "hakimiyya" (sovereignty), or "hukuma" (governance), but all these terms share the same meaning. Governance is often defined as management based on integrity, transparency, accountability, anti-corruption, and achieving justice without discrimination. It involves applying the law equally to all, with internal and external oversight (Al-Asmar, 2020: 940).

Governance can also be defined as the principle of involving individuals and non-governmental organizations in public policy-making, decision-making, and assessing the government's performance in delivering high-quality public services. It emphasizes reducing the role of the government in exclusively formulating policies and decision-making, encouraging a participatory and coordinated approach between stakeholders in managing state affairs, thereby helping in the fight against corruption (Al-Ajma'a, 2019: 1).

Additionally, governance is viewed as the system through which organizations are directed and managed, where rights and responsibilities are clearly defined within a framework of laws and procedures that include accountability, transparency, oversight, and integrity, to balance individual and collective goals (Assaf, 2018: 8).

### **Importance of Governance**

Governance plays a crucial role in various organizations because it provides a structure that enables them to achieve their objectives effectively. It ensures the organization's financial independence and administrative autonomy, acting as a self-regulating oversight system that ensures the legal application of regulations and helps prevent corruption, thus guaranteeing effective management.

The importance of governance can be summarized as follows:

- \_ Ensuring integrity among employees.
- \_ Ensuring no deliberate or unintended errors or deviations occur, and preventing the continuation of mistakes.
- \_ Maximizing participation and accountability.
- \_ Implementing preventive systems that avoid errors (Al-Warhi, 2019: 9).
- \_ Ensuring neutrality and independence of employees.
- \_ Ensuring the benefits of internal oversight (Marsal, 2020: 202).
- \_ Promoting high transparency and credibility when issuing audited financial statements (Fakir, 2019: 34).

Fukuyama (2013) affirmed that governance aligns with Max Weber's definition of the ideal model of bureaucracy, where employees are selected based on merit and competence, within a hierarchical structure to achieve organizational goals. He also emphasized the importance of excluding political factors when applying governance principles and pointed out that successful governance can exist even in an authoritarian regime, whereas failed governance can occur in participatory governments. This is because governance relies on administrative structures rather than political considerations.

The importance of governance lies in combating corruption, ensuring neutrality and integrity, promoting accountability, and minimizing errors and inefficiency. Ultimately, the importance of governance lies in ensuring responsible organizational management, protecting funds from mismanagement, and serving as a key mechanism for organizational success.

### **Functions of Governance**

Governance has several functions, which can be explained as follows:

- \_ It helps activate the oversight system and provides a set of procedures to implement monitoring, reducing exploitative behavior in environments with strict oversight (Mourad, 2020: 107).
- \_ It raises awareness about the ethical, economic, political, and social dangers of corruption.
- \_ It fosters transparency in the actions of public organizations, which helps create clear and transparent relationships between stakeholders in all transactions (Ben Aichi, 2017: 261).
- \_ It provides accountability for all parties involved.

- \_ It empowers employees to participate actively in all organizational activities (Al-Warhi, 2019: 11).
- \_ It helps avoid conflicts or risks that may hinder the quality within the organization.
- \_ It enhances the organization's reputation and practices.

### **Determinants of Governance**

Effective governance requires managing change. Organizations often have systems and laws that need to be activated and applied transparently, following a policy of maximizing achievement, accountability, and performance monitoring, which are essential for developing a sound work system. Therefore, it is important to consider the determinants of governance that indicate the level of good application and quality of governance. These determinants are defined by Al-Asmar (2020: 944) as internal and external.

External determinants include regulations governing economic activities in all forms, the general investment environment, and regulatory bodies. Internal determinants consist of the rules and foundations that define how decisions are made and how authority and responsibilities are distributed within the organization, helping reduce conflicts between the interests of different stakeholders.

### **Foundations of Governance**

Any system requires a set of pillars and foundations to achieve the organization's objectives efficiently and effectively. These include:

- \_ A legal framework that defines the rights, responsibilities, and powers of all key stakeholders in the organization, including penalties for violating rights, neglecting responsibilities, and exceeding authority, as well as penalties for corruption.
- \_ A regulatory framework that includes oversight bodies responsible for ensuring the implementation of governance procedures and anti-corruption efforts.
- \_ The existence of an independent audit committee with high qualifications and expertise, which plays a crucial role in promoting transparency and eliminating corruption within the organization.

### **Transparency**

- **Linguistic Definition:**

In the *Lisan al-Arab*, "shafa" means to show one's sorrow or distress, and it can also mean to conceal or suppress one's concerns until they are subtle and tender. It is used in expressions like "shafa al-thawb," meaning the fabric has become so thin that it reveals the skin of the wearer.

Therefore, the word "transparency" is derived from the verb "shafa," which signifies the act of revealing something subtle (Ibn Mandur: 103).

- **Conceptual Definition:**

Transparency is defined as the availability of information related to policies, systems, laws, decisions, and regulations to employees and stakeholders through the disclosure and announcement of all public institutional activities, especially in planning and substantial execution (Al-Jawhari, 2018: 238).

It is also defined as the act of an individual, group, institution, or organization revealing its identity by providing accurate and timely data, being open to review and evaluation, and fostering positive attitudes toward all essential elements (Al-Jawhari, 2018: 239). Furthermore, transparency refers to the means that facilitate access to information and understanding of decision-making processes. It emphasizes sharing information and acting openly, with clear procedures for decision-making, and it ensures open communication channels between stakeholders and decision-makers (Abdel Karim, 2019: 8).

### **Importance of Transparency**

The importance of transparency lies in its role as an open communication channel between management and stakeholders. It is a crucial tool in combating corruption. Transparency is not only essential for communities in their relations with each other but also for organizations to avoid becoming opaque in their directions, which can lead to reduced morale and a lack of belonging among employees. When information is disclosed, it strengthens employees' loyalty, as they feel they are part of the organization. The importance of transparency can be summarized in the following points:

- \_ It enhances oversight, making everything clear within the operational rules and systems.
- \_ Transparency serves as a means for administrative development, requiring constant review of organizational systems and procedures to ensure clarity and effectiveness (Abdel Karim, 2019: 16).
- \_ Transparency ensures employees' security, encouraging them to utilize their full potential. It leads to careful and responsible performance, as employees become more cautious due to the possibility of accountability. This also enables them to plan their activities and review their accounts, thus making their behavior more rational and less prone to corruption. Additionally, transparency reduces violations (Saleh, 2017: 735).

The above indicates that transparency reduces ambiguity and contributes to eliminating corruption. It saves time, cuts costs, and prevents confusion and disorder in operations. Transparency also plays a critical role in selecting leaders with objectivity, integrity, and a

commitment to the organization's public interest. Therefore, transparency is vital for all organizations.

### **Types of Transparency**

The different types of transparency can be described as follows (Abdel Karim, 2019: 17):

- **Distorted Transparency:** This is a form of transparency that is manipulated for particular purposes.
- **Ideological Transparency:** This type of transparency serves specific interests and originates from an ideological standpoint.
- **Selective Transparency:** This type emphasizes selective transparency in a way that exaggerates positive outcomes through media, justifying failures with the positive aspects.
- **External Transparency:** This refers to transparency that is associated with external society, which enhances trust and credibility with the external community.
- **Internal Transparency:** This occurs within the organization, involving relationships and transactions that are transparent. This internal transparency reflects on employee performance and fosters a high level of trust among them. From the above, it is clear that the most important types of transparency are **internal** and **external transparency**. Internal transparency pertains to the relationships and transactions within the organization, while external transparency is linked to the external community.

### **Principles and Foundations of Transparency**

The principle of transparency and participation has become fundamental to all systems, and secrecy is now a limited exception, gradually diminishing in favor of transparency as a general principle. This principle should govern all activities, functions, and operations of organizations, as transparency is one of the essential conditions for comprehensive development. In other words, it is a key requirement for good governance. The principles and foundations of transparency are as follows (Mansour, 2018: 166):

- **Administrative Clarity:** Organizations should disclose their administrative procedures and operations so that the organization's activities are clear, particularly by explaining the reasons behind administrative decisions. This is achieved by adhering to the legal justifications for decisions such as appointments, promotions, transfers, assignments, and grants of rewards and incentives.
- **Information for All Employees:** Employees should be aware of the goals of public and subsidiary institutions, understand their roles in defining and achieving these goals, and contribute to their development. This information should not only include what

employees need to perform their tasks efficiently but also provide them with a comprehensive view of their organization's overall situation.

- **Accountability for All Employees:** Digital literacy must be eradicated from the organization, and everyone should understand financial matters and speak the language of numbers. Accountability is not limited to accountants; all employees should understand numerical data and participate in improving performance and advancing results.
- **Empowering Employees to Make Decisions:** This means involving employees in the management of their organization through participation in problem-solving and decision-making. Empowerment fosters creativity and responsibility.
- **Financial Transparency:** The aim is to make the employee's financial situation clear, ensuring that their activities are monitored and adhere to the regulations. The above highlights that transparency is based on a set of principles, including clarity, providing information to all employees, ensuring accountability, and empowering employees to participate in decision-making.

## Conclusion

This study explored the role of governance and transparency in combating administrative corruption, and concluded with a set of findings and recommendations summarized as follows:

### First: Findings

Governance helps ensure integrity and objectivity across all organizations, providing a structured framework that enables them to achieve their goals in the best possible manner. It acts as a system for monitoring and supervision, ensuring the effective application of systems and preventing cases of administrative corruption. Furthermore, governance contributes to raising awareness about the dangers of administrative corruption at all levels.

Corruption arises due to the poor distribution of income, as those with influence exploit their power to secure the majority of benefits offered to them. This exacerbates the gap between these groups and the rest of society. Corruption leads to a decline in the efficiency of the public economy, weakening the quality of services and increasing wasteful expenditure, which raises the costs of prudent spending.

Transparency, for both organizations and their employees, provides a safer environment through an effective and precise monitoring system across all aspects of the organization. It encourages better utilization of the organization's resources. As the organization's actions become more transparent and clearer, this fosters a positive and open relationship in all dealings. Transparency also makes employees more cautious and responsible in performing their tasks, as they fear

accountability. This encourages better planning of their activities and leads to more rational behavior, reducing the likelihood of corruption and contributing to the public interest.

## **Second: Recommendations**

Based on the findings of this study, the following recommendations are proposed:

- \_ Raise awareness and enhance public understanding of the dangers of administrative corruption, emphasizing that combating corruption is a national responsibility that involves everyone. The community plays an essential role in reducing administrative corruption, and fostering motivation for this mission is crucial.
- \_ The need to activate governance and transparency mechanisms to combat and limit administrative corruption.
- \_ Enact strict laws and regulations to prevent administrative corruption, treating it as a serious crime that undermines work ethics. Organizations must be committed to evaluating performance seriously and effectively, accounting for the material and non-material costs of corruption.
- \_ The role of education and curricula in incorporating subjects focused on protecting integrity, safeguarding public funds, and combating corruption. Laws and systems alone are not sufficient to fight corruption; they must be supported by a public culture that recognizes the dangers of administrative corruption and prioritizes the collective good over individual interests.
- \_ Simplify work procedures and speed up transaction processing to a level where employees cannot easily violate the system.
- \_ Strengthen the relationship between public institutions and anti-corruption agencies, as well as the media, so that cases of administrative corruption that are addressed can be publicized. This will provide a clear picture of the achievements made by these bodies in their efforts.

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