

Corruption Reduction Strategies Measuring Financial Indiscipline across Public & Private Institutions in Ghana: Technical Applications and Solutions

Christian Courage Lawrings

Noble International Business School, 7 Oleander Street East-Legon, Accra-Ghana
Pencil and paper edition Vol.2

ABSTRACT

Study Purpose: *This paper is designed specifically to search into the operations of public and private operational and service institutions in Ghana. It is determined to focusing on how financial matters are handled and /or delegated with high sense of discipline, talents of self audit and self-control, stripping oneself in dedicated spirit of corruption with devoted integrity, which is believed to be the only means of building a meaningfully stable, growing and progressing National economy.*

Actionable Approach (Methods)-

The first step in methodology is the examination of relative measurement between private and public institutions i.e. examine and compared workers in the private sectors to their counterparts in the public sectors weighed which sector workers are more corrupt. The study also measured how both sector contribute to Gross Domestic product (GDP) to enhance national development as well as causes of unemployment underemployment and the collapse of institutions due to bankruptcy leading liquidation.

Research Findings: - considering variations the public institutions do not have agreeable connection with private ones when the samples of both sectors were tested. Public sectors showed appreciated corrupt practices than in the private sectors which represent empirical truth in the findings.

Limitations And Implications Of The Research:-

Addressing of future research should cover two-thirds of institutions in the public sectors and private sector.

Technical/Pragmatic implications: - Subsequent to the value of the theory, this study (paper) also

has in practice technical value which warrants applications and solutions. Corruption outspread across institutions is real and improperly/mistakenly accepted as a practice among those who have access to back-door financial looking. It is describe as self-rewarding strategy to enrich oneself without superiority recommendation for good work one at a work place, giving more severe in our times.

Originality And Value: -

Even though corruption disaster raises public and international concerns, previous studies refuse to address technical solutions to combat the situation within local, nationals and global context. The findings of this paper will consolidate provisions of how office holders, financial controller down to mere subordinates should be educated or trained to be self-disciplines and to realize that financial indiscipline (corruption) is a sin in our religions of faith as well as a offense under the constitutional laws, rules and regulations of our lands of dignitary immigration or birth.

Keywords- *Corruption, Financial Indiscipline Religious of faith, self-discipline,*

Paper type: *Research paper.*

Introduction

Displaying Facts: -

The Origins of corruption: The divine view points.

This paper has discovered three (3) important events of corruption in the Christian Literature of the Holy Bible namely;

1. The twin conduct of Ananias and Sapphira
Text : e.g Acts Chapter 5:1-11;4:31,32

Chapter 5:1-11“1,But there was a man named Ananias, who with his wife Sapphira sold some property that belonged to them. 2, But with his wife’s agreement he kept part of the money for himself and handed the rest over to the apostles. 3,Peter said to him, “Ananias, why did you let Satan take control of your and make you lie to the Holy Spirit” etc.

Relationship: The conduct of this couple relates to owners and stewards of private institutions, firms and industries, enterprises and (Micro, Small and medium) and Organizations. Instead of accounting properly the real annual total output to audit so that the actual proportion of tax would be paid by them to government, they rather design sudden impulse and prepare two ledgers; one contains the actual work output and the other containing a willfully reduced (predicted) output. When it is time to pay tax to government they do base every calculation on the reduced (predicted) one. The desire to make unprecedented wealth within the shortest possible time. This is purely called, educational antique stealing. They operate in the community, in the country without paying the requisite homage to government who is the custodian and defense of their set ups and even the land on which they operate.

Interpretation:-

The Apostles and their followers prayed and promised to do everything with one accord. In Acts 4: 32 it is explained that they have all things in common which means to my understanding, they pledged their services, body, souls, wealth including all their possessions unto God- they need to practice life of Integrity unto their God whatsoever but unfortunately for Ananias and his wife Sapphira had a change of mind after vowing diligently unto the service of God. They did not mimic their brethren of the honest wife they showed in services i.e. selling all their belonging and brought what they realized out of it into the house of God to consolidate their vows. Instead they brought only part of the total cost of the land into the house of God. They were interrogated by peter about what they brought in as their contributions. Unfortunately for them, “God cannot be mocked”; they told lie respectively. They both fell and died instantly which attracted instance burial for both. This is a reminder to all humanity, God punished for sin. It is clear and biblical truth that these couples died (lost their lives) prematurely in their willful act and process of Financial Corruption. This conduct and scenario of impurity is a way of indiscipline, Financial indiscipline, lack of self-control and disobedient to authority

In the likewise manner, private institutions practice the same habit. They forget that even if no human sees them, God the creator of their body and souls sees them deep or than they can cover themselves. This wicked conduct reduces governmental expectation in tax collection through which she can get enough money to run the country and does development project to help the populace. On the other hand, the right presented to government statistical agents of integrated Business establishment survey in the Ghana statistical service, with their slogan; “Your business country, let it be counted” to compute the correct figure of Gross Domestic Product (GDP) to help government position herself against economic imbalances, unemployment , underemployment and low work output. The following constitute 2015 statistical survey evidence;

ESSENTIALS OF WORKOUPUT TO GDP

Work output out of hard work of a country is determined and measured with economic yard-stick called; “Gross Domestic Product”, which is universally accepted approach. Whenever workout put is an economy is measured to be low, the corresponding Gross Domestic Product (GDP) is also realized or achieved to be low, on the other hand, when work output goes high, the corresponding GDP also goes high. This means that, total annual work output of a country positively relates her GDP. The study went deeply down and presented the annual work output of samples of 2 companies situate in the United States of America; e.g.

1. “AMERICAN EXPRESS COMPANY
3 WORD FIANCIAL CENTER
NEW YORK, NEW YORK 10285
OVERVIEW: Provide credit cards, travelers checks, and other financial services. *Established:* 1850. Ownership: Public.
KEY STATISTICS: Annual sales: \$16.2billion. Number of Employees: 72,229.
HIRING HISTORY: Number of professional employees hired in 1996: 100.
EXPERTISE/EDUCATION SOUGHT: Marketing, finance, accounting, auditing, data processing, human resources, operations, sales, technology
ALTERNATIVES TO FULL-TIME EMPLOYMENT: Paid Internships.

INTERNATIONAL ASSIGNMENTS: are available to employees.

CONTACT: For college students and recent graduates: Ms. Deborah Hickey; college recruiter; Fax: 212-619-9770.

For individuals with previous experience: Mr. Neil Begley, Senior Director of Human Resources, American Express Tower, New York, New York, 10285;

Phone: 212-640-5050. Job Hotline: 212-640-2171.”

And

EASTMAN KODAK COMPANY
343 STATE STREET
ROCHESTER, NEW YORK 14650-1139

OVERVIEW: Produces imaging systems and photographic equipment and accessories.

Established: 1880. Public

KEY STATISTICS: Annual sales: \$16billion. Number of employees: 94,800

EXPERTISE/EDUCATION SOUGHT: Mathematics, finance, accounting, business, marketing, materials management, physics, microbiology, sales, logistics

ALTERNATIVES TO FULL-TIME EMPLOYMENT: Part-time jobs, paid internships

COMPANY-PAID TRAINING: is available

INTERNATIONAL ASSIGNMENTS: are available to employees.

CONTACT: Staffing Departments ; Phone: 716-724-4000; Fax: 716-724-9416. E-mail: staffing@kodak.com.

COMPANY URL: www.kodak.com” (Peterson’s 1999) Job opportunities for Business Majors. (16th edn.p.199\$205). Princeton, New Jersey 08543-2123, USA.

FUNCTIONAL RELATED ANALYSIS COMPARED TO GHANAIAN INSTITUTIONS

ANNUAL SALES: These two companies namely: American Express and Eastman Kodak Companies demonstrated very good conduct of workout put of annual sales i.e. 16.2 and 16 billion United States Dollars to support GDP growth. Total annual sales of both constitute 32.2 billion US dollars. The study considered both companies and uprightness to duty and authority.

Total Annual Work output of these is an indication that they are even richer than Ghana government. The study also found that Sister companies in Ghana can also do the same and produce equal or similar work output to support Government or GDP but due to selfish behavior, dishonesty, financial indiscipline leading to excessive corruption in all sectors all over the country. The same people who are engaged in these practices turn around to blame government for being inefficient. Politicians complain excessively

of unsound economy blaming ruling government for being the cause.

EMPLOYABLE CAPACITY- These two companies were established in the years 1850 and 1880 respectively with employment capacities of 72,229 and 94,800 with total capacity of 167,029 employees. Compared to old setups in Ghana eg. Akotex Farms at Juapong in the Volta Region, Ghana Sugar Estates Limited (Ghansel) in the Shai-Osudoku district, the Ghana Industrial Holding Corporation (Gihoc) factories in Tema and Accra, Sunrise Industrial Services with Tifa, USA at the Kotoka International Airport, Accra-Ghana, Ghana National Trading Corporation (GNTC), King’s way Stores, Glamour Stores, Bank for Housing and Construction etc. just to mention a few collapsed entirely due to malfeasance, financial indiscipline and mismanagement and finally corrupt practices among Institutional stewards. If these above companies are still operating today, let us assume the number of employees their staffing departments could employ to reduce unemployment burdens on the central government. Why these killer attitudes? the answer is very simple;

- Ghanaian employees are too much money conscious.
- Institutional stewards are not honest
- They have no logic to protect and build their nation (they forget that no one will build it for them).
- They are not faithful and loyal to their motherland.

The people of Ghana recite the national pledge everyday which says:

“I promise on my honour to be faithful and loyal to Ghana my motherland. I pledge myself to the service of Ghana with all my strength and with all my heart I promise to hold in high esteem our heritage won for us, through the blood and toil of our fathers

I pledge myself to uphold and defend the good name of Ghana So help me God”.

After promising to be faithful and loyal, they go out to steal instead; after pledging themselves to the service of the country with all their strength and heart, they go the converse way to destroy it for selfish gains; after promising to protect institutions won (built) through the blood and toil of their fathers, they rather loot monies out of it, loot assets out and destroy it instead, helping to raise fallen standards to meet coming generations.

2. **The conduct of the dishonest servant.**

Text e.g. Luke 16:1-17 “ Jesus said to his disciples, “there was once a rich man who had a servant was told that the manager was wasting his master’s money, 2, so he called him in and said, ‘What is this I hear

about you? Hand in a complete account of your handling of my property, because you cannot be my manager any longer.’ 3 The servant said to himself, My master is going to dismiss me from my job. What shall I do? I am not strong enough to dig ditches, and I am ashamed to beg.

Interpretation: - Jesus told this parable of interest to his disciples. This follows his duties as a teacher and redeemer of lost souls unto God. Jesus realized that inspire of all we do and how we worship, each and everyone under the moon and under the sun will make inescapable account. The final judgement will direct you either into life or condemnation (everlasting punishment) Jesus explained the conflict between the rich man and the unjust steward, This steward had been appointed over goods and money owned by a certain rich man. Whilst overseeing these properties, there are complainants of mismanagement, fraud and corruption from some unknowns to the rich man. The rich man therefore called for final account with termination of appointment instantly.

The unjust servant approached his Lord’s debtors for account; the first claimed to owe hundred measures of oil but he ordered him to pay only half of it whilst the second debtor paid so bags of wheat out of 100 bags owed. Thus unjust servant did this just to restore a place and food for him since he lost his job. Jesus commanded this unjust steward because he realized he will eat or have live something and cannot go empty handed. Jesus then threw a challenge to worshippers of God are so wise in their deals, and then He expects that, children of God should be wiser in their deals. What did Jesus mean? Is He saying stewards should continue to be unjust to their Lords or take the initiative to steal them? Oh no! Jesus by his interpretation means that, if unjust person can be wise in this way by organizing food security to him then just (Godly) person should be wiser in saving their belongings in the bosom of God-which is seeking for everlasting life through righteous deeds of integrity with justified acts of stewardship.

Relationship: This conduct of the unjust steward is related to what is currently going on in our public institutions in focus, ranging from executives, the legislative assembly, the judiciary down to all ministers of state, Members of parliament, District Chief executives, Municipal chief executives, District assemblies, Municipal Assemblies, production and service institutions of the state etc. There is a public confusion of who then is the real owner of these human institutions? Before I answer theses question, let us consider the scripture below; *Romans 13:1-8 “Everyone must obey the state*

authorities, because no authority exists without God’s permission, and the existing authorities have been put there by God. 2, whoever opposes the existing authority opposes what God has ordered; and anyone who does so will bring judgement on himself. 3, for rulers are not to be feared by those who do good, but by those who do evil” etc.

Verses 1 and 2 direct all humanity to be subject to authority and that whoever stands against this authority rises against law (ordinance) of God. What does it mean if you would direct someone to be obedient to authority? God indirectly announces His ownership of ruling institutions at all levels be it production or service. In plain language, the scripture is saying that every institution whether public or private belongs to God. The phrase “be subject” means, whoever serves, works or do not work in any laws and rules and regulations mandated to guide them. Never by your own self take authority into your own hands and steal from there (money or assets) to enrich yourself financially or materially because; where you are stealing from belongs to God and therefore you commit a sin against the institution (3rd authority), against the state (2nd authority) and that the powers of sin is severe punishment and death.

Some Bible leaders claim to own churches because they take it for granted that they use their own pocket monies to build the chapel (temple) before people came in to worship there i.e. One-man church. Due to this they use the church’s money any how without proper accounting to the members. Let us compare this scenario to company’s code, 1963 (Act 179) which says that every company is a “legal person”. This mismanaging your own company may end you up into the litigation of criminal offence and finally imprisonment. How much more the church of God? Whether it is formulated by single or jointly, either by your own money or public money taken illegally from its coffers is a sin against God followed by punishment.

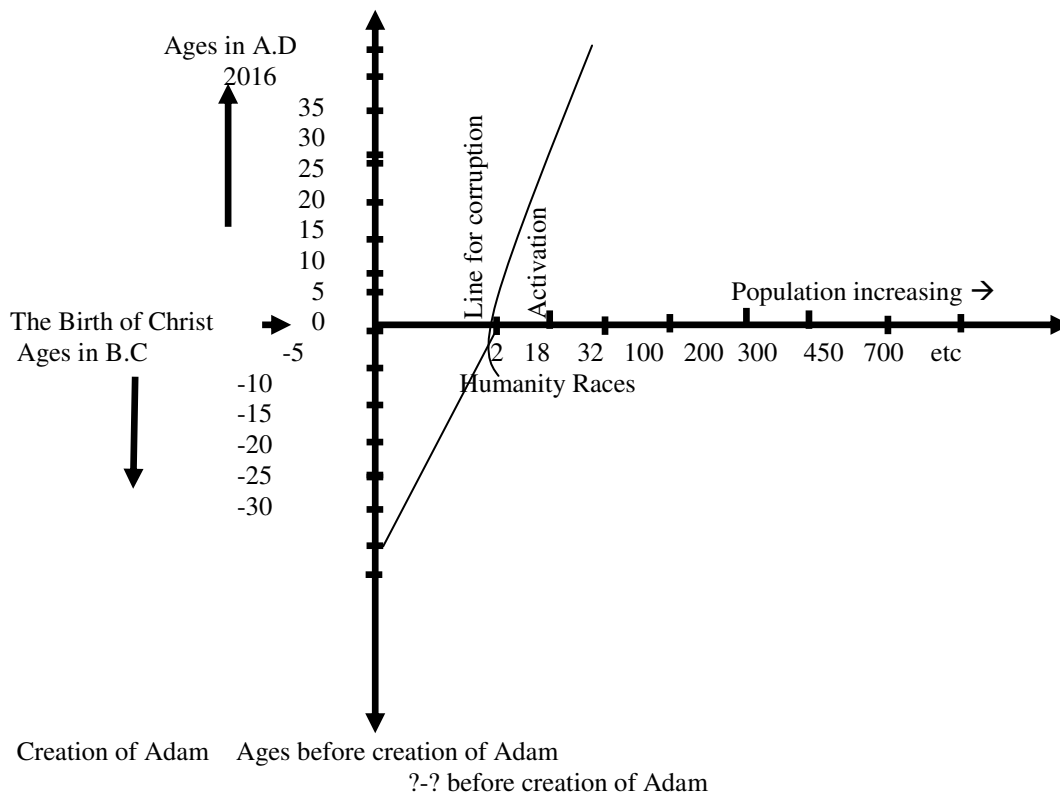
Senior stewards in the seventy are fond of inflating government contracts above the actual contracts sums forcing government to pay more than the real cost or two projects are completed; the state loses a lot of money. The tax net is perforated to accumulate just little which cannot even cater for one quarter of the nation but the little money realized by the state also fall into the mouth of wild dogs. What a gross financial indiscipline and corruption? It is uneasy to explain this behavior from public phrases to houses of God-corruption everywhere; it is difficult to find one out of ten who is not corrupt! God save us.

Members of parliament after receiving their common fund which they can use to develop their

communities, divert these monies into private uses. The district chief executive/municipal chief executive also divert their common funds for private uses as a result their end service benefits (ex-gratia) on top to enrich themselves with their families. External auditors who are to defend the state also collect various sums of bribe into their pockets, write flimsy reports to cover these corrupt officials, in the long run, government have nothing to say. The system of “scratch my back, I scratch your back” is widely spread and has therefore engulfed the state. This is why Ghana has been named the second most corrupt country in Africa after South Africa. The June 4 uprising of junior officers against senior officers in the Ghana Armed Forces in the year

1979 was due to corruption. The Army generals in the SMC 1 and SMC 2 borrowed monies in the name of the state but shared it into their pockets. At that time, majority of public companies collapsed, roads damaged without repairs, soldiers and many workers worked without receiving their salaries, hoarding of goods and commodities from open market transaction, Imperialism was massive (cheatings and killings), grave lootings and armed robbery were to businesses in those days, use of money to buy justice in the law courts, human trafficking and kidnappings, the nation was divided with tribalism, development projects were abandoned and many more.

CURRUPTION-AGES GRAPH



From the graph, corruption of Humanity started when population was: 2(two) this relates the year both couples were created.

The intellectual view point

The practice of corruption, indiscipline, and financial malpractices is seen as very worrying situation in every country; both in developing and developed economies-properly presented as first-world second-world, and third-world countries. It follows the willful nature of looting public and corporate institutional funds, debt and equity plus partially or totally generated revenues from hard-

work. Even though this horrible situation can be found in the G8 countries like the UK, France, Germany and USA etc., it is found worse in Africa, such as South African being the leading corrupt nation of Africa followed by Ghana as the second in position. This indicated clearly shows that Africa’s financial and developmental capabilities are engulfed by/with practice of corruption. I elated development to uncover “the causes, consequences and control of corruption in Ghana” by (e.g Afesorgbor 2016) indicated that “Empirically, it is not impossible to associate extreme poverty and perverse inequality to

countries with high levels of corruption. Corruption is one of the most destructive impediments to economic and social development. It takes away resources from the common pool and deprives a large population of partaking in the share of the National cake. Despite Ghana's good governance and democratic credentials, corruption still remains cancerous in our public service and society." Investigating the weights and levels of balances on economic development, poor people are 98% affected compared to the rich. This is why I agree with (e.g.c.f justice and Bjornskov, 2014) (quoted from Afesorbor, 2016) who stated that; "Corruption associated with the provision of common social services is more likely to affect poor people because they are more dependent on government or public facilities for the provision of essential services" but disagree with the concept that, "Current research on the micro-level impact of corruption on African gives strong credential that poor people are more likely to pay bribe than the rich as they have limited options or alternatives for meeting their social needs". I argue that if it is so, why are most poor people jailed for not meeting bribery obligations, demands or standards when it is requested for? We need to know that, poor means poor and nothing means nothing. If the victim of such demand does not have, how can s/he give it out in settlement of it? In continual development, (Afesorbor, 2016) in his excellent research discovered that "The economic loss suffered by Ghana because of corruption is enormous, and we cannot develop as a nation I few do not maximize or reduce the incentive for corrupt and rent-seeking activities in the country. Apart from impending economic growth, development and investments; it also exacerbates the income inequality gap especially as the poor and vulnerable are more adversely affected. Rising corruption also results in decreasing revenues for development as the citizen's incentives to honor their tax profligate and ostentatious lifestyle by public servants". He also stated that, "Similarly, corruption stifles the growth of domestic business in the country as a result of the unofficial payments of bribes that is solicited from them by government-mandated agencies. This increases the cost of doing business in the country and makes Ghana uncompetitive globally for foreign direct investment (FDI). Many businesses are expected to make unofficial payments to the very agencies that are constitutionally-mandated to promote and control their activities. Quoting from the World Bank Enterprise Survey, he indicated that; high percentage of firms in Ghana is required to pay bribes in obtaining licenses, government contracts and business permits". Government is continually trying his best to reduce and /or stop this cancer but to no avail of her attempts because;

- (i) *The situation is not for one man to tackle effectively;*
- (ii) *Arms of government –mandated agencies are not in fully support of government to eradicate the situation; and*
- (iii) *The expected Agencies are also corrupt in the sense that, they cannot fully act.*

This study attempts to resolve (reduce) this alarming situations of corruption causes and eradication-literature. Firstly, financial indiscipline is serving as one major source of corruption in our communities. This high Indiscipline generated from disrespect of laws, rules and regulations guiding the conduct of humanity in the service and vocational institutions. The more it goes out of hand e.g. "in 1998 the Government of Ghana also established an anti-corruption institution, called the serious Fraud Office (SFO) to investigate corrupt practices involving both private and public institutions. A law to revise the SFO law is being drafted and it is expected to define more clearly treatment of the proceeds from criminal activities. The government also announced plans to streamline the roles of the (CHRAJ) commission for Human Rights and Administrative Justice and SFO, in rider to remove duplication of efforts. The government passed a "Whistle Blower" law in fully 2006, intended to encourage Ghanaian citizens to volunteer information on corrupt practices to appropriate government agencies. In December, 2006, CHRAJ issued guidelines on conflict of interest to public sector workers. As of February, 2009, a Freedom of Information bill was still pending in Parliament" () One may question the importance of this information bill and even ask whither without the information bill, information cannot flow to report looters and fraudsters of institutional-public funds? The answers are capital "Yes" because there are dangers in such deals. In Ghana (i.e. Africa), if you are found reporting corrupt people, Armed Robbers, officials and perpetrators of such behaviors to the police or responsible authorities for action, these authorities and the police will rather turn the war against you. They would go in the arrest the people sometimes but point you to them that you reported them. Unknowingly, one day they will attack you direct or indirect and kill you. Why this attitude? Because they know if you see them doing the same thing, you will report them also. In another development, the collaborate and share whatever comes out of this fraudulent activities. Counting from the period of 2006-2009, a simple Freedom of information Bill could not be passed into law just to encourage citizens report to authorities, stealing including financial malpractices which they thing will jeopardize the

country's progress or sabotage the country's economy. Why? It is because, such law makers know that it will later hang them in terms of violations or cease them entirely from making cheaper easier monies for no work done. Another step by government was the recent May 12, Anti-corruption Summit in London "Ghana urged its delegates to sign these eight steps in hope of decreasing corruption:

1. *The public should know who owns and profits from companies, trust and other legal entities.*
2. *We need tighter rules to stop corrupt money being spent on properly and luxury goods.*
3. *Banks and business should be required to find out who they're dealing with, and report dodgy practices.*
4. *Companies buying oil gas and minerals and those in the defense and construction sectors must make details of their payments to any projects, available to the public.*
5. *Companies should reveal how much tax they pay in every country they do business in.*
6. *All government contracting process around the world should be open.*
7. *All government budgets around the world should be available for anyone to view.*
8. *Corruption hunters should have access to timely, comparable and relevant open data on the issues above as well as the technology that will allow them to work effectively". The author in his research found that the above measures can never work in Ghana and African because, the animals are corrupt likewise, hunters are more corrupt than the animals; who checks on the other? A Big NO! Why? Because "Scratch my back, I Scratch your back". If the people are financially discipline, there are no needs for stick law before they obey.*

Secondly, the ungodly nature of the people "tosses the coin for bad game to commence and continue without specific destination or turning point. In Ghana, Christianity is the order of the day; Christians churches are abundant all over the country with this almost everyone is a church goes but it is difficult to find the faithful ones among them. Why am I saying this? Because I discovered that, these our corrupt officials including the police, judges and lawyers go to Church every Sunday or Saturday and Claim to be good Christians or believers but echoes of corruption and mismanagements sound behind them everywhere they go(from institution to institution). "I believe

that Christianity is not a matter of regularity and punctuality in Church; it is how best and deep in practice one reads or hears the word of God, digest or paraphrase it, put it into pragmatic uses or physical applications through which s/he gets closer to God (Allah).(Lawrings, 2016) "All those who fall outside the above standard are classified as Nominal Christianity). Indeed , the researcher found that, measuring the quantities of voluminous Laws, rule and regulations which are used by authorities in daily dispensations of their duties alongside newly formulated ones before still means that, even though man-made laws are useful in guiding a national, they are one way or the other ineffective and not lucratively suitable in curbing the hazardous corruption incremental agenda without biting the bullet to put in use strict measures in transforming individuals to know what is good and bad to their souls from religious perspective.

Thirdly, the researcher in his exploration found that 92% of Ghanaian workers have no values for the institutions in which they serve.(Lussier R.N , Human Relations in Organizations, 3rd ed. p. 85) in his tremendous and scholarly contributions stated that " a person's values are the things that have worth for or are important to the individual, and a value system is a set of standards by which the individual lives) when we talk of values, we mean what "should be"; which of the choices we make among alternative behaviors which they influence? Values signal (direct) the kind of motivated character or behavior to take or accept. If one has four jobs offers at a time, s/he is bound to select the one which is of highest taste of importance to him or her. In related development, "Values help shape your attitudes. When something is of value to you, you tend to have positive attitudes towards it. If something is not of value to you, you tend to have negative attitude towards it. Since work is not important to Rayanne, it is not surprising that she has a negative attitude towards work (Lussier R.N., Human Relations in Organizations 3rd ed. P.85). The literature justifies the breakdown of organizations by reason of workers ill-attitude towards handling these institutions effectively.

IN Ghana, the orchestra of unemployment, under-employment and increasing graduate unemployment is sung every day, it even more sung in politics to secure power. The total collapse of Ghana Industrial Holding corporations (GIHOC) that comprised of several firms and industries with diverse productions with marketing channels accommodated with high employment(employable rates) collapsed drastically from branch to branch , firm to firm, industry to industry until today nothing exists. This happened some few years after the overthrow of the Country's first president, Osagyefo Dr. Kwame Nkrumah. All his

developmental plans remained quashed up to date. These brought about massive unemployment in the country due to fewer jobs; there are imbalances between education and job creation in the country. More labor forces (students) are trained in large counting numbers yearly. For instance the University of Alone graduates over three Thousand Students annually. Similar relations apply to other public Universities; the Kwame Nkrumah University of Science and Technology, University of cape Coast, University of Education, Winneba, University of Allied Sciences, HO and University of Development studies, Tamale excluding the So many established private Universities and colleges; producing annually over sixty thousand (60,000) graduates from only public mandated Universities excluding estimates from private ones.

Fourthly, the common proverb (Ewe maxim) which stated that; “if you cry for the chicken, cry also for the Hawk”. Ghana is the home of cheap labor in the World-payment of low wages and salaries with some areas engaged in carry-forward salary payments. Workers receive low and very low payments to compensate for their service. These workers often remorse deeply towards these scanty rewards but find no alternative either through courts or National labor commission for redress. Indeed, speaking from the economic down turn perspective, expenditure is always higher than revenue (monthly or daily income) leaving difficult payment in up-coming months. Compared to income and expenditure skills, utility bills (Electricity, water etc.) are so high and appreciate often without corresponding increase in wages and salaries to balance in situation. Even doing this will not be enough to demonstrate standard wages and salaries until fair wages and salaries Commission comes out in conjunction with government, Trade Union Congress (T.U.C) and Tripartite committee to fix a good measure of scale on the country’s minimum wage to mandate daily pays, weekly payments, bi-weekly and monthly payments in appreciating or lucrative manner to balance and marginalize work output (Service) with payments. In the year June 1996, some Ghanaian workers went on sit-down strike for salary increment. The them Minister of employment stepped in only to say that; “ability to pay”. In his explanation, he stressed that;” employers pay what they can afford for, they cannot pay above their capacities to get their set ups malfunctioning. Sadly, worker returned to work without achieving a single point of their expectations. This is why most employers pay very low salaries throughout the country. The carry-forward salary workers in their case face this problem not because there is not money to pay them but just that their top officials use their total salaries to buy shares in banks for at least three 93)

months, harvest interest yield before they draw the principal to pay them. This means that after engaging them cheaply, they also trade on their bulk salaries to make profit before they release their salaries to them. What do we think these hungry workers will do? They will definitely go corrupt in diverse ways. This is why (e.g. Laski, 1925, grammar & politics P.30) stated that “from the standpoint of politics, the problems of industry have two aspects of importance. There is, first of all, the problem of safeguarding throughout its operations, what I have called the natural rights of men”. The protection of industry is the most important to guarantee its continuity in operation, to provide various jobs to the population of people at all times from one age to another. If older ones are there before new ones are added, there would be abundant provisions of jobs to people across the country. Our employment institutions are not giving satisfactory to workers in their operations and services at all. Employees even though working everyday cannot afford their material things they request or care for themselves or families as well. This stresses the need that; an industrial system must satisfy the principles of justice; it must give to the worker and adequate livelihood, reasonable conditions of work, and a full opportunity to share in the making of the conditions upon which his happiness in work will depend. He must not feel that his life is at the hazard of another man’s will. He must be able, by his effort to purchase for himself to means to self-realization, so far at least, as these are dependent upon material factors” (e.g. Laski , 1925 p. 30). This is why and where financial corruption malfeasance financial indiscipline and looting of institutional or public funds begins willfully to protect themselves; provisions o houses (shelter etc.) depending upon what person needs in his or her choices before going on retirement at last. The research discovered that, if corruption of money can be minimized or eradicated entirely unless the cheating nature of general employees across the country by paying them low salaries is given serious attention. Recently, the 2015-2016 army retirees of fifteen Thousand (15,000) people suffered a loss of Gh¢25,00 equivalent to USD.....deducted from each person’s end of service benefits by some Senior Officers including the recent past Army Commander. As alarm blew, those big men who were involved in these practice of stealing their neighbors toils and sweat were sent to court for justice. One of them got Punic, hang himself to death, what a chock of financial indiscipline that have entered the Ghana Armed forces? Financial corruption everywhere.

Theoretical Development

Corruption is the term used to describe bad (unhealthy) condition or situation in practice materially or spiritually. Any attitude or behavior that is considered unacceptable to people, public or community with regards to norms, values and laws acceptable to that community including their religious rights and beliefs is termed corruption. In this regard, the right behavior is considered ethical behavior. "Corruption is the dishonesty using your position or power to your own advantage, especially for money" (Procter, Cambridge Int. Dic of Eng). However, (e.g. Lussier, 1996 3rd P. 293) defined two kinds of ethical behavior that contribute to corruption (i) Type I ethics-which "refers to behavior that is considered wrong by authorities and the individual, yet conducted anyway". This means that, "a persons who agrees that the behavior is unethical yet conducts the behavior is unethical yet conducts the behavior anyway is guilty of Type II ethics". According to (E.g Procler, Cambridge Int. Dic. of Eng), reduction means make less is size, amount, degree, important etc., or bring into a different, usually worse, state whatever the situation or condition can be brought lower to expected desire whatsoever also explained that "Strategy is" a detailed, for achieving success in situations such as war, politics, business, industry or sport or the skill of planning for such situations". Carefully studying of situation(s) and trying to discover a plan of approach either technical or social to solve or positively improve it to benefit humanity, is called a strategy. Some situations require super conscious or intuitional applications of knowledge to success in strategic carriages. Financial indiscipline calls foe disobedience or lacking absolute control over correct dedicated measures which directs a person to do exactly what is considered right or ethical to yield positive results in the light of absolute integrity. Public institutions are by and large those who control our official; in other words, they are established by government or are the kind in which government owns the largest share but private institutions or enterprises are those established by an individual or group in which control is not official; running to and safeguards comes from the people themselves. They pay various taxes such as; exercise duty, fuel tax, electricity tax, water etc. in form of tokens of respect and subjectively to government. Total collection of these enterprises constitutes the private sector. Corruption is an attitude or behavior that negatively affects the progress of service and production entities however, public and private enterprises are closely related in their operations but differ in terms of ownership and control whereas they are all subjects to disaster emerging from financial in disciple in varying degrees. These concepts are related because financial indiscipline breeds corruption

when situation or human attitude calls for it. Private enterprises are seen sometimes safer and more productive in circumstances where control, monitoring, management and leadership prevailing so strictly resulting in generating profit, free from theft and conditions of bad debt. Also private companies follow the trends of globalization and international trade competitiveness than public mandated institutions across the country.

Research Hypotheses

In this section, I finally and formally declare testable hypotheses. For the purpose of corruption and financial indiscipline, its effectiveness relative to public private enterprises is strictly considered in this research public services and enterprise operates peacefully under mandated government policies. It is considered that, public enterprises receive various financial supports including grants in various nature irrespective hard works to generate profit or break-even in return. This compelled (Nice,2002 Public Budgeting P. 164) to give some elated commentary that "Grants can enable higher level of government to provide a more uniform standard of service when that seems desirable, in contrast to the greater variations in services that can result when decision are made locally. When transportation officials wanted to establish a national system of interest highways with consistent guidelines foe clearances, sharpness of curves, and so forth, national grants helped provide that consistency". This clearly means that even though government attempts to resource her institutions by avenues of receiving grants and sometimes loans so that they can perform well, the result is always negative due to scenarios of corruption and malfeasance. This enforces government to spend more than she can produce; she uses over 70% of GDP to pay salaries and wages including interest rates. When this happens, how can she get enough money to execute development projects, manage disaster or education and orphanage care or revive collapsed enterprises or establish new ones to provide gainful job opportunities to benefit the populace- I therefore hypothesize the following directional effects:

H₁: Financial support positively affects;
(a) Public institutions in their operations,
(b) The performance rate of private enterprises.

H₂:Grants engineer the performance of ; (a) Public related institutions but
(b) Decline the break-even rate of private ones.

Performance of public enterprises

The rate of performance is sometimes used to identify the category of superior that governs the

enterprise. It is universally accepted to say that 80% percent of private organizations perform holistically better than public ones. This calls for the reason why most public institutions have been privatized for stable, reliable and high revenue generation. This occurred around the globe in the 1970s in most European economies but diffused over Africa and Ghana severely in the 1980s. these years of implementations also saw the Africa-wide campaign for value Added tax (VAT) which also took place in Ghana at the rate of 12% nationwide.

The Ghana Broadcasting Corporation (GBC) is a typical example of my top discussions. The corporation lives on government budget for it's operations but as at now they could not design productive mechanisms to collect TV license fees in order to generate revenues. No amount of public campaigns or announcements looks impressive in convincing the people to pay these fees as law requires.

The nature of incompetency and inefficiency to work hard and generate revenues to sustain these balances in the public institutions discredit the level of expectations I n performance. I also suggest the follow

H3.: The poor performance in harvesting revenues is one the ;(a) inappropriate conducts reducing a sound economy for the state, (b) performance goodnews in some state institutions, (c) private institutional incremental strategy in balancing their balance sheets.

H4: The Cancer of corruption and financial malpractice is one;(a) reason why public enterprises fail to account for their productively effectively, (b) reason why most pubic ones collapsed.

H5.: Public companies cannot compare themselves to private ones because; (A) public ones do not account for all they produce, (b) Private companies account for all they produce, (c) Private ones are more serious an competitive than public ones.

Even grants sourced for advancing enterprise performance also falls into private pockets. Purpose of these financial sources are never achieved due to ; (a) Over pricing of contracts(projects), (b) payments of ten percent shares of projects sum if it passes through every bureaucratic level before the final person gives it out, (c) paying bribe before contract is granted (d) paying bribe to enable awarding engineers could certify it as good work done after completion even though the project is sub-standard. In the long run, such a huge sum of money which is used to award a project contract remains less or scanty which cannot care for the standard required in expectation before could not survive their perpetual guarantees due to shortly

works from financially looting or cutting down project sums willfully. This means that government sources money for developmental projects but the greatest proportion satisfies people pockets first before even the project is given attention. This is because, audit trails are not conducted effectively or at all to check these malpractices. (Nice,2002 P. 166) commented this same issue that; “grants allowing more discretion at the recipient level permit greater adaptation to recipient needs and preferences but leave officials at the granting level with less influence over how the money is spent. That may help explain why a large majority of federal grant funding is usually distributed in categorical grants (characteristics of federal Grant-In-Aid. Programmes to state and Local Government, 1995: iii, 3).” We can therefore examine to realize that, non-performance of state-owned enterprises is not due to lack f finance but rather from the initiative or personal misconduct of enriching themselves quickly through the caliber of being too much money conscious resulting in financial indiscipline and corruption as a habit. This worrisome conduct in the public domain is giving lack of trust for African countries by their foreign (European) counterparts when the need arises for financial assistance to poorer developing countries. Foreign donors losing confidence in Africans and Ghanaians suggest that; “matching grants require recipient governments to help finance the program receiving grant support. A 50/50 match requires the recipient government to contribute one dollar for each dollar of grant funding” (e.g. Nice, 2002 P.166). The financing countries hearing and seeing the attitudes of Blacks in managing their affairs is termed, highly discouraging and unhealthy practice. Therefore they no longer, want to fully finance African projects alone because they have seen that their monies and resources are being misused and wasted after all.

The Impacts of Grants

The greatest problem encountered by cooperating countries in fostering their bi-lateral situation and engaging in developmental partnership is ‘Grant’. In this trusted deal, huge sums of money flow from one government to another without checking and balancing the outcomes properly. This highlighted the contributions of David Nice saying that; “One of the most controversial aspects of intergovernmental grants is their impact. With hundreds of billions of dollars flowing from one government to another each year in the United States, the question of impact is important. With hundreds of grant programs and thousands of

governments, answering the question of impact is not easy.

One of the most obvious types of grant impact is on the spending decisions of recipient governments. Studies examining this type of impact generally find that grant funds lead to higher spending by recipients but that the effects is usually less than the amount of the grant, other things being equal (Federal Grants, 1996). Thus funding suggests that some of the grant money may be replacing funds that recipients governments planned to spend from their own revenues. Grants stimulate spending, in part, by giving recipient governments revenues that they would not have been able to raise on their own. In addition, a grant for a specific program enables recipient government to fund that programmed at a lower price (in terms of the revenues they must raise on their own). A project that seems too expensive if the country must raise all the revenues itself may seem more appealing if a state or federal grant will pay half the cost. That consideration may help explain why agencies are more likely to press for spending increases when they receive a larger proportion of their funding from grants (Hedge, 1993) (Nice, 2002 public budgeting P.168) even though foreign partners cherish programs of funding, they equally lament on its impact thus, projects these findings will do. They would like to see actions relative to monies they supply. Are these monies being used as we think? They question! If these funds could be used properly or judiciously, what then would be their worry?

Another area of their interest is to cut down government spending cost instead of financing projects generated at higher cost. Also, foreign aid will help re-shape the economy of a country if these funds are not subject to attitudes of corruption and financial malfeasance. This complain was not given about every private enterprise, all attention is centered on public driven institutions.

Methods

Data Collection

Context of research:- I collected data from 125 well known public organizations and 125 reknown private entities as well. The study context is based on Directors, Managers and Operational consultants including various employees. The Study believes that experts drawn from those sectors will render accurate findings with appropriate result from in-depth reliability and unbiased approach to the methods applied. A first choice concentration was directed towards general managers, production officers, auditors, marketing directors and the accounts and finance personalities and experts, factory hands, labourers, messengers and self employed, young and senior clergymen,

District and regional Imams, National Chief Imam etc.

The settings of the research demonstrates features of decentralized enterprises of both private and public production and service firms geographically scattered in over 210 districts nation-wide across Ghana. These include private weaving manufacturing companies, Banks, Stone quarries, SMEs, Churches, Transport services companies, roofing sheets and Iron rods production factories, fishing firms Portland cement production companies etc. and public selected entities such as; Audit Service, District and Municipal Assemblies, Hydro and Thermal power production companies, state banks, state Hotels, ports and harbours, Ministries Agencies, the Judicial Service and other public services etc. to mention a few. The study carefully considered diverse enterprises at each side in spectacular valuations irrespective of company size or degree of performance or geographical location to avoid tests discrimination. The two kinds of business were chosen in order to compare the level of corruption and financial indiscipline in public and private business as well as the detect by comparing annual output in each case. This is where reliability in-terms of conduct and higher performance is consistently given maximum attention.

Data Source: This study is based on multi-source data setting. I obtained requisite data from company Directors, Production managers and accountants signifying the first phase of information gathering. The second phase went down to Auditors, Ordinary workers and Financing Managers. Chief executive Officers, lay workers, marketing managers and the clergy constitute the third phase to cover the entire study population across the country. I distributed a quantity of 30 questionnaires to Auditors 75 to marketing Managers, and 310 to production managers, company directors and other Service providers and workers. This is to test knowledge-experience expert influence on directional hypotheses as well as how best the problem of corruption is perceived among private and public entities. I matched responses from these specific sources by fixing code numbers individually. The final data comprise 30 auditors (100% response rate), 70 marketing managers (93.3% responses rate), and 300 production managers, company directors, other service providers and workers (96.8% response rate). "Additional tests showed no significant differences between the responses from early and late respondents on all the major constructs and on the key demographic variables, suggesting that non responses bias si nto a problem in the data (Armstrong and Overton 1977)" (quoted:

Lam, Kraus and Ahearne, 2010). Total sample estimation is 400 against a target population of 2,000 respondents.

Measures of corruption in Public & Private Institutions.

Appendix A is used to produce a complete list of measurement items used in the study. The table ‘A’ displays a seven item scale developed by Rensis Likert (likert scale) was used carefully to measure corruption and financial indiscipline across institutions under private control compared

to their public counterparts. Each of the informants was subjected to interrogations such as examine the situations of corruption and financial indiscipline, tell it’s causes and suggest how it can be eradicated. However, suggest the degree of its tendencies in the private and public sectors. Examination of whether the problem is an artificial or natural practice, were also addressed. “The responses were posted unto Likert scale of 1(to little or to no extent) to 7 (to a great extent). The alpha coefficient for this scale was found to be 0.93 across the sample” (Lawrings, 2016).

Informants distribution	Allocations/Distribution	Responses/Frequencies x	Percentage Response	Squares of Frequencies (x ²)
Auditors	36	26	100%	1296
Marketing managers	22	22	100%	484
Production managers	26	25	96.2%	625
Company directors	25	25	100%	625
Service providers	19	18	94.7%	324
Employees	60	56	93.3%	3136
Accountants	30	29	96.7%	841
Financial managers	50	48	96.0%	2304
Chief Executive officers	28	28	100%	784
The clergy	49	47	95.9%	2209
Islamic Frontiers	42	40	95.2%	1600
SMEs	18	18	100%	324
Lawyers	10	10	100%	100
	4.5	∑x = 400 Total Responses		∑x ² =14,652

Total Distributions

$$\text{Sample Mean} = \sum \frac{x}{y} = \frac{400}{13}$$

$$= 30.8$$

$$\text{Therefore, standard deviation}(s) = \sqrt{\sum \frac{x^2}{y} - 29} = \sqrt{\frac{14,652}{13} - 29}$$

=33.1

Validation and commentary

The frequency distribution of respondents (informants) 9n the exercise investigation into the problem of corruption and its effects on the country including the people, its economic drawbacks etc. are digested with frequency distributions in table 1. Informants were selected at random from variable position capabilities. The average age in the exercise is 30 years and industry mean experience ranged from at least (10-15) years. For the purpose

of reliability and consistency, gender balance was seriously taken into consideration however, no participatory discrimination was considered and there was a total regional balance. The selection exercise balance. The selection exercise e took place in three consistent categories thus, phase 1, comprises; company directors, production managers and accountants whilst phase 2, comprises of : auditors, ordinary workers, and

financial managers and phase 3, comprises; chief executive officers, lay workers, marketing managers and the clergy. For the sake of gathering more information and also allowing more interested people to participate, a technique of multiple discussion of informants to a questionnaire was considered as consistent with cooperation- a situation where one person can share contents with many people for fresh ideas and answers. I call this procedure, a 'Democratic sampling' thus almost everybody participate to contribute for a result. Comparing the percentages of responses, it shows confidence and much reliability. Comparing the sample mean to sample standard deviation, shows a difference of 2.3 indicating consistency reliability and confidence between the two without much deviation from coordination of statistical principles. From the above indications it is clear to say that the null (NO) hypotheses will be supported, for everything being equal.

Study Analysis and Results

If the standard normal statistic falls between the table values of $-Z_{\alpha/2}$ and $Z_{\alpha/2}$, then H_0 is accepted; otherwise, it is rejected.

Summary of Mathematical values

Thus, population size, N	= 2000
Sample size, n	= 400
Population mean, μ	= 30.7
Variance of the population, δ^2	= 5.3
Standard deviation of the population, δ	= 2.3
Sample mean, \bar{x}	= 30.8
Significance level, α	= 0.01
This implies that ; $Z_{\alpha/2} = 2.6, -Z_{\alpha/2} = -2.6$	
So that $X \sim N(n, \delta), X_{\delta} \sim N(\mu, \frac{\delta^2}{n} \frac{N-n}{N-1})$	

Then , the Null and the alternate hypotheses are:

$H_0: \mu = 30.7$

$H_1: \mu \neq 30.7$

Putting in values \rightarrow

$$Z_X = \frac{\bar{x} - \mu}{\frac{\delta}{\sqrt{n}} \sqrt{\frac{N-n}{N-1}}} = \frac{30.8 - 30.7}{\frac{2.3}{\sqrt{400}} \sqrt{\frac{2000-400}{2000-1}}}$$

$$= \frac{.1}{\frac{2.3}{20} \sqrt{\frac{16000}{1999}}}$$

$$= \frac{0.1}{0.115 \times .89}$$

$$= \frac{0.1}{0.1}$$

$$= 1$$

I considered a two-tailed Test concerning single (mean with a known variance of the population as the population is finite) this is applicable to the following combination of H_1 and

$H_1: H_0: \mu = K$

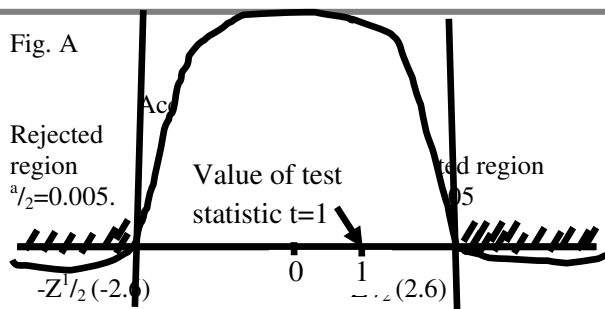
$H_1: \mu \neq K$

Where K is an arbitrary constant.

A population that propels a random variance to follow normal distribution is given attention strictly, where its mean and variance are well known. The random sample of size $n(n > 400)$ is taken from the population with an estimated mean: The goal of this particular tests is to examine the acceptance of the population based on the sample mean value by projecting half of the significances value ($\alpha/2$) at each tail for the standard normal distribution. The following is an indication of how the standard normal statistic is calculated:

$$Z_X = \frac{\bar{x} - \mu}{\frac{\delta}{\sqrt{n}} \sqrt{\frac{N-n}{N-1}}}$$

The table below demonstrates the standard normal statistic of the value $-Z_{\alpha/2}$ and $Z_{\alpha/2}$ are declared to represent -2.6 and +2.6, respectively in the figure 'A'



From the above figure, the Z value (1) is found between -2.6 and 2.6 and for this reason falls in the region of acceptance. Therefore, the null hypotheses (H_0) are accepted. This condition interprets that the mean decision of the respondents concerning the reduction of corruption practices including malfeasance, financial indiscipline in private and public enterprises across the country resulting in shortage in GDPs, poor economic performance, creation of fewer jobs with increasing unemployment rate and white collar crimes, the collapse of several industries and service, high rates of poverty leading to armed-robbery, serial killings for rituals, high political tensions in the country due to pressure on government-everyone would like to be in government to acquire wealth, identification of the poor envying those who are well to do (rich) or employed resulting in untimely artificial deaths at workplaces, the situation where people appreciate money than they appreciate their

neighbors, pure clergymen and women have changed to become artificial in their conduct due to high affinity for money, the tough having quick desire for money, the situation where incumbent position holders suffer the overthrow from office through the activities of their secret enemies by using superstition powers, some enjoy good life whilst others don't, it is difficult to differentiate a good Christian (believer) from unbeliever, the people are against each other, a situation where money is used to buy instant justice, the people do not trust each other, the problem corruption have twisted leadership and management alongside good governance in the total liberation of all institutions, the conditions of exhibiting regional balances in job recruitments and gender equality, those who can pay are employed etc. have indeed and specifically not changed from the specific mean of 30.7 relative to the target population.

TABLE 3
SUMMARY OF FINDINGS

Hypotheses	Findings
H ₁ : Financial support positively affects; (a) Public institutions in their operations (b) The performance rate of private enterprises	✓ ✓
H ₂ : Grants engineer the performance of ; (a) Public related institutions (b) Decline the break-even rate of private ones	✓ ✓
H ₃ : The poor performance in harvesting revenues is one of the; (a) Inappropriate conducts reducing a sound economy for the state (b) Performance goodnews in some state institutions (c) Private institutional incremental strategy in balancing their balance sheets.	✓ n.s n.s
H ₄ : The problem of corruption and financial malpractice is one; (a) Reason why public enterprises fail to account for their productivity effectively (b) Reason why most public ones collapsed	✓ ✓
H ₅ : Public companies cannot compare themselves to private ones because: (a) Public ones do not account for all they produce (b) Private companies account for all they produce (c) Private ones are more serious and competitive than public ones	✓ ✓ ✓

Notes: ✓=supported; n.s=not supported.

Appendix A
Scaling Respondents;

Scales used to measure integrity and discipline, service and commitment items.

Integrity and discipline items

1. To serve in the spirit of truth and uprightness.
2. To deliver as a child of God.
3. Demonstrate as the doers of the word, not the hearers only.
4. That sharing what does not belong to you amounts to sin.
5. Understand that a good care taker does not mismanage.
6. That stealing and negligence is a criminal offence.
7. That loyalty to duty and country shows good citizens

Service items

1. Knowing that service to country and duty is service unto God Almighty (Allah)
2. That whoever cheats the National and occupation cheats God (Allah) the creator of all these.
3. Than a good steward does his work well whether the Master is present or upset.

4. Understand that there is a final reward for being a faithful servant.
5. That whoever wants to be raise a leaders must serve well with good accountability.
6. Are you virtuous in service and reliable? God (Allah) will give you good reward.
7. Understand stealing and lying in service is evil and grievous sin subject to serious penalty unless you repent.

Commitment items

1. That commitment is dedication to hard work and accountability.
2. Understand that commitment does not mean to reward oneself.
3. That good commitment means law abiding
4. That be satisfied with whatever be your reward
5. I share visions and good plans with your employers and mates
6. If you value the enterprise, you will not take anything out of it illegally.
7. That to increase productively and profit for expansion and stability constitutes commitment

Scale of Responses:

Item No,	Statement	Strongly agree	agree	Undecided	disagree	Strongly disagree
1.		+2	+1	0	-1	-2
2.		-2	-1	0	+1	+2
Etc.						

“Each favorable item is given a numerical weight like, +2,+1,0,-1,-2. Each unfavorable item will have a numerical weight in the reverse order as -2,-1,0,+1,+2”.

Source : R. Panneerselvan (2010): *Research Methodology published by Akose K. Ghosh, (2010), PhI Learning Private Limited-New Delhi. (quoted: Lawrings 2016).*

Conclusion: It has been observed that corruption started from Ages past and increases as population increases. Corruption is never taught to practice, it is a perception of human character or habit to do what is wrong against humanity of property. This practice can be reduced gradually and entirely if religion is enforced in addition to judicial laws. Civic education can also be used to reduce this cancer from public domain. If everyone is able to achieve a good understanding and promise of good behavior then, corruption will be a thing of the past.

References

Coleman, J. S. 1990. *Foundations of social theory.* Cambridge, MA: Harvard University Press.

Cyert ,R.,& March,J.G.1963. *A behavior theory of the firm.* Englewood Cliffs, NJ: Prentice-Hall.

Darr,E.D.,Argote,L.,& Epple,D.1995. The acquisition, transfer and depreciation of knowledge in service organizations: Productivity in franchises. *Management Science*, 41:1750-1762.

Foss, N.J 1996, knowledge-based approaches to the theory of the firm: Some critical comments. *Organization Science*, 7:470-476.

MEGGINSON W.L., SMART S.B. and GRAHAM J.R (2010) *financial Management*. 3rd ed.

MUSTAFA A.(2010) *Reach Methodology 1st ed.* Virender Kumar Arya for A.I.T.B.S Publishers, India.

SEKARAN U. *Research Methods For Business* fourth edition. Malloy Lithographing, inc.

PARTHASARTHY R. (2007) *Fundamentals of Strategic Management.* George Hoffman: Publisher.

WEBSTER M(2005). *The Director’s Handbook* publisher; Director Publications Ltd and Pinsent Masons.

LUSSIER R.N. (1996). *Human Relations in Organizations* 3rd ed.

LOVELESS J. (2008). *Criminal Law; Text, Cases and Materials*

North DC. 1990. *Institutions. Institutional change and Economic Performance Cambridge University Press. New York*

Pache A. Sanos F. 2010. When worlds collide the internal dynamics of organizational responses to conflicting institutional demands. *Academy of Management Review* 35(3):455-476.

Portes A, Haller W. 2005. The Informal economy. *The Handbook of Economic sociology*. Smelser NJ,

Swedberg, R(eds). Princeton University Press: Princeton, NJ; 403-425.

Stark D. 2009. *The Sense of Dissonance: Accounts of Worth in Economics Life*. Princeton University Press: Princeton, NJ.

Streek W, Thelen K. 2005. Introduction: institutional change in advanced political economies. In *be young continuity: Institutional Change in Advanced Political Economies*. Streek W. Thelen K(eds). Oxford University Press: Oxford, U. K.:1-39.

Tracey P. 2012. Religion and organization: a critical review of current trends and future directions. *Academy of Management Annals* 1:1-48.