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**The Role of the new public management in solving the
crisis of management corruption case study on gas and
oil sector**

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Introduction

Management corruption has several definitions. The World Bank defined it as the misuse of public office for private gain. Corruption occurs when an employee accepts or requests, extortion or bribery, to facilitate a contract or procedure. Introducing public competition, as happens when agents or intermediaries for private companies or businesses offer a bribe to take advantage of public policies or procedures to overcome competitors and achieve profits outside the framework of applicable laws. Corruption can also occur by exploiting the public office without resorting to bribery, by appointing Relatives, or stealing state money.

Management corruption, despite the differences between researchers and theorists, is every act that violates ethics and the law, aimed at obtaining an illegal personal benefit, which makes it an outlet for some people to obtain work positions that are not their right and deprive others who have the right to them, which makes these people feel frustrated and psychologically affected , especially whenever this is repeated and some of them lose the desire to work, and this contributes to the existence of a type of unemployment, which is voluntary unemployment.

And the new public management is a philosophy and method for managing public facilities in the spirit, techniques, and methodologies that are successfully applied in sectors and based on a qualitative shift in the

culture of management that emphasizes the centrality of the 'client' in addition to its focus on responsibility for results. One of the most important recent trends in public management is the emergence of many new strategies demonstrated by contemporary thought, which centered on taking everything that would organize scientific life and emphasizing the importance of awareness of development processes aimed at creating a society that takes into account the correct direction of the course of life away from confusion and randomness.

And modern public management uses the business management method and market mechanisms to manage organizations in a way that helps achieve their goals efficiently and effectively as a whole, especially the attempt to reduce management corruption.

Research problem

In the light of the exploratory study in the oil and gas sector, through interviews with managers and workers in that sector, it was found that the following problems that cause management corruption are as follows:

- The low level of income of the perpetrator of the crime of corruption compared to the level of inflation or local prices, which makes his real income so low that he is unable to satisfy the necessary living needs, which leads to bribery, embezzlement, drug trafficking and

counterfeiting money to obtain money illegally from the various means available to the crime.

- Unemployment and poverty are among the most important economic reasons that lead to delinquency in crime and corruption
- The high degree of international competition between giant companies leads to the spread of the crime of economic espionage, especially in the fields of industry.
- political tyranny
- The close relationship between internal political systems and international sources of corruption
- The marriage of political power with wealth and the intertwining of interests and benefits between politicians, money, and businessmen
- Weak oversight through the failure of the regulatory agencies to implement their required tools.
- Ignorance of citizens and workers in management bodies - the emergence of existing social relations inside and outside the organization
- The spread of decentralization without being subject to established oversight
- The lack of clarity of the instructions and their issuance without the presence of evidence that facilitates their application creates confusion among individuals, which forces them to personal

diligence, and then the possibility of deviation and separation of the spirit of the instructions.

- The existence of outdated or inappropriate organizational structures for the nature of work, the lack of distribution of competencies, responsibilities, and powers in general, and inflating the apparatus with the unemployed. On individuals, and tempting them to follow behavior away from work rules and regulations.

Therefore, the current study comes to find out and shed light on The Role of the new public management in solving the crisis of management corruption case study on gas and oil sector

Research questions

- What is The Role of the new public management in solving the crisis of management corruption case study on gas and oil sector?
- What is the concept of the new public management and the justifications for moving to it?
- What is the mechanisms to combat management corruption?
- What is the most important causes of management corruption in the oil and gas sector?
- What is the nature and importance of the new public management as one of the innovations in information technology and its role in improving services to customers?

- What is the new public management strategy and evaluating its effectiveness in confronting management corruption within the oil and gas sectors?
- What is the level of application of the new public management in the oil and gas sector?

Research objective

- Determine The Role of the new public management in solving the crisis of management corruption case study on gas and oil sector
- Getting to know the concept of the new public management and the justifications for moving to it.
- Identification of mechanisms to combat management corruption.
- Identifying the most important causes of management corruption in the oil and gas sector.
- Recognizing the nature and importance of the new public management as one of the innovations in information technology and its role in improving services to customers.
- Studying and analyzing the new public management strategy and evaluating its effectiveness in confronting management corruption within the oil and gas sectors.
- Identifying the level of application of the new public management in the oil and gas sector.

Literature review

Management Corruption

Iqbal, et al (2019) mention that it is illegal behavior carried out by the employee as a result of certain circumstances, so he exploits his position at work, and the powers that he possesses, to achieve illegal profit, or to achieve personal benefits that he will not be able to achieve using official and legal methods, so it is a fraud against the law to achieve private ends . Management corruption usually involves two parties, the employee and the person who wants to implement an interest for him, by illegal means.

As mentioned by Meyer-Sahling, et al (2018)that the phenomenon of management corruption is not a new phenomenon, and it is not linked to a specific time or place; In 1997, the Dutch archaeological team revealed the existence of cuneiform tablets dating back thousands of years, which were found at the Dhaka site in Syria, and it was an archive similar to the current control department, and these tablets expose issues related to bribery and management corruption.

Nunan, et al (2018) also confirmed Corruption has a range of manifestations within institutions, such as the spread of favoritism and bribery, and the delay in the completion of transactions and works deliberately, and then the preference of the private interest over the public.

And mentioned Owusu, et al (2020) Management corruption has several definitions. The World Bank defined it as the abuse of public office for private gain. Corruption occurs when an employee accepts or requests, extortion or bribery, to facilitate a contract or procedure

And confirmed by Kolstad, & Søreide, (2009) The introduction of public competition, as happens when agents or intermediaries offer private companies or businesses to offer a bribe to take advantage of public policies or procedures to overcome competitors and achieve profits outside the framework of applicable laws. Corruption can also occur by exploiting the public office without resorting to Bribery, by appointing relatives or stealing state funds. Others believe that management corruption has three entrances (Kolstad, & Søreide, 2009) :

- The traditional approach: which is based on the premise that corruption is the problem of individuals' deviation from the prevailing and approved value system in government institutions, which leads individuals to engage in deviant behaviors.
- The functional approach: which is based on the premise that corruption is a problem of deviation from the approved official business rules and not the value system.
- The post-functional approach: according to this approach, corruption can take on an organizational character. The great development has

begun to show that corruption is a multi-causal and dimensional phenomenon, and Bilal Amin Zain Al-Din defined management corruption as “everything that a public employee commits in violation of the duties of his public job, whether As an ordinary citizen or as a working employee, he directly or indirectly affects the public office as long as it negatively affects the requirements of his job, and whether the act or behavior is codified in the Penal Code as a criminal offense that stipulates its punishment, or was a breach that entails a disciplinary penalty

Types of management corruption

Management corruption has many types that can be classified into the following (Sööt, 2012) :

- Bribery: Bribery is one of the most dangerous crimes and one of the worst forms of management corruption that must be combated and eliminated because of the dangers and threats it poses to societies.
- Embezzlement: It is the employee’s betrayal of the material, monetary or in-kind trust in his custody, and embezzlement is also defined as “the employee’s tampering with the public money entrusted with him due to his functional authority.
- Commissions against deals: The commission is an amount of money that represents a percentage of the value of a contract or commercial

transaction that the employee obtains by signing it on behalf of his organization, and the second party is a contractor, supplier, exporter or those who fall into their judgment.

- Tax evasion : Which takes two forms, the first form is the taxpayers' exploitation of legal changes and their resort to tricks that enable them to get rid of the taxes due without putting themselves before legal accountability. And bribes to escape taxes are due.
- Forgery and counterfeiting, which is defined as every fabrication of a currency in imitation of a valid currency, and every manipulation of the value of a valid currency, as well as every promotion or introduction of a counterfeit currency from abroad if these matters are done with the intention of placing the counterfeit currency into circulation, fraud and damage.
- Extortion: It is another form of management corruption practiced by some employees, especially those working in the sovereign or security agencies responsible for protecting and spreading security and tranquility, or monitoring economic activities or other investigative, disciplinary and punitive agencies such as prisons and courts, or by disciplinary committees, checkpoints and control.
- Prejudice and favoritism: It is a method that takes place through the individual's positioning and occupying a social position, giving opportunities and privileges to relatives and friends at the expense of

qualified and meritorious persons, such as favoritism, for example, in the health sector for their children to acquire and import medicines for the benefit of hospitals.

- **Mediation:** Mediation is defined as the introduction of a third party with social capabilities to influence the outcome of social relations between the two parties of a social relationship in a specific situation. A copy of management corruption if it aims at an illegal act.
- **Employees' acceptance of gifts and gratuities from employers of interest:** There are many other behaviors that some may differ about the extent of their danger, as their apparent evidence indicates innocence and good faith, but in its results it leads to corruption of some without their prior insistence, or perhaps without them feeling that they have committed a sin.
- **Money laundering:** Money laundering is one of the most common international corruption practices in many countries, and there are many studies concerned with this topic, which defined money laundering as “disposing of money in a way that conceals its true source and origin,” as it is defined as “disguising the source of illegally acquired money.” To look like legitimate money.
- **The types of management corruption spread in different proportions,** and bribery and bureaucracy are the most prevalent, and employment transactions require many conditions, complications and files, which

makes it difficult for many to complete their files and join employment competitions and provides the opportunity most of the time for those who resort to devious methods such as bribery and mediation to speed up the completion of their transactions Others who have this remain on the edge of employment, as the management s take advantage of the pressure experienced by the citizen to adopt a type of corruption to be employed, thus making corruption a way to employ some.

- Also, some behaviors that fall within corruption make the citizen lose confidence in the credibility of job offers, so the percentage of them applying to him decreases. His ability to work independently, the majority remain without work due to the loss of confidence and thus contribute to the high unemployment rate.

Reasons for the emergence of management corruption

There are many factors that contribute to the growth of the seed of corruption within institutions, and we will enumerate them in the following (Meyer-Sahling, et al 2018) :

- Political factors: When the political system is basically corrupt, it is natural for corruption to reach the institutions; Favoritism and mediation spread automatically, as well as the interference of party

leaders and officials in the conduct of matters and decisions within the institution.

- Economic factors: When the individual's income is low and disproportionate to the living conditions, the employee will then start searching for an alternative, resorting to exploiting his position and powers to improve his situation, in addition to the absence of good planning when starting the process of economic development, and the lack of any new project in a feasibility study.
- Social and cultural factors: social inequality prevails in third world countries, and you may find in some countries, such as Arab countries, loyalty to the tribe, clan, sect or sect is more than loyalty to the homeland, and this, of course, results from low levels of culture, in addition to Underdevelopment in various aspects, especially cultural aspects; This is what leaves its effects on people's character and within the limits of their morals, so abandoning ethical standards at work becomes common.
- Management factors: where you find a large spread of red tape and bureaucracy, and the absence of an effective role for oversight bodies, as well as their corruption and lack of independence, and also, underdevelopment and the absence of the use of modern management devices, techniques and procedures. the appropriate.

- External factors: This is common when there are foreign companies inside the country, or as a result of the existence of interests between internal departments and companies outside the country, so illegal methods are used to provide concessions to these companies inside the country.

In addition to the above factors, there are many general reasons; We mention among them (Becker, et al 2013) :

- Poverty, ignorance and lack of any real knowledge of individual rights, as well as the prevailing traditional value system based on kinship and lineage.
- The absence of a real separation between the three powers of the state: the executive, the legislative, and the judiciary; Where the executive dominates over the legislative, and also, the weakness and impartiality of the judiciary is one of the fundamental causes of management corruption.
- Lack of serious desire to fight corruption on the part of the political leadership; This is so that the extended hand of those leaders does not appear within this corruption.
- Lack of services and institutions that provide services to citizens; Which leads to the emergence of improper ways to collect their interests.

- Absence of activating laws and deterrent penalties.
- Reducing the role of the media, stopping his hand, and not giving him immunity, so that he cannot expose corruption.

New public management :

The term public management simply means that there is an old public management . Literally this is true. But the fact is that with the change of all the major and minor aspects of the society, the management of society has undergone changes, because the public management handles the changes. Otherwise it cannot satisfy the basic necessities of society (Lapuente, & Van de Walle, 2020).

In an analysis of the development of public management , he already noted that towards the end of the sixties of the last century, people with experience in management developed, new models of public management were developed, and they were proposed to meet the new challenges of society. . It has been suggested that administrators must find new ways of managing, otherwise the management structure will not be in a position to maintain the momentum of change (Funck, & Karlsson, 2020) .

Whatever the form of the organization , there must be management. This is a basic idea and hence the concept of new public management . It should be noted here that the concept of new public management originated first in America. Nicholas Henry says that in 1968 some enthusiastic

administrators took the initiative of convening a conference to find out the ways which would be able to deal with the new changes afflicting the management of American society (Reiter , & Klenk, 2019) .

Public management prior to the 1960s was primarily concerned with budgeting, efficiency, decision-making, and implementation of decisions. But the events of the post World War II raised a challenge to these basic concepts or aspects of public management . There was a strong feeling that the entire public management should be reformed. The patron of the new public management raised some of the reasons like values, ethics and development of the individual member of the organization (Hammerschmid, et al 2019) .

It should be noted that in the seventies of the last century liberalism began to assume a new meaning and content. The old liberalism was incapable of facing the new challenges that arose in society. People wanted more freedom and fewer restrictions for the state. The role of the state will be exactly that of a night watchman. In earlier periods the state was aggressive, and so was the public management (Andrews, et al 2019) .

In the new era, the power of the state must be drastically reduced and the public management must adapt to a new philosophy - the philosophy of liberalism. The values, morals and philosophy of liberalism are not underestimated. There must be a bureaucracy. But the purpose and

functions of the bureaucracy must be to protect freedom and ensure justice. The concept has been popularized in the academic market and is a new bureaucracy (Agartan, & Kuhlmann, 2019) .

Of course in one or the other form of public management comes to be an effective factor. The new public management wants to emphasize that it must have its own philosophy, ethics and value system which does not stand for the promotion of liberalism. Nozick imagined a new state that would be an anarchic state and would be the pinnacle of liberalism. Thus the new public management is rooted in liberalism, justice and the decisive role of the state in achieving these principles (Considine, et al 2018).

The new public management does not exclude decision making and decision implementation as its function. But the perimeter of the new public management has greatly expanded. An important aspect of new public management is the existence of bureaucracy, but senior bureaucrats must change their outlook and mind so that the management can meet the needs of the people in the new age (Grossi, et al 2020).

From the point of view of new public management, during the period of old public management there was no existence of globalization and liberalization and, of course, public management , which existed before the seventies of the last century, was not concerned with these two issues. Henry rightly notes, 'In the early 1980s a number of trends accelerating

harboring the possibility of a fundamental change in how we perceive and manage government. We group these trends under the paradigms of globalization, delegating and redefining'. In the era of globalization and liberation, no country, big or small, can be treated as separate from the rest (Hinšt, 2021).

Applied framework

Research Approach

The research used the descriptive research method, which describes the phenomenon to be studied and the concepts and terms related to this phenomenon. It also used the analytical method, through which statistical methods and methods are used in analyzing the research data that will be obtained through the questionnaire form that was distributed to the research sample to reach Findings and recommendations that achieve the objectives of the research.

Research Model



Research Hypothesis

There is no statistically significant impact of the New public management on the Combat Management corruption

Data Analysis

The research will use the SPSS23 statistical program to analyze the data obtained through the questionnaire using the following methods:

- Alpha coefficient: stability of questionnaire.
- Frequencies, percentages, mean, standard deviation, and relative weight to describe the study sample.
- Pearson correlation coefficient: to determine the level of internal homogeneity of the study tool and to identify the relationships between the study variable.
- Regression coefficient: to know the impact independent variable on dependent variable.

Study population and sample:

The study population consists of workers in on gas and oil sector, and as a result of the difficulty of conducting a comprehensive inventory of all members of the study community; the study used the sampling method by selecting a simple random sample of these

workers. Due to the precautionary conditions and measures currently in place, the link for the electronic questionnaire form has been distributed on the social media sites and groups in which the employees of these bodies are present and The number of the study sample was 220 individuals

Study tool

The research used electronic questionnaire form as tool for study and the questionnaire included (new public management and management corruption) and the number of questionnaire phrases reached 24 phrases and the five-degree Likert scale was used, which consists Strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1) in answering the study's questions

Validate the study tool

First axis: new public management

Table (1) Correlation between each phrase and First axis

Phrases	Correlation coefficient	P-value
The new public administration is characterized by clear regulations and instructions	0.839**	0.00
The new public administration depends on the application of regulations and instructions to all employees without exception	0.746**	0.00
The new public administration relies on reviewing regulations and instructions periodically and making adjustments when needed	0.646**	0.00
The new public administration is characterized by strict application of regulations	0.685**	0.00
The new public administration is distinguished by its efficient and effective procedures	0.876**	0.00
The new public administration is characterized by its high ability to solve administrative problems	0.592**	0.00
The new public administration is distinguished by its ability to support	0.783**	0.00

and spread a culture of integrity among employees		
The new public administration depends on effective communication between departments at different levels	0.725**	0.00
The new public administration is distinguished by the use of modern technologies in all transactions between different departments	0.832**	0.00
The new public administration is interested in getting to know the opinions and suggestions of employees related to workflow systems	0.640**	0.00
The new public administration depends on the participation of employees in making decisions	0.803**	0.00
The new public administration is characterized by encouraging employees to work together and deal with team spirit	0.641**	0.00

Second axes: Combat Management corruption

Table (2) Correlation between each phrase and Second axis

Phrases	Correlation coefficient	P-value
The company relies on developing effective and coordinated anti-corruption policies	0.761**	0.00
The company is interested in confronting the misuse of the powers granted to employees and workers	0.743**	0.00
The company is interested in informing employees of the level of punishment for violating instructions and regulations	0.560**	0.00
In the company, there are specific and clear mechanisms for job duties that contribute to identifying deviations	0.651**	0.00
There are specific procedures to keep employees away from behaviors that bring them closer to managerial deviance	0.883**	0.00
The mechanisms followed in the administrative responsibility in the company are clear and available to all employees	0.726**	0.00
The systems applied in the company encourage employees to report corruption or deviation they find	0.862**	0.00
The company is interested in reducing the volume of routine procedures and complications that can lead to administrative corruption	0.651**	0.00
The company is working to spread a good organizational culture that can contribute to reducing administrative corruption	0.677**	0.00

All correlation for questionnaire items was statistically significant in 0.01 and the tool has structural validity.

The stability of the study tool

Table (3) Stability of questionnaire

axes	Alpha Cornbach	number of elements
new public management	0.892	12
management corruption	0.879	9
Total questionnaire	0.923	21

The value of Cronbach alpha for all study tool is high and the study tool is high stability.

ANALYSIS AND RESULTS

1- Personal data

■ Gender

Divided male 70.9 % and female 29.1 % of the study sample

Table (4) sample according to gender

Categories	N	%
Male	156	70.9
female	64	29.1
Total	220	100

■ Age:

Divided is Less than 30 years old 42.3 %, From 30 to less than 40 years old 27.7 %, From 40 to less than 50 years old 12.7 % and from 50 or more 17.3 %

Table (5) sample according to age

Categories	N	%
Less than 30 years old	93	42.3
From 30 to less than 40 years old	61	27.7
From 40 to less than 50 years old	28	12.7
From 50 or more	38	17.3
Total	220	100

■ **Academic qualification**

Divided Middle Certification 12.3 % Bachelor 61.4 % Master 24.1 % and PhD 2.3 %

Table (6) sample according to Academic qualification

Categories	N	%
Middle Certification	27	12.3
Bachelor	135	61.4
Master	53	24.1
PhD	5	2.3
Total	220	100

■ **Job**

Divided Director 24.1 %, Deputy Director 0,0 % Head of the Department 10,9 % and Employee 59.5 %

Table (7) sample according to Job

Categories	N	%
Director	53	24.1
Deputy Director	12	5.5
Head of the Department	24	10.9
Employee	131	59.5
Total	220	100

■ Duration of work experience

Divided Less than 5 year 40.5 %, From 5 years to less than 10 years 20.9 %, From 10 years to less than 15 years 9.1% and 15 years and over 29.5%

Table (8) sample according to Years of experience

Categories	N	%
Less than 5 years	89	40.5
From 5 years to less than 10 years	46	20.9
From 10 years to less than 15 years	20	9.1
15 years and over	65	29.5
Total	220	100

2- Dimension of study

New public management

Table (9) Phrases new public management

N.	Phrase	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %	Mean	S.D	Relative weight	Degree	Arrangeme
1	The new public administration is characterized by clear regulations and instructions	26.36	47.27	17.27	7.73	1.36	3.895	0.928	0.779	High	8
2	The new public administration depends on the application of regulations and instructions to all employees without exception	42.73	42.73	10.91	2.27	1.36	4.232	0.836	0.846	High	1
3	The new public administration relies on reviewing regulations and instructions periodically	30.00	46.82	16.36	6.36	0.45	3.995	0.873	0.799	High	5

	and making adjustments when needed										
4	The new public administration is characterized by strict application of regulations	25.91	51.36	15.00	6.82	0.91	3.945	0.874	0.789	High	7
5	The new public administration is distinguished by its efficient and effective procedures	21.82	55.45	14.55	6.82	1.36	3.895	0.867	0.779	Medium	8
6	The new public administration is characterized by its high ability to solve administrative problems	27.73	49.09	16.82	5.45	0.91	3.973	0.865	0.795	High	6
7	The new public administration is distinguished by its ability to support and spread a culture of	31.82	46.82	15.00	4.55	1.82	4.023	0.904	0.805	High	4

	integrity among employees										
8	The new public administration depends on effective communication between departments at different levels	25.91	36.82	21.36	12.27	3.64	3.691	1.096	0.738	High	11
9	The new public administration is distinguished by the use of modern technologies in all transactions between different departments	24.55	46.82	17.73	8.64	2.27	3.827	0.973	0.765	High	10
10	The new public administration is interested in getting to know the opinions and suggestions of employees related to	28.18	53.18	13.64	3.64	1.36	4.032	0.830	0.806	High	3

	workflow systems										
11	The new public administration depends on the participation of employees in making decisions	26.36	44.55	21.82	6.36	0.91	3.891	0.900	0.778	High	9
12	The new public administration is characterized by encouraging employees to work together and deal with team spirit	37.73	46.82	10.91	4.55	0.00	4.177	0.800	0.835	High	2

When arranging the phrases of new public management in terms of the largest relative weight value from the viewpoint of the study sample, it was found that the phrase (The new public administration depends on the application of regulations and instructions to all employees without exception) was first phrase with 0.846, while (The new public administration depends on effective communication between departments at different levels) was last phrase with 0.738, and all expressions of management corruption were high plane and it was found the high level of new public management were in the high level in gas and oil sector from

the point of view of the study sample members, where average value was 3.965 with a standard deviation of 0.896

Combat Management corruption

Table (10) Phrases Combat management corruption

N.	Phrase	Strongly agree %	Agree %	Neutral %	Disagree %	Strongly disagree %	Mean	S.D	Relative weight	Degree	Arrangeme
1	The company relies on developing effective and coordinated anti-corruption policies	30.00	48.64	14.55	6.82	0.00	4.018	0.849	0.804	High	3
2	The company is interested in confronting the misuse of the powers granted to employees and workers	28.18	51.36	16.36	3.64	0.45	4.032	0.796	0.806	High	2
3	The company is interested in informing employees of the level of punishment for	32.27	49.55	13.64	4.55	0.00	4.095	0.797	0.819	High	1

	violating instructions and regulations										
4	In the company, there are specific and clear mechanisms for job duties that contribute to identifying deviations	31.82	45.91	10.45	8.18	3.64	3.941	1.039	0.788	High	7
5	There are specific procedures to keep employees away from behaviors that bring them closer to managerial deviance	27.73	50.91	15.00	5.91	0.45	3.995	0.841	0.799	High	5
6	The mechanisms followed in the administrative responsibility in the company are clear and available to all employees	27.27	30.45	21.82	14.09	6.36	3.582	1.208	0.716	Medium	9

7	The systems applied in the company encourage employees to report corruption or deviation they find	26.82	51.36	15.91	4.09	1.82	3.973	0.870	0.795	High	6
8	The company is interested in reducing the volume of routine procedures and complications that can lead to administrative corruption	28.64	50.00	15.00	5.45	0.91	4.000	0.860	0.800	High	4
9	The company is working to spread a good organizational culture that can contribute to reducing administrative corruption	25.91	45.00	16.82	8.64	3.64	3.809	1.034	0.762	High	8

When arranging the phrases Combat Management corruption in terms it was found (The company is interested in informing employees of

the level of punishment for violating instructions and regulations) was first phrase with 0.819, while (The mechanisms followed in the administrative responsibility in the company are clear and available to all employees) last phrase with 0.716, and expressions of management corruption were 8 in high and 1 in Medium and it was found the high level of the company's ability to combat management corruption in gas and oil sector from the point of view of the study sample members, where average value was 3.938 with a standard deviation of 0.922

Test Research Hypothesis

There is no statistically significant impact of the new public management on the Combat Management corruption

Table (11) correlation between new public management and the Combat Management corruption

variable	Combat Management corruption
new public management	0.735**

Is a positive correlation between new public management and Combat Management corruption at 0.01, shows incorrectness of the hypothesis study and positive impact between level of new public management and level of Combat Management corruption in gas and oil sector

Table (12) impact of new public management on the Combat Management corruption

B	R²	T	F	P-VALUE
0.958	0.541	16.015**	256.476**	0.000

The value of (F) significant at 0.01, and the There is a statistically significant impact of new public management on the Combat Management corruption it turned out that the more it increased new public management by 1% is the level of Combat Management corruption in gas and oil sector has increased by 0.958%

Conclusion

- The high level of new public management was in the high level in gas and oil sector from the point of view of the study sample members, where average value was 3.965 with a standard deviation of 0.896
- The high level of the company's ability to combat management corruption in gas and oil sector from the point of view of the study sample members, where average value was 3.938 with a standard deviation of 0.922
- The positive correlation between new public management and Combat Management corruption and the more it increased new

public management by 1% is the level of Combat Management corruption in gas and oil sector has increased by 0.908%

Recommendations

- The necessity of developing laws and legislations that are commensurate with the existing period of time so that they are reviewed every period to identify the effectiveness of their application in view of the rapid and successive changes in all areas of life
- Separation between the supervisory bodies and the executive bodies so that the supervisory bodies are completely independent while giving them all the powers that help them to carry out their tasks properly and correctly.
- The necessity of working to raise the efficiency and skill of workers and increase the level of income and salaries so that workers can face the temptations of bribery
- Increasing the use of means that help prevent corruption and not waiting for the problem to occur until intervention is made for treatment
- Reducing the routine procedures necessary to fulfill the interests of citizens, while clarifying how to achieve those interests clearly in all

workplaces so that each individual and citizen knows exactly what is required of him.

- Determining the tasks required of each job and the duties and rights related to it and the qualifications needed by the individuals who occupy that job through what is known as the job description model and relying on competence and experience when selecting individuals to fill jobs
- Attempting to raise the citizen's culture and clarify the extent of the bad impact of administrative corruption on the individual and society as a whole, and try to spread a culture of loyalty to the organization and society to achieve the public interest

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