

Corruption of Human Resource Practices in Organizational Environment

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Abstract: In modern organization corruption is negative phenomenon that destabilized corporate values and behavioral norms, negatively affects the people involved with the company's goals and priorities. The publication aims to establish corrupt practices of human resources in an organizational environment. The corrupt behavior is analyzed at individual and collective level, are discussed types of organizations with different levels of corruption of human resources. Identified the main reasons that provoke human resources to engage the corrupt practices and schemes.

Index terms: organization, corruption, human resource.

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I. INTRODUCTION

Every organization, regardless of its type and area of activity is primarily social (and then technical) system within which they work and communicate professionally develop human resources. In such a social environment, everyone has characterological features, behavior and actions that set it apart from the rest of the team. From this perspective, human resources organization susceptible to different emotional and psychological tension, which varies in different aspect - stress, aggression, despair, apathy and others. Some of these conditions, combined with the desire for personal gain or financial difficulties are a major catalyst for corrupt practices and schemes of human resources. This happens in two ways. First, when leaders commit corruption schemes in favor of the organization that process occurs "top-down". Second, corruption can affect some people from lower levels in the hierarchy ("bottom-up") seeking personal gain, but to spread, so to speak about corruption at the organizational level (A. Daboub, A. Rasheed, R. Priem & D. Gray, 1995, pp. 138–170; W. Baker & R. Faulkner, 1993, pp. 837–860).

II. HUMAN RESOURCE CORRUPTION AT INDIVIDUAL AND COLLECTIVE LEVEL IN ORGANIZATION

The behavioral aspect, corruption in the organization occurs both individually and as a group (collective) level (another term for corruption at individual and group level is a corporate crime) (M. Lynch, 2015; J. Pinto, C. Lena & F. Pil, 2008, pp. 685-709; F. Ermann, A. Brief, R. Buttram & J. Dukerich, 2001, pp. 471–499). Corruption at the individual level is viewed through the prism of the personal conduct of the individual whose motive is to benefit on

their own account. These are people in the organization who are involved in corruption schemes (even in a group, but everyone is responsible for themselves) just to satisfy his personal ego and material needs. This type of corruption is seen from the position "bottom-up". The responsibility is personal because each person voluntarily decide whether to participate in corrupt schemes or seek other alternatives. For a crime of this nature seek sole responsibility of the person who breached national laws and / or regulatory framework of the organization.

Corruption group (collective) level is seen as an act of illegal actions in favor of the organization, which of course does not exclude personal gain. Usually this is dominant clique who through collusion act primarily for the benefit of the organization and the privileges they receive people not only in material terms - reason (reason) for this is power, distribution of positions, positions and others. This type of corruption is seen from the position "top-down". The responsibility here is to the shareholders or senior management, plunging people from the lower levels to engage in corrupt schemes, forcing them (violence, threats, etc.). Or entice them with good (V. Hamilton & J. Sanders, 1992, pp. 49-90). Often people become just another scapegoat of their superiors. In such situations there is a paradox Abilene (J. Harvey, 1986, pp. 17-43), when making decisions do not correspond with the personal beliefs of human resources, but they adhere to the policy of the organization and the views of the management. At this level, unless there is a personal and corporate nature of crime when violate national or international law. As noted by some authors (R. Thanasak, 2013, pp. 1-5) before taking initiatives to curb and ignoring corruption and schemes, whether individual and or collective level, we need to diagnose the causes (factors) for the corrupt behavior of people. From what can be done typology of human resources involved in corrupt practices and schemes in an organizational environment. These are people who perform skilled intellectual or physical labor. The first are called "white collar" and the latter "blue collar". Both dealing with leadership, and others respect their decisions in the labor process (Fig. 1).

The scheme can be made the following important conclusions:

- HR type "white collar"

For the first time the term "white collar" was coined by E. Sutherland in the US, which are associated people involved no physical crimes, and those that require intellectual (mental) activity (e.g. financial fraud as a form of corrupt practice).

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Fig. 1. Typology of human resource involved in corrupt practices and schemes in organizational environment

E. Sutherland significantly affects forensic not only in the US but worldwide, launching theory of "white collar crime" (White-collar crime). This means combating corrupt practices and schemes, the perpetrators of which are intelligent people occupying high positions in society (political level) or organization (shareholders and managers) with the support of their followers (E. Sutherland, 1985; B. Payne, 2012; J. Strader & S. Jordan, 2015; G. Geis, 2015). These are people with influence, with enough power to take advantage of his official position. Often hidden position they occupy in the hierarchy of the organization or the image they have created among subordinates (employees) or in society. These are people who have a high social status, others depend on them and have the right to dispose of organizational resources, and i.e. they have power. The causes of these human resources to engage in corrupt practices and schemes are different, but the main ones are related to tax crimes machination with corporate data, illegal transactions, trading in influence, computer crime and others.

- HR type "blue collar"

The work of "blue collar" is focused in the area of industrial activity (mostly in large enterprises) because it requires manual labor and not impose intellectual abilities. They do not have managerial authority and fulfill the orders and instructions of superiors. Do not have access to classified information or resources (mainly financial), such as "white collar", which is why their involvement in corruption is limited. It comes down to the stock-bit character transmission of operational information (on others) or corrupt interaction with superiors.

Common name "white collar" human resources dealing with intellectual labor organization (managers, engineers, administrative staff, etc.) Comes from "the purity of their

appearance" because wear costumes, modern clothes or white coats (e.g. research units and laboratories). In the "blue collar" is the opposite, they are representatives of the working class engaged in physical labor. Byword their name in the organization due to his uniform for work or blue aprons, which are used to conceal pollution in the work environment (K. Brickey, 2011; J. Strader, 2011; J. Coleman, 2001).

III. TYPOLOGY OF ORGANIZATIONS, ACCORDING TO THE PRESENCE OF CORRUPTION

Unlike the personal conduct of the individual, which is different for each person, i.e. determined his decision whether to participate in corrupt schemes in the organization barometer of this process is the corporate culture. Where there are no clear rules for the implementation of the work are not respected or human resources involved in corruption schemes operate with impunity, it is difficult to achieve regulated by law business results. Company culture is one that defines the organizational norms and values, and if they do not fit the governance policy will be difficult to achieve positive results. For any organization, company culture is unique because it creates "model of operation" that identifies it from the others and is difficult to apply in other organizational conditions. Namely corporate culture has a significant role on corrupt practices and schemes in the organization because it shows whether explicitly or implicitly tolerated by management that compromising business process (Angelov, 2011; S. Backmann & B. Horstmann, pp. 261-278; S. Zahra, R. Priem & A. Rasheed, 2005, pp. 803-828; J. Collins, K. Uhlenbruck, P. Rodriguez, 2009, pp. 89-108). It is therefore necessary to build an environment of organizational identity trust and stability, ethical behavior of employees and adequate motivational mechanisms (D. Gioia, M. Schultz & K. Corley, 2000, pp. 63-81).

For organizations whose corporate culture is oriented toward the existence of corrupt practices and schemes, their manifestation is different intensities and participation of people in hierarchical levels. So can determine the scale of corruption (in order of intensity) and its level of distribution organization (units, departments, divisions). As a result of these two dimensions, typology of organizations, depending on the presence of corruption is as follows (Adapt. by Y. Luo, 2004, pp. 119-154):

1. Organizations type A

These organizations have a high degree of corruption at all hierarchical levels, were involved managers and employees. Corrupt practices and schemes are traditional and developed intensively. Usually there are no codes of conduct and standards of behavior, but if you have a formal, because they do not comply. Corporate culture is oriented to conceal corruption, it is considered normal,

while management tries to concentrate in the organization because it remains convinced that its disclosure could harm more than help its development. Relying that corruption will not be made public, managers and contractors are mutually disguise as involved in complex schemes and manipulations.

2. Organization Type B

In these organizations, corruption is minimized, both in degree of intensity and in terms of hierarchical levels. The disagreement human resources to engage in corrupt practices and schemes due to stable corporate culture, ethical climate, trust, distribution of funds based on merit and others. There may be some cases of corruption of officials, but they are sporadic, lacking consistency and are not tolerated by the management of the organization.

3. Organizations type C

Although it is not intensive in nature, corruption in these organizations is disseminated to all hierarchical levels. Many managers and executives involved in corrupt practices and schemes, but do it discreetly as seemingly observe ethical codes of conduct. Corruption is not systematic, but covers a wide range of people as soon as possible participate in it or are willing to do so. Although they do not appear to organizations of this type are imbued with corruption and schemes that in one way or another hinder their development.

4. Organizations type D

In these organizations, corruption is intense but limited to one or a few (not many) hierarchical levels. Obviously, this is an isolated case in which directors or employees have built a corruption scheme about the organization. It's criminal clique that undercover to power or positions in the hierarchy receive benefit at the expense of the institution. The number of such people is negligible, but seek to benefit from potential opportunities for corruption, which affects the development of the organization, affecting its image and good practices.

In literature there are also other classifications of organizations, according to the presence of corruption (J. Pinto, C. Leana & F. Pil, 2008, pp. 685-709; R. Cialdini, 1996, pp. 44-58; D. Doty & W. Glick, 1994, pp. 230-251; J. Dutton & J. Dukerich, 1991, pp. 517-554; W. Duncan, 1971, pp. 19-28), which are relatively homogenous. For example, J. Pinto, C. Leana and F. Pil launch a matrix that encompasses four quadrants categorize organizations by level of corruption and the participants in this process - human resources. Separated following options:

1) Organizations with no participation of human resources in such corruption and lack of organizational level. These organizations are called exemplary because corporate culture and ethical climate lead to adequate behavior of the human factor, efforts are concentrated in the interests of the organization at the expense of personal gain, to promote best practices and mutual trust. Such an atmosphere of organizational activity completely negates the existence of corruption schemes.

2) Peripheral corrupt organizations where senior management is not involved in corruption, but it is distributed to low levels of the hierarchy. At the strategic level, these organizations are not tainted with corruption schemes because leaders operate under established rules and criteria, but problems arise at the operational level where corrupt officials. Catalyst for this process is flawed management policies, mistreatment of superiors towards their employees, delayed wages, unpaid wages, lack of motivation of people alienation from work and others.

3) Strong corrupt organizations where corruption is widespread throughout the organization - at all hierarchical levels. Obviously these organizations are trite reputation, corporate culture and ethical climate, provoking Human Resources to seek personal gain at the expense of organizational goals and priorities or take advantage of goods on behalf of the organization. When corruption is rampant throughout the organization and company culture associated with unethical behavior of people who have to manage, it cannot be expected from such a lower level to be the benchmark for good behavior. On the contrary, they feel spiritually justified against the background of what makes their rulers without experiencing scruples of their involvement in corruption.

4) Organizations whose senior management is involved in corrupt practices and schemes, but forbids its employees to do so. The terminology used in such situations is "organizational hypocrisy" because those who should be the benchmark for exemplary behavior (senior management) are corrupt, but conceal their actions, imposing an ethical role model for other staff. This of course provokes the past, but because of fear of punishment or moral views are not involved in corruption schemes. These organizations are a typical example of the discrepancy between their identity (imposed by corporate culture) and operation (real action). The literature also highlights other authors (D. Dutton, W. Doty, W. Glick, R. Duncan, R. Cialdini etc.) looking for patterns and relationships between t. Pomegranate. "Ideal type of organization" and "rational (ethical) behavior of human resources" so as to enhance organizational effectiveness and reduce illegal processes.

Nevertheless, corporate culture and ethical behavior in the organization aim to show its members, what is right or wrong (moral or immoral) documented a code of ethics. Corporate culture and ethical climate have a broader scope because it does not focus only corruption but also affect processes across the organization (leadership, motivation, communication practices, both formal and informal systems of behavior, etc.). (L. Lazorenko, 2010, pp. 279-286). Therefore, corporate culture and ethical climate parameters set only for the formation of moral behavior of members of the organization, including as a preventive indicators for the anti-corruption strategies. Nevertheless, their effectiveness is limited to corporate norms and values

as part of the prevention of corruption, showing human resources, which are motivational and sanction mechanisms in compliance or deviation from the rules (code of ethics). However, they cannot change the essence of the man and his genetic gifts, if he is willing to participate in corrupt practices and schemes - sooner or later will do what is a matter of time and circumstances.

IV. REASONS FOR CORRUPTION OF HUMAN RESOURCES IN ORGANIZATION

Usually people tend to do different activities when they are motivated or expect a certain outcome (dividend) of their efforts. To participate human resources in corrupt practices and schemes in the organization, there is always a cause and effect. Until the investigation is limited to punishment or lack of it of the actions taken, the reasons are often different - reasonable, unreasonable, logical, illogical, meaningful, meaningless, rightly, without reason, etc. However, they are those motivators provoking people to do in a certain way, seemingly right for them - even if they approach the law. It is these reasons are based on research no small part by authors who are trying to "unravel" the complex human behavior in the name of a particular purpose can sacrifice their freedom or reputation - for goods and resources. The basis of literary studies (E. Sutherland, D. Cressey & D. Luckenbill, 1992; E. Sutherland, 1985; D. Cressey, 1953; D. Cressey, 1971) about the causes that lead people to engage in corrupt practices and research schemes are Americans E. Sutherland and D. Cressey. The latter is a prominent criminologist in the US through research develops Sutherland t. Pomegranate. "Triangle of corrupt practices and schemes." It is formed by factors cause people from being involved in malpractice, fraud and criminal acts. Cressey differentiated factors three levels: occasion, potential and conviction of corrupt intent (Fig. 2).

The first factor affects the incentives of individuals to participate in corruption. This may be due to certain circumstances (financial difficulties, striving for wealth, personal and family problems, alcohol, gambling, etc.) That cause men to do wicked in one or another situation. The second factor relates to the potential for participation of people of corruption. Here are reported two prerequisites: First, the individual must have the potential to make illegal corrupt activities - access to goods and / or resources (to occupy a key position in the organization or have a high social status in society) or reach collusion with other involved persons. Second, corruption is possible in defects (imperfections) in the system of functioning of the organization, allowing people to participate in corruption, unhindered by sanctions and disciplinary penalties. This is a consequence of poor control and lack of adequate management.

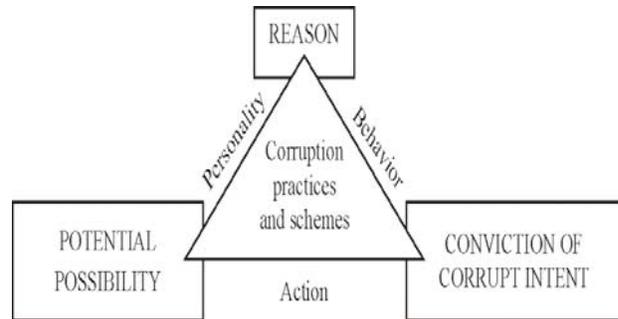


Fig. 2. Triangle of factors influencing corruption techniques and patterns of human resources

The third factor affecting the personal discretion of the individual for purposes of corruption and its moral justification to participate in it. Usually people look to different motives, refracting them through their own problems, seeking justification that cleared them. Often, however, it is deceptive because it obscures their sober assessment than to the self-righteousness of errors and malicious behavior. This will depend on the values of personality - people who do not reason with which to justify their corrupt act probably will not do it - prevails will take conscience.

Slightly expanded version of the theory of Cressey is the so-called "Diamond corrupt practices and schemes" (D. Wolfe & D. Hermanson, 2004, pp. 38-42). To this was added a fourth factor - abilities required people to commit fraud and abuse. In the new model (from the triangle to diamond), this factor is entered in the following manner (Fig. 3):

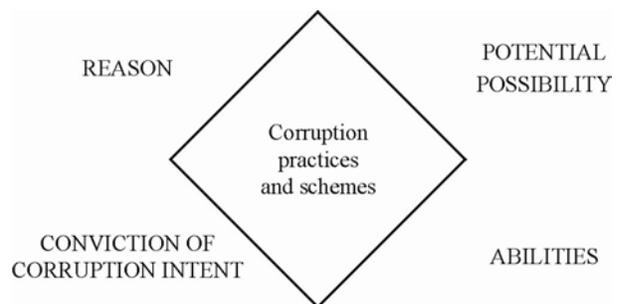


Fig. 3. Diamond factors influencing corruption techniques and patterns of human resources

In presenting its model Wolfe and Hermanson launched the idea that skills are the key to corruption because they are an expression of people's skills to participate in it, otherwise their initiatives are doomed to failure. In other words, the ability transform corruption into reality, ie materialize the intentions of the people who benefit in some way. They must possess qualities such as intelligence, education, skills, and audacity to take a certain

position in the organization where they work, ie have authorized access. If you use them rationally, it can provide the desired success. The connection of the fourth element, the other three is completely understandable - a man who is smart enough and perceptive, i.e. It has the necessary skills to adapt to corrupt practices and schemes, could be able:

- to find a good enough reason to take part in corruption;
- to find the right opportunity, without any consequences for him;
- be cool without scruples and anxiety of guilt.

Ability of people to participate in the corruption are primarily an expression of the personal conduct of the individual (inherent) then depend on external factors - constantly improve. Other pioneers (R. Hollinger & J. Clark, 1983) determinants of corruption behavior of human resources, in particular fraud and abuse in the company R. Hollinger Americans and J. Clark. They conduct extensive research on deviant behavior of people (deviating from traditional norms, with the result that problems may arise in the work of human resources - apathy, melancholy, anti-socialization, stress, aggression, conflict, etc.) In the organizational environment and causes provoking them to corrupt practices and schemes. In the early 80s of the last century, Hollinger and Clark interviewed over 9,000 workers from American industry and the results of their research are published in the book Theft by Employees, which was published in 1983. Their research is aimed primarily at employees who are disappointed in some way by the work carried out or are dissatisfied with the leaders. The age limit is wide, but it was found that not all employees are prone to abuse. Often it is noticed in the routine footage of them "comes over" the problems and conflicts within the organization or those with senior positions who have easy access to resources. Less abuses carried young professionals who cannot "fit" into the environment or do not have this opportunity (R. Hollinger & J. Clark, 1983). Most of the reasons tend to the desire of employees to acquire funds (under the pressure of the environment) or professional frustration. As a result of the studies authors (K. Angelov, 2008; R. Burke, E. Tomlinson & C. Cooper, 2011; E. Sutherland, D. Cressey & D. Luckenbill, 1992; R. Hollinger & J. Clark, 1983. R. Hollinger, 1989; J. Tucker, 1989, pp. 319-334; S. Albrecht, K. Howe & M. Romney, 1983) browsing the reasons for the corruption of human resources in the organization, the main ones are reduced to a few guidelines:

➤ Greed. No small part of the human resources in the organization can participate in corrupt practices and schemes of greed. It is about money, power or wealth that give some more than others have, whether deserved or not (if there is chance). Greed causes people to make bad decisions in situations that threaten their personal and professional prosperity (image). Opposes human resources

and is conducive to organizational conflicts because some benefit at the expense of others.

➤ The need to satisfy personal needs. At the core of human behavior stands motive that drives people to act a certain way. It may correspond to their idea of

➤ the situation, but also negatively affects their perception. In the first case, the person knowingly violate ethical principles and standards to satisfy their needs, analyzing problems. In the second case, the human resources function subconsciously led by side factors that hamper to assess the risk and consequences of corruption situation.

➤ Under pressure (coercion). HR may be involved in corruption, against their will. This happens in the hierarchy of power - pressure from superiors or individuals who have an interest in blackmail members. Threats are related to positions, dismissals, reassignments, discrediting, involvement of family members and others.

➤ Provocative circumstances

A. ORGANIZATIONAL

- inefficient management policies, procedures and training programs;

- unethical in the lead (bad corporate culture);

- corporate governance, leading to poor control;

- organizational conflicts and crises;

- harassment by superiors;

- load with a lot of work (professional service);

- excessive confidence of staff (strong decentralization);

- other.

B. PERSONAL

-immoral behavior and lack of professional ethics;

-financial indebtedness;

-unforeseen costs (money demand);

-the need for a "return of personal services";

-lack of security (fear of dismissal, redundancy, etc.);

-unfair pay for work;

-stress, melancholy and professional fatigue;

-family problems and conflicts;

-social isolation of the individual;

-discrimination in its various forms;

-other.

V. CONCLUSION

Obviously there are different factors and provoking circumstances that induce people to corrupt practices and schemes. They occur in the organization, but also depend on the behavior of the individual. Therefore, organizations need to create effective models and best practices that ignore negative impacts on the environment by hiring human resources with high moral and professional commitment to corporate processes. As a result of the publication is achieved the following:

- has been found corrupt behavior of human resources at individual and collective level;

- is made typology of organizations, according to the presence of corruption;
- identified causes corruption of human resources in the organization.

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