

IDENTIFICATION AND CLASSIFICATION OF ADMINISTRATIVE SYSTEM DAMAGES AFFECTING THE PERFORMANCE OF IRANSHAHR MEDICAL SCIENCES ORGANIZATION

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ABSTRACT

The aim of this study is to identify the damages affecting the administrative system of Medical Sciences organization of Iranshahr. The study statistical population includes all employees of Iranshahr University of Medical Sciences that their number is 2100. To determine the sample size, 325 persons were selected as samples from Morgan – Krejcie Table. The method is simple random sampling. The measurement tool is questionnaire of factors affecting the administrative health. The questionnaire has 21 questions that its validity is confirmed by experts, managers and then the supervisor. To obtain the items' reliability, Cronbach's alpha was used which was 0.88 showing a good reliability. To analyze the data, SPSS ver. 19 is used. The results of this study indicate that economic, political, administrative, and social factors have the highest impact in reducing damages on the performance of Medical Sciences organization of Iranshahr to reduce administrative system damages, respectively and therefore it can be said in reverse that among these factors, social, administrative, political and economic factors have the greatest impact on administrative damages in improving the administrative performance of Iranshahr Medical Sciences Organization.

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KEY WORDS

damages to administrative system, organizational performance

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INTRODUCTION

After the Islamic Revolution and raising the issues of reforming structure of administrative and government organizations and the need for public participation in activities and provision of public services, once again attention to the theory of dividing state exercise to sovereignty and tenure as a base and certain pre-assumption has been evident in the country's administrative reform programs [1].

Low labor productivity will lead to the failure of the organization. Given that human resources is a key factor in organizational success, the impact of organizational culture on employees' behavior and therefore their performance has been confirmed in many studies [2].

Since the primary or main factor to reduce or increase the organization productivity is its human resources, so one of the things that will involve managers of leading organizations in the coming decades, will be the effort to increase job productivity [3].

Today, the administrative structure is independent governmental organizations that are out of the direct subordination of the Ministry based on the principle of specialty and administrative requirements and the need for a technical and administrative decentralization, and usually have a specific budget and separate organization are created under various titles such as organization, institution, corporation, center or company. [4] The goal of establishing these types of administrative institutions, is granting more freedom of action and liberation of complex regulations and centralized administrative hierarchy and sometimes the need for administrative decisions as a group, so that organizations which nature of work and mission require greater flexibility and speed in decision making and action, will be able to do their tasks properly [1].

One of the factors effective in the successful development and implementation of development programs is efficient administrative system, in other words, the government's view to administration and management of country, given the significance and position of the administrative system in economic, political, social and cultural

structures and realization of social macro goals, regardless of the logical, coherent and appropriate administrative system, achieving this position and role is not practical. Accordingly, various countries seek to reform the administrative system and do greater efforts in this regard, and in general, the key to the development is a coherent and efficient administrative system. For this reason, plans for evolution in the government administrative system is specially considered by policy makers, institutions and international organizations. So that the condition for receiving many international aids is countries joining the administrative - political reforms in the state. Therefore, the administrative system reform to create an environment for the advancement of economic, social and cultural development plans is an undeniable necessity [5].

But complexity, failure or lack of laws, wide and unaccountable bureaucracies, public ignorance of their rights, lack of access to information, lack of morality, financial poverty and lack of consistency of noncommissioned staff salaries with the costs are among the reasons that make bribery and corruption to be a means to escape from these problems [6] and [7]. However, the administrative system of each country is as the regulator of all activities to achieve the set objectives that while creating harmony between the different parts, provides a suitable ground for solving the problems of people and facilitating the flow of public affairs. The administrative system consists of components such as human resources, organization, systems, methods and procedures, laws, facilities and resources that have a mutual and organic relationship and directs the society to achieve its goals and ideals. Precise understanding this system, the principles of society and internal and environmental conditions ruling over it can help us in explaining the stepped goals and its strategies as well as development of implementation plans and paves the way to identify the structural obstacles to the administrative system. [8] and [9].

Hence, the need for administrative system development is felt more than ever, but the design of optimal administrative system requires a review of the status quo and identifying its major problems and challenges. [10]. In this respect, after the implementation of a development plan and lack of access to its objectives, to explore the causes of failure, we should not just look for flaws, weaknesses and errors in the program and search the solution of the problem of unattainable program goals in itself, but also the structure of development program should be studied. In addition, the administrative factor of the program i.e. administrative system should also be considered, because it happened many times that the best development program has failed by incompetent executives and unhealthy administrative system and has implemented inconsistent with the objectives of the program. So we decided to identify and rank the administrative system damages affecting the improvement of performance of Medical Sciences Organization of Iranshahr in this study.

Difficulties and obstacles of administrative system

In this part, it is tried to describe and express some of the key features of the administrative system in the Third World and bottlenecks resulting from them so that expressing the characteristics and problems, will be an entry to resolution of the problems of administrative system in the countries.

Imitating nature of institutional structures, organizations and management

One of the features of the third-world administrative system is the imitating nature of its administrative structures that will cause many problems. The basic pattern of organizations in these countries is an imitation of the advanced industrial countries and has no genuine structure for the organization and comprehensive management. All of these countries, even those that are not under colonial domination, tried to use foreign structures in their administration. These countries, with a precarious structure, has welcomed the development and has speculated if the West has been able to develop with such a model, with the help of these structures, they will witness development [6].

Incompatibility of imported administrative system with special cultural conditions in developing countries, has caused not only administrative system in these countries don't meet their basic and indigenous needs, but also it faces many difficulties and challenges, which getting rid of it, requires time and effort. Extensive research of scientists in the field of management, including, Hofstede, shows the fact that the management and organization is strongly influenced by culture and management styles and collective goals are affected by international differences of work values. One of the underlying issues that in transferring Western models should be considered by developing countries - especially ancient countries with an accumulated rich culture - (such as India, China, South Korea, Turkey and Iran), is that this transfer should take place within their indigenous culture. Therefore, baselessness of the administrative structure and its imitating nature of management system, is mostly associated with features such as despotism, elitism, aloof and paternalistic. The important thing is: a model should be selected that while facilitating the understanding, is enough consistent with reality.

Low productivity and ineffectiveness of administrative system

The effectiveness and efficiency of administrative systems in developing countries than developed countries, is at a low level. One reason is the inconsistency of Western administrative system with cultural and value condition of developing communities.

Another reason is the weakness of specialty or lack of effective use of experts. In these countries, there is very little skilled manpower and the present experts are not used properly in right place. Chronic unemployment and deficiency are seen in government offices very much. It is said that in industrialized countries, the efficiency at working hours is 80 to 85 percent, while in developing countries the figure is less than 20 percent. In some developing countries, people dependency to a certain class or group or party, is among the undeclared condition of access to jobs and this has caused many professionals to be set aside and face lack of specialists. Lack of enough incentive for government officials and lack of attractiveness of administrative bodies are among the main causes that have led low efficiency of administrative system of these countries. Due to lack of effective employee performance evaluation systems, control, payroll, reward and punishment, caused a very low efficiency.

Disalienation in the newly independent countries has also increased the specialized gap. At the beginning of independence, political leaders are interested or forced to replace foreign experts immediately, with local staff and do the mission despite financial losses. [6]

One of the organizational managers in Nigeria, has described this step as, "the political leaders took the decision. They believed that English officers must immediately be replaced with native ones, even if it creates abnormalities. In their opinion, political independence was not possible without administrative autonomy, and politically, at this stage, there was no way for coexistence between local and foreign experts."

Non-merit system in human resources management

In non-merit system, organizations in the appointment and promotion of staff, are not bound by rules and regulations and factors such as family and acquaintances, influential officials order, dependence on high levels of organization and affiliation to political officials are basis for employment. In such circumstances, human resources management in the organization is subject to individual tastes and there is no rule. In addition, the use of bureaucracy to attract influential people and enlist their support, is another aspect of non-merit.

"Any change in the political regime or at the cabinet will result in the dismissal of officials who are not supported by the new political leader. In addition, government officials, because their positions are required for appointing new people, will be fired and after dismissal, may remain in the payroll list of department or ministry without undertaking a specific task. This way, will result in extending bureaucracy, especially in high levels." Exorbitant training costs, laziness, low work quality and low level of effectiveness of any institution, is partly due to the wrong and excessive choice. [6]

In our country, the Supreme Administrative Council, recommended by the [former] Management and Planning Organization, to increase productivity and efficiency of human resources and improving the management of executive systems and establishing the proper system for selection and appointment of specialist and committed managers and stabilizing the management and increase employee motivation for job promotion, approved the regulations for selection, appointment and replacement of managers in the areas of "inclusive circle", "selection criteria", "the process of selection, appointment and change" and "job organization".

Administrative corruption

Administrative corruption, is commonly referred to diversion of legal methods and generally illegitimate use to the status and position and is appeared as various forms, one of which is bribery. Complexity, insufficiency or lack of laws, large and unaccountable bureaucracies, public ignorance of their rights, lack of access to information, moral weakness, financial poverty and lack of consistency of noncommissioned staff salaries with the costs are among the reasons that lead bribery and corruption to be a means to escape from this problem. More importantly, in the advanced industrial countries, various tools are used to control bureaucracy. However, authoritarian systems in some developing countries, are free of many of the controls. This condition causes - regardless of whether or not the system is authoritarian - bribery be the dominant form of interaction between

citizens and public authorities. Currently, in our country, experts consider one way of fighting administrative and financial corruption as accountability of organizations that this requires auditing and supervision of all organizations. Public sector accountability is based on the assumption that the decisions and actions of brokers always affect the economic, political, social and cultural affairs strongly. However, accountability in today's society is emphasized differently, in the general sense, it refers to the processes by which citizens, make rulers responsible for their behavior and performance. This is often done through elections, and empowers the people's representatives in parliament to make political leaders and government officials accountable through oversight and audit mechanisms. Political directors keep the subordinate officers from the hierarchy of authority and responsibility and also courts and administrative tribunals also keep executives accountable before the law. Accountability is the foundation of any society that claims to be democratic. This statement may be expressed oppositely and with more intensity. The requirement for democracy is to have a proper accountability system. Government agencies are established by citizens, and for them and should be accountable before them. The relationship between citizens and government can be likened to the client / lawyer relation because in fact, the citizens accepted others to be in charge of society, but they must ensure that their needs and demands are taken into consideration. Romzek presents a model that based on it, accountability to the political, legal, organizational and professional types are distinguishable. [6]

Research questions

Main question

What are the administrative systems damages affecting the performance improvement of Medical Sciences Organization of Iranshahr?

Secondary question

Which damage is most effective in the administrative system of Medical Sciences Organization of Iranshahr?

MATERIALS AND METHODS

The study is applied research in terms of type and descriptive based on how to obtain desired data and because the desired data are collected through sampling of the community to investigate the distribution of characteristics of population, this research is survey. The study is applied in terms of nature and method. The statistical population included all employees of Medical University of Iranshahr and they are 2100. The number of samples is estimated 325 according to Morgan table (Cochran formula). Sampling is done using simple random sampling method. The data required for experimental section of this study, is collected through hospital visits and distributing questionnaires, and theoretical foundation information are collected by going to the library and databases. To assess the validity of study tool, its validity was first confirmed by experts, managers and supervisors. The reliability of the questionnaire was measured using Cronbach's alpha. This means that 30 questionnaires were distributed among the population and then Cronbach's alpha was equal to 0.88. High alpha is a sign of high validity of questionnaire and its reliability. To analyze the data in this study, descriptive and inferential statistics are used, so that in inferential statistics, the test in accordance with data such as regression and Friedman will be used.

RESULTS

In this section, we discuss the research questions and test hypotheses.

Main question

What are the damages of administrative systems effective in improving the performance of Medical Sciences Organization of Iranshahr?

To answer the main research question, one-sample t-test was used. In this test, the mean obtained for each of the components, is compared with the mean bound i.e. number 3. If the hypothesis of high mean of variables mentioned of number 3 is confirmed, the main hypothesis is confirmed. The results are summarized in [Table- 4, 5].

Table: 1 . Results of the first hypothesis test

Variable	Mean	t-statistics	Degrees of freedom	Significance level	Lower bound	Upper bound
Administrative factor	3.14	3.53	324	0.000	0.0615	0.2165
Political factor	3.15	3.69	324	0.000	0.0669	0.2199
Economic factor	3.25	6.108	324	0.000	0.1706	0.3328
Social factor	3.16	3.98	324	0.000	0.0799	0.2364

According to the **table-1** above, since the significance level for each of the components of administrative, organizational and political factors, economic factors and social factors of organization is less than 5% error level, and also lower and upper limits are positive, it can be inferred that the mean of these variables have a statistically significant difference with the mean value (number 3). So we can say that reducing administrative system damages effective in improving performance for all components, are more than average; as a result, administrative, political, economic, social factors are effective to reduce administrative system damages and the situation of these factors is positive in improving the performance of Medical Sciences Organization of Iranshahr.

Secondary questions

First question: Which damage is most effective in administrative system of Medical Sciences of Iranshahr?

To answer the first question, Friedman test was used. The results of this test are summarized in the following **[Table-2]**.

Table 2 - Friedman test results

Number	325
Chi-square statistic	9.822
Degrees of freedom	3
Level of significance	0.020

According to Friedman test results, since the significance level obtained for the test (0.020) is less than acceptable error level (0.05), we conclude that at 95% confidence level, the level of priority of reducing administrative systems damages affecting performance are significantly different from each other. The results of prioritization of the components of reducing administrative systems damages effective in improving performance are given in the **Table-3** below.

Table: 3. The results of prioritization

Priorit y	Components	Mean ratings
First	Economic factor	2.68
Seco nd	Political factor	2.48
Third	Administrative factor	2.47
Fourt h	Social factor	2.38

According to the **table-3**, economic, political, administrative, and social factors have the highest impact in reducing damages of administrative system on the performance of Medical Sciences of Iranshahr, respectively and so it can be reversely said that among the mentioned factors, social, administrative, political and economic factors have the highest impact on damages to administrative system on the performance of the Medical Sciences of Iranshahr.

Is reducing administrative systems damages effective in improving the performance of medical sciences different between men and women?

Independent t test was used to check the above question. In this test, the mean obtained for the component of reducing effective administrative system damages were compared between men and women and results are summarized in **Table- 4**.

Table: 4 . Results of independent t- test

Variable	Sex	Mean	t-statistic	DoF	Significance level
Administrative factor	Male	3.13	-0.181	323	0.856
	Female	3.15			
Political factor	Male	3.11	-1.409	323	0.160
	Female	3.24			

Economic factor	Male	3.22	-1.499	323	0.135
	Female	3.36			
Social factors	Male	3.16	0.218	323	0.827
	Female	3.14			

Because the significance level for all variables is greater than the error level 5%, it can be said that reducing damages of administrative systems affecting the performance of medical sciences is different between men and women.

How is the relationship between each of the variables of reducing damages of administrative system affecting the performance of medical sciences organization?

To examine the relationship between each of the variables of reducing the damages of administrative systems affecting the performance of Medical Sciences Organization, Pearson correlation coefficient was used. Results are given in **Table- 5**:

Table 5 . Pearson correlation coefficient

Confidence dimensions	Administrative factor	
	Pearson correlation coefficient	Significance level
Political factor	0.335	0.000
Economic factor	0.416	0.000
Social factors	0.430	0.000

As seen in the table above, the correlation between the organization's administrative factor and political, economic and social factors of organizations is 0.335, 0.416 and 0.430, respectively that is a relatively average and positive relationship and it is significant at 0.05 level. As a result, there is a relationship between organization's administrative factor and political, economic and social factors of the organization.

Table 6 .Pearson correlation coefficient

Confidence dimensions	Political factor	
	Pearson correlation coefficient	Significance level
Economic factor	0.401	0.000
Social factors	0.123	0.027

As seen in the **Table-6** above, the correlation coefficient between political factor and social and economic factors is 0.401 and 0.123 respectively that is a relatively average and positive relationship and is significant at 0.05 level. As a result, there is a relationship between political factors and economic and social factors of the organization.

Table 7 . Pearson correlation coefficient

Confidence dimensions	Organizational economic factor	
	Pearson correlation coefficient	Significance level
Social factors	0.301	0.000

As seen in the table above, the correlation coefficient between the economic factor and the social factor is 0.301 which is a relatively average positive relationship and is significant at 0.05 level. As a result, there is a relationship between the economic factor and social factor of organizations.

DISCUSSION AND CONCLUSION

In relation to the main research question "what are the effective damages of administrative systems in improving the performance of Medical Sciences Organization of Iranshahr?" the results show that reduced damages of administrative systems effective in improving performance for all components, is more than average; as a result administrative, political, economic, and social factors are effective in reducing damages of administrative systems and situation of these factors is positive in improving the performance of Medical Sciences Organization of Iranshahr.

The results of this study and the results of study by Mir Mohammadi and Hassanpour entitled “the administrative system of Iran: an analysis of the problems and challenges” showed that problems of administrative system can be studied in seven sectors: human resource management; structure, processes, procedures, laws, regulations, administrative culture and service; management models and practices, innovation and continuous improvement, IT and evaluation given its components that the main issues is related to human resource management and on the other hand, major challenges of Iran administrative system include lack of rule of careerism, inefficiency of regulatory system, lack of rule of continuous improvement thinking and spirit of scholarship and inefficient organizational structure.

In relation to the secondary questions that "Which damage in the administrative system of Medical Sciences Organization of Iranshahr is most effective?" The results show that economic, political, administrative and social factors have the highest impact in reducing damage of administrative system on the performance of Medical Sciences Organization of Iranshahr and so it can be reversely said that from among the mentioned factors, social, administrative, political, economic factors have greatest impact on administrative damages in improving the administrative performance of Medical Sciences Organization of Iranshahr.

The results of this study are complied with the results of DaneshFard and AsadullahZadeh entitled “barriers to the realization (implementation) of reforming public sector's management systems plan, leadership and training management which is done aiming to determine the causes of failure to achieve the plan for reforming management systems according to objectives of executive policies of evolution programs in governmental systems and showed that the barriers related to human resources are the most serious causes of failure to achieve the reform plan of management systems.

Recommendations

According to the results of the main research questions that reducing the damages of administrative systems effective in improvement of performance of Iranshahr Medical Sciences including all the administrative, political, economic and social factors, it is suggested:

- 1- To create the perfect atmosphere for organizational staff freedom to express opinions
- 2- Serious attention and commitment of senior managers to the issue of fighting administrative corruption
- 3- Trying to establish meritocracy policies in the appointments and promotions of organization

According to the results of the research secondary question that the first rank is related to the economic factor of organization, the second rank to the political factor, third is related to the administrative factor and the fourth is related to social factors, it is suggested:

- 1- Attention of senior management to removing to corruption-prone plans (corrupting)
- 2- Establishment of an effective incentive mechanism to pay salaries and incentives to staff
- 3- Creating accurate and transparent policies on economic estimates of the organizations

Proposals for future researchers

- 1- Similar studies in other city agencies and departments in different provinces
 - 2- Review of the effect of organizational effective and independent judiciary and disciplinary system to improve performance
- Review of the effect of self-monitoring attitudes among staff to improve organizational performance.

CONFLICT OF INTEREST

Authors declare no conflict of interest

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