Study of the Effective Factors on Promotion of Health of Administrative System (Case study: Governor General's Office of Sistan and Baluchestan)

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ABSTRACT
The current study investigates the effective factors on promotion of health of administrative system in Governor General's Office of Sistan and Baluchestan. The statistical society of the study is all the staff of this organization that were 350. The population of the statistical sample according to Morgan table for such society is 180. The tool to collect data was the researcher's questionnaire that was distributed among the respondents after estimating the validity (using the views of the advising and reading professors and the experts of the relevant organization and the research background) and the reliability (using Cronbach's Alpha). Upon completion and collection of questionnaires, using SPSS19 software and the statistical coefficients proportionate to the type of hypotheses, one sample t-test and Friedman test were calculated and analyzed. The results from the research indicated that 10 parameters are effective within the framework of three intra-organizational, inter-organizational and value factors on promotion of health of an effective administrative system. Among these three factors, the intra-organizational factor showed the highest average rank and the first priority.

KEY WORDS: Organizational health, administrative corruption, administrative system, health of administrative system

INTRODUCTION
Administration of a society is like the wheels for a vehicle and the limbs for human being. As the vehicle cannot move without wheels and human being is unable to meet its requirements without his limbs and cannot reach its objectives and meet its demands, the society cannot take steps toward supplying its needs and achieving its goals without having a sound administration (Farokhsersht, 2004). To have a sound society, we need to establish sound organizations without administrative corruption and to create a sound organization, firstly the existing atmosphere in the organization should be known and using fundamental structures, the existing grounds of administrative corruption should be reduced (Ferdowsi and Allensee, 2003: 230). Unsound administrative systems lead to weak and inefficient human resources in the organizational culture, national culture, society economy and other hazardous consequences in forms of unemployment, drug addiction, burglary, moral problems, etc. In one hand, the leaders of unsound administrative systems are the existing human resources in the environment of the organizations and if these resources have the knowledge, intellectual approach and true culture toward a sound administrative system, they could lead the administrative system toward increasing improvement (Pourfard & Koosha, 2000: 20). On the other hand, inattention to public demands and corruption of the administrative system threatens the legitimacy and efficiency of governments in long-term and leads to failure and dissolution of organizations. Amendment of the administrative system is one of the fundamental measures assisting the countries to develop and without them; the other endeavors and plans seem ineffective (Salehi Amiri, Shadalouei, 2013). Since 1990s many researchers and directors started paying special attention to the issue of administrative corruption and efficient administration system (Iranzadeh and Davoudi, 2012). Considering the importance of the efficiency of administrative system and applications of strategies to improve or amend the administrative system and reduce the administrative corruption, this study intends to investigate the most important factors among the staff and employees of the Governor General's...
Office in Sistan and Baluchestan and present influential strategies to enhance administrative system efficiency to be more effective.

2. Theoretical framework of research:
2.1. Organizational health:
Organizational health is one of the most representative and obvious indicators of organizational effectiveness. In a sound organization, the director treats its staff in a supportive and friendly manner and has single plans. The staff are more inclined to stay in the organization and work for it and to do the tasks more effectively (Shariatmadari, 2009). Liden writes regarding administrative health: "Organizational efficiency is not a new concept to consist only of the organization's ability to fulfill its duty effectively, but it improves the abilities of that system for growth, flourishing and progress (Saeidi et al, 2010).

2.2. Administrative corruption:
J S Nay finds corruption a behavior which is shown due to personal ambition representing deviation from the ordinary fashion of fulfilling one's duty. It is represented by violation from rules and regulations and taking actions such as receiving a bribe, favoritism and embezzlement (Qolipour, 2005). Regardless of the different forms of corruption which is different in various societies, it will bring about different levels of sensitivity and resentment of the society. Corruption is of different types based on its ground. In one classification, corruption is divided into two administrative and political categories. Political or macro corruption happens at the highest level of the political system. Corruption in that sense is to use one's position and post to gain macro profits of national and international companies or the candidates of different projects or contracts or embezzle huge amounts in their favor from public funds and pay those amounts to their own bank accounts. This type of embezzlement is usually pursued by policy-makers and that group consists of a limited number of people who get hold of the political power in one country and adopt important decisions in that country. But administrative corruption is called low level or street level financial corruption. It is the corruption experienced every day when facing general directors in different sectors such as Department of Justice, Municipality, Customs, Police, etc. (Mansournejad, 2005: 8).

Of course administrative corruption may happen at the end of the executive spectrum of general management without being necessarily part of the political system or political consequences (Rahbar et al, 2002: 14-5).

2.3. Administrative system:
Administrative system is a set of governmental and public organizations and institutions that present public goods and services (Sheikhi, 2011).

2.4. Effective factors on health of administrative system:
Many factors create health of the administrative system and some of them have roots in the values and beliefs of the members of an organization. If they are improved or reinforced, many moral problems and abnormalities of organization will also be resolved. Some of these issues are also related to internal affairs of an organization or are the result of the current inappropriate structures and or emanate from the wrong behaviors in relation and interaction among directors and the staff. Some of these factors also result from the external environment of an organization among which political, economic and social factors exist.

2.4.1. Value factors:
1. Duty applying to all members of society (but as soon as discharged by one, others are no longer bound to perform it) to meet the fundamental needs of the society: The introductory goal to form public and governmental organizations is to supply public needs. If organizations fulfill their duties in this regard, they have abided by part of the duty they undertake, otherwise, they will be held accountable as much as much as achieving personal and organizational group interests of them in organizational behavior are concerned and their performance will be questioned (Sheikhi, 2011).
2. Prevention of unsound organizational activities: In Islam, many organizational activities such as production of goods and services that are harmful for the health of the society are forbidden and in some Shiite books, they are called 'forbidden transactions'. That is why Islam prevents engagement in corrupt activities by banning cases such as harmful contracts and transactions, profits earned through usury, hoarding, deceit and fraud in transaction and maintaining organizational health (Salehi Amiri and Shadalouei, 2013).
3. Effectiveness of elites and brokers: One of the important factors of many social developments is prominent figures who accelerate and guide wise and successful leaders and establish self-social developments. That is why Islam links the health and corruption of society and organization to the health and corruption of these two groups of elites and brokers (Mesbah, 2001: 345).
2.4.2. Intra-organizational factors:

1. Transparency: Transparency brings a higher feeling of trust in Government. One of the factors that prevents injustice and potential corruption of the system and non-assessed principles and net economy of management and running processes is transparency. If everything is done transparently, illegal actions, hidden and profitable relations within the system of power and deals in shadow which cannot be audited or legally prosecuted will lose their meaning and will diminish drastically (Delshad Tehrani, 2000: 50).

2. Performance assessment, supervision and control system: Some results of performance assessment are as follows: Increased quality of directors’ decision-making, increased reliance of staff on organization, familiarity with staff problems, reduction of offences of staff, differentiation between successful and unsuccessful staff, staff training, staff shifting, etc. (Pourvali, 2008: 116). If the organization management can identify the roots of many administrative offences, hidden offences, absences, conflicts etc., they will be able to remove these problems by presentation of suitable solutions (Hitch, 2006: 527).

3. Discipline and order in organization: It goes without saying that the organization and management cannot be indifferent against behaviors such as apparent and hidden legal offences, corruption, non-compliance with safety rules and regulations and other improper behaviors, thus they have to adopt measures to remove them and take disciplinary actions and mechanisms (Abtahi, 2006: 248).

4. Accountability: The necessity of management is to consider common responsibility. It means that everybody is accountable according to his role and also the entire organization is responsible and accountable. Assignment of power and accountability is the necessity to run the affairs and the senior directors are still held accountable despite assigning their powers, but in cases of deviance and unsound and wrong examples within the area of supervision, they will always be accountable and responsible among the directors or brokers (Khodadad Hosseini and Farhadinejad, 2001).

2.4.3. Inter-organizational factors:

2.4.3.1. Political factors:

Political dictatorship systems which have not been elected by the people and do not find themselves responsible before the people are the most important factors for corruption in the society and the administrative systems. That is why in traditional models of running the governmental affairs, to keep the administrative system far from corruption; the theory of separating the political system and the administrative system was raised. According to this theory, the directors and administrative staff were not accountable before the environment of the society and the people. But in the Islamic system, being inspired by the religious vital teachings, the political system is considered the basis of the administrative system so that the health and corruption of the administrative system comes from the health and corruption of the political system (Sheikhi, 2011).

1. Compliance with civil freedoms: One of the ways to maintain health of the administrative system is correct information system with regard to administrative and economic corruptions. Timely information increases the awareness of the society members and the public demand for fighting corruption increases and this is materialized when there is freedom in the society (Olkan, 2009). To access freedom and independence, human being should firstly destroy his internal and inherent captivity and leave the slavery of governments. Hence in Islam the link between human and God brings freedom and independence to human and society and this freedom increases general awareness and correct assessment of the existing social conditions and paves the ground for public supervision (Azizkhani, 2009).

2. Face to face relation with the people: Directors of organizations in the Islamic system are obliged to have close contact with the people and take care of their problems directly. This makes the directors both to have correct information of the current problems of the people and for the people to see the directors in the society, to sympathize with them and to feel close to them. Under such circumstances, sound relations are formed between the people and the administrative organizations (Shalahvand, 1998).

3. Public supervision: One of the fundamental factors to institutionalize organizational health is the individuals' general supervision over performance of the organizations in the society. Whenever all the elements of an organization report errors and deviations, these recommendations will have a very determining role in amending the behavior of the entire organization. In Holy Koran, to bid what is reasonable and good and to forbid what is wrong is the responsibility of all: "There has to be a nation among you summoning to the good, bidding what is right and forbidding what is wrong. It is they who are felicitous." (Al-I Imran: 104).

2.4.3.2. Economic factors:

In some studies (Farokhseresht, 2004; Qolipour, 2005, Qolipour and Nikraftar, 2006), the important role of economic factors such as economic situation of the society and staff, multi-rated foreign currency, commercial restrictions and goods imports, governmental subsidies, etc. are stressed in the degree of administrative corruption and organizational health and to confront them, solutions such as increased salary and wages of
governmental staff, modification of tax system, implementation of intensive penalties against corruption in governmental sector, etc. are presented.

2.4.3.3. Social factors:
1. Organizational commitment of the staff: It means the individual's feeling of commitment and responsibility toward the organization through which the individual finds membership in the organization valuable and to be inclined to achieve the organizational objectives using the entire capacity. Administrative commitment according to Porter consists of three factors: 1. Acceptance of grants and organizational values, 2. Inclination toward cooperation with the organization to achieve objectives and 3. Inclination toward remaining in the organization (Steers, 1987: 576-577).

2. Job satisfaction of the staff: What is meant by the degree of feeling of satisfaction, security and peace of individual toward his colleague, work environment, job activity and job growth and progress. It is in a way when this feeling is focused on individual ability to do and perform a professional norm (Imani, Asna Ashari, 2004: 19).

3. Management abilities of an organization: What is meant by the degree of ability and power of the organization management to run the administrative organization optimally through activities such as planning, organizing, coordinating, etc. in order to achieve organizational objectives (Haqiqatian et al, 2012).

2.5. Research background:
Sterjess, 2004 studied corruption in the existing organization and institutions in the society as an important and key element. He believed that by emergence of transparency, corruption will reduce. Transparency has several elements including open government, accountability before the citizens, freedom of the press, protection of secrets, financial auditing and accounting. One of the tools that help reduce corruption is IT and communication. He added that IT and communication are democratic media which are easily accessible. The relative accessibility to use them, the high capacity of data, the state of becoming up-to-date rapidly due to the high transparency of transactions and communication of public institutions to the civil society has been extremely helpful. Gupta, 2000 conducted a study under the title of corruption and human development in some countries of the EU and named some of these factors such as individualism, no commitment and accountability, work conscience, pressure of beneficiary groups, political groups, non-stability in management, inattention to values and ethics, directors' corruption. He found out that this phenomenon is a major obstacle on the way to human resources development so that it has a highly negative correlation with administrative corruption with important variables of development of human resources confirming this argument. He suggests that directors should respond to this phenomenon by adopting a strategic approach. Sheikhi, 2011 in a study under the title of effective factors on health of the administrative system and growth of moral values in it studied the role of value, general, political, economic and social factors effective on it. He found out that health of the administrative system and growth of moral values are in one hand affected by the principles of cosmology and anthropology dominating the beliefs of the organizational individuals and on the other hand is affected by three elements of value, intra-organizational and inter-organizational factors. Rafiepour in his book under the title of social cancer of corruption finds corruption as a plant whose roots are deep and it is difficult to take it out. The internal conditions and suitable infrastructures for corruption are important and it refers to their social and economic reasons as well (Rafiepour, 2009). Trisman believes that there is a very negative and significant relation between corruption and economic growth of a country. Thus the less the corruption is, the more the sustainability of a democratic system will be and vice versa. The more stable a democratic system is, the more likely the corruption control and reduction of it will be (Trisman, 2000).

2-6. Research questions:
1. What are the effective factors on health of the administrative system in Sistan and Baluchestan Governor General's office?
2. How is the prioritization of effective factors on health of administrative system in Sistan and Baluchestan Governor General's Office?

3. Research methodology:
The current study is of applied type as far as its goal is concerned and is of descriptive-quantitative type as far as the research plan is concerned. The statistical society of the research is all the staff of Sistan and Baluchestan Governor General's Office who are 350 and using Morgan's sample determination table, the number of the statistical sample was 180 people. The tools to collect data consist of questionnaire containing 31 questions designed to study the effective factors on health of the administrative system. In this questionnaire, Likert’s five-level scale was used (including I fully agree, I agree, I have no idea, I disagree and I fully disagree). This scale was used with the scoring spectrum from 1 to 5 to answer. Also the respondents were requested to identify details such as age, gender, academic degree and their history of service in the beginning of
the information questionnaire. Considering the fact that the used questionnaire was designed for the study according to research background and according to the views of the relevant experts, it had conceptual validity. In order to determine the reliability of the questionnaire, Cronbach's Alpha coefficient was used. The calculated Cronbach’s Alpha coefficient was 0.915 that approved the reliability of the research questionnaire. Also the Alpha coefficient was estimated for each of the dimensions according to table 1 to be more than 0.7.

Fig. 1: Research conceptual model.

Table 1: Cronbach's Alpha coefficient of research variables.

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Factors</th>
<th>Cronbach's Alpha</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.872</td>
<td>Value</td>
<td>0.915</td>
<td>Health of administrative system</td>
</tr>
<tr>
<td>0.826</td>
<td>Intra-organizational</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.859</td>
<td>Inter-organizational</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Research findings:

Study of the demographic specifications showed that 55% of the individuals who responded were male and 45% were female. 28.5% were at the age range between 20 and 30, 37% were at the age range between 30 and 40 and 32.7% were at the age range between 40 and 50. Only 1.8% of these people were more than 50 years old. Almost all the staff (98.2%) had academic studies and about 88% of them held Bachelor’s degree and higher. Also the group with the work history of 10-15 years with the abundance of 59 people made equal to 35.8% of them. To answer the first question of the research and to study the situation of assessed variables in this study, one sample t-test was used at certainty level of 95%. H0 said that the studied factors have no effect on the health of the administrative system. The results from conducting the one sample t-test come as follows.

Table 2: One sample t-test, effect of value factors on promoting health of the administration system.

<table>
<thead>
<tr>
<th>Result</th>
<th>p-value</th>
<th>T statistic</th>
<th>Mean difference</th>
<th>Test-value</th>
<th>Mean</th>
<th>Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval</td>
<td>0.000</td>
<td>19.02</td>
<td>1.12</td>
<td>3</td>
<td>4.12</td>
<td>Value factors</td>
</tr>
<tr>
<td>Approval</td>
<td>0.000</td>
<td>20.32</td>
<td>1.62</td>
<td>3</td>
<td>4.62</td>
<td>Intra-organizational factors</td>
</tr>
<tr>
<td>Approval</td>
<td>0.022</td>
<td>8.80</td>
<td>0.94</td>
<td>3</td>
<td>3.94</td>
<td>Inter-organizational factors</td>
</tr>
</tbody>
</table>

Considering the fact that P-Value for each parameter is less than 0.05, it shows that the H0 is rejected and considering the average amounts of each of the factors that are all more than the test-value, also the average difference is obtained. All factors (value factors, intra-organizational factors and inter-organizational factors) have a huge impact on promoting the health of the administrative system.
To study the second question of the research which is prioritization of the effective factors on health of the administrative system, Friedman test was used at 95% level of certainty. H0 indicates the lack of a significant difference between 3 factors and the results are shown in table 5.

Table 3: Prioritization and Grading of effective factors on promotion of health of administrative system.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Mean rank</th>
<th>p-value</th>
<th>Indicators</th>
<th>Chi-square statistic</th>
<th>Parameter</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>1.78</td>
<td>0.00</td>
<td>Supply of fundamental needs of society</td>
<td>125.42</td>
<td>Value factors</td>
</tr>
<tr>
<td>Third</td>
<td>1.62</td>
<td>0.00</td>
<td>Prevention of unsound activities</td>
<td></td>
<td>Intra-organizational factors</td>
</tr>
<tr>
<td>Second</td>
<td>1.74</td>
<td>0.00</td>
<td>Effectiveness of elites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second</td>
<td>2.32</td>
<td>0.00</td>
<td>Transparency</td>
<td>147.36</td>
<td>First</td>
</tr>
<tr>
<td>Third</td>
<td>2.21</td>
<td>0.00</td>
<td>Performance supervision and assessment</td>
<td></td>
<td>2.41</td>
</tr>
<tr>
<td>First</td>
<td>2.48</td>
<td>0.00</td>
<td>Discipline and order</td>
<td></td>
<td>Intra-organizational factors</td>
</tr>
<tr>
<td>Forth</td>
<td>1.45</td>
<td>0.00</td>
<td>Accountability</td>
<td></td>
<td>Intra-organizational factors</td>
</tr>
<tr>
<td>First</td>
<td>2.16</td>
<td>0.00</td>
<td>Political</td>
<td></td>
<td>Intra-organizational factors</td>
</tr>
<tr>
<td>Third</td>
<td>1.94</td>
<td>0.00</td>
<td>Economic</td>
<td>136.75</td>
<td>Third</td>
</tr>
<tr>
<td>Second</td>
<td>2.10</td>
<td>0.00</td>
<td>Social</td>
<td></td>
<td>1.59</td>
</tr>
</tbody>
</table>

According to the results indicated in table 3, since \( P\)-Value=0.000 and is less than 0.05, it could be said at the certainty level of 95% that the different factors have similar position and situations to affect promoting the health of the administrative system. Considering the average ranks in this table, the highest rank is related to the intra-organizational factors and the lowest rank is related to the inter-organizational factors.

5. Discussion and conclusion:
This study aims at investigating and prioritizing the effective factors on health of the administrative system in Sistan and Baluchestan Governor General’s Office. The results of the study in response to the first question indicate a positive effectiveness and the existence of a significant relation among the value, intra-organizational and inter-organizational factors on the health and promotion of the administrative system. The results of the current study correspond with the former studies (Haqiqatian et al, 2012; Sheikhi, 2011, Qolipour 2005; Khodadad Hosseini and Farhadinejad, 2011; Zahedi et al, 2009, Trisman, 2006; Pourvali, 2008). The results of the former studies indicated that attention to value and general factors, intra-organizational and environmental factors increases health of the administrative system and reduces corruption. Also since from the viewpoint of many researchers of organizational behavioral and management sciences, the individuals’ behaviors are formed affected by their beliefs and values, the results of the study showed that one of the effective factors to amend individuals’ behaviors and health of the administrative system is the approaches of individuals and their cultural and value beliefs. With regard to the second question of the research, the results of the study were obtained using Friedman test. They showed that the highest rank and degree of effect is related to intra-organizational factors and the lowest rank is related to the inter-organizational factors and the value factors are also at the second degree of importance. As it was noticed, the intra-organizational parameters including transparency, supervision, performance evaluation, discipline, order and accountability are at the first degree of importance and they are the effective factors on promotion of the health of the administrative system according to the studies conducted by Sheikhi, 2011, Haqiqian et al, 2011, Zahedi et al, 2009. Value factors that stand on the second degree were emphasized by Salehi Amiri and Shadalouei, 2012 as the effective factors on promotion of the health of administrative system.

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