Investigating the Effect of Treatment on Identified Factors of Organizational Diseases in Social Security Hospitals of Isfahan Province

Hamdollah Khandan Borujeni [1], Rahim Ostovar [2*], Hassan Soltani [3], Hedieh Jafarpour [4]

[1] PhD Student of Department of Health Care Service Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran. [2] Associate Professor Department of Health Care Service Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran. [3] Assistant Professor, Department of Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran. [4] Assistant Professor, Department of Mathematics and Statistics, Shiraz Branch, Islamic Azad University, Shiraz, Iran.

Abstract

Introduction: Nowadays, the treatment of social security organization (SSO) has become so popular and it is worthy that its promotion should not be ignored and this path should be paved for provision of better services by diagnosing and treating possible systemic and organizational illnesses. **Objective:** The purpose of the study was to examine the effect of organizational illness treatment on identified factors of organizational corruption in SSO hospitals. **Method:** The study was applied in terms of purpose with descriptive-exploratory design. Concerning data collection, it was descriptive-correlational with structural equation modeling design. The needed information was collected using a researcher-made questionnaire. The population was the experts of Isfahan SSO hospitals with high experience. Census sampling method was used to determine the sample as the population was known (n= 75). Kolmogorov-Smirnov test was used to test data normality, Pearson correlation to examine the correlation of variables, and confirmatory factor analysis (CFA) to prove that organizational illness treatment factors were measured correctly. **Results:** The results showed that factor loadings of organizational factors was 0.517 and its t-statistic 5.298, factor loadings of financial factors were 0.488 with t-statistics 6.096, factor loadings of administrative factors 0.530 with t-statistics 5.662, and technical factors 0.616 with t-statistic 6.410. Thus, one can claim that organizational illness treatment (OIT) has a positive and significant effect on the identified factors of organizational corruption.

Keywords: Hospitals, SSO, CFA, Isfahan

INTRODUCTION

A healthy organization, like a healthy individual, could survive, reach its goals, identify its obstacles, plan and implement, and act as a dynamic, innovative, and learning organization. The organization can be successful and healthy in financial and credit terms and provide the employees with a sense of belonging, creativity and innovation. On the contrary, the sick organizations (patients), the organizations with neurotic disorders and illnesses tend towards lack of self-esteem, obsession, depression and poor performance [1]. The incidence of administrative corruption in the world has been examined by many public and non-governmental officials as one of the organizational illnesses and has been one of the issues that is conversely related to development according to many scholars. This means that the reduction in corruption rate has had a positive effect on accelerating a country's rate in reaching human development. The incidence of administrative corruption causes a significant loss of financial and human resources and significantly undermines the efficiency and effectiveness of organizations. Thus, many organizations have made extensive efforts to develop methods and models for measuring the prevalence of

corruption in the world and organizations and have adopted their own approaches with various perspectives [2]. Each of these organizations has examined their own approaches many times, and has examined them in many countries as well. Thus, the specific way these organizations and the information they publish from their surveys internationally have become important sources of information about the

Address for correspondence: Rahim Ostovar, Associate Professor Department of Health Care Service Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran.

overall health and corruption of a country. Among these organizations the Transparency International (TI) and the World Bank are of the most important ones, whose statistics have become one of the most important documents in understanding the overall status of a country.

In recent years, great attention has been paid to organization health, and effective steps have been taken to institutionalize these movements that call for examination from various angles to identify their relationships. This is because factors like lack of effective communication with the employees, lack of proper evaluation, reduction of salary, lack of growth, promotion and job enrichment can imbalance this environment. In other words, as long as the human resources lack the required justice, satisfaction, motivation and job commitment, other organizational activities will not fruit as required. As a living structure, organization needs health [3]. All countries around the world are somehow involved with corruption according to reports from international corruption watchdogs like the United Nations, the World Bank and the IT, and there are no countries with no proportion of corruption. According to different reports published every year or some years by international organizations, various sectors of a society like industry, commerce, culture, government, education, health, and so on can be affected by corruption. Although corruption rate varies in each sector and country, the allocation of specific reports to the health sector shows that corruption is an ongoing problem in the health system of all countries in the world [4].

Some studies have been conducted in this field. Bushard et al. [5] showed that poor government management, lack of supervision, and performance evaluation of the health sector are of the most significant factors in the spread of corruption in this sector. Rejina et al. [6] have identified organizational culture as the factor in creating as well as eliminating organizational corruption. Orasski [7] showed that the transparency model could tackle organizational corruption over time. Gaitvand et al. [8] concluded that non-evaluation and inspection of organizational departments is the most important factor in the spread of corruption in the healthcare sector. Pinto et al. [9] stated that decentralization could curb intra-organizational corruption significantly as a viable solution. Hutchinson et al. [10] have conducted a study entitled examining corruption in the health sector. Kohler [11] suggests greater promotion of transparency based on an anti-corruption strategy (transparency and organizational trust) to alleviate corruption. Shokravi et al. [12] indicated that in the organizational space, the dimensions of goal clarity and reward satisfaction have a negative correlation with the demographic organization, the dimensions of organizational space with depressed organizations, and between the dimensions of goal clarity, role clarity, reward satisfaction, and agreement on procedures in the schizoid organization. Joudaki and Rashidian [13] conducted a study entitled "Health system corruption: theory, methods and interventions." Barati et al. [14] indicated a statistically significant relationship between the dimensions of organizational health structure

with indices of total number of beds occupied, total number of hospitalized patients, bed rotation or performance, and crude mortality.

According to observations and examinations conducted, management, financial, administrative, and technical factors are the most significant factors in increasing systemic illnesses in SSO hospitals.

Managerial factors include the tendency to retain power and control by managers, managers' weaknesses in leadership and guidance, managers' weaknesses in mobilizing resources and facilities, weaknesses in organizations' performance due to poor management, lack of delegation to employees and thus weakening or eliminating staff sensitivity towards objectives and approved approaches, weaknesses in management and technical skills, inadequate management skills, ineffective managers, administrative corruption, weaknesses at all levels, inappropriate human resource management, inefficiency of human resource management, long tenure of managers and employees in one post, inefficiency of the system of appointing and selecting managers, previous managers performance and its effect on the current performance of the executive system, inability of managers to meet employee needs and eliminate their behavior barriers, the existence of some economically incompetent managers, manager's strong interest in the organization, and lack of knowledge and expertise of managers.

Financial factors are hospitals non-obligation to provide transparent performance, failure to perform managerial and operational auditing along with financial auditing in the categories, failure to perform regular and sequential audits in the categories and forces, lack of transparency in the budgeting system, lack of transparency in the allocation of resources and budgeting system, low transparency in the economic system, lack of transparent performance in auctions and tenders and secret decision making.

Administrative factors are acute public bureaucracy, lack of efficient system, deficiencies in organizational systems, system complexity, weak views and extensive administrative formalities, unnecessary complexity of formalities, complex and multifaceted administrative processes, inefficient administrative structures inappropriate with goals and tasks, inconsistency of organizations and office systems with the realities and needs of today's society, extensive and long-standing bureaucratic system resulting in lengthy and complex workflow, paperwork and hurdles in accomplishing organizational tasks, preferring group goals to organizational goals, hiding the employee needed information by management, disruption of organizational activities, structural and organizational affairs, like personnel, financial and credit incompatibility with organizational goals and activities, lack of discretion, assignment of responsibility, transfers to senior managers, pressure from the influential groups inside and outside the organization, being project-based rather than plan-based, one-dimensional rather than

multi-dimensional approach, policy ambiguity, extensiveness of authority of brokers, timelessness of services provided by the agencies, inadequate management and performance indicators, uncertainties in administrative procedures, lack of creativity in the organization, lack of participation in decision making, abuse of formal authority, complexity of administrative tasks, and various modes of the bureaucratic system.

Technical factors are poor and inefficient use of information technology, inadequate distribution of information inside the organization, lack of informing in the offices, lack of centralized databases, lack of proper information systems and public sector actions, relevant experts and statistics lack of access to the needed statistics, and lack of indices for measuring corruption. Unfortunately, the current tendency of formation of e-government in this "organization-centered" relies on some indices like lack of follow-up on infrastructure measures, indicating the existence and aim of reducing

"people-centered" movement in the country. However, developing e-government based on vision of power distance can bring about changes like free flow of information to the red line of national security and greater transparency in the bureaucratic and administrative system.

Corruption in the health care system has a significant effect on the satisfaction of its clients, so that the increase in the corruption in this system will reduce the satisfaction of the clients. The high numbers and statistics all show an important and undeniable issue in organizations and the health system that causes the budget and expenses spent in this area to not be spent properly and well-placed. This can have adverse effects on the health system and the beneficiaries in this system and may have adverse effects. The studies in Iran and abroad have mostly focused on administrative corruption, but the present study will examine the effect of OIT on identified factors of organizational corruption in SSO hospitals.
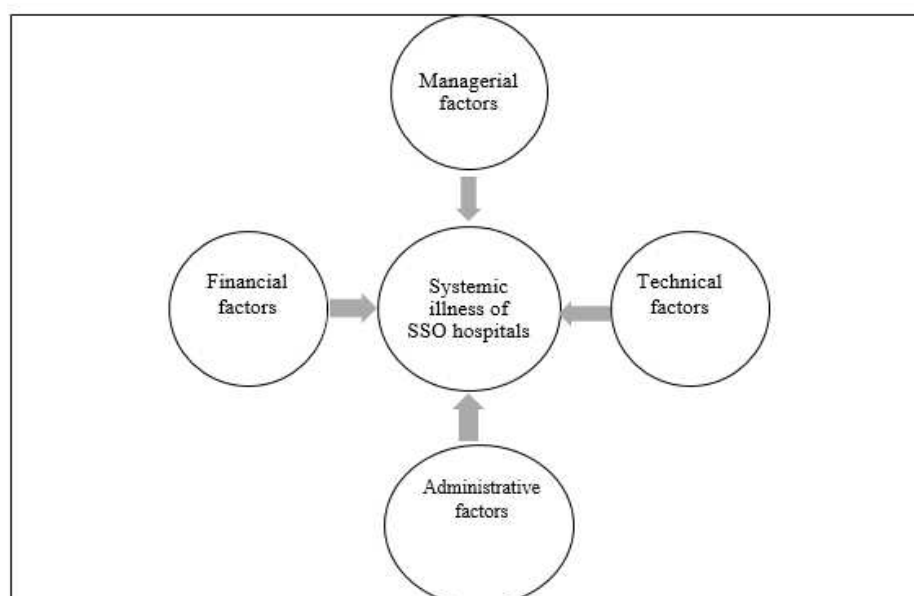
Figure 1: Research conceptual model

Table 1: Health model solutions for reducing organizational illness and corruption

Variable	Component	Item
Factors affecting organizational illness	Organizational Transparency	-Discovering organizational processes - Transparency of information and informing the public -Updating registration information - Using reporting cards
	Monopoly and authority	- Closing specific contracts -Improving selection and recruitment system - Reduction of government authorities -Financial and fund control - Inventory and warehousing control
	Accountability	- Planning organizational processes with an efficient approach - Measuring and evaluating performance and matching goals - Establishing a system of punishment and reward based on functional consequences - Establishing the say of the clients (people) -Dealing with complaints and suggestions

Empowering human resources	- Implementing training programs based on responsibilities - Delegation of authority and assignment of responsibility -Access to information -Control area -Team work - Job meaningfulness - Job enrichment - Encouraging employee creativity
Organizational Structure	- Reducing organizational complexity - Reducing organizational concentration - Reviewing the components of management and organizational leadership - Reviewing organizational culture - Increasing organizational support

METHOD

The study was applied in terms of purpose with descriptive-exploratory design. Concerning data collection, it was descriptive-correlational with structural equation modeling (SEM) design. The needed information was collected using a researcher-made questionnaire (using literature review, research background and results of interviews). The population was the experts of Isfahan SSO hospitals with high experience. Given the specificity of the population in this section, the sampling process was done randomly using convenient sampling method. Census sampling method was used to determine the sample as the population was known (n= 75) and small. Kolmogorov-Smirnov test was used to test data normality and Pearson correlation to examine the correlation of variables. CFA was used to prove that OIT factors were measured correctly.

RESULTS

Kolmogorov-Smirnov test was used to test the normality of the data in the study.

Table 2: Testing data normality

Variables	Kolmogorov-Smirnov statistic	Sig.	Result
Managerial factors	0.847	0.183	Normal
Financial factors	0.968	0.345	Normal
Administrative factors	0.857	0.245	Normal
Technical factors	0.910	0.117	Normal
Solutions of OIT	1.108	0.098	Normal

Based on the results of Kolmogorov-Smirnov test, all values were significantly higher than the error level (0.05). Thus,

there is no reason to reject the null hypothesis and the data distribution is normal.

Table 3: Pearson correlation of the variables

	Managerial factors	Financial factors	Administrative factors	Technical factors
Managerial factors		0.420 (0.000)	0.398 (0.000)	0.375 (0.000)
Financial factors			0.454 (0.000)	0.358 (0.000)
Administrative factors				0.386 (0.000)
Technical factors				

According to the calculated correlation values, all variables have a positive correlation. The highest correlation was between financial and administrative factors (0.454). The lowest correlation was between administrative and technical factors (0.358).

Second-order factor analysis was used in the study. The strength of the relationship between the factor (latent variable) and the visible variable is shown by factor loadings. If the factor loading is less than 0.3, the relationship is weak and ignored. Factor loading between 0.3 and 0.6 is acceptable and if it is larger than 0.6 it is desirable. The least acceptable factor loading cited in some sources and references is 0.3 but the main criterion for judging is t statistics. If the test statistic means the t statistic is greater than the critical value $t_{0.05}$ i.e. 1.96, then the observed factor loading is significant.
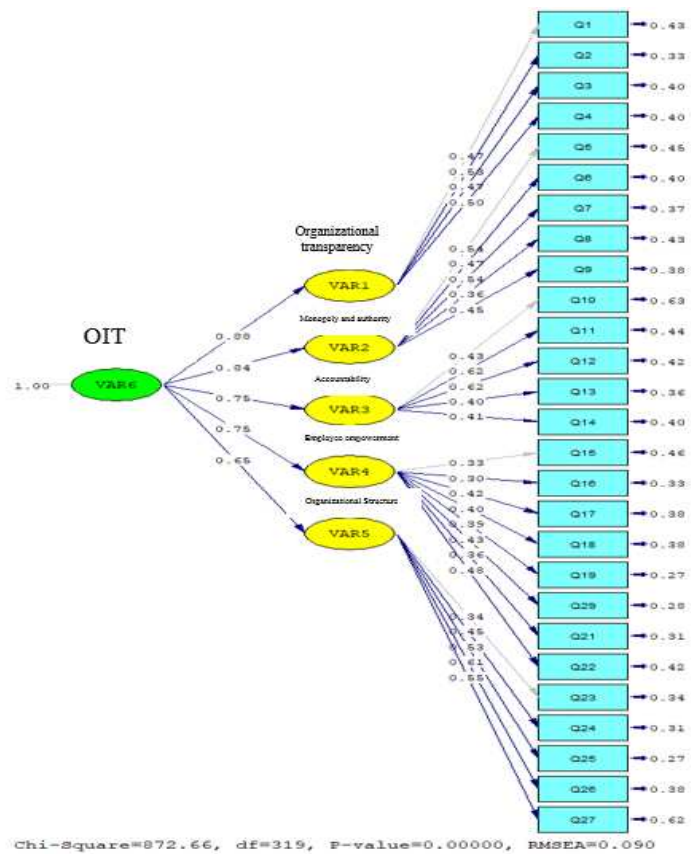
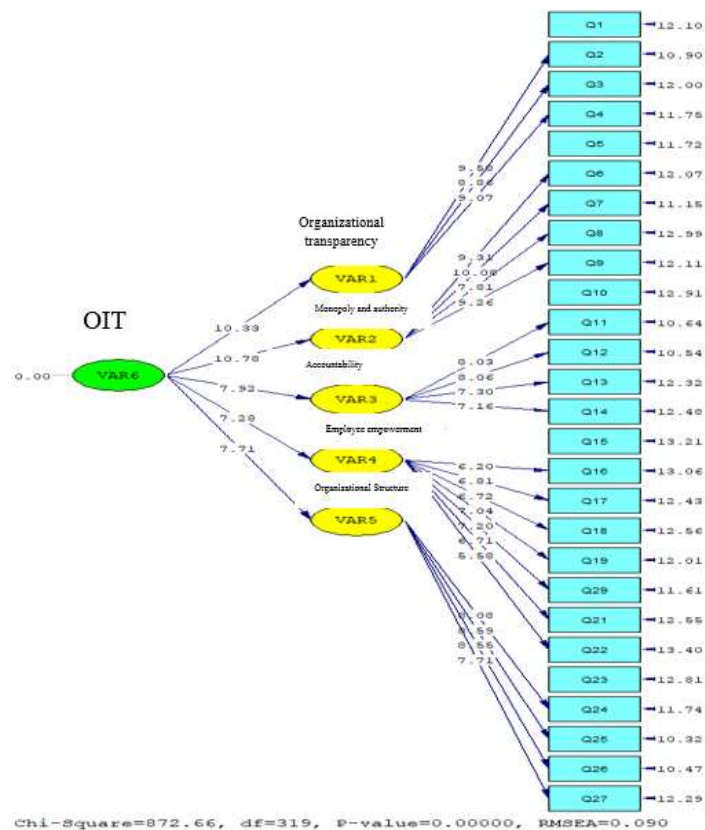**Figure 2:** Factor loadings of OIT

Figure 3: T-statistic of OIT factors

All factor loadings are higher than 0.3. Bentler-Bonett Normed Fit Index, relative fit, incremental fit, comparative fit, and perfect square were used to express the model's acceptability. The results are shown in Table 4.

**Table 4:** Fit indices for OIT factors

Model	X2,df	RMSEA	NFI	CFI	GFI	IFI	RFI	SRMR	AGFI	PCLOSE
Acceptable	3-1	<0.1	0.9<	0.9<	0.9<	0.9<	0.9<	0.9<	0.8<	0.5<
Calculated	2.693	0.089	0.94	0.97	0.94	0.97	0.91	0.12	0.86	0.089

After confirming the factor structure of the research constructs, SEM was used to examine the relationships between variables. Structural equations were used to test hypotheses.
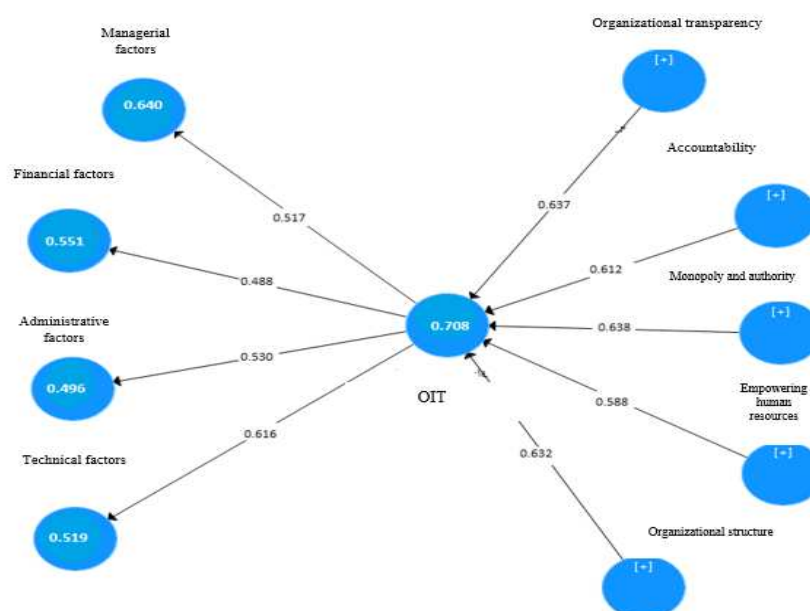
Figure 4: Factor loadings of the research model
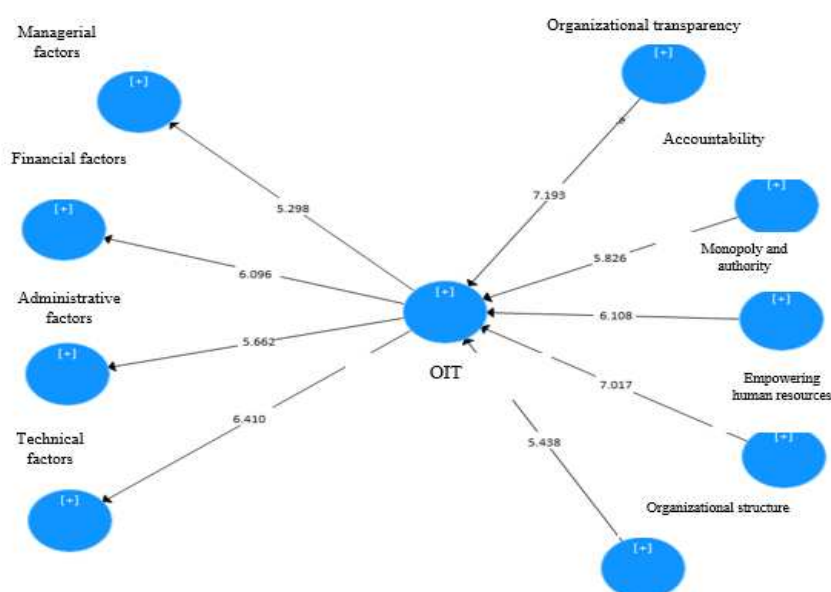
Figure 5: T-statistic of the model

The rest examines the effect of OIT on identified factors of organizational corruption:

Table 5: Examining the effect of OIT on the identified factors of organizational corruption

Effect	Factor loading	t statistic	Sig.	Result
Organizational factors	0.517	5.298	0.000	Confirmed
Financial factors	0.488	6.096	0.000	Confirmed
Administrative factors	0.530	5.662	0.000	Confirmed
Technical factors	0.616	6.410	0.000	Confirmed

According to Table 5, IOT has been effective on all identification factors. The results showed that factor loadings of organizational factors was 0.517 and its t-statistic 5.298, factor loadings of financial factors were 0.488 with t-statistics 6.096, factor loadings of administrative factors 0.530 with t-statistics 5.662, and technical factors 0.616 with t-statistic 6.410. Thus, one can claim that OIT has a positive and significant effect on the identified factors of organizational corruption. Thus, the model is confirmed.

R^2 value for the factor construct is 0.582 as shown in the figure. Given the acceptable value of the three criteria, the fitness of the structural model is confirmed.

$$\frac{708 + 0.640 + 0.551 + 0.496 + 0.519}{5} = 0.582$$

$R^2 = 0.362$

$$GOF = \sqrt{0.822 \times 0.582} = 0.691$$

CONCLUSION

After identifying the factors affecting organizational illnesses, effective ways of alleviating organizational corruptions were extracted from the interviews to treat these organizational illnesses. These solutions were divided into five categories: organizational transparency, monopoly and authority, accountability, human resource empowerment, and organizational structure, which include:

- Discovering organizational processes
- Transparency of information and informing the public
- Updating registration information
- Using reporting cards
- Closing specific contracts
- Improving selection and recruitment system
- Reduction of government authorities
- Financial and fund control
- Inventory and warehousing control
- Planning organizational processes with an efficient approach
- Measuring and evaluating performance and matching goals
- Establishing a system of punishment and reward based on functional consequences

- Establishing the say of the clients (people)
- Dealing with complaints and suggestions
- Implementing training programs based on responsibilities
- Delegation of authority and assignment of responsibility
- Access to information
- Control area
- Team work
- Job meaningfulness
- Job enrichment
- Encouraging employee creativity
- Reducing organizational complexity
- Reducing organizational concentration
- Reviewing the components of management and organizational leadership
- Reviewing organizational culture
- Increasing organizational support

The model was evaluated quantitatively using structural equation technique.

Table 6: Examining the effect of OIT on identified factors of organizational corruption

Effect	Factor loading	Sig.	Result
Organizational factors	0.517	0.000	Significant and positive effect
Financial factors	0.488	0.000	Significant and positive effect
Administrative factors	0.530	0.000	Significant and positive effect
Technical factors	0.616	0.000	Significant and positive effect

According to the results of structural equations and path analysis, OIT was effective on all identified factors. Thus, one can state that OIT has a positive and significant effect on the identified factors of organizational corruption. Thus, the model is approved.

According to the results obtained, in explaining and sometimes justifying corruption in the health sector sometimes the historical habits of a nation or its cultural customs are turned to, but it has to be noted that the economic and political aspects of corruption are more important than the historical and cultural aspects. Those who are concerned about the failure of development efforts throughout the world have to fight the issue of corruption and weak and authoritarian government structures. For some countries with natural resources, low growth rates and low per capita incomes, the root cause of this problem may lie in the mismanagement of public and private institutions. The existence of poorly functioning governments means that facilities, powers and devices are not used effectively. It has to be specified who benefits from the actions of the government and who incurs the costs of it, where the

economics has proven a powerful tool for explaining corruption.

On the other hand, many theories and strategies have been set forth to explain the impediments of the countries' development, each of which has tried to present appropriate guidelines and prescriptions to stop being underdeveloped after careful explanation (even using quantitative and statistical tools). Douglas North's study of the economic history of societies confirms two significant trends:

1. The irreversible process of knowledge storage
2. The reversible trend of economic performance

The study identified managerial, financial, administrative and technical factors as the main causes of corruption in SSO hospitals in Isfahan. Overcoming these factors can partially enhance the economic performance of the organization as well as restore knowledge storage. According to the results, the following suggestions are put forward:

1. According to the results, it is expected that the concerns of increasing corruption in SSO hospital, especially in sectors and individuals with special economic power, should be given practical and update attention to respond to planners, officials and hospital policymaking in this area.
2. Decentralizing economic policies in SSO hospitals, which have a significant economic turnover, and expand the role of social cultural activities in this hospital.
3. In this hospital that has a significant economic turnover, supervisory programs and policies, as well as policies to reduce government tenure should be practiced costs and revenues should be controlled through transparent, efficient and healthy regulatory mechanisms, and the managers of these hospitals should change periodically.
4. As the model of treatment of organizational illnesses is designed based on fairness and justice, and since the sense of justice has a strong effect on employee behavior and attitude, managers can reduce organizational corruption by implementing the proposed model. Practicing justice helps reduce many job related harms like stress, retaliatory behavior, firing employees, and sabotage in the work environment.

References

1. Kets de Vries, M. F. R. Organization on the coach: Chininca behavior and change, San Francisco: Jossey -Bass. 1991.
2. Baruch, Y., & Lambert, R. Organizational anxiety: Applying psychological concepts into organizational theory. Journal of Managerial Psychology, 2007;22(1), 84-99.
3. Savadkohi, A. Kamkar, M. Samavatiayn, H. The Relationship between Organizational Neurotic Dimensions from Perspective of Personnel and Their Mental Health, Quarterly Journal of Organizational Industrial Psychology, 2011; 6, 53-63
4. Mardali M, Nasiri pour A, Masoudi ASL I, Abedi Jafari H. The model of corruption measurement of hygiene and remedy in Iran. Journal of medical law, 2017; 11-43.
5. Bouchard, M. Kohler, J. Orbinski, J. Howard, A. Corruption in the health care sector: A barrier to access of orthopaedic care and medical devices in Uganda. BMC International Health and Human Rights 2012, 12:5
6. Regina, M. Hechanova, M. Melgar, I. Falguara, P. Organisational Culture and Workplace Corruption in Government Hospitals. JOURNAL OF PACIFIC RIM PSYCHOLOGY 2014, 8: 63-76.
7. Oraseki, F. Fighting corruption with transparent organizations: Anti-corruption and functional deviance in organizational behavior. Epherma theory and politics in organization. 2015, 2: 337-364.
8. Gaitinde, R. Oxman, A. Okebukola, P. Rada, G. Interventions to reduce corruption in the health sector. Cochrane Database of Systematic Reviews, 2017; 1-77.
9. Painto, J. Nekoee, M. Modelling the impact of organizationan structure and whistle-blowers on intra-organizational corruption contagion, Modelling intra-organizational corruption contagion, 2017, 1-31.
10. Hutchinson E, Balabanova D, McKee M. We need to talk about corruption in health systems. Int J Health Policy Manag. 2019;
11. Kohler, J. I Know It When I See It: The Challenges of Addressing Corruption in Health Systems. Int J Health Policy Manag 2019, 8(9), 563–566.
12. Shokravi, Shirin, Hosseinian, Simin, Samavatian, Hossein, Investigating the Relationship between Patients' Organizations with Leadership Style and Organizational Atmosphere, Journal of Modern Educational Thoughts, 2010, 6(3): 114-95.
13. Jodaki, H. Rashidian, A. Review of corruption in the health Sector: theory, methods and Interventions, Corruption in the health system, 2010, 83-100.
14. Barati, A. Hghani, H. Mohammadi, R. Moradi, F. The Relationship between Organizational Health and Indicators Performance in university-affiliated educational centers Tehran Medical Sciences: 2011, Health Management, 2011, 30-40.