# Investigating the Effect of Psychological and Motivational Factors on Organizational Policies in Reducing Administrative Corruption in Hospitals

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**Abstract**

**Background and Objectives:** The present was an attempt to investigate the effect of psychological and motivational factors on organizational policies in reducing administrative corruption in the workplace of medical sciences staff.

**Methods:** The present research is applied in terms of aim and descriptive-correlational in terms of nature and survey in terms of method. The statistical population of the study included 1) 30 experts and professors in the field of public administration, who were purposefully selected. 2) 365 staff of medical sciences organizations in Kerman selected based on Cochran's formula by stratified sampling method. To collect information by Delphi method, Organizational structure questionnaire with components of complexity, focus, formality and 23 questions, organizational policy questionnaire with components of flexibility, attraction of resources and planning, access to information, stability, coherent and skilled workforce and 20 questions, administrative corruption questionnaire with components of inappropriate job behaviors, abuse, unknown activities, discrimination and negligence and 30 questions were developed.

**Results:** Cronbach's alpha coefficient of variables was estimated to be higher than 0.7, which indicates the internal consistency of items and confirmation of reliability. To analyze the data, structural equation modeling in LISREL software was used. Results showed that the significant number between the variables of focus and organizational policies (2.07) was greater than 1.96 and the significant number between organizational policies and administrative corruption (-2.90) was less than -1.96, so there is an indirect relationship between focus and administrative corruption through organizational policies. A correlation coefficient of less than 0.3 indicates that the effect of organizational policies on the relationship between focus and administrative corruption in the medical sciences is moderate.

**Conclusion:** It was concluded that proper planning to improve the leadership and assertive leadership styles among managers improve the efficacy of staff of the university in medical institutes.

**Keywords:** organizational structure, administrative corruption, psychological pressures, managers, hospitals, medical sciences organizations in Kerman.

## Background and Objectives

To reduce corruption in public and private offices, institutions and organizations and hospitals, should consider the development of talents and the use of human resources in the best conditions and without corruption to maintain occupational and organizational health. In the case of observing any kind of disorder and deviation, the defected and problematic member should be immediately treated psychologically and physically, so that it does not penetrate into system and does not affect other members and disrupt the order of the administrative system. If it is not treated, it should be immediately removed from the system and controlled or isolated, since corruption in the workplace of medical staff is like an infection that, if it enters the body of society, infects and disables all members and increase and spread of this infection may infect the whole society and staffs.

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Administrative corruption is one of the chronic diseases and the oldest injury in the administrative system, because it is a phenomenon seen in the government. It means that when human activities took an organized form, administrative corruption also emerges in the internal interactions with the work environment of medical staff from organization context[1]. Corruption, also known as low-level or street-level corruption, occurs in dealing with general managers in sectors such as hospitals, schools, police and customs, and so on. Corruption causes many barriers to economic growth and has a negative impact on economic development. This impact on open economies is greater compared to closed economies[2]. Administrative corruption is an illegitimate tool in meeting the illegitimate demands of the administrative system. Researchers argue that corruption occurs when there is no defined boundary between the country's economic policies and private sector businesses and trades[3].

Administrative corruption in a country can have many negative impacts and consequences such as destruction of economic and social structures, blocking or restricting the development of the country, reducing the provision of public services to society, preventing the growth of trade and investment, preventing democracy, public distrust to government, wasting valuable economic resources, non-achieving government goals, negative impact on GDP growth, increasing psychological pressures, reducing foreign investment, increasing income inequality and poverty and injustice[4]. Hence, general policies of the administrative system announced by the Supreme Leader, have emphasized on governance of Islamic values on the social institutions in society and on promoting the health of administrative system and control in the administrative system (Articles 24 and 25 of the general policies of the administrative system). In this regard, Islamic Republic of Iran has made serious and extensive efforts to prevent the occurrence of corruption, criminalize all types of corruption and fight it seriously. However, results of studies suggest that corruption is found in various forms in the administrative system of Iran[5]. Several management and organizational psychological and motivational factors such as structural motivational factors, organizational culture, communication, psychological factors, payment system, monitoring and control system and management duties and tasks (planning, organizing, mobilizing resources and facilities, leadership and guidance, monitoring and control) are involved in occurrence of corruption[6].

Organizational structure is the way of dividing, organizing, and coordinating organizational activities. Organizations create structures to coordinate the activities of the psychological and motivational factors of doing work and to control the works of members. Organizational structure specifies how tasks should be assigned, who should report the tasks, and what are the formal coordination mechanisms and organizational interaction models that should be followed. The organizational structure determines the formal relations and indicates the levels that exist in the administrative hierarchy and determines the scope of control of managers. Organizational structure also includes the design of organizations by which all units are integrated, and as a result, communication in medical science organizations is guaranteed[7]. Structure is defined as one of the components of medical science organizations consisting of three elements of complexity, formality and focus. "Complexity" represents the boundaries of separation within the organization. It also refers to degree of specialization, division of labor, and number of levels in the

organization's hierarchy, and specifies the extent to which organizational units are geographically dispersed. However, complexity is a relative term. Formality refers to extent to which a medical science organization relies on rules regulations, and procedures to guide its employees' behavior. Focus refers to where decision-making power is focused or concentrated[8]. In some organizations, decision-making is highly focused. Issues and problems are transferred to the top of organizational pyramid and senior managers take the appropriate measure to solve them. Based on the World Bank and International Transparency Organization, corruption is the abuse of government power and resources (public power) to gain personal (private) benefit. This definition is generally accepted in the world and it is implicitly assumed that there is a set of written administrative rules and regulations that define the framework of authorized administrative activities. Any administrative behavior that is contrary to these rules and aims at gaining personal benefit is considered corruption. Corruption in any society is relative and is defined by the value system of each society[9].

Policy is the principle that determines the scope of decision-making for managers of the medical science organization or the board of directors. Planning and executive managers in any organization always consider the territory determined by the policy and make decisions according to the organization's policy. Also, the policy can be considered an important criterion and indicator in controlling and evaluating operations. In other words, policy defines the way of thinking of members of the medical science organizations so that managers' way of thinking and decision-making to be consistent and compatible with the goals of medical science organizations[10]. The policies of medical science organizations are formally determined by their CEO or senior management.

Formulating the macro policies of the organization prevents conflicts in the decisions of managers of an organization. In other words, policy determines the way of thinking of the members of the organization so that the managers' way of thinking and decision-making to be consistent and compatible with the goals of medical science organization[11]. Policies are principles that guide the decisions, actions and activities of an organization to achieve its goals. Policies represent the demands and expectations of the various departments of the medical science organizations, which are reflected in the decision-making process in the form of executive, legislative and judicial regulations and rules. In general, all of these definitions suggest that policy is a process or pattern of activities or decisions taken to compensate for organizational problems[12]. Accordingly, the present study was an attempt to identify the model of the relationship between organizational structure and administrative corruption, considering the mediating role of organizational policies in medical science organizations in Kerman.

## Method

The present study is applied in terms of aim and descriptive-correlational in terms of nature, and survey in terms of method. The statistical population of present study includes two groups. The first group includes all 30 experts and professors in the area of public administration, selected purposefully. The second group included all staffs, including managers and employees of general directorates and institutions in Kerman medical science organizations (n= 6607). The sample size was determined to be 365 people based on Cochran's formula. They were selected through stratified sampling method. A questionnaire was used to collect data. Using Delphi method[6] (in several stages and using face-to-face

interviews), experts were asked to carefully examine the psychological and motivational factors and items obtained from reviewing the research literature to measure the dimensions of model to adjust the questionnaire indicators and non-important indicators were removed and during the Delphi method process, the indicators that were effective in creating this concept but remained hidden for the researcher in the review of literature were added to the questionnaire. Finally, organizational structure questionnaire including the components of (complexity, focus, formality) and 23 questions, organizational policy questionnaire including the components of (flexibility, attraction of resources and planning, access to information, stability, well-organized and skilled workforce) and 20 questions, administrative corruption questionnaire including the components of (inappropriate job behaviors, abuse, unknown activities, discrimination and negligence) and 30 questions were developed. Cronbach's alpha coefficient for organizational structure questionnaire, administrative corruption questionnaire, and organizational policies questionnaire was obtained at 0.91, 0.89, and 0.85. These results suggest that the questions of the whole questionnaire had good internal consistency. To analyze the data, structural equation modeling and LISREL software were used.

## Results

In this section the results of the structural model regarding the relationship between organizational structure and corruption considering the mediating role of organizational policies is presented. The structural equation modeling in standard estimation mode hypotheses of this research is shown in (Figures 1 and 2).
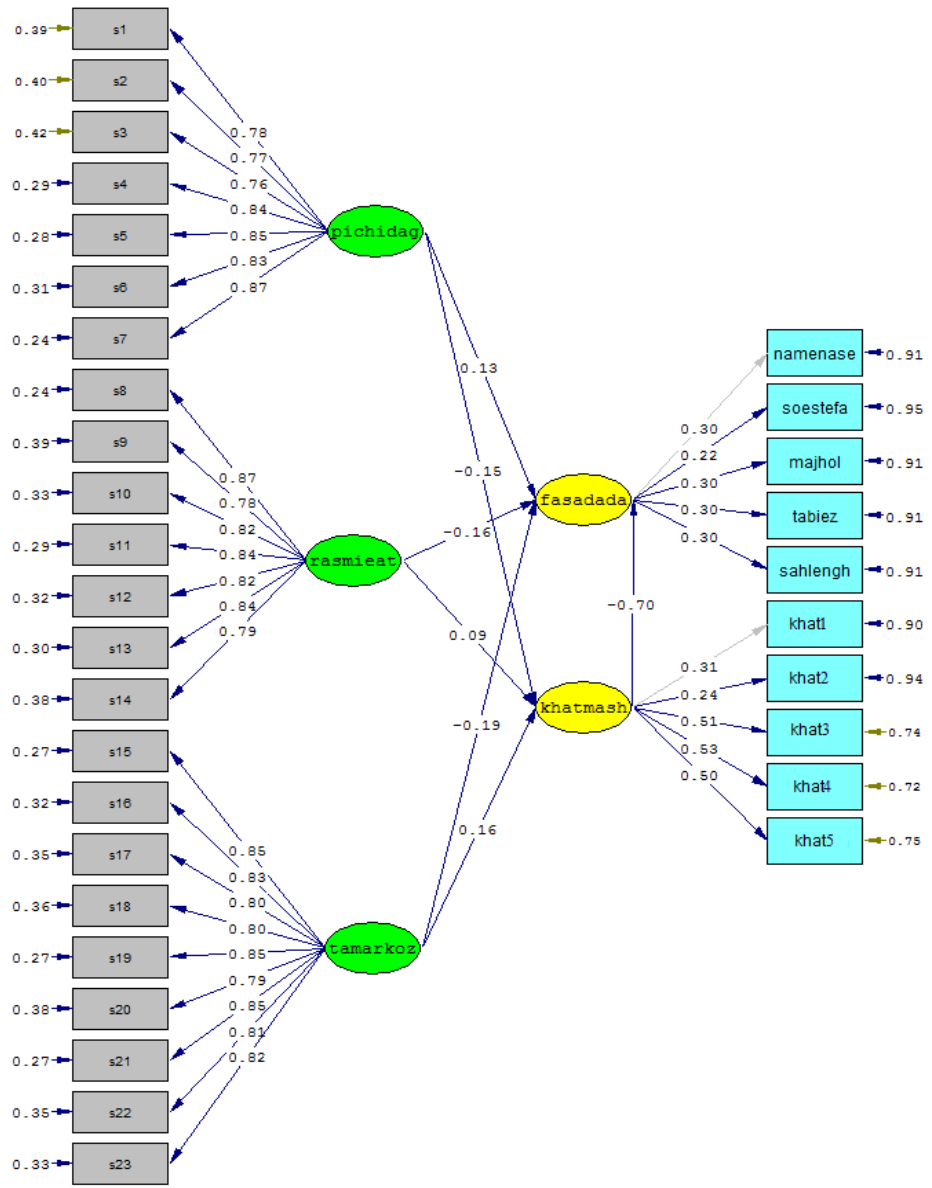
**Figure 1.** Structural equation modeling in standard estimation mode for the relationship between organizational structure and corruption considering the mediating role of organizational policies
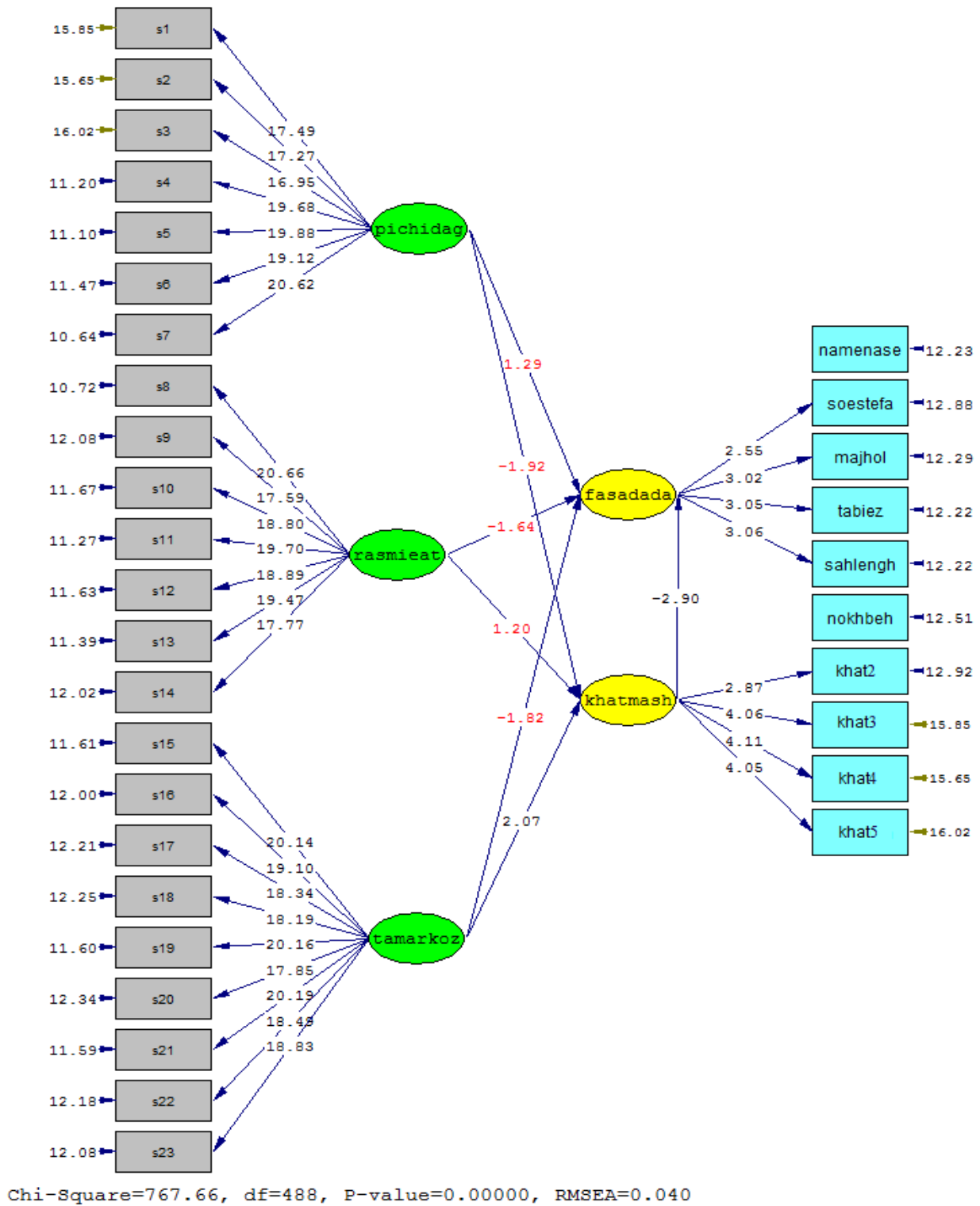
**Figure 2.** structural equations modeling in the significant mode for the relationship between organizational structure and administrative corruption considering the mediating role of organizational policies

Main question 1: Is there a significant relationship between organizational structure and administrative corruption?

Secondary question 1-1: Is there a significant relationship between complexity and administrative corruption?

Secondary question 1-2: Is there a significant relationship between formality and administrative corruption?

Since the significant number between formality and corruption (1.20) is less than 1.96, there is no significant relationship between formality and administrative corruption.

Secondary question 1-3: Is there a significant relationship between focus and corruption?

Since the significant number between focus and administrative corruption (-1.80) is greater than -1.96, there is no significant relationship between concentration and administrative corruption.

Main question 2: Is there a significant relationship between organizational structure and administrative corruption through organizational policies?

Secondary question 2-1: Is there a significant relationship between complexity and administrative corruption through organizational policies?

Since the significant number between complexity and organizational policies (-1.92) is greater than -1.96, there is no significant relationship between complexity and administrative corruption through organizational policies.

Secondary question 2-2: Is there a significant relationship between formality and corruption through organizational policies?

Since the significant number between the formality and organizational policies (1.20) is less than 1.96, there is no significant relationship between formality and administrative corruption through organizational policy.

Secondary question 2-3: Is there a significant relationship between focus and administrative corruption through organizational policies?

Since the significant number between focus and organizational policies (2.07) is greater than 1.96 and also the significant number between organizational policies and administrative corruption (-2.90) is less than -1.96, there is an indirect relationship between focus and administrative corruption through organizational policies. Based on the diagram, the correlation coefficient between focus and administrative corruption through organizational policies is equal to 0.7 * 0.16 (0.112) and this value is less than 0.3. Thus, the impact of organizational policies on the relationship between focus and administrative corruption is moderate.

According to (Table 1), in the research model, RMSEA has a value of 0.04 and Chi-square has a value of 1.52, indicating that the model has a good fit. Other model fit indices also indicate a good fit of the model.

**Table 1.** Indices related to fit of the final model of the relationship between organizational structure and administrative corruption considering the mediating role of organizational policies

| Variable | $X^2/df$ | RMSEA | GFI | RMR | CFI | NFI | NNFI |
|---|---|---|---|---|---|---|---|
| Final model | 1.52 | 0.040 | 0.90 | 0.071 | 0.97 | 0.94 | 0.97 |
| Appropriate level | <5 | <0.1 | > 0.90 | <0.5 | > 0.90 | > 0.90 | > 0.90 |

## Discussion

The results revealed no significant relationship between complexity and administrative corruption. In line with this result León et al [13] did not find a relationship between complexity and administrative corruption. Dostar and Mohammad Karimi[14] found a positive relationship between these

two variables and showed that with increasing the complexity of medical science organization, administrative corruption increases. Truex[15] reported that complex organizations are non-transparent and prone to corruption and believes that there is more corruption in these organizations compared to other structures. The present study also showed no significant relationship between formality and corruption. This result is consistent with the results of a study conducted by Lotfi[16] which showed that there was no significant relationship between formality and corruption. Many studies have shown a relationship between these two variables, for example Montazeri and Shool[17] showed that formality dimension has a negative impact on administrative corruption of medical staffs and increases physiological stress and reduce the rate of administrative corruption. In study of Lawshe[18] examined government departments in Mazandaran province and found a positive relationship between formality and administrative corruption. The results revealed no significant relationship between focus and administrative corruption. Some studies have been conducted in this regard, for example, Sihombing[19] did not find a significant relationship between these two variables. However, Hamilton Hart[20] concluded that increasing decentralization in various dimensions through the transfer of power to lower levels of government to reduce the central government monopoly, reforms in public sector and transparency of rules and regulations provides the conditions in which government officials will not be able to corrupt in private sector enterprises, resulting in encouraging the private sector to engage in economic activities. Also, Salehi[21] found a negative relationship between these two variables and concluded that organizations with a centralized structure have less corruption. Results showed that there was no significant relationship

between complexity and administrative corruption through organizational policies. Consistent with these results, Polit et al[12] did not find a relationship between complexity and administrative corruption. Afzali[3] found a positive relationship between these two variables and showed that with increasing the complexity in the medical science organization, administrative corruption increases. In research of Dehshiri and Gaffori[15] reported that complex organizations are non-transparent and prone to corruption organizations and believe that more corruption is seen in these organizations compared to other structures. In Conti's research[9] argue that existence of interest groups is effective in spread of corruption. Dostar and Mohammad Karimi[14] argue that lack of necessary commitment of policy makers is a barrier in preventing corruption. Montazeri and Shool[17] consider the role of strong organizational policy effective in reducing corruption. Results of the present study also indicated that there was no significant relationship between formality and administrative corruption through organizational policies. Many studies have reported a relationship between these two variables, for example, Zare et al[1] showed that formality dimension has a negative impact on administrative corruption of medical staff and increasing physiological stress, and reduces the rate of corruption. Hall et al[11] examined government departments in Mazandaran province and found a positive relationship between formality and administrative corruption. Truex[15] did not found a relationship between formality and administrative corruption and concluded that there is no relationship between formality and administrative corruption. Hamilton Hart[20] found that existence of interest groups is effective in spread of corruption. Lotfi[16] considers lack of necessary commitment of policy makers as a barrier to prevent corruption. Sanjari et al[10] consider the role of strong

organizational policies effective in reducing corruption. In general, in explaining these inconsistent results, we can refer to different studied populations and instruments, as well as the mediating effects of other variables.

Finally, the results revealed an indirect relationship between focus and corruption through organizational policies. Some studies have been conducted in this regard, for example Zare et al[1] concluded that increasing decentralization in various dimensions through the transfer of power to lower levels of government to reduce the monopoly power of the central government, public sector reforms and transparency of rules and regulations provides the conditions in which government officials will not be able to corrupt in private sector businesses, and it will encourage the private sector to engage in economic activities. Also, Dostar and Mohammad Karimi[14] found a negative relationship between these two variables and concluded that organizations with a centralized structure have less corruption. León et al[13] did not find a significant relationship between these two variables. He considered the existence of interest groups effective in spread of corruption, and reported that lack of necessary commitment of executors of organizational policies as a barrier to prevent administrative corruption. Lawshe[18] considers the role of strong organizational policies effective in reducing corruption.

## Conclusion

The present study proposed the relationship between organizational structure and administrative corruption, by considering the mediating role of organizational policies in medical science organizations in Kerman. It was concluded that proper planning to improve the leadership and assertive leadership styles among managers improve the efficacy of university staff in medical institutes. Due to its role and negative effects on the efficiency and effectiveness of the administrative management system of countries, administrative corruption has always been considered by medical science organizations, governments and international institutions, such as the United Nations Development Programme, Medical Organization for Cooperation and Economic Development, Transparency Program and Accountability. Since the views, characteristics and type of behavior of managers can affect the behavior and performance of employees, the study of this two-way relationship is of particular importance. Therefore, it seems that managers have characteristics such as vitality, initiative, recklessness and determination, independence and dominance leading to more efforts of employees to achieve goals and will improve employee performance. It was recommended to extend the data collection to more organization and with more experts' opinion regarding the financial satisfaction of the staff and managers.

## Conflict of interests
None.

## Authors' contributions

The authors are the same

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