Relationship between Good Governance and Management Flexibility in the Ministry of Health (Case Study: Tehran University of Medical Sciences)

Farshid Radfar[1], Ali Reza Afsharnejad[1], Zeinolabedin Amini Sabegh[1],

Ehsan Sadeh[1]

[1]Department of management, college of human science, Saveh Branch, Islamic Azad University, Saveh, Iran.

Abstract

Background and objective: Flexible management is the theory of focusing on the people, but good governance examines the characteristics within a system, and it is general and organizational. The theory of good governance, which builds on the theoretical foundation of client-agent theory, believed that all economic behavior cannot be accommodated in the context of demand-supply. The importance of good governance, apart from its economic implications for Iranian society, is that it may make the democratic process a little easier. Therefore, the relationship between good governance and management flexibility at Tehran University of Medical Sciences has been investigated.

Method: To this end, a questionnaire containing 40 questions was provided to the respondents. Given the explanations provided, the main question of the research is whether there is a relationship between flexible management and good governance? Therefore, the study examined the relationship between flexible management with the components of good governance including consequentialism, promotion of values, effectiveness of roles and tasks, clarification and capacity building using Smart PLS software.

Result: Regarding the path coefficient of 0.766 and t value (44.418), flexible management has a significant positive relationship with consequentialism and according to the path coefficient of 0.720 and t value (41.049) with promotion of values.

Conclusion: The results show that there is a significant relationship between flexible management and the components of good governance.

Keywords: Organization and Administration, Clinical Governance, Professional Role, Capacity Building

Background and objective

The efficiency and effectiveness of governments is one of the most important topics in today's political science in Third World countries[1]. Most political scholars see the greatness of government in these countries as a factor in their inefficiency[2]. The reaction of the governments to this theory was initially negative, but it was put on the agenda as a project after the collapse of the Soviet Union and with the emergence of more liberalist ideas of shrinking governments[3]. In Iran, the government has outsourced large companies and banks to the private sector to reduce costs and responsibilities so that it can achieve maximum efficiency and effectiveness with fewer personnel. But in practice, this did not happen. In fact, small volume alone did not improve the status of organizations[4]. The missing link in this process was selecting the right managers and leaders for the organizations. The good governance term has been introduced into the political development and management literature since the late 1980s and is one of the key topics in the evaluation of countries in the world[5]. The World Bank defined good governance as the tradition and institution by which power is exercised in the public interest in a country[6].

*Corresponding Author: Ali Reza Afsharnejad
Email: A.r.afsharnejad@gmail.com

According to Wang and Heyes[7], flexible managers are managers who pay attention about their followers. Therefore, followers are considered to be the top priorities of the organization and organizational considerations are second order importance[8]. By applying wrong leadership styles, informal organizational structure can create the irreparable damage to the efficiency and effectiveness of the organization by removing employees' activities and functions from administrative values and goals[9]. Part of the dilemma relates to the inability of employees to handle the organization's current affairs. In a study published by Swihart et al.[10] the researchers concluded that flexible management has a positive effect on employee's empowerment. Good governance, according to Ahammad et al.[11], can help to reduce these issues. The most important flaw in the theory of flexible management is vague literature and unclear definitions[12]. According to Nash[13], flexible managers are managers who pay attention about their followers. Therefore, followers are considered to be the top priorities of the organization and organizational considerations are second order importance. Flexible management structures according to Patterson's theory are Divine love, humility and modesty, altruism, reliability, vision, serving, empowerment[14]. In this study, of course, four of the seven variables are examined. The four variables are serving, humility and modesty reliability, affection.

Method

The research method in terms of purpose was fundamental and in terms of data collection method was descriptive-correlational, structural equation modeling type. In correlation research, the relationship between variables is analyzed based on the purpose of the research.
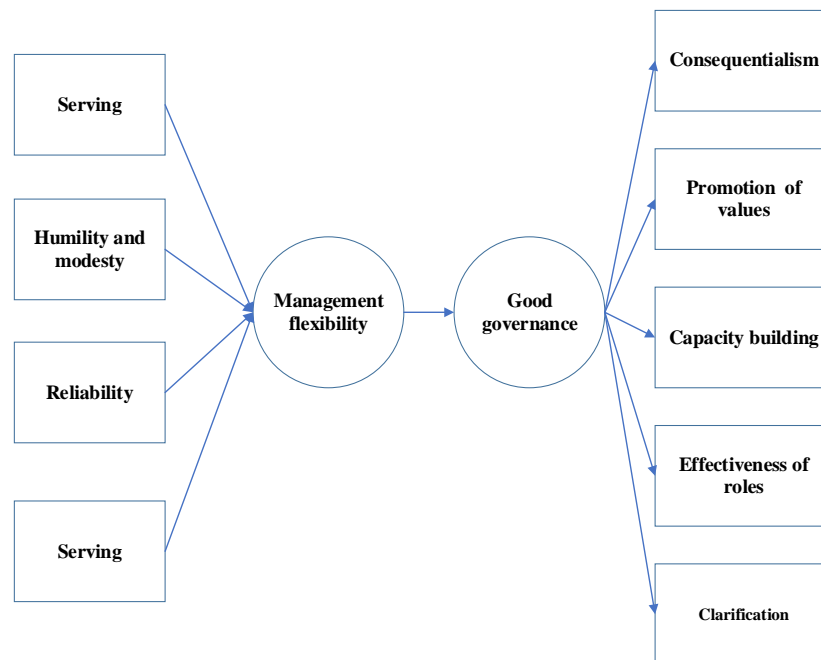
the conceptual model of research was as follows:

Figure 1. Conceptual model of research

The method of data collection in this research is done in several ways. Books, papers, pamphlets and documents are used to collect literature and research concepts. Also, data on the interaction effect between flexible management and good organizational governance were collected by the questionnaire. Sampling was done in the university.

Given that medical universities in general, and in particular Tehran University of Medical Sciences, are among the most successful educational settings in the country, there are still many issues mentioned for state organizations such as inefficiency, inadequate management, lack of meritocracy, administrative inefficiencies, stagnant bureaucracy, and lack of accountability. Therefore, the statistical population of the research included all experts, deputies and managers of several units of Tehran University of Medical Sciences (1025 people). The statistical sample, at confidence level %95 and measurement error of α=%5 and based on the Krejcie & Morgan (1970), 291 people were selected using stratified random sampling method in two groups of men and women. The following table shows the sample calculation based on the Krejcie & Morgan formula[15].

Table 1. Sample calculation based on Krejcie & Morgan formula[15]

		Category		Total
		Male	Female	
1	Society	820	374	1194
2	Ratio	0.69	0.31	1
3	Sample	200	91	291

The following table shows the status of respondents to the questionnaires by age.

Table 2. Frequency distribution of employees by age

age	Frequency	Percentage of Frequency	Cumulative frequency percent
25-30	32	11	11
30-34	55	18.9	29.90
35-39	57	19.59	49.49
40-44	49	16.84	66.33
45-49	46	15.80	82.13
Over 50	52	17.87	100
Total	291	100	

Table 3 shows the status of respondents to the questionnaire by education.

Table 3. Respondents' status by education

Education level	Frequency	Percentage	Cumulative percent
Bachelor	103	35.40	35.40
Master	122	41.92	77.22
Ph.D.	66	22.68	100
Total	291	100	

The definition of the research variables is as follows:

A. Good governance: The World Bank defined good governance as the tradition and institution by which power is exercised in the public interest in a country, and included the process by which authorities are elected, monitored and replaced the capacity and ability of the state to efficiently manage resources and implement the right policies, and respect for citizens and the state for the institutions that govern social and economic interactions between them.

The independent commission on good governance in 2004 issued principles, indices, and standards of good governance in state and service organizations, in a statement that used indices such as consequentialism, promotion of value, effectiveness of roles and tasks, clarification and ultimately capacity building to measure good governance in organizations Addink[16].

1. Consequentialism: Having a clear organizational goal is a sign of good governance. If this goal is formulated effectively, it can guide and manage the activities and decisions of individuals at all levels in an organization.

2. Effectiveness of roles and tasks: Good governance requires that all governance functions, roles and responsibilities associated with it are clear and that individuals behave in a manner consistent with their role.

3. Promotion of values: A sign of good governance in the development of shared values is to transfer part of the organizational culture, policy and behavioral infrastructure from agents to all employees and members of the organization.

4. Clarification: Clarification involves making and executing decisions according to agreed procedures. Information should be freely and directly available to clients, service users and the general public.

5. Capacity building: Organizations need highly skilled individuals to effectively guide and control them. To find the right people, you need to hire people from different backgrounds.

6. Accountability: Accountability involves the process of agreeing to activities performed by you to the other[17].

B. Flexibility management: Flexibility is defined as the ability of organizations to adapt to unpredictable environmental changes and requires the ability to respond quickly to the environment, which has a profound effect on the performance of organizations. Therefore, flexible management refers to the extent to which organizations benefit from the skills and behavioral patterns needed to make the best decisions in a competitive environment, as well as the use of organizations from most appropriate management functions to optimally manage the organization's resources.

Results

According to Patterson's theory, flexible management structures are:

Divine love, humility and modesty, altruism, reliability, vision, serving, empowerment

In this study, of course, four of the seven variables are examined. The four variables are serving, humility and modesty reliability, affection.

In this research, in order to increase the necessary validity in the design and use of the questionnaire after conducting a preliminary study on the subject, it is tried to thoroughly review the research conducted in this field and their results. After designing the initial questionnaire, the questionnaire was distributed among 30 people to examine the employees views on the questions and to identify the

weaknesses of the questionnaire. Convergent validity refers to the principle that the indices of each structure have moderate correlation with each other. The convergent validity criterion is that the mean of the output variances is greater than 0.5. Divergent validity was also measured by comparing the mean root with the correlation between the latent variables and for each reflective structure; the mean root must be greater than the correlation of that structure with the other structures in the model. Cronbach's alpha coefficient and composite reliability coefficient

according to Forner and Larker were used to determine the reliability of the questionnaire. Cronbach's alpha coefficients of all variables in this research were greater than 0.7. Unlike Cronbach's alpha, composite reliability, implicitly assumes that each index has the same weight, relies on the actual factor loadings of each structure and provides a better measure of reliability. The composite reliability should be greater than 0.7 to indicate the internal stability of the structure.

Table4 . validity and reliability of the Convergent study tools

Research variables	Coefficient of extracted mean variance	Factor loadings	Composite reliability coefficient	Cronbach's alpha reliability coefficient
Good governance	0.8	-	0.9540	0.94
Consequentialism	-	0.85	-	-
Effectiveness of roles	-	0.89	-	-
Promotion of values	-	0.92	-	-
Clarification	-	0.89	-	-
Capacity building	-	0.91	-	-
Flexible management	0.78	-	0.9470	0.93
Accountability	-	0.87	-	-
serving	-	0.92	-	-
Humility and modesty	-	0.91	-	-
Reliability	-	0.86	-	-
Affection	-	0.84	-	-

The following abbreviations are used to perform structural equation analysis operations instead of research variables:

Table 5. Guide to identifying abbreviations of model variables

Index	Abbreviations
Good governance	Hokmn
Consequentialism	Natjg
Effectiveness of roles	Asrbk

Index	Abbreviations
Promotion of values	Ertqaz
Clarification	Shfafsz
Capacity building	Zrfsz
Flexible management	Rhbrkh
Accountability	Pasokh
serving	Khdmt
Humility and modesty	TvzFo
Reliability	Ghbtetd
Affection	Mhrvzi

T-value shows the significance of the effect of variables. If the T-value is greater than 1.96, it means a positive effect and significant. If it is between +1.96 and -1.96, there is no significant effect. And if it is less than -1.96, it means a negative effect and significant. Also, if path coefficients are above 0.6 means that there is a strong relationship between the two variables, if they are between 0.3 and 0.6, a moderate relationship and if they are below 0.3, there is a weak relationship.

The second criterion for examining the fit of the structural model in a research is the R2 coefficients of the model's endogenous latent (dependent) variables. Also R2 is a criterion indicating the effect of exogenous variables on an endogenous variable and three values of 0.19, 0.33 and 0.67 are considered for weak, moderate and strong values of R2. And if, in one model, an endogenous structure is affected by only one or two exogenous structures, the R2 value above 0.33 indicates the strength of the relationship between that structure and the endogenous structure.

The overall model consists of both parts of the measurement and structural models, and by verifying its fit; the fit investigation of the model is completed. To check the fit of the overall model, it is just enough to measure a criterion called the GOF.

$$GOF = \sqrt{communalities.\,R^2}$$

The $\overline{communalities}$ value is obtained from the mean shared value obtained in Table 6.

Table 6: Mean shared value

Shared amount	
0.9235	Hokmn
0.9308	Rhbrkh

According to the values in the above table, the value of $\overline{communalities}$ equals 0.931

since there is a first-order endogenous latent variable in this model so the value of R2 is equal to 0.796 of the good governance variable. So the GOF criterion is equal to 0.860

$$GOF = \sqrt{0.931 * 0.796} = 0.860$$

According to the three values of 0.01, 0.25 and 0.36, which are presented as weak, moderate and strong values for GOF. Obtaining a value of 0.860 for this criterion indicates a very good fit to the overall research model.

Structural equation modeling has been a common research tool in management, medical, and social sciences for the last two decades. Regarding the issues discussed in this section, effectiveness or non-effectiveness of these factors is discussed using Smart-PLS. In the following, factors evaluation indices and factor determination coefficients are discussed. Table 7 shows the path coefficients of the latent variables of the research:

Table **7**. Path coefficients of latent variables of the research

Rhbrkh	Hokmn	
0.0000	0.0000	Hokmn
0.0000	0.269	Rhbrkh

It should be noted that the T-value indicates the significance of the effect of (1) variables. If the T-value is greater than 1.96, then there is a positive effect and significant. If it is between +1.96 and -1.96 there is no significant effect and if it is less than -1.96, it means negative but significant Also, if the coefficients of the path are above 0.6, there is a strong relationship between the two variables, if it is between 0.3 and 0.6, the relationship is moderate and if it is below 0.3, there is a weak relationship (Ibid). The data obtained from the field research were implemented in Smart-PLS software and the following results were obtained.

The results of the main and secondary hypotheses of the research are as follows.

1- Main hypothesis: There is a significant relationship between

flexible management and good governance in Tehran University of Medical Sciences.

Table 8. Path coefficient and significancy of the first hypothesis

Variables	Path coefficient	T-test value	Relationship	Effect
Flexible management: Good governance	0.269	3.432	Weak and significant	Positive

According to Table 8, it can be stated that the results of the first hypothesis test with respect to the path coefficient of 0.269 and the T-value (3.432) show that flexible management has a significant and weak relationship with good governance and has a positive effect on it.

2- Secondary Hypotheses: To prove the secondary hypotheses, the relationship between flexible management and good governance dimensions has been modeled separately using path coefficients and significant numbers:
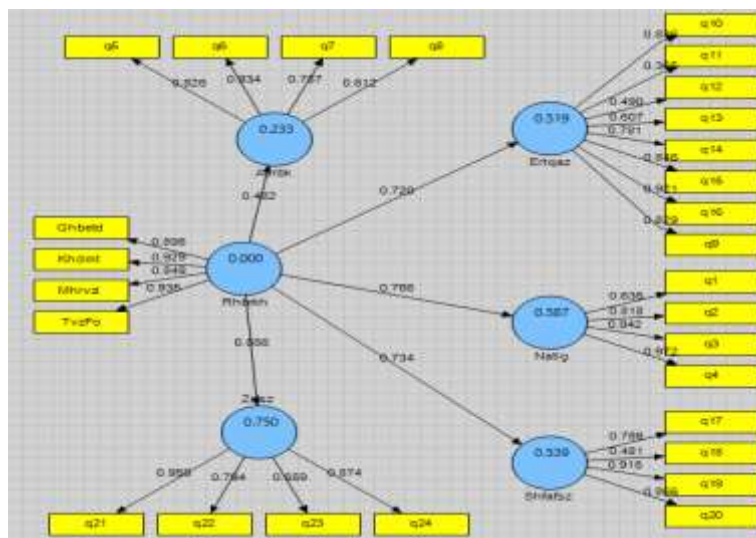

Figure 2. Model in standardized coefficients of factor loadings (path coefficients)

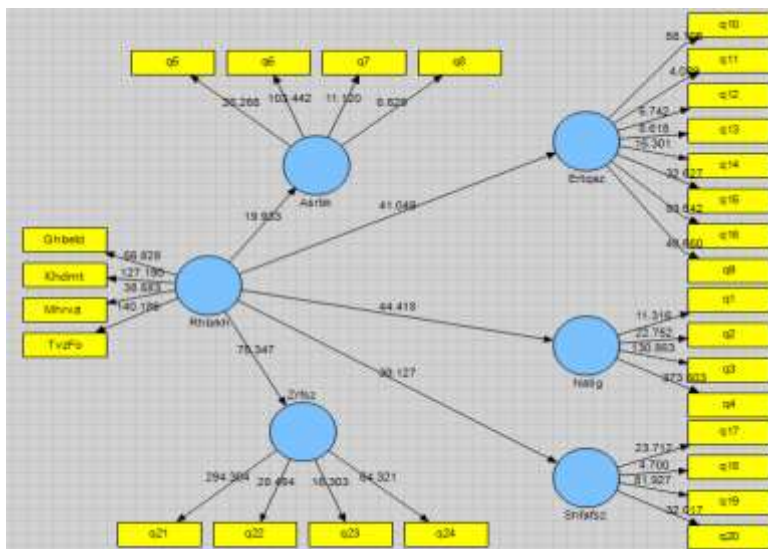In Figure 2, the model is shown in the mode of the significant number.

Fig. 3. Model with significant numbers mode

Therefore, according to Figure 3, the path coefficients of the latent variables of the research are shown in Table 9.

Table 9. Path coefficients of latent variables of the research

	Asrbk	Ertqaz	Natig	Rhbrkh	Shfafsz	Zrfsz
Asrbk	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Ertqaz	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Natig	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Rhbrkh	0.6105	0.5978	1.0590	0.0000	1.0461	1.1174
Shfafsz	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Zrfsz	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

The results are expressed as follows:

1- Regarding the path coefficient of 0.766 and T-value (44.418), flexible management has a strong and significant relationship with the consequentialism and has a positive effect on it.

2- Regarding the path coefficient of 0.720 and T-value (41.049), flexible management has a strong and significant relationship with the promotion of values and has a positive effect on it.

3- Regarding the path coefficient of 0.866 and T-value (75.347), flexible management has a strong and significant relationship with the capacity building and has a positive effect on it.

4- Regarding the path coefficient of 0.482 and T-value (19.993), flexible

management has a strong and significant relationship with the effectiveness of roles and has a positive effect on it.

5- Regarding the path coefficient of 0.866 and T-value (75.347), flexible management has a strong and significant relationship with the clarification and has a positive effect on it.

The findings of this study confirm a positive and significant relationship between flexible management and good governance. Given that flexible management is one of theories related to leadership, it can be concluded that flexible management has a significant relationship with good governance.

Discussion

The findings of this research show that being flexible can have a significant effect on the governance and management of the organization. Respondents believe that managers of the organization as a role model can influence the thoughts and performance of employees and encourage them to do the job properly. The other components of flexible management include the humility and modesty that organizational managers respect for all employees and tend to share their power with others. In the opinion of employees, a good manager allows employees to express their ideas and opinions and invites them to participate. In the opinion of the employees, more serious and persistent work of the employees and hard work can strengthen the foundations of good governance and remove the bad situation. Flexibility of employees to the organization's policy and mission of the organization establishes a significant relationship with the components of good governance and smooth the way for the development of the organization. The results of the first hypothesis test with respect to the path coefficient of 0.269 and T-value (3.432) show that flexible management has a significant and weak relationship with good governance and has a positive effect on it. Regarding the path coefficient of 0.766 and T-value (44.418), flexible management has a significant and positive relationship with consequentialism and considering the path coefficient of 0.720 and T-value (41.049) have a significant and positive relationship with promotion of values. The results show that there is a significant relationship between flexible management and the components of good governance.

limitations

1- The present research is limited to data from Tehran University of Medical Sciences.

2- Due to the large volume of calculations and the limitations of information sharing at Tehran University of Medical Sciences, only two components of flexible management and good governance components have been investigated and their side effects have not been considered.

Conclusion

The findings of this study suggest that managers of the organization pay attention the serving to provide an effective model for employees, humility, and modesty to make compromise and softness in the opposition reliability for employees' commitment, and affection to provide the positive and calm face to employees. The flexibility of the manager concerning the components and characteristics mentioned in this area can naturally enhance the performance of the organization. It is suggested that a positive and significant relationship between these two components be considered by the organizations and in this regard, more effective performance will be presented by the managers of the organization and flexible management components will be used to obtain beneficial and desired results. It is also suggested for future studies to consider the relationship between the two components of flexible management and the components of good governance in other organizations. The novelty of this study was being conducted for the first time at Tehran university of medical sciences, which provides important information for this university.

Competing interests

There is no conflict of Interests.

Authors' contributions

The authors are the same

References

1. Durán, A., & Saltman, R. B. Hospital Governance. In Understanding Hospitals in Changing Health Systems. 2020, (pp. 25-47). Palgrave Macmillan, Cham.

2. Chaudhary, D. Prospect of Good Governance and Human Development in Nepal. Open Journal of Political Science, 2020, 10(02), 135.

3. Biadgilign, S., Ayenew, H. Y., Shumetie, A., Chitekwe, S., Tolla, A., Haile, D., Gebre, B. Good governance, public health expenditures, urbanization and child undernutrition Nexus in Ethiopia: an ecological analysis. BMC health services research, 2019, 19(1), 1-10.

4. Dampson, D. G., & Edwards, A. K. Strategic Thinking, Leadership and Governance for African Universities: Lessons from Successful Universities. In Strategic Management-a Dynamic View. 2019, IntechOpen.

5. Goebel, Z. (2020). Global Leadership Talk: Constructing Good Governance in Indonesia. Oxford University Press.

6. Debevoise, W. International Financial Institution Governance: The Role of Shareholders. In Good Governance and Modern International Financial Institutions, 2019, pp. 44-57. Brill Nijhoff.

7. Wang, W., & Heyes, J. Flexibility, labour retention and productivity in the EU. The International Journal of Human Resource Management, 2020, 31(3), 335-355.

8. Lezama, F., Soares, J., Canizes, B., & Vale, Z. Flexibility management model of home appliances to support DSO requests in smart grids. Sustainable Cities and Society, 2020, 55, 102048.

9. Ghio, A., & McGuigan, N. (2020). A Life of Good Governance, Positive Activism, Accountability & Integrated Thinking: An Interview with Mervyn King. Journal of Management Inquiry, 1056492620901794.

10. Swihart, R. K., Caudell, J. N., Brooke, J. M., & Ma, Z. A Flexible Model-based Approach to Delineate Wildlife Management Units. 2020, Wildlife Society Bulletin.

11. Ahammad, M. F., Glaister, K. W., & Gomes, E. Strategic agility and human resource management. Human Resource Management Review, 2020, 30(1), 100700.

12. Ugarte, C., Urpí, C., & Costa-París, A. The need of autonomy for flexible management in the fostering of school quality. International Journal of Leadership in Education, 2020, 1-23.

13. Nash, D. P. U.S. Patent No. 4,632,583. Washington, DC: U.S. Patent and Trademark Office, 1986.

14. Muliansyah, D. The Type of Hierarchical Leadership in Strated And Sustained Management in organization. Primanomics: Jurnal Ekonomi & Bisnis, 2020, 18(1), 54-65.

15. Krejcie, R. V., & Morgan, D. W. Determining sample size for research activities. Educational and psychological measurement, 1970, 30(3), 607-610.

16. Addink, H. (2019). Good governance: Concept and context. Oxford University Press.

17. McNeil, M., & Male, C. (Eds.). Demanding good governance: lessons from social accountability initiatives in Africa. 2010, The World Bank.