

IDENTIFICATION AND PRIORITIZATION OF FACTORS AFFECTING ADMINISTRATIVE HEALTH PROMOTION OF AGRICULTURAL MOVEMENT ORGANIZATION IN SISTAN AND BALUCHESTAN PROVINCE

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ABSTRACT

This study was conducted to identify and prioritize factors affecting on administrative health promotion of Agricultural Movement Organization of Sistan and Baluchestan Province. The research method is descriptive-survey. The study population consisted of all employees of Agricultural Movement Organization of Sistan and Baluchestan. In this study, we selected the total number of 290 samples using simple random sampling and Morgan's formula. Data collection was conducted through a questionnaire. We used Nikpour (2012) 'assessment questionnaire with 59 questions and 5-choice of Likert spectrum with little tabloid- to collect information on research variables of the factors affecting on administrative health promotion. The questionnaire evaluates 6 dimensions affecting on administrative health promotion. The results indicated that factors such as human resources management, supervision and inspection, organizational structure, organizational culture, effective management and leadership factors affect largely on administrative health promotion. The organizational culture ranked first and organizational structure ranked last in prioritization of these factors.

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KEY WORDS

Health administration, human resource management, supervision and inspection, organizational structure, organizational culture, effective management, leadership factors

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INTRODUCTION

Nowadays, the administrative health has been considered as the only approach to deal with administrative corruption. Administrative health refers to a condition that all elements of an organization have capability to meet the goals of the organization favorably, and they can identify deviate from administrative and legal norms, as well as organizational goals barriers as soon as possible, and take required and in time measures to remove them. Administrative health is a qualitative trait in organization which indicates alignment in definition and realization of individual, organizational, and national interests (Tehran Urban Research and Planning Center 2008:18).

Corruption is a phenomenon that more or less exists in all organizations, but its type, shape, and level are various in various organizations. In any case, corrupt leads to degeneration. Many countries have found that corruption and administrative offenses is one of the most important threats to economic stability, development and progress. Also our administrative system has been long suffered from disease of corruption and administrative offenses. To eliminate or reduce this sinister phenomenon in the country's administrative system, we need programs so as to analyze the issues, select and implement the optimal strategy through evaluating various ways [1].

In today's world, the phenomenon of administrative corruption, especially in developing countries, has been proposed as one of the major obstacles to the development of society. This phenomenon has caused irreparable damages to community development wheels speed, and makes the development and progress route limited and blocked [2]. To achieve administrative health, first it is necessary to examine the factors affecting on it. Administrative health realization in an organization or administrative system requires different elements and resources to predispose its formation. In various studies, various factors have been explained as factors preventing and the fighting against corruption, and influencing administrative health [3]. These factors include organizational structure, organizational culture, human resources empowerment, transparency and accountability, performance evaluation, use of technology, finance system and resource mobilization, etc., supervisory bodies, as well as environmental and cultural factors. Since the study aims to examine the role of decentralization in administrative health realization, the main question

proposed in the study is that: what are the factors affecting on administrative health promotion between the employees of Agricultural Movement Organization of Sistan and Baluchestan Province? Which one of the identified factors is more affective on administrative health promotion than other ones?

RESEARCH QUESTION

- What are the factors affecting on administrative health promotion between the employees of Agricultural Movement Organization of Sistan and Baluchestan Province?
- How does the prioritization of factors effect on administrative health promotion between the employees of Agricultural Movement Organization of Sistan and Baluchestan Province?
- What are the solutions offered to promote administrative health promotion between the employees of Agricultural Movement Organization of Sistan and Baluchestan Province?

THE THEORETICAL FRAMEWORK OF RESEARCH

This study aims to identify factors affecting on administrative health promotion of Agricultural Movement Organization of Sistan and Baluchestan Province. SO the affective factors in this study are independent or predicator variables, and administrative health is dependent or purpose variable. Various factors effect on administrative health promotion and the lack of administrative corrupt. In this study we divide the factors to 7 categories.

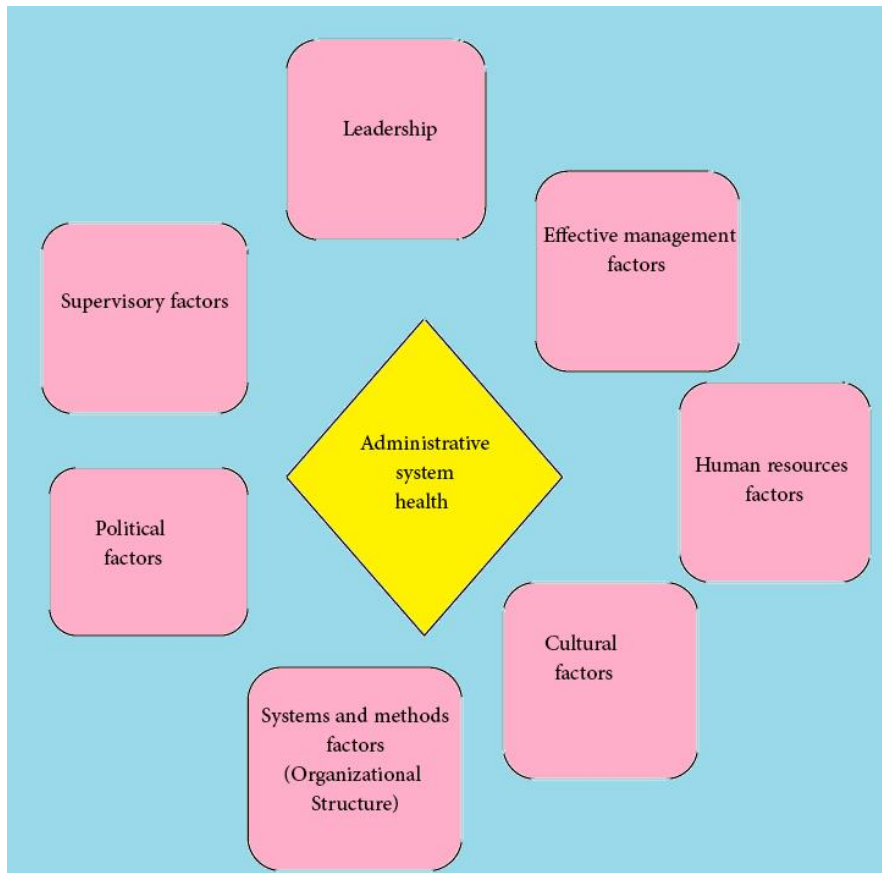


Fig: 1. Conceptual model of the study

METHODS

Selecting the research method depends on our purpose, and the nature of studied subject and its facilities [4]. The method of this research is descriptive survey with regard to the subject of study. In fact, descriptive survey describes what is exist [5]. The study

statistical population includes all employees of Agricultural Movement Organization of Sistan and Baluchestan Province (total population Number =1182).In this study we have used simple random sampling in which 290 persons were selected as sample. Data collection was conducted through questionnaire. We used Nikpour (2012) 'assessment questionnaire with 59 questions and 5-choice of Likert spectrum with little tabloid- to collect information.

5 levels of this questionnaire have been arranged as:1-verylow ,2=low,3=to some extent,4=high,5=very high. The questionnaire evaluates 7 dimension of Human resources management, supervision and inspection, organizational structure, organizational culture, effective management , political factors and effective leadership factors in administrative health promotion .The research validity is of content type. We provided 5 professors and experts of management field with questionnaire to identify validity. After investigating, the questionnaire was confirmed by advisor. In order to calculate the reliability of questionnaire, first we distributed them between 30 participants, and then we collected them. Cronbach's alpha was used to calculate the reliability, which its value was obtained 0.91, so its reliability is confirmed. In this study, we used chi-square, and Friedman tests to analyze hypotheses. It should be noted that all statistical analysis were conducted by SPSS software, version 19.[6].

RESEARCH FINDING

Prioritization of the factors affecting on administrative health of Agricultural Movement Organization of Sistan and Baluchestan Province

To analyze the information and achieve the above subject response, we have used Friedman test to prioritize the factors affecting on administrative health promotion of Agricultural Movement Organization of Sistan and Baluchestan Province. The results are shown in **Table- 1**:

Table: 1.The results of Friedman test to prioritize the factors affecting on administrative health of Agricultural Movement Organization of Sistan and Baluchestan Province

Factors	Average Ranking	Ranking
Human Resource Development	3.71	3
Supervision and Inspection	3.68	4
Systems and methods(organizational structure)	2.90	6
Organizational Culture	3.81	1
Effective management	3.19	5
leadership	3.71	2
Sig=0.003		df=5
		X ² =17.68

In Friedman test, given that the significance level is less than 0.05 (sig = 0.003), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. Organizational Culture
2. leadership
3. Human Resource Development
4. Supervision and Inspection
5. Effective management
6. Systems and methods(organizational structure)

So, according to results of **Table-1**, from 6 main factors, “organizational culture” is the most effective factor, and “systems and methods (organizational structure)” is the less effective one in administrative health. The bar graph of factors prioritization is drawn in the following:



Fig.2: Prioritization graph of the factors affecting on administrative health of Agricultural Movement Organization of Sistan and Baluchestan Province.

Prioritization of the indices of human resource development factor

To analyze the information and achieve the above subject response, we have used Friedman test to prioritize the human resource development factor .The results are shown in **Table- 2:**

Table: 2. The results of Friedman test to prioritize indices of human resource development factor

Factors	Average Ranking	Ranking
Designing and establishment of an effective system of appointment, promotion and change of directors on the basis of merit.	6.49	1
Designing and establishment of an effective system of recruitment, appointment and promotion of staff based on merit.	5.40	5
Designing and establishment of an effective system of managers and employees 'performance evaluation.	4.94	8
Establishment of an effective system of compensation of employees and managers' services with an emphasis on performance, capabilities, status and characteristics of job and employee.	6.34	2
Improving payment systems and promoting livelihoods and well-being of employees.	5.15	7
Providing specific training to deal with corruption in workplace.	5.85	4
Paying particular attention to training of employees and managers to enhance their various skills.	5.44	6
Specifying the carrier path and employees 'job development direction	6.06	3
Job enrichment and the struggle for independency in daily activities	4.52	9
Sig=0.000	df=8	X ² =51.08

In Friedman test, given that the significance level is less than 0.05 (sig = 0.000), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. Designing and establishment of an effective system of appointment, promotion and change of directors on the basis of merit.
2. Designing and establishment of an effective system of managers and employees 'performance evaluation.
3. Specifying the carrier path and employees 'job development direction
4. Providing specific training to deal with corruption in workplace.

5. Establishment of an effective system of compensation of employees and managers’ services with an emphasis on performance, capabilities, status and characteristics of job and employee.
6. Paying particular attention to training of employees and managers to enhance their various skills.
7. Improving payment systems and promoting livelihoods and well-being of employees.
8. Designing and establishment of an effective system of recruitment, appointment and promotion of staff based on merit.
9. Job enrichment and the struggle for independency in daily activities

So, according to results of **Table-2**, from 9 main factors of human resources development, “Designing and establishment of an effective system of appointment, promotion and change of directors on the basis of merit” is the most effective index, and “Job enrichment and the struggle for independency in daily activities” is the less affective one in administrative health of Agricultural Movement. The bar graph of prioritization of factors is drawn in the following:



Fig: 3. Prioritization graph of human resources development factor

Prioritization of the supervision and inspection indices affecting on administrative health of Agricultural Movement Organization of Sistan and Baluchestan Province

Figure 3: Prioritization graph of supervision and inspection factors affecting on administrative health. To analyze the information and achieve the above subject response, we have used Friedman test to prioritize supervision and inspection factors .The results are shown in **Table- 3**:

Table: 3. The results of Friedman test to prioritize indices of supervision and inspection factors affecting on administrative health of Agricultural Movement Organization of Sistan and Baluchestan Province.

Factors	Average Ranking	Ranking
The revision of the duties and responsibilities of supervisory bodies in order to strengthen their supervisory role and eliminate the overlapping of functions.	4.35	3
Explaining the practical mechanisms of relation and interaction between regulatory bodies for rapid exchange of information and experiences.	4.26	4
Training of complaint-investigator staff to enhance their abilities and skills	4.89	1
Strengthening internal supervision Besides extra-organizational supervision in the office.	4.78	2
Creating imperceptible supervisory systems	3.98	6
Necessity of paying attention to obligation of promotion of virtue	4.12	5

and prevention of vice as an aspect of public surveillance.		
Creating public surveillance system in order to use common opinions (clients and the staff of the company).	3.79	7
Sig=0.000	df=6	X ² =77.21

In Friedman test, given that the significance level is less than 0.05 (sig = 0.000), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. Training of complaint-investigator staff to enhance their abilities and skills
2. Strengthening internal supervision besides extra-organizational supervision in the office.
3. The revision of the duties and responsibilities of supervisory bodies in order to strengthen their supervisory role and eliminate the overlapping of functions .
4. Explaining the practical mechanisms of relation and interaction between regulatory bodies for rapid exchange of information and experiences.
5. Necessity of paying attention to obligation of promotion of virtue and prevention of vice as an aspect of public surveillance.
6. Creating imperceptible supervisory systems
7. Creating public surveillance system in order to use common opinions (clients and the staff of the company).

So, according to results of **Table- 3**, from 7 factors of supervision and inspection, “Training of complaint-investigator staff to enhance their abilities and skills” is the most effective index, and “Creating public surveillance system in order to use common opinions (clients and the staff of the company)” is the less affective one in administrative health of Agricultural Movement. The bar graph of prioritization of factors is drawn in the following:

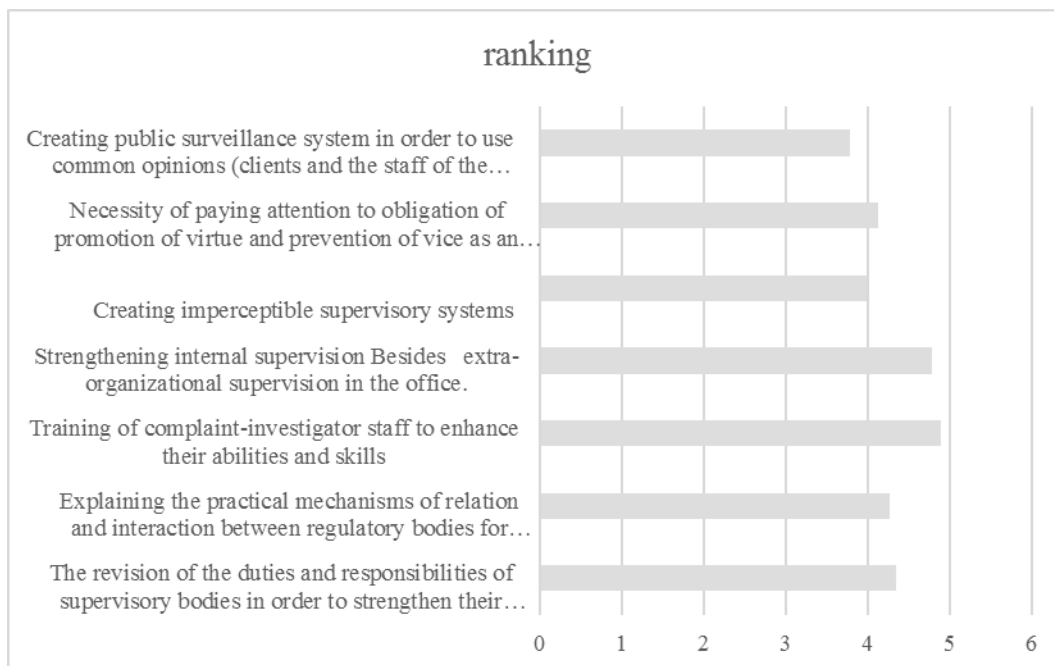


Fig: 4. Prioritization graph of Prioritization of the supervision and inspection indices affecting on administrative health factor

Prioritization of indices of systems and methods factors in administrative health

To analyze the information and achieve the above subject response, we have used Friedman test to prioritize systems and methods factors .The results are shown in **Table- 4**:

Table: 4. The results of Friedman test to prioritize systems and methods factors affecting on administrative health of Agricultural Movement Organization of Sistan and Baluchestan Province.

Factors	Average Ranking	Ranking
Simplification of administrative procedures and practices and reduction of its steps.	6.14	10
Automating administrative operations and development of new technologies in the administrative system.	6.50	5
Reducing the direct connection of clients and employees through electronic portals.	6.79	3
Eliminating the complex regulations and many steps to do work, that leads to waste of time for clients to perform a simple task.	6.71	4
Updating rules and regulations and their transparency.	6.16	9
Identification of corruptive pathways for the ways of doing task, eliminating and remedying them.	6.31	8
Realization of organizational goals with high standards of quality and quantity.	6.39	7
Continuous reviewing of the organizational structure to make it agile, fit and rational , according to environmental changes	6.46	6
The proper changing of the administrative structure of the organization	7.58	1
Availability of office automation system	6.98	2
Sig=0.021	df=9	X²=20.45

In Friedman test, given that the significance level is less than 0.05 (sig = 0.021), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. The proper changing of the administrative structure of the organization
2. Availability of office automation system
3. Reducing the direct connection of clients and employees through electronic portals.
4. Eliminating the complex regulations and many steps to do work, that leads to waste of time for clients to perform a simple task.
5. Automating administrative operations and development of new technologies in the administrative system.
6. Continuous reviewing of the organizational structure to make it agile, fit and rational , according to environmental changes
7. Realization of organizational goals with high standards of quality and quantity.
8. Identification of corruptive pathways for the ways of doing task, eliminating and remedying them.
9. Updating rules and regulations and their transparency.
10. Simplification of administrative procedures and practices and reduction of its steps.

So, according to results of **Table- 4**, from 10 factors of systems and methods, “The proper changing of the administrative structure of the organization” is the most effective index, and “Simplification of administrative procedures and practices and reduction of its steps” is the less affective one in administrative health of Agricultural Movement. The bar graph of prioritization of factors is drawn in the following:

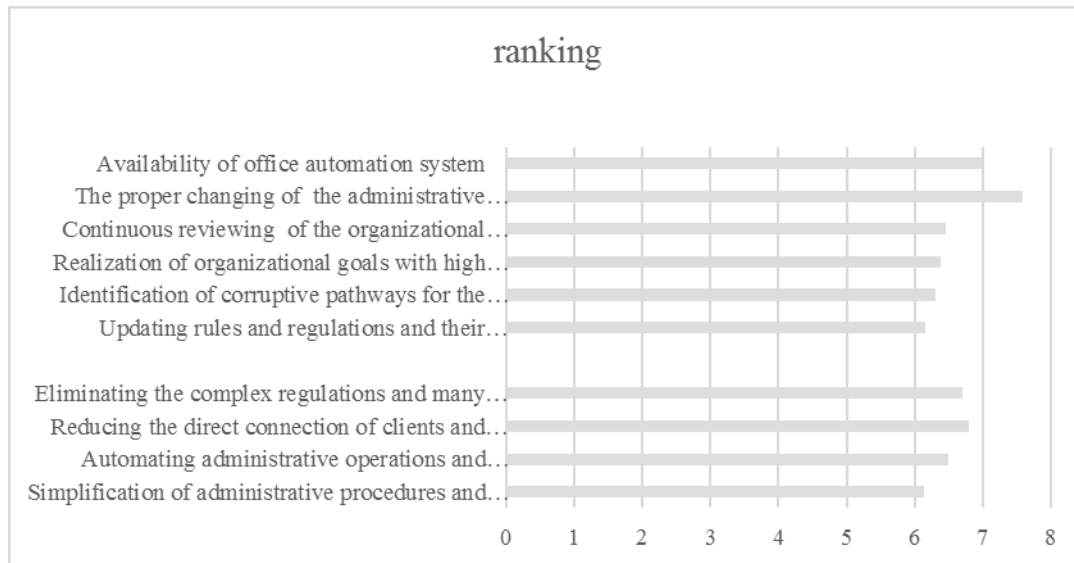


Fig: 5. Prioritization graph of systems and methods factors

Prioritization of the indices of organizational culture factors

To analyze the information and achieve the above subject response, we have used Friedman test to prioritize organizational culture factors .The results are shown in **Table- 5:**

Table: 5. The results of Friedman test to prioritize organizational culture factors

Factors	Average Ranking	Ranking
Internalization of organizational culture based on Islamic values and human dignity.	7.95	4
Promotion of religious and moral values of the organization	7.52	6
Trying to reduce the prevalence of materialism	7.84	5
Reforming social structure based on the reducing gap between employees and officials of the organization	8.02	3
Having work ethic	8.71	1
Strengthening internal commitment and loyalty to the organization's staff	6.85	7
Creating a belief in the moral and fair life.	8.25	2
Creating satisfaction of teamwork and friendly behavior in collective environment.	6.75	8
Establishing stability in motivational methods.	6.58	9
Developing a code of conduct for employees.	6.21	10
Sig=0.009	df=9	$\chi^2=35.82$

In Friedman test, given that the significance level is less than 0.05 (sig = 0.009), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. Having work ethic
2. Creating a belief in the moral and fair life .
3. Reforming social structure based on the reducing gap between employees and officials of the organization
4. Internalization of organizational culture based on Islamic values and human dignity .
5. Trying to reduce the prevalence of materialism
6. Promotion of religious and moral values of the organization
7. Strengthening internal commitment and loyalty to the organization's staff

8. Creating satisfaction of teamwork and friendly behavior in collective environment.
9. Establishing stability in motivational methods.
10. Developing a code of conduct for employees.

So, according to results of **Table-5** from 10 factors of organizational culture, “Having work ethic” is the most effective index, and “Developing a code of conduct for employees “is the less affective one in administrative health of Agricultural Movement. The bar graph of prioritization of factors is drawn in the following:

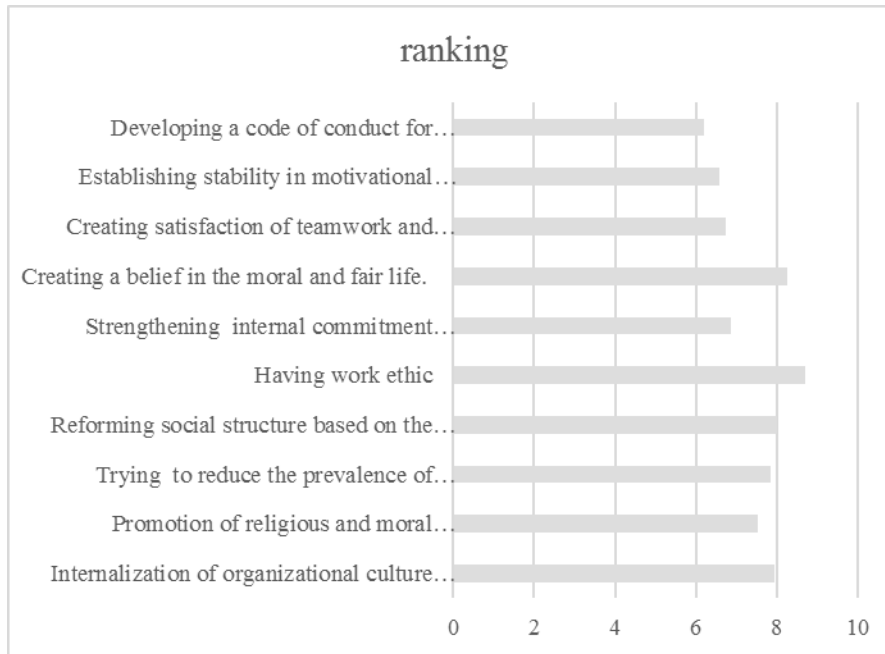


Fig: 6: Prioritization graph of organizational culture factors

Prioritization of indices of effective management factors

To analyze the information and achieve the above subject response, we have used Friedman test to prioritize effective management factors .The results are shown in **Table- 6:**

Table: 6. The results of Friedman test to prioritize effective management factors

Factors		
Management stability.	10.63	4
Paying attention to employees' job security.	11.45	1
Lack of weakness of managers' knowledge and expertise.	10.89	3
Active implementation of participative management system.	10.21	6
Taking responsibility for all aspects of the organization and having accurate perceptions.	11.32	2
Lack of much authority and excessive power and abuse of it.	9.21	8
Creating satisfaction and work commitment in employees.	10.59	5
Paying attention to suggestions and feedbacks of employees.	9.85	7
Making the administrative system Knowledge -based through applying the principles of knowledge management.	9.10	9
Paying honest attention to staff as professional colleagues.	8.63	11
Strengthening sense of solidarity and trust among employees.	8.85	10
Efficient use of time and opportunities, and making and accurate quick decisions.	7.95	14
Developing Intimacy in the workplace.	8.02	12
Adherence of senior officials and managers to ethical principles.	7.98	13
Paying attention to clients' satisfaction as a basic principle.	7.56	15
Sig=0.022		$\chi^2=32.64$
		df=14

In Friedman test, given that the significance level is less than 0.05 (sig = 0.022), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. Paying attention to employees' job security.
2. Taking responsibility for all aspects of the organization and having accurate perceptions.
3. Active implementation of participative management system.
4. Management stability.
5. Lack of weakness of managers' knowledge and expertise.
6. Lack of much authority and excessive power and abuse of it.
7. Creating satisfaction and work commitment in employees.
8. Paying attention to suggestions and feedbacks of employees.
9. Making the administrative system Knowledge -based through applying the principles of knowledge management.
10. Paying honest attention to staff as professional colleagues.
11. Strengthening sense of solidarity and trust among employees.
12. Efficient use of time and opportunities, and making and accurate quick decisions.
13. Developing Intimacy in the workplace.
14. Adherence of senior officials and managers to ethical principles.
15. Paying attention to clients' satisfaction as a basic principle.

So according to results of **Table- 6**, from 15 factors of effective management “Paying attention to employees’ job security” is the most effective index, and “Paying attention to clients' satisfaction as a basic principle “is the less affective one in administrative health of Agricultural Movement. The bar graph of prioritization of factors is drawn in the following:

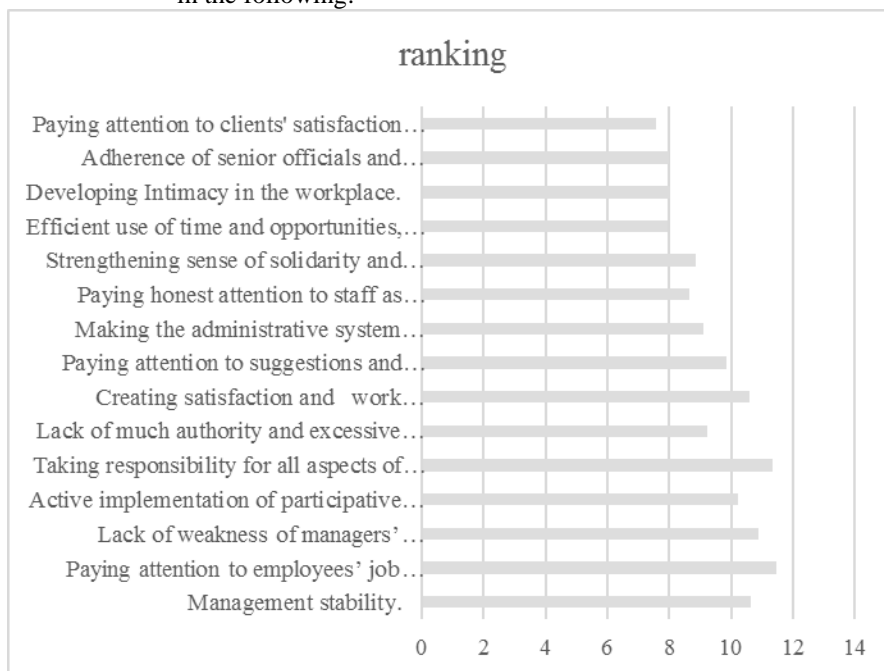


Fig: 6. prioritization graph of effective management factors

Prioritization of indices of leadership factors effecting on administrative health of Agricultural Movement Organization

To analyze the information and achieve the above subject response, we have used Friedman test to prioritize effective leadership factors .The results are shown in **Table- 7**:

Table: 7. The results of Friedman test to prioritize leadership factors effecting on administrative health of Agricultural Movement Organization

Factors		
Encouraging employees to effort Eagerly to the specific objectives of the organization.	4.44	3
Inviting staff participation in organizational decision	3.85	6
Trust and confidence to employees in organizational decision making	4.89	1
Reducing disappointingbarriers in staff	3.54	7
Helping employees to clarify their role expectations	4.75	2
Meeting the needs of employees due to their effective performance	3.95	5
Increasing opportunities for personal satisfaction resulted from good performance of employees	4.21	4
Sig=0.009		df=6
		X²=24.16

In Friedman test, given that the significance level is less than 0.05 (sig = 0.009), the null hypothesis is rejected and this indicates that at least a pair of independent variables are significantly different. Thus, according to the difference between variables, they can be ranked in the following order:

1. Trust and confidence to employees in organizational decision making
2. Helping employees to clarify their role expectations
3. Encouraging employees to effort eagerly to the specific objectives of the organization.
4. Increasing opportunities for personal satisfaction resulted from good performance of employees
5. Meeting the needs of employees due to their effective performance
6. Inviting staff participation in organizational decision
7. Reducing disappointing barriers in staff

So, according to results of **Table -7**, from 7 leadership factors, “Trust and confidence to employees in organizational decision making” is the most effective index, and “Trust and confidence to employees in organizational decision making “is the less affective one in administrative health of Agricultural Movement. The bar graph of prioritization of factors is drawn in the following:



Fig: 7. prioritization graph of leadership factors in administrative health

DISCUSSION AND CONCLUSION

Corruption in the administrative system affects more or less on all countries, and damages caused by corruption are countless due to the different forms of it [7].It is necessary for a country which takes steps toward development and progress, to take action to this necessary issue free from corruption category. The importance of controlling and

restraining the corruption, and promotion of health in organizations would be cleared when we have investigated the consequences of corruption, and have a specific statistics of its effects.

To realize the importance and necessity of serious fight against corruption and all its instances in administrative system, we explain some consequences of corruption which have dealt serious damage to organizations.

- Corruption leads to waste the resources through harming government policies in the face of interests and goals of the majority.
- Corruption inhibits the growth competition and thereby neutralizes the efforts to reduce poverty and social discrimination.
- Corruption leads to social damages through weakening of incentives, to political damages through weakening of existing institutes, and to economic damages through unfair distribution of resources.

Therefore, today it is necessary to fight continuously and seriously with all powers in all fields against causes of corruption, to prevent from intensifying the damages in future, and realizing a sustainable and comprehensive development in the society in a healthy and free of corruption country.

RECOMMENDATIONS

1-Recruiting and employing competent persons in organization, appointing capable persons in key posts, preventing from partial elections , allocated appointments and deposes as well as establishing organizational excellence systems.

2- Considering penalties in proportion to crimes, reviewing the laws, and completing implementation of them.

3- Establishing the independent inspection bodies in each province, establishing sensible monitoring systems, evaluating the periodical functions of subsidiary branches, and Investing of violations and crimes and dealing decisively with the perpetrators.

4- Identifying sensitive jobs as well as financial and administrative vulnerable points, trying to discover and identify the corruptive bottlenecks through conducting required studies to identify these areas, and then taking controlling and informational measures.

5- Developing the computerized technologies, doing transactions and operations through these systems, and as a result, reducing the role of human resources in carrying out activities and thus preventing from corruption and bribery.

CONFLICT OF INTEREST

Authors declare no conflict of interest.

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