






Original Article

Mediating role of organizational partnership and hospital staff management in improving hospital performance and staff satisfaction

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Abstract

Background: The circumstances of employment are determined by a variety of elements in today's world. The present study investigated the mediating role of organizational partnership and hospital staff management in improving hospital performance and staff satisfaction.

Methods: This study was applied, descriptive-correlation. The statistical population included all employees of hospitals in Bushehr province. Using stratified random sampling, 384 participants were chosen as the sample size based on Morgan's table. Organizational development was assessed using the 36-question questionnaire developed by Avolio, Gardner, and Valium, while organizational participation was assessed using the Hosseininoveh questionnaire. 30 elite individuals' opinions were sought after in order to verify and examine the face and content validity of the surveys. Over 0.70 indicates acceptable reliability, according to Cronbach's alpha coefficient. Data analysis tools included SPSS 23 and the Sobel test.

Results: According to the findings, there is a link between organizational development in public organizations and internalized ethical perspective, idealized influence, and intellectual stimulation through organizational collaboration.

Conclusion: Labor productivity is one of the most significant factors in economic policymaking. According to the studies and the trust of experts, one can expect productivity in other production factors when the factors affecting organizational development are first known.

Keywords: Leadership; Job Satisfaction; Personnel, Hospital; Organization and Administration.

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Introduction

Nowadays, increasing productivity is the most effective way to achieve economic growth owing to the scarcity of production resources (1). Hospitals should identify the effective factors accelerating organizational development and align them with

organizational goals by planning and making appropriate decisions (2). French & Bell, consider organizational development as a long-term effort to develop and improve new processes of the organization, especially through a more effective direction of organizational culture (3).

Procrastination is not acceptable in a situation where many reward systems are based on "short-term and quick profits. The hospital management and staff should be committed to implementing the program and supporting it. Thus, the focus of the organizational development program is to change attitudes and behavior (4). Tousi, considers six basic principles as the characteristics of growing organizations, including openness and transparency of the system, mutual trust, internal and external feedback, cooperation with others, simple organizational structure, and empowerment (5).

The organizational partnership is a comprehensive way to attract individual and group participation of hospital staff to solve the problems of the organization and continuous improvement in all dimensions. Organizational partnership pursues two main goals. The first is honoring human values and asking for help from people related to the organization in some way and the second is achieving the predetermined goals with the help of these people (6). Authentic leadership provides staff with the knowledge to participate in the organization and with the power to make important decisions. Identifying organizational leadership is vital and necessary for success in today's world due to rapid changes in technology, cultural diversity, communication, and globalization (7). The definition of authentic leadership is a type of leadership behavior that fosters both a healthy psychological capacity and a healthy ethical climate (8).

The work that health organizations do is extremely important since it has an impact on people's quality of life, happiness, and health. The significant changes that are taking place today have an impact on health organizations as well. It is imperative that health institutions make these changes in order to represent the shifting sociocultural norms to their clients. These factors have made it necessary for health professionals to constantly alter in order to keep up with

the dynamism in health care. One of the reasons for the lack of progress in understanding authentic organizational leadership is that leadership at high levels of the organization does not have the same psychological and social dynamics as leadership at low organizational levels (9). This lack of attention to leadership at organizational levels and the factors involved in authentic leadership organization highlights the necessity of investigating the authentic leadership of the organization. Given what was stated above, this article aimed to investigate the mediating role of organizational partnership and hospital staff management in improving hospital performance and staff satisfaction.

Methods

Study design: The present study was an applied analysis, descriptive-correlational in terms of nature.

Sampling: The 12264 employees of Bushehr hospitals made up the study's statistical population. The sample size was determined to be 384 individuals, per Morgan's table. According to the number of employees at each hospital, they were chosen using stratified random sampling.

Data collection and Questionnaire: To collect the data, three questionnaires were used. To measure authentic leadership, the 36-question questionnaire of Avolio, Gardner, and Walumbwa (8) was used. This questionnaire is scored on a Likert scale. It is divided into seven categories: self-awareness, balanced processing, relational transparency, internalized ethical attitudes, idealized influence, intellectual stimulation, inspiring motivation, and individual concerns. Five options are available for each question. On a scale of 1 to 5, 1 denotes severely disagreeing, 4 indicates agreement, 3 indicates partial agreement, and 5 indicates highly agreeing. The validity of this questionnaire was reported by Shahraki Shomali to be 0.87,

while its reliability using Cronbach's alpha was reported to be 0.90 (10).

Hosseinovoh (1), questionnaire was used to measure organizational partnership. It includes 50 items scored on a 5-point Likert scale, ranging from “strongly disagree” to “strongly agree”. They are scored from 1 to 5. The questionnaire measures organizational partnership in 10 dimensions including partnership in planning, partnership in the organization, partnership in commanding, partnership in coordination, partnership in control, partnership in goal setting, partnership in problem-solving, partnership in change and transformation, partnership in evaluation, and partnership in knowledge management. Hosseinovoh (1), reported the face and content validities of this questionnaire at 0.87. He also reported its reliability coefficient at 0.92 using Cronbach’s alpha method.

A questionnaire created by the researcher and based on the analysis of the research literature was used to measure organizational development. The survey consists of 43 items, each with a Likert scale of 1 to 5, with 1 being strongly disagree and 5 being strongly agree. From 1 to 5, it receives a score. This survey assesses nine aspects of organizational growth, including the system's openness and transparency, its ability to receive both internal and external input, its ability to work with others, its efficacy, its emphasis on women's rights, its straightforward organizational structure, its dynamism, and its use of recommender systems. With the help of 30 faculty members from the Islamic Azad University of Kerman, five heads of executive bodies in Bushehr city with more than five years of employment history, top or middle managers in public organizations, and 30 other individuals, the validity of the questionnaires' faces and contents was evaluated. The employed questionnaires' Cronbach's alpha coefficient was estimated to be greater than

0.70, indicating satisfactory reliability Table 1.

Table 1. Cronbach's alpha coefficients separately based on variables

Questionnaire	No. of items	Cronbach's alpha coefficient
Authentic leadership	36	0.929
organizational partnership	50	0.923
Organizational development	43	0.934

To analyze the hypotheses, the Sobel test was used at a significance level of 0.05 in SPSS23 Software.

Results

The demographic information of the participants in the quantitative section of the study is as follows. Based on the data analysis, 27.9% (107 people) were female and 72.1% (277 people) were male. Also, 21 (5.5%) were 30 years old and younger, 107 people (27.9%) were between 31 and 40 years old, 103 people (26.8%) were between 41 and 50 years old, and 153 people (39.8%) were 51 years old and older.

Based on the data analysis, among the studied respondents, 15 people (3.9%) have associates, 116 people (58.9%) have bachelor's, 80 people (20.8%), have master's degrees, and 63 people (16.4%) have a Ph.D. degree Table 2.

The primary hypothesis was that "the relationship between authentic leadership and organizational development is mediated by organizational partnership."

The data analysis revealed in Table 3 reveals that the z-value is 2.65 and the p-value is 0.001, both of which are below the significance limit of 0.05. So, in the interaction between genuine leadership and organizational development, organizational collaboration functions as a mediator. The organizational partnership mediating variable has a VAF of 0.369, which indicates that it indirectly explains 0.369 percent of the link between authentic leadership and organizational development.

Table 2. Demographic information of the participants in the quantitative section of the study

	Variable	Number	Percentage of frequency
Gender	Male	107	27.9%
	Female	277	72.1%
Education Degree	Associate Degree	15	3.9%
	Bachelor's degree	226	58.9%
	Masters	80	20.8%
	Ph.D.	63	16.4%
Employment history (year)	Less than 5 years	22	5.7%
	6-10 years	81	21.1%
	11-15 years	107	27.9%
	16-20 years	76	19.8%
	Over 21 years	98	25.5%
age	Less than 30 years	21	5.5%
	31-40 years	107	27.9%
	41-50 years	103	26.8%
	Over 51 years	153	39.8%

Data analysis shows that the z-value is 0.814 and the p-value is 0.245 which is greater than 0.05. Thus, the organizational partnership does not play a mediating role in the relationship between self-awareness and organizational development.

Data analysis shows that the z-value is 1.35 and the p-value is 0.102 which is greater than 0.05. Thus, the organizational partnership does not play a mediating role in the relationship between balanced processing and organizational development.

Data analysis shows that the z-value is 1.46 and the p-value is 0.097 which is greater than 0.05. Thus, the organizational partnership does not play a mediating role in the relationship between relational transparency and organizational development.

Data analysis shows that the z-value is 2.11 and the p-value is 0.007 which is smaller than 0.05. Thus, organizational partnership plays a mediating role in the relationship between internalized ethical perspectives and organizational development. The VAF value is 0.374 and this means that 0.374 percent of the relationship between

internalized ethical perspectives and organizational development is indirectly explained by the mediating variable of organizational partnership.

The analysis shows that the z-value is 2.85 and the p-value is 0.001 which is smaller than 0.05. Thus, organizational partnership plays a mediating role in the relationship between idealized influence and organizational development. The VAF value is 0.394 and this means that 0.394 percent of the relationship between idealized influence and organizational development is indirectly explained by the mediating variable of organizational partnership.

Data analysis shows that the z-value is 2.21 and the p-value is 0.004 which is smaller than 0.05. Thus, organizational partnership plays a mediating role in the relationship between intellectual stimulation and organizational development. VAF value is 0.392 and this means that 0.392 percent of the relationship between intellectual stimulation and organizational development is indirectly explained by the mediating variable of organizational partnership.

Table 3: the results of Sobel's test for the statistical effects of organizational partnership in mediating the link between effective leadership and growth in the organization.

Sobel's test statistics related to the mediating role of organizational partnership in the relationship between authentic leadership and organizational development

Authentic leadership * organizational partnership * organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.489	0.703	0.587	0.545	0.459	2.65	0.369	0.001

According to Sobel's test results, organizational partnerships have a moderating function in the relationship between self-awareness and organizational development.

Self-awareness * partnership * development	a	b	c	Sa	Sb	z	VAF	sig
	0.123	0.703	0.248	0.621	0.459	0.814	0.258	0.245

According to Sobel's test results, organizational partnerships have a mediating function in the connection between balanced processing and organizational development.

Balanced processing * Organizational partnership * Organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.261	0.703	0.338	0.604	0.459	1.35	0.351	0.102

According to Sobel's test results, organizational partnerships have a mediating function in the relationship between relational transparency and organizational development.

Relational transparency * Organizational partnership * Organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.281	0.703	0.393	0.60	0.459	1.46	0.332	0.097

According to Sobel's test statistics, organizational partnerships mediate the connection between internalized ethical viewpoints and organizational development.

Internalized ethical perspectives * Organizational partnership * Organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.398	0.703	0.468	0.574	0.549	2.11	0.374	0.007

According to Sobel's test statistics, organizational partnerships mediate the connection between idealistic influence and organizational progress.

Idealized influence * partnership * development	a	b	c	Sa	Sb	z	VAF	sig
	0.524	0.703	0.566	0.533	0.459	2.85	0.394	0.001

Sobel's test statistics related to the mediating role of organizational partnership in the relationship between intellectual stimulation and organizational development

Intellectual stimulation * Organizational partnership * Organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.416	0.703	0.454	0.569	0.459	2.21	0.392	0.004

Sobel's test statistics related to the mediating role of organizational partnership in the relationship between inspirational motivation and organizational development

Inspirational motivation * Organizational partnership * Organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.349	0.703	0.401	0.589	0.459	1.83	0.379	0.059

Sobel's test statistics related to the mediating role of organizational partnership in the relationship between individualized considerations and organizational development

Individualized considerations * organizational partnership * organizational development	a	b	c	Sa	Sb	z	VAF	sig
	0.312	0.703	0.389	0.594	0.459	1.63	0.36	0.067

Data analysis shows that the z-value is 1.83 and the p-value is 0.059 which is greater than 0.05. Thus, the organizational partnership does not play a mediating role in the relationship between inspirational motivation and organizational development.

The data analysis shows that the z-value is 1.63 and the p-value is 0.067 which is greater than 0.05. Thus, organizational partnership plays a mediating role in the relationship between individualized considerations and organizational development.

Discussion

Authentic leadership and its components (internalized ethical attitudes, idealized influence, and intellectual stimulation) and organizational development in public organizations are related, according to the study's findings, through the role that organizational partnership plays as a mediator. When ethics and ethical behaviors are internalized in hospitals and among staff, the ideals of the hospital are explained to the staff, and managers can motivate the staff to achieve the organizational goals. This issue will increase the partnership level of the staff in the affairs of the hospital, resulting in increased organizational development. In line with these results, Moeini investigated ways to increase staff partnership in the comprehensive development of Zob Ahan Isfahan Company. They reported authentic and transformational leadership as one of the ways to increase partnership (11). Mir Mohammadi et al., concluded that authentic leadership affects the level of job attachment of staff through interpersonal trust (12). Kivipold & Ahonen, revealed that authentic organizational leadership is a moderator in creating a strategic balance between the organization and its external environment and strengthening the level of partnership (13).

Philbin & Mikush consider organizational partnership as a factor in strengthening

organizational development. They also thought of organizational development as a process through which a company builds its internal capabilities to carry out its mission as effectively as possible (14). Mehdian et al. looked at the connection between organizational development and a transformational leadership style in the city of Alashatar's Department of Education. In the Alashatar City Department of Education, they discovered a connection between transformational leadership style and organizational development (15). In light of the mediating function of organizational trust, the findings of a study by Abbasi et al. demonstrated a substantial association between authentic leadership and organizational citizenship behavior (16). The findings of a study by Kivipold and Ahonen (13) supported the hypothesis that genuine organizational leadership and job satisfaction are positively correlated. The results of a study by Wang et al., revealed that factors such as coaching, learning measures, networking, customer insight, and the use of selected technologies were effective in the process of leadership development in the studied companies (18). Tajuddin and Ma'ali Tafti came to the conclusion that talent management offers the necessary procedures and resources to assist and empower managers (19). Sweem, concluded that talent management increases organizational partnership and organizational commitment of staff (20). Bhatnagar, concluded that talent management, including recruiting human resources, creating a talent base, retaining and maintaining talents, and developing and improving talent can cause organizational prosperity and development (21). Solomon & Steyn, found a significant correlation between the four components of talent management and organizational development indicators (22). Tafarshi et al.,

considered talent management a necessity for the survival of the organization and for improving its performance. In this regard, they stated that human capital is crucial for managing performance and improving organizational performance (23).

The findings demonstrated a significant and advantageous relationship between authentic leadership and its constituents—self-awareness, balanced processing, relational transparency, internalized ethical perspectives, idealized influence, intellectual stimulation, inspirational motivation, and individualized considerations—and organizational development in public organizations. Consequently, it is suggested that the following actions be taken in public organizations to establish genuine leadership and encourage organizational development. Hospital managers value their basic beliefs and talk about them constantly.

In explaining the results of this study and the significance of organizational partnership and hospital management in improving the performance of the hospital and satisfying the employees, it can be stated that when the hospital managers carefully examine the staff suggestions and value them, they can control the staff mentality, and have an intellectual influence on them. They can also have flexible and adaptable attitudes towards the hospital and staff, talk about the optimistic future, talk about the work that should be done with seriousness and enthusiasm, and about the realization of hopeful organizational goals. It creates optimism in the staff and increases the partnership of the staff in realizing the goals of the organization is increased, resulting in organizational progress and excellence. Hospital managers should spend time guiding and training staff, pay special attention to all staff, and value new ideas and risk-taking people. They should pay attention to the ethical and religious consequences of their decisions, consider

different viewpoints and perspectives when solving problems, emphasize the basic and long-term goals of the organization, and insist on their realization.

Recommendations

Hospital managers should pay attention to the ethical and religious consequences of decisions and show a sense of trust and power.

Hospital managers should pay special attention to the future and consider different viewpoints and aspects in solving problems.

Conclusion

For organizational success, the manager should ignore his interests for the benefit of the group, behave in a way that staff respects him, and spend time guiding and training the staff. For organizational success, managers are expected to pay attention to the development of staff abilities and creativity and welcome new ideas. In this case, staff will actively participate and be present in planning meetings, and staff will provide plans and programs related to the goals and activities of the organization. It is necessary to provide appropriate conditions for remote working or doing work virtually and establish organizational units to organize and guide the partnership system so that staff can participate in the command and leadership of hospital groups and units voluntarily. If attention is paid to coordination for the implementation of hospital projects and plans with the staff partnership, the supervisors (operational managers) will have sufficient authority to attract the staff partnership and the staff will also try to achieve the hospital's goals. If the hospital management provides the required information to staff, they will try to establish a close relationship with the manager, and a sense of solidarity will arise among all of them, new ideas to improve the work will be supported, and the hospital many problems will be solved by group

actions. Hence, the level of organizational development will be strengthened.

Authors' contribution

Seyedeh Nafiseh Mohammadi Yousefnejad and Zahra Shokoh developed the study concept and design. Shiva Madahian and Ameneh Firozabadi acquired the data. Hamidreza Molaei and Seyedeh Nafiseh Mohammadi Yousefnejad analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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Conflict of interest

The authors declare that they have no conflict of interests.

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