

The effect of health system reform plan in the Islamic republic of Iran on organizational justice and the performance of nurses and physicians with the mediating role of organizational structure

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ABSTRACT

The health system reform plan is designed to improve health care in the Islamic Republic of Iran. To evaluate the performance of any program, it is necessary for the human resources involved in the implementation as one of the main sources of information to evaluate the program. Organizational justice increases the productivity of the hospital staff. Therefore, in the present review study, to investigate the effect of the health system Reform plan on organizational justice and the performance of nurses and physicians with the mediating role of the organizational structure according to previous studies. According to the results, the performance indicators of the hospitals have improved after the implementation of the Health Reform Plan. Patients were satisfied with the performance of the hospital, while the satisfaction of nurses and physicians was close to average. The relationship between organizational justice and employee productivity reminds us that justice in an organization and fact what employees perceive of the behavior and performance of officials will have a great impact on their behavior and performance with the patient, so it is better. Pay more attention to the issue of justice and its implementation in hospitals.

Keywords: Nurses, Physicians, Organizational Justice.

Introduction

The main mission of the health system is to improve the level of health and meet the needs of society. These needs change under the influence of socio-economic, political, and environmental conditions. On the other hand, diseases and health risk factors are experiencing very rapid changes, and responding to this change is the most important argument based on which the health system should be changed and improved. [1]. In this regard, the implementation of the health system Reform plan throughout the country from the second half of May 2014 was on the agenda of the Ministry of Health, Treatment, and Medical Education of Iran.

The role of human resources in the successful implementation of any plan or program in the field of health is undeniable; Because human resources are the most important factor in the effectiveness and efficiency of any organization [59]. Lack of proper use of hospital resources, especially human resources, will limit the provision and quality of health services. Lack of efficient and effective services to promote health not only reduces the quality of life but also prevents the improvement of productivity in other sectors of the economy. Therefore, the importance of productivity and improving the quality of health services to meet the health needs of people and meet their expectations has increased day by day and as a priority, has been the basis of decisions and activities of health managers [74].

Today, the success of any organization depends on the performance of its employees. Numerous individual organizational factors affect the job performance of individuals in the organization. In various studies, organizational justice has been introduced as a factor in determining employees' attitudes toward jobs and how they perform. Considering the relative stability of results in studies related to human resources and organizational behavior, managers of organizations must study the level of justice in the organization and the level of job satisfaction and job performance of employees and knowledge of the impact of these factors. [2] This is especially important in service organizations such as hospitals and in the medical and nursing departments that provide important services to patients.

Health system

The health system, as one of the most important social systems, is composed of various components, the quality of performance of each of them is the final guarantee of the position and fulfillment of the mission of this system. To fulfill its mission, the health system needs reform and Reform in various sectors [3].

The health system is a set of components of various subsystems such as human resources; Hospitals and public health programs will clarify an understanding and principled assessment of the various key components of policies. For example, the performance of a hospital ward, which absorbs more than half of the health sector resources, should be strongly evaluated [88].

Organizational Justice

Justice has always been a basic need for the collective life of human beings throughout history. Today, considering the all-encompassing role of justice in the social life of human beings, it is claimed that organizational justice, which expresses the way of treating employees, is the first factor in the health of social institutions [4].

Organizational justice is a term used to describe the role of justice that is directly related to career success. In particular, organizational justice raises the question of how employees should be treated to feel treated fairly [1].

The term justice, first coined by Greenberg in the 1980s, has three different components:

- **Distributive justice**

Distributive justice is largely based on the theory of equality and refers to individuals' perceptions of knowing the consequences to be fair. When individuals in an organization judge the appropriateness, correctness, and ethics of consequences. The judge distributive justice in the organization [5].

- **Procedural justice**

Procedural justice refers to individuals' perceptions of fairness in the procedures that determine decisions related to organizational outcomes. This shows that employees are not only looking for the desired consequences in decisions but also want fair procedures in the decision-making process [62].

- **Justice of communication**

Human rights justice encompasses organizational actions and focuses on how the manager treats employees. Interpersonal justice encompasses aspects of the communication process such as politeness, honesty, and respect between the manager and the staff [6].

Health system Reform plan

In today's world, health perspectives are broader and the focus is on society's expectations. The growth of people's expectations and attention to safety, quality, and justice has increased the pressure to create a performance-responsive health system. Although in recent years the health system has been able to use the primary health care strategy to achieve significant improvements in the overall level of public health and related indicators, but still one of the most important concerns. Policymakers are to establish justice in health and access to health services [94]. The Ministry of Health, Treatment and Medical Education of Iran, as the custodian of health in the country, concerning general duties and missions and upstream documents, especially the 20-year vision document, general health policies announced by the Supreme Leader, legal materials related to health in The Fifth Development Plan and Plans of the Eleventh Government, the implementation of the Health reform plan after a six-month study phase in 1393 officially in the country and all medical universities affiliated to the Ministry of Health and Medical Education with the primary goal of completing the protection circle People have started to pay for medical expenses [94].

One of the basic principles for the implementation of any change is the preparation of special infrastructure for human resources, one of the important human resources are doctors and nurses of medical centers

Challenges of the health system transformation plan

Although in recent years the health system has been able to use the primary health care strategy to achieve significant progress in the overall level of health and related indicators, but still one of the most important concerns. Policymakers' goals are to establish health justice and access to health services. Transformation in the health system was implemented with three approaches of financial protection of people, creating justice in access to health services and also improving the quality of services. Although the implementation of the project provided the ground for increasing the satisfaction of the people and a group of health professionals as well as improving the health indicators, the continuation of the project faces serious challenges, the most important of which are the following:

- **Aging:** Due to the declining growth of the country's population, the growing trend of population aging in recent years, despite the government's approach to increasing the birth rate, aging in the country is increasing towards the population using health services.
- **Increasing government tenure and marginalizing government duties:** Due to the growing trend of credit growth of the Ministry of Health (189% growth in 1396 compared to before the implementation of the health system transformation plan) and since the Ministry of Health itself is the largest service provider Has become a therapist and at the same time is responsible for monitoring and evaluating a project that is self-financing and implementing it, has caused the financial burden resulting from the tasks and obligations related to the implementation of the health system transformation plan to take an increasing trend. It appears that the government's tenure in this area is increasing.
- **Restriction of public resources and dependence of the budget on oil:** Currently due to the limited financial resources of the public budget and also the establishment of some tax exemptions under the law of direct taxes and on the other hand the dependence of the public budget on unsustainable oil resources and lack of The pursuit of unavoidable budget expenditures in the absence of oil resources, causes the financing of the health system transformation plan to be challenged.
- **Overtaking treatment costs over health and prevention services:** At present, due to the increasing trend of treatment share in the implementation of the Health system reform plan , the approach of injecting resources in the plan is replaced by cost control approaches (increasing the share of prevention and health). And patient-centered in the treatment department instead of the health-centered approach has led to the cost of treatment to outweigh the health and preventive costs. If this trend continues and little attention is paid to prevention, health costs will increase significantly in the future.
- **Expansion and dispersion of organizations and institutions in charge of health and welfare:** Other challenges in the field of health The extent and dispersion of organizations and institutions in charge of this has caused the provision of services to the people to face many problems. Besides, it leads to a waste of public budget resources and a lack of productivity and efficiency.

- **Severe deficit of financial resources of insurance funds:** After the implementation of the Health system reform plan , the two main basic health insurances of the country (Social Security Organization and Health Insurance Organization, which bear the highest financial costs) with a sharp increase in treatment costs In the two years since the implementation of the Health system reform plan , social security treatment costs have grown by more than 44% per year, while social security revenues have grown by less than 23% per year.

Regarding the Health Insurance Organization, according to the Budget Law of 1396 (Table No. 7 of the Budget Law of 1396 - row 129109) Expenditures with increasing growth from 48755 billion rials in 1394 to 100000 billion in 1396 and for 1395 80,000 billion rials worth of securities were issued for the first time in the country to compensate for the deficit of this organization.

- **Debts of the health sector:** At present, the debts of the health sector in the field of hospitals as well as the debts to pharmaceutical organizations total 150,000 billion Rials, of which 40,000 billion Rials are pharmaceutical debts. On the other hand, the Ministry of Health owes over 120,000 billion Rials to the insurance organizations for the provided medical services. Accordingly, in the case of payment of hospital claims by insurance organizations, the maximum debt, or other words, the credit deficit of the health sector is 30,000 billion rials.

Strengths of the health system transformation plan

- **Improving health indicators after the implementation of the health system transformation plan**

Based on statistics and information received; After the implementation of the health system transformation plan, some health indicators have a better situation than before the implementation of the plan, for example, after the implementation of the health system Reform plain cardiovascular diseases by 7 people per 10,000 people. Has decreased or decreased in the neonatal disorder index by 5 people per 10,000 people.

- **Financial protection of the society regarding health expenses**

One of the most important strengths of the implementation of the health system transformation plan is the financial protection of the people regarding the health expenditures in the public sector. After the implementation of the health system transformation plan, there is evidence of a decrease in the number of patients' payments in public hospitals and people's satisfaction with the low payment of medical expenses.

- **Improving the quality of public health services**

Another strength of the health system transformation plan is the improvement of the quality of medical services. It should be noted that the improvement of the quality of medical services is affected by several factors, including the improvement of the quality of visit services (use of specialized and subspecialty physicians) and hoteling in public hospitals, as a result of injecting financial resources to motivate Doctors pointed to attending the public sector and upgrading hospital equipment.

- **Increasing access to health services (justice)**

Due to the low motivation of medical staff to serve in deprived areas, these areas always suffer from a shortage of manpower, especially specialized doctors. Therefore, one of the most important goals of the Health System Reform plan has been to provide medical staff in these areas, which in the plan, has tried to create the necessary incentive to provide specialized doctors in these areas by injecting financial resources [7].

Effects of Health system Reform plan on Organizational Justice on Staff Performance (Physicians and Nurses)

Fairness is especially important for employees in some management behaviors (reward distribution, relationships, promotions, and appointments) [8]. Improving the quality of health services to meet the health needs of people and meet their expectations has increased day by day and as a priority, has been the basis of decisions and activities of health managers [9]. Among the factors, the most important factor or the main lever to reduce or increase the productivity of the organization is human resources, and achieving the goals of organizations depends to a large extent on the proper performance of employees [10].

Perceptions of injustice have devastating effects on the spirit of collective work. Because it affects the effort of human resources and motivation of employees. Injustice and unfair distribution of organizational achievements weaken the morale of employees and degrade the morale of their efforts and activities [59]. Employees react to the presence or absence of organizational justice in their workplace, and this reaction can be in the form of increasing or decreasing output.

If organizational justice is not observed or misunderstood, employees suffer from a kind of hidden tension and as a result, reduce their participation in the organization [10]. Lack of efficient and effective services to promote health not only reduces the quality of life but also prevents the improvement of productivity in other sectors of the economy. Therefore, the importance of productivity and improving the quality of health services in order to meet the health needs of people and meet their expectations has increased day by day and as a priority has been the basis for decisions and activities of health managers [9].

The performance of nurses and physicians in the health system transformation plan

Whereas the role of manpower in the successful implementation of any plan or program in the field of health is undeniable; Because human resources (doctors and nurses) are the most important effectiveness and efficiency of any organization [11]. The major part of the health force is the nurses and without them, medical centers can not be successful [58].

According to the results of studies by Bahman Ziari et al. (2017), only about one-third of nurses were satisfied with the implementation of the transformation plan, which could be due to reasons such as increasing referrals and disproportionate payment. The issue of ignoring the needs of employees has been introduced as one of the main challenges in advancing the health system transformation plan [12]. Obviously, the lack of satisfaction among nurses is also an important factor that reduces the quality of services provided by them [13].

Employees' dissatisfaction with health system reform programs and their lack of cooperation with the implementers of these programs make it difficult to implement health system reforms, no matter how well-planned, and deprive society of the benefits of these reforms [80].

Employees' negative attitude towards reform programs has led to various reasons such as the negative impact of the reform program on workload and income, consequences such as job dissatisfaction, mistreatment of patients, taking responsibility and a wave of resistance to change. [83]. Implementing health system reforms in Zimbabwe had reduced staff incomes and threatened job security. Therefore, employees expressed their dissatisfaction with the implementation of health sector reforms in various ways, such as the immoral treatment of patients and incomplete performance of their duties [76].

The results obtained from the study of Seyedin et al. (2014) showed that the level of perceived organizational justice in the studied hospitals is lower than average. This means that the subjects perceive fairness in the organization as somewhat inappropriate [14].

In the study of Seyedin et al. (2014), a positive and statistically significant relationship was observed between perceived organizational justice and productivity in terms of employees. The intensity of this correlation was less than average. Organizational justice and its components predict many organizational variables such as absenteeism, leaving the job, organizational commitment, and so on. The existence of organizational justice in the workplace indicates the importance of the organization to employees. In such situations, employees also become committed to the organization, and a two-way pact is created between employees and the organization, which leads to an increased organizational commitment by employees, and increased commitment can have effects such as increased performance, interest. → Have a civic demeanor [14].

Ghanbari et al.'s (2017) study showed that the most important current problems of the health system transformation plan are lack of sufficient knowledge, lack of budget, staff dissatisfaction, inadequate performance of centers, the difference in financial payments to service providers, and lack of manpower. Efficient and the most important problems of the future were the lack of effective monitoring and supervision and lack financial, human, and equipment resources [15]. The study of Rezaei et al., With the aim of determining the trend of changes in their impact on the performance indicators of hospitals after the

transformation plan, showed that most indicators have positive changes in the first months, but after a while the trend is normal. Have decreased; In this regard, it is recommended to conduct more and continuous studies on the medium and long-term effects of the program [79]. Nematbakhsh (2015) also showed in his study that the potential health system transformation plan can have positive effects; But the main condition is to minimize the factors that, as weaknesses or threats, affect the good implementation of this plan [77].

Goodarzi et al. In a study conducted in 2014 on the satisfaction of patients and hospital staff with the health system transformation plan, concluded that patients were more satisfied with the health system transformation plan than the medical staff and nurses were more dissatisfied with the plan. They have evolved the health system [61].

Dehghan et al. (2016) Hospital managers, manpower (doctors and nurses) with 48.1% as the most important problem and interaction with insurance with 9.2% as the least problem in performance Introduced the health system transformation plan [16].

The most important guarantor of the implementation of the health system transformation plan is to pay attention to domestic customers, ie health service providers (nurses) [17].

Despite the increase in benefits and the implementation of the Dandelion Plan (payroll based on performance) after the implementation of the Health System Transformation Plan, nurses were the least satisfied with their salaries and benefits. Among the reasons for nurses' dissatisfaction are low incomes, long pay gaps between doctors and nurses, delays in payments, and lack of welfare facilities in the face of increased workload after the implementation of the health system transformation plan [70].

Patients' satisfaction with nursing services is one of the indicators of the quality of nursing care, which leads to a favorable reflection and positive response of society to the nursing profession. The study of Shariati et al. (2017) showed that patients were satisfied with the performance of the hospital in implementing the health system transformation plan. But most nurses were unhappy with the plan. [18].

Conclusion

According to the studies, it was found that the performance indicators of hospitals have improved after the implementation of the Health system reform plan . Patients were satisfied with the performance of the hospital, while the satisfaction of nurses and physicians was close to average. We are reminded of the relationship between organizational justice and employee productivity That justice in an organization and fact what employees perceive from the behavior and performance of officials will have a great impact on their behavior and performance with the patient, so it is better to pay more attention to the issue of justice and its implementation in hospitals than before and Because the satisfaction of service providers is effective in the quality of health service delivery, it seems necessary to pay attention to the satisfaction of physicians and nurses in all areas.

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