Studying the Relationship Between Meritocracy and Administrative System Health in Government Organizations: By Explaining the Mediating Role of Mackenzie Model

Mohammad Ali Mostafapour[1], Roohalla Samiee[2*], Mahmood Reza Mostaghimi[3], Mahmood Reza Cheraghali[4]

[1]Department Of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katul, Iran
[2] Department Of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katul, Iran
Email: Roohalla.Samiee@Gmail.Com
[3]Department Of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katul, Iran
[4]Department Of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katul, Iran

Abstract
The country's administrative system, despite all efforts to reform it, still lacks the necessary efficiency and accountability; one of the main reasons is the neglect of meritocracy and its fundamental role in the evolution and health of the administrative system. Therefore, the present study investigates the relationship between meritocracy and administrative system health with respect to the mediating role of Mackenzie model (2014) variables. This research was applied in terms of purpose, and done as descriptive-survey. The statistical population of the study was 950 middle managers of government organizations in Golestan province. The sample size was 274 according to Krejcie and Morgan table and simple random sampling method was used for sampling. Data analysis was performed by structural equation method with Smart PLS software. The results showed that there was no significant relationship between meritocracy with the variables of social responsibility and knowledge management, but there was a direct and significant relationship between meritocracy with the variables of administrative system health, organizational justice, social capital, organizational ethics, job performance, and empowerment. Also, there was an inverse and significant relationship between meritocracy and political behavior, and there was a direct and significant relationship between social responsibility, organizational justice, social capital, organizational ethics, job performance, empowerment with the health of the administrative system. There was a significant inverse relationship between political behavior and the health of administrative system and also there was no significant relationship between knowledge management and the health of administrative system. The findings also confirmed the mediating role of organizational justice, political behavior, social capital, organizational ethics, job performance, and empowerment, and did not confirm the mediating role of social responsibility and knowledge management.
Keywords: Meritocracy, Administrative System Health, Mackenzie Model, Government Organization

Introduction
The concept of health of administrative system is a unique concept that allows us to have a big picture of the health of organization. In healthy organizations, employees are committed, conscientious and helpful and have high morale and performance. Miles defined the health of administrative system in 1969, and while proposing a plan to measure the health of organizations, he noted that the organization will not always be healthy. In his view, the health of administrative system refers to the ability of organization to maintain survival and adapt to the environment and improve these capabilities. In fact, the health of the organization has a significant impact on the effectiveness of each system in terms of physical, mental, security, belonging, meritocracy and evaluation of knowledge, expertise, and personality of stakeholders, and developing their capabilities and performing tasks assigned by their subsystems (Ardalan and Azizi, 2020). Today, identifying and implementing a meritocracy system in the administrative system has become one of the tasks of organizations. The conditions prevailing in organizations and administrative apparatus require that according to the logic of meritocracy, everyone be employed in a suitable place in accordance with the expertise and training seen. Competency, in a conceptual sense, means the conditions in the organization in which the worthy people of any job are responsible for that job. In other words, meritocracy means that a person's success is determined only by his merit (Seyedi, 2019). Transparency International Organization has published its 2019 report on organizational health in different countries of the world. Launched in 1995, the organization assesses the perception of corruption in the public sector. The 2019 Organizational Health Index in the Public Sector has been evaluated in 180 countries. The closer the countries score to zero, the lower the organizational health, and the

closer to 100, the more organizational health there is in that country. Transparency International's Corruption Perceptions Index shows that this index in Iran has been worse than in 2018. In 2019, Iran got 146th rank, which is two points less than in 2018. In 2019, Iran scored 26 points in the Corruption Perceptions Index. Iran's rank in 2018 was 138th and Iran's score was 28. Researches conducted by Imani et al. (2015), Dezfuli et al. (2015), Rajaei et al. (2015), Kameli et al. (2015), Pakdaman and Monshizadeh (2015), shows that one of the main factors affecting the health of administrative system in the organizations is the lack of attention to meritocracy in government organizations. The Iranian administrative system, despite its modern appearance, is not able to perform the functions of a modern institution in society. This inefficiency and unhealthy administrative system are social problems, that is, managers, employees and customers feel well the sick situation; the evidence such as failure to achieve organizational goals, low productivity, client dissatisfaction, inadequate administrative health, low job satisfaction, slowness of work processes, administrative irregularities, etc. show traces of unhealthy administrative system in Iran (Memarzadeh Tehran and Najafi, 2017).

In Mackenzie (2014) model, it is considered the management elements that contribute to the health of administrative system, which are: 1- social responsibility 2- organizational justice 3- political behavior 4- social capital 5- organizational ethics 6- job performance 7- knowledge management 8- Empowerment (Charles, 2018); this theory can be used to present the initial model of the research. Due to the importance of a healthy administrative system and its effects on the development of country, the health of the administrative system is one of the main factors of sustainable development, which is necessary in the first place to pay attention to the necessary knowledge, culture and managers' experience. It must be acknowledged that organizations with a healthy administrative system are able to make right decisions and direct and appropriate guidance. To achieve the goals of the organization, managers must have the ability and conditions to do things. These conditions and characteristics include the skills, knowledge and beliefs of managers in the organization. If incompetent people take over the management of affairs, the goals of the organization will not be achieved and the health and efficiency of the organization will be threatened (Rajaei et al., 2017). The issue of meritocracy has always been used in our country, but it has never been continuously developed in our system, and it may have become more undesirable in some areas. Despite the many comments that have been made so far regarding the competency system and its various dimensions in official and expert circles, the entry of this discussion into the social and economic field is a new issue (Darpour Fard, 2013). In the current era, the government organizations will meet the needs of the people when its managers and planners are equipped with knowledge, insight, expertise and moral commitment and have the authority to fulfill their managerial responsibilities; the elites can play their fundamental and influential role when meritocracy is institutionalized as an urgent need not only in the administrative system but also in the culture of society. In managerial and even political terminology, an important issue in the meritocracy debate is not only the meritocracy mentality but also the culture of meritocracy, which has found a place not only among political and managerial agents but also in the context of society (Nath, 2019). If a culture of competency becomes a basic need in government organizations, qualified people will be automatically employed at the head of government organizations, otherwise, people who lack executive authority will spread corruption and underemployment in government organizations and the health of the administrative system is endangered. In the present era, dramatic changes have occurred in the environment of organizations (Moradi Demneh, 2018). These changes have also caused organizations to undergo huge changes. Quick response to the problems and opportunities of the present age has made the manager as a vital resource in solving the problems of organizations, and the need of organizations for competent managers has become more and more obvious. "Management" is effective in achieving goals. If the selection of managers is done correctly and appropriately, it will have organizational and social benefits. Therefore, it is appropriate for government agencies to find the most qualified, competent, committed and best people among the job seekers in the community, especially to serve in administrative areas, and to carry out the desired operations according to the correct plans and policies (Stephen & et al, 2020). This is very important for the managers of government organizations in Golestan province who are associated with a variety of human resources with different cultures and values. On the other hand, there is relationalism in contrast to meritocracy, in which the work environment is so that the most talented people leave the field of action. According to experts, the promotion and ethnic and racial appointments have caused a phenomenon called "bus management" in the country. In this type of management, a manager or official comes by a bus with his relatives and when he is fired, he leaves the relevant organization by bus. Therefore, the selection and appointment of qualified managers in government organizations in Golestan province will be one of the most important and sensitive issues in the work process of any organization (Soltani, 2019). Therefore, in order to select and appoint managers and identify and select the most suitable people, criteria are needed so that qualified people can take organizational positions; this is very important in government organizations of Golestan province. Managers have a decisive and undeniable role in the health of administrative system of government organizations in Golestan province. The continuous growth and sustainable success of organizations and the health of administrative system of

government organizations in Golestan province depend on efficient group managers and leaders. Therefore, the success in implementing these policies and generally promoting the health of administrative system in government organizations of Golestan province depends on institutionalizing meritocracy. Therefore, the main research question is: "Is there a relationship between meritocracy and the health of administrative system regarding the mediating role of Mackenzie model in government organizations of Golestan province?".

Theoretical and Research Foundations

Meritocracy

Meritocracy refers to the social system in which the highest social power and rank is given to the most capable individuals (Nath, 2019). According to the definition of meritocracy in the British dictionary, this concept refers to a system in which the criterion for selection of individuals was their inner competence and abilities (not having wealth or political status) and individuals take the path of progress and excellence based on their worthiness. According to this definition, merit is a spiritual title and is given to a person who is praised for doing the right and outstanding work with high efficiency and gaining a definite benefit. Simply, someone deserves who does something better than the others in equal conditions and be more efficient compared to them (Ahmadi et al., 2019).

Administrative System Health

Administrative system health is a qualitative trait in the organization that shows the degree of alignment in the definition and realization of individual organizational and national interests. According to the definition, the health of administrative system is a qualitative characteristic that aligns the level of individual, organizational and national interests. It is clear that the rate has a threshold below which shows the degree of corruption and more than that indicates the degree of health. Therefore, administrative health is a "species-index" and "continuum" concept and its different levels on both sides of the zero point are considered administrative health. This view explains administrative health as a qualitative-status index that the logic governing its behavior is fuzzy logic (Khoshrouzi Saravi and Ismaili Shad, 2019). This point emphasizes the continuum of different administrative health conditions. Therefore, the line between health and corruption is not fixed. In other words, it is not clear from which negative point on this spectrum a person's behavior can be considered corrupt. There is a section around the zero point where one cannot comment on a person's health, action or decision. It should be noted that this border is not a definite and fixed border for all cases; it should be considered for different types of behaviors and it should be reached to a fluid boundary explanation with defined dynamics. Some principles may be fixed in explaining these boundaries, however, it should be noted that the ideal of administrative health is an image taken from heaven. It is clear that this ideal has no end and, to put it better, two sides of the spectrum, called administrative health, tend to be infinite; On the one hand, corruption (which has no end) and on the other hand, health (which also has no end). Administrative health is a situation in which all factors of an organization have the ability to meet the goals of organization and can identify deviations from administrative and legal norms and obstacles to organizational goals as soon as possible and take the necessary and timely measures to eliminate them (Ricardo & et al, 2019).

Mackenzie Model Dimensions (2014)

Social Responsibility

Barney and Griffin define social responsibility as: "Social responsibility is a set of duties and responsibilities an organization that the organization must fulfill in order to maintain, care for, and assist the community in which it operates". "Social responsibility is the private institutions' duty, in the sense that they do not adversely affect the social life in which they work" wrote by Derek French and Heiner Saward in the book "Culture of Management on Social Responsibility". The extent of this duty generally includes tasks such as non-pollution, non-discrimination in employment, avoidance of immoral activities, and informing the consumer about the quality of products. Social responsibility is also a task based on positive participation in the lives of people in community. Robinson also believes that the social responsibility is one of the duties and obligations of organization to benefit the society (Mohammadi and Arab, 2020).

Organizational Justice

Organizational justice is a term which directly describes the role of non-discrimination (equality) in the workplace. In particular, organizational justice relates to the ways in which employees determine whether they have been treated equally and fairly in their jobs and the effect of this behavior also has an effect on the work process (Esfandani et al., 2020). Organizational justice is the degree to which employees feel that the rules, procedures, and policies of their work are fair. In particular, employees' perceptions of equality and fair treatment can affect the other work-related variables. In other words, organizational justice is an important predictor of multiple job behaviors and thoughts such as trust, job satisfaction, job stress, organizational commitment and sabotage in the workplace (Simkhah and Mohammadkhani, 2019). Organizational justice is defined as fair perception and its impact on

organizational behavior and organizational justice has the potential to affect many organizational outcomes (Mansouri, 2019).

Political behavior

Political behavior is behavior outside the rules of job. This behavior requires trying to influence the goals, criteria, or processes used to make the decision. These include a variety of political behaviors, such as refusing to provide information to decision-makers, spreading rumors, giving confidential information to the media about the organization's activities, helping the others for mutual benefit, and lecturing or propagating for or against a particular person or decision. (Hochwarter & et al, 2019).

Social Capital

Social capital is a term that has entered the field of social and economic sciences in recent years and from this perspective opened a window in analysis and causation of social and economic issues (Selajgeh and Ashrafzadeh, 2014). Gushal and Nahapit define social capital as the sum of actual and potential benefits within and arising from the network of relations of an individual or a social unit. In their view, social capital is one of the important capabilities and assets of the organization that can help organizations in creating and sharing knowledge and create a lasting organizational advantage for them compared to the other organizations. In short, understanding social capital is no more than three words: communication is important (Saberi et al., 2020).

Organizational Ethics

Ethics can be a mechanism of communication between society and personal affairs. Ethical behavior, good work habits, positive work attitudes, coordination with other people and skills needed to keep the job. In order to understand the concept of organizational ethics, reference is made to the division of labor force. Some people have a great desire for effort and activity, do not like peace and quiet, and their moral virtues flourish in their work. On the other hand, some groups are not willing to work; they should be forced to work only with coercive forces and external pressures. Therefore, work ethic is the commitment of the mental, psychological and physical ability of individual or group to the collective thought in order to acquire the inner strengths and talents of the group and the individual for development (Nezami Tabar, 2019). Organizational ethics is the most important cultural factor in economic development. In other words, organizational ethics is a cultural norm that gives a positive spiritual value for doing appropriate and good work in society and believes that work in itself has an intrinsic value (Monzami Tabar, 2019).

Job Performance

Performance is the sum of job-related behaviors that individuals display (Zeb & et al, 2018). Performance is defined as the result of a set of actions performed to achieve goals based on a specific standard. Actions may involve observable behavior or invisible mental processing e.g., problem solving, decision making, planning, reasoning (Khoreva & et al, 2018). Performance is the final effect of the employee's activity and effort, which is adjusted by the abilities and perception of roles and tasks (Khezri et al., 2019). Performance is the accomplishment of tasks assigned to the workforce by the organization. (Salami et al., 2019).

Knowledge Management

Knowledge management is the challenge of discovering individual knowledge and turning it into an information subject in a way that can be stored in databases, exchanged with others and used in the process of daily work (Shafiei et al., 2019). Another definition states that knowledge management is a broad process considering the identification, organization, transfer and proper use of information and internal organizational experiences. Knowledge Management is a way that the organizations create, capture, classify, modify, share, and disseminate knowledge (Paula & et al, 2019).

Empowerment

The term "empowerment" in Oxford's compact culture means "authorization" (Jabeen, 2019). Psychological empowerment is a concept that establishes a link between personal strength and individual skills so that the individual can have active behavior in his system and it creates self-confidence in the individual (Nejati et al., 2019). Employee empowerment means delegating decision-making power or authority to employees. However, such authority or responsibility is given to managers as a special right. In other words, empowering employees to make decisions and implement them, is called empowerment (Banerjee & et al, 2020).

Hypotheses

Hypothesis 1: There is a significant relationship between meritocracy and administrative health.
Hypothesis 2: There is a significant relationship between meritocracy and social responsibility.
Hypothesis 3: There is a significant relationship between meritocracy and organizational justice.
Hypothesis 4: There is a significant relationship between meritocracy and political behavior.
Hypothesis 5: There is a significant relationship between meritocracy and social capital.

Hypothesis 6: There is a significant relationship between meritocracy and organizational ethics.
Hypothesis 7: There is a significant relationship between meritocracy and job performance.
Hypothesis 8: There is a significant relationship between meritocracy and knowledge management.
Hypothesis 9: There is a significant relationship between meritocracy and empowerment.
Hypothesis 10: There is a significant relationship between social responsibility and the health of administrative system.
Hypothesis 11: There is a significant relationship between organizational justice and the health of administrative system.
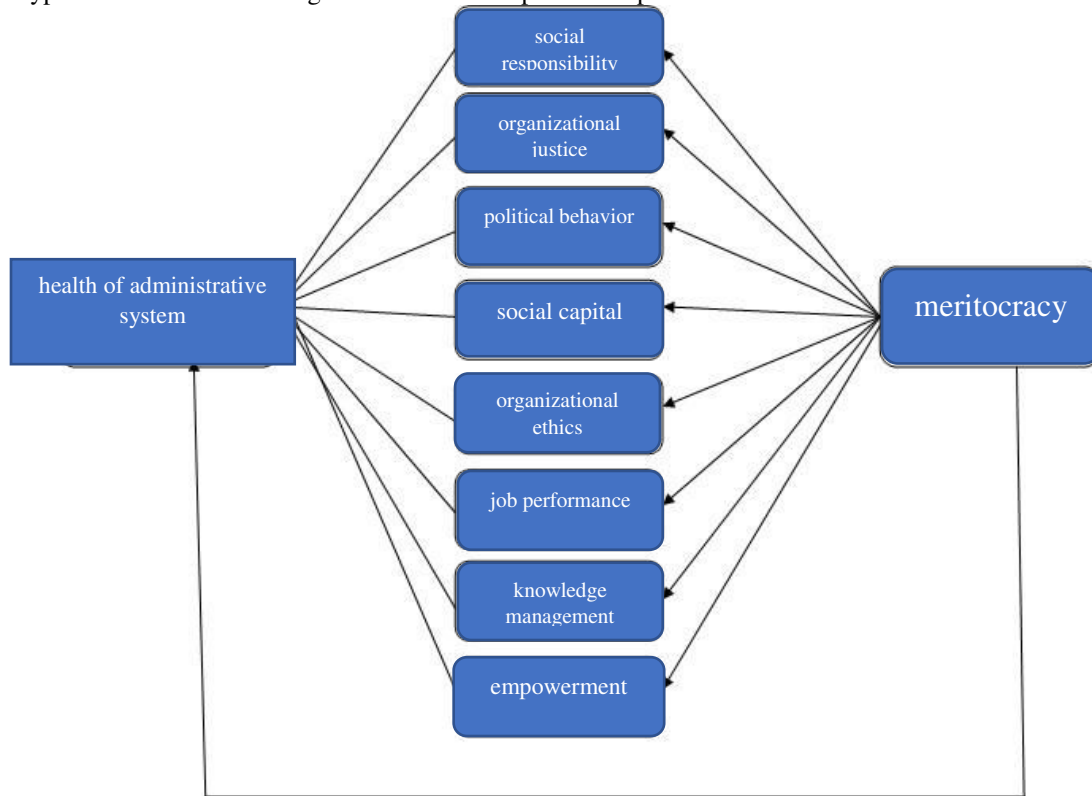Hypothesis 12: There is a significant relationship between political behavior and the health of administrative system.

Fig. 1: Basic conceptual model of research

Methodology
This research is applied in line with its purpose, because its results can be used in decision-making of managers of organizations, especially in government organizations of Golestan province. Also, the method used in this research is descriptive-survey in nature. Data collection has been done in the field form, because researchers have referred to the real environment of government organizations in Golestan province to collect data. The statistical population of the study includes middle managers of government organizations in Golestan province, whose number at the time of the study was 950 people. The sample size is based on Krejcie and Morgan table with 274 people and simple random sampling method was used to sample the statistical population. In this research, the standard questionnaire of Moslehi (2012) with 15 items, Hui and Fieldman's Administrative System Health (1996) with 18 items and Mackenzie model (2014) with 32 items were used to collect data. The scale used is the five-point Likert Scale questionnaire for which I strongly disagree, score one, and strongly agree, score five. Data analysis was performed by structural equation method with Smart PLS software. The face and content validity of the questionnaire was confirmed in consultation with organizational and academic experts. The reliability of the questionnaire is based on the pre-test method for 30 people and Cronbach's alpha coefficient, which showed that the indicators have good reliability.

Findings
Table 2. Sample demographic information

Demographic characteristics	class	frequency	percentage

	female	76	28
	male	198	72
Gender education	bachelor	52	19
	master	195	71
	PhD.	27	10
work experience	1-10 years old	33	12
	11 to 20 years old	98	36
	Older than 21 years old	143	52
total	274 ones		

Descriptive statistics showed that among all middle managers who were selected as the subject population, 72% are men and 28% are women. Also, the breakdown of respondents based on their education shows that the highest percentage of the subjects have a master degree. The following table 3 describes the research variables based on statistical parameters.
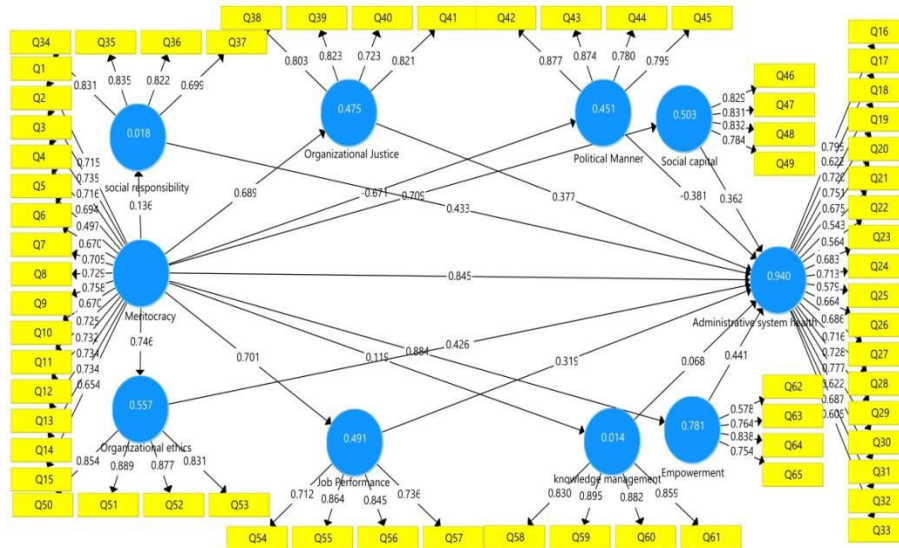

Fig. 2. The result of modeling structural equations in the standard state
To test the significance of path coefficients, t-statistic is used, the results of which are presented in figure 3.
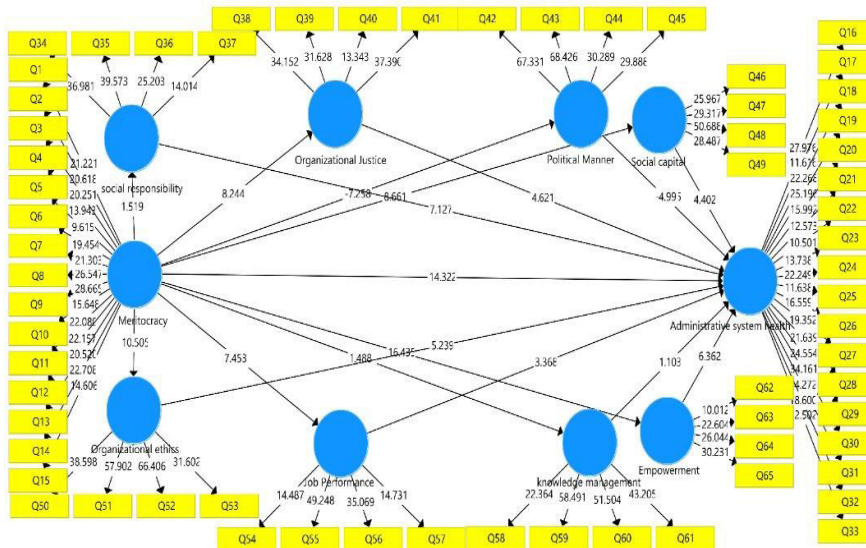

Fig. 3. The result of modeling structural equations in a significant state

In figure 2, the result of modeling structural equations is presented to study the relationship between variables in the form of path coefficients and in figure 3, the values of t-statistics are presented to examine the significance of the obtained values. The test result is presented in table 4 for the relationships of the variables considering the path coefficients of the variables and significant values.

Table 4. Significance of path coefficients and direct relationships of variables test

number	hypothesis	Path coefficient	Significance coefficient	Test result
first	There is a significant relationship between meritocracy and the health of administrative system.	0/845	14/322	confirmed
second	There is a significant relationship between meritocracy and social responsibility.	0/136	1/519	rejected
third	There is a significant relationship between meritocracy and organizational justice.	0/689	8/244	confirmed
fourth	There is a significant relationship between meritocracy and political behavior.	-0/671	-7/258	confirmed
fifth	There is a significant relationship between meritocracy and social capital.	0/709	8/661	confirmed
sixth	There is a significant relationship between meritocracy and organizational ethics.	0/746	10/505	confirmed
seventh	There is a significant relationship between meritocracy and job performance.	0/701	7/453	confirmed
eighth	There is a significant relationship between meritocracy and knowledge management.	0/119	1/488	rejected
ninth	There is a significant relationship between meritocracy and empowerment.	0/884	16/435	confirmed
tenth	There is a significant relationship between social responsibility and the health of administrative system.	0/433	7/127	confirmed
eleventh	There is a significant relationship between organizational justice and the health of administrative system.	0/377	4/621	confirmed
twelfth	There is a significant relationship between political behavior and the health of administrative system.	-0/381	-4/995	confirmed
thirteenth	There is a significant relationship between social capital and the health of administrative system.	0/362	4/402	confirmed
fourteenth	There is a significant relationship between organizational ethics and the health of administrative system.	0/426	5/239	confirmed
fifteenth	There is a significant relationship between job performance and the health of administrative system.	0/319	3/368	confirmed
sixteenth	There is a significant relationship between knowledge management and the health of administrative system.	0/068	1/103	rejected
seventeenth	There is a significant relationship between empowerment and health of administrative system.	0/441	6/362	confirmed

The standardized coefficients of the path and the significance of the coefficients in figure 2 and figure 3 show that there is a significant relationship between meritocracy and administrative system health (t = 14.142, β = 0.845), between meritocracy and organizational justice (t= 8.244) t, β = 0.689), between meritocracy and political behavior (t = 7.258, β = -0.671), between meritocracy and social capital (t = 8.661, β = 0.709) , between meritocracy and organizational ethics (t = 10.505, β = 0.746), between meritocracy and job performance (t = 7.453, β = 0.701), and between meritocracy and empowerment (t = 16.435), β = 0.884). also, there is a significant relationship but between meritocracy and social responsibility (t = 1.519, β = 0.136), between meritocracy and knowledge management (t = 1.488, β = 0.119), between social responsibility and health of the administrative system (t = 7.127, β = 0.433), organizational justice and health of the administrative system (t = 4.621, β = 0.377), political behavior and health of the administrative system (t= -4.995, β = -0.381), social capital and health of the administrative system (t = 4.402, β = 0.362), organizational ethics and health of the administrative system (t = 5.239, β = 0.426), job performance and health of the administrative system (t = 3.368, β = 0.319), empowerment and health of the administrative system (t =

6.362, β = 0.441), but there is no significant relationship between knowledge management and administrative system health (t = 1.103, β = 0.068).

Table 5. Significance of path coefficients and test of indirect relationships of variables

The path of the mediator relationship	Indirect relation path coefficient	t-statistics	Mediator result
Meritocracy →Social responsibility→ health of administrative system	0/136 × 0/433 = 0/058	0/719	confirmed
Meritocracy→ Organizational Justice →Health of Administrative System	0/689 × 0/377 = 0/260	2/915	rejected
Meritocracy →Political behavior → health of administrative system	-0/671 × -0/381 = 0/256	2/464	rejected
Meritocracy →social capital→health of administrative system	0/709 × 0/362 = 0/257	2/658	confirmed
Meritocracy →organizational ethics→ health of administrative system	0/746 × 0/426 = 0/318	3/312	confirmed
Meritocracy →Job Performance→ Health System Administration	0/701 × 0/319 = 0/224	2/164	confirmed
Meritocracy →knowledge management →health of administrative system	0/119 × 0/068 = 0/008	0/032	rejected
Meritocracy→ empowerment → health of administrative system	0/884 × 0/441 = 0/389	4/801	confirmed

In table 5, the indirect coefficient of the relationship between meritocracy and the health of administrative system through the variables of social responsibility is 0.058, organizational justice 0.260, political behavior 0.256, social capital 0.257, organizational ethics 0.318, job performance 0.224, knowledge management 0.008 and empowerment 0.389, which by examining Sobel test can be said that mediation of organizational justice, political behavior, social capital, organizational ethics, job performance and empowerment in the relationship between meritocracy and administrative system health is confirmed (t <1.96), but mediation of social responsibility and knowledge management variables in the relationship between meritocracy and the health of the administrative system, is rejected (t <1.96).
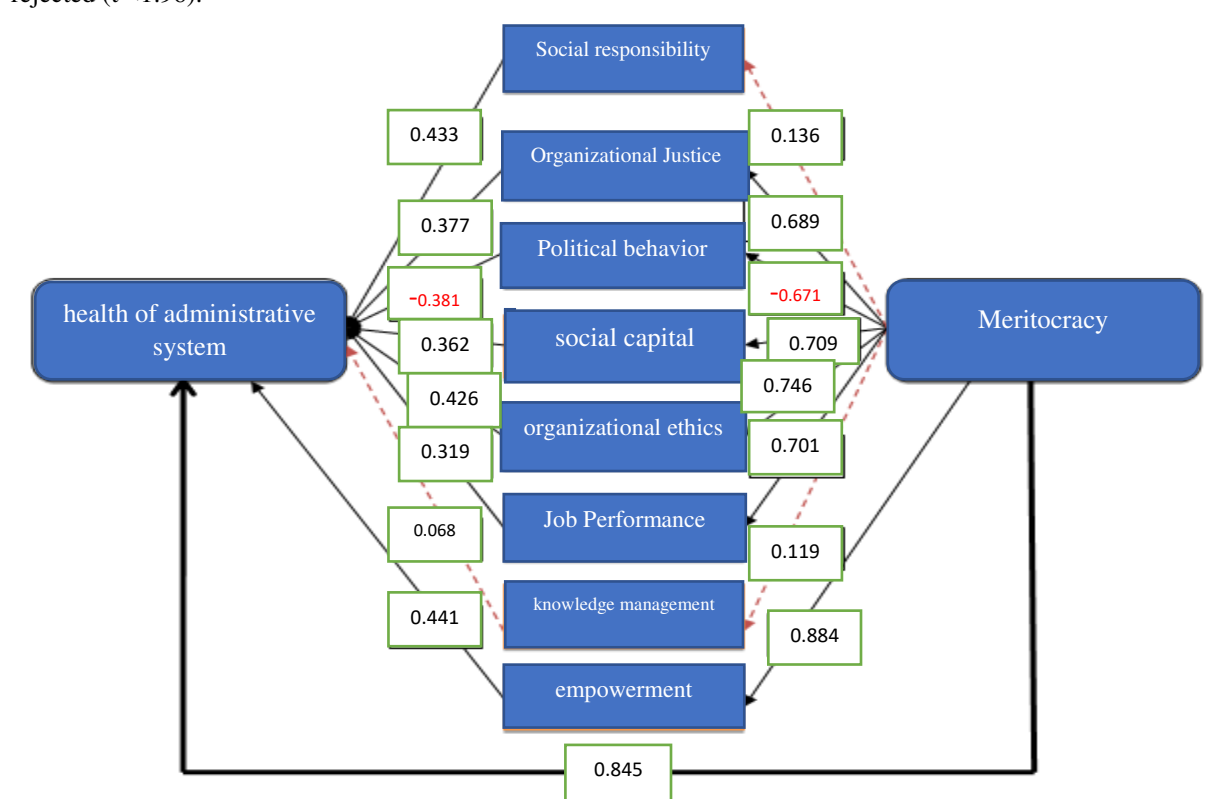
Fig. 4. The final conceptual model of the research

According to figure 4, the dotted arrows indicate that the hypothesis is not confirmed or rejected, and the other arrows indicate that the hypothesis is confirmed. Also, the red factor loads indicate an inverse relationship.

Discussion and Conclusion

In an efficient and effective system, manpower is the most important and fundamental factor among all factors of the administrative and organizational system. The opposite of corruption is the issue of administrative health, that is, the administrative system which performs its duties well to achieve organizational productivity by observing the governing administrative principles and regulations according to the pre-designed administrative order. Administrative health has been one of the long-standing aspirations of different societies so that the administrative system is a means of equitable distribution of services to the general public. Office health refers to a situation beyond the short-term effectiveness of the organization. The health of administrative system is a set of relatively stable characteristics that are adapted to environmental conditions, high workforce morale, adequacy to solve problems, speed of action, etc. In general, the health of administrative system emphasizes the result of effective work. Administrative health, whether willed or not, is rooted in two factors: strong and honest management and leadership, and the internal cohesion of the administrative system. Organizational health event has significant scientific benefits in terms of the concept of organizations' dynamics, research and efforts to improve them. Today, identifying and implementing a decent system in the administrative system has become one of the tasks of organizations in line with the health of the administrative system. The conditions prevailing in organizations and administrative apparatus require that everyone be employed in a suitable place in accordance with the expertise and training. According to Imam Ali, merit is considered as a part of the justice issue and this issue is one of the most important principles in controlling and governing a society. One of the many factors that play a decisive role in reducing citizens' trust in government organizations is the neglect of meritocracy in the appointment of government managers; it shows that the government or politicians think in the interests of certain ethnic groups, regions, parties and like that. Many organizations have realized that today human capital and their competence is the key to gain a competitive advantage and consequently realizing the strategic vision of the organization. An organization cannot achieve its goals without competent managers and paying attention to the principle of meritocracy in management. Therefore, investing, preparing and approving the necessary rules and regulations, as well as implementing appropriate plans in the field of attracting, training and retaining managers is one of the most necessary measures to reform the management system of organizations, especially government agencies, and move towards applying the principle of meritocracy is essential in organizations. In such circumstances, competency frameworks can greatly assist human resource professionals in improving the health of administrative system in order to comply with the strategies. There is a significant relationship between meritocracy and the health of administrative system in government organizations in Golestan province, which is consistent with the results of study done by Kamely & et al. (2016). There is no significant relationship between meritocracy and social responsibility which is consistent with the results of study done by Naeemi (2017). There is a significant relationship between meritocracy and organizational justice that is consistent with the results of study done by Kamali (2016). There is a significant relationship between meritocracy and political behavior that is consistent with the results of study done by Rajaei et al. (2017). There is a significant relationship between meritocracy and social capital that is consistent with the results of study done by Maleki et al. (2017). There is a significant relationship between meritocracy and organizational ethics that is consistent with the results of study done Moradi et al. (2015). There is a significant relationship between meritocracy and job performance that is consistent with the results of study done by Tavadar and Lora (2015). There is no significant relationship between meritocracy and knowledge management that is not consistent with the results of study done by Azadfar (2019). There is a significant relationship between meritocracy and empowerment that is consistent with the research done by Sheikh Ismaili et al. (2015). There is a significant relationship between social responsibility and the health of administrative system, which is consistent with the research done by Tamar and Mansouri (2019). There is a significant relationship between organizational justice and the health of administrative system, which is consistent with the results of study done by Simkhah and Mohammad Khani (2019). There is a significant relationship between political behavior and the health of administrative system, which is consistent with the results of research done by Tatari et al. (2019). There is a significant relationship between social capital and the health of administrative system, which is in line with the results of the research done by Sarvai and Ismaili Shad (2019). There is a significant relationship between organizational ethics and the health of the administrative system, which is consistent with the results of research done by Zamani (2018). There is a significant relationship between job performance and health of the administrative system, which is consistent with the results of Sharifi and Aghasi (1398) research. There is no significant relationship between knowledge

management and the health of administrative system. It is not consistent with the results of research done by Savadi and Aghasi (2016). There is a significant relationship between empowerment and the health of administrative system, which is consistent with the results of research done by Azar Koleh et al. (2017).

Suggestions Based on The Findings of First Hypothesis:
- Designing a database of competent managers as a part of the memory of administrative system.
- It is suggested that a system be set up to hold managers accountable and require managers to explain their actions. At the same time, conditions should be provided for expressing opposition publicly and openly, and the changes that cause such a phenomenon in the organization should be minimized and eliminated, and steps should be taken to correct them.

Suggestions Based on The Findings of Second Hypothesis:
- Institutionalizing work conscience, social discipline, culture of self-control, fiduciary, saving, simple living and maintaining the treasury.
- Appointing and promoting employees and managers based on internal and acquired competencies, and institutionalizing public participation in external and internal supervision.

Suggestions Based on The Findings of Third Hypothesis:
- Involve employees in managing affairs and use the participatory management system, including: participatory decision-making, teamwork at the organizational level.
- Creating mental conditions for employees so that they can reflect the violations of laws and regulations to the management without fear of damage to the position.

Suggestions Based on The Findings of Fourth Hypothesis:
- It is suggested to control and manage the political skills and tactics while examining the background of occurrence of political behavior in the organization, also the nature of political behavior, and put them in a logical and constructive range. Also behave in such a way that others do not think that the motive of political leaders is political, even though it is not political.
- A mechanism should be established to evaluate people in accepting managerial positions and people without ability will not be able to access important positions.

Suggestions Based on The Findings of Fifth Hypothesis:
- Improving the criteria and updating of human resource selection methods in order to attract capable, committed and competent human resources and avoid narrow-mindedness and and unprofessional attitudes
- It is suggested to pay attention to the criticisms and suggestions of people in the field of performance and service of the employees of organization and to be used in advancing the goals of organization.

Suggestions Based on The Findings of Sixth Hypothesis:
- Emphasis on moral, human and Islamic values and in the workplace, setting an example of committed people and encouraging employees to increase administrative health.
- Creating financial and moral incentives for employees who respond best to the client.

Suggestions Based on The Findings of Seventh Hypothesis:
- Applying fair procedures in the distribution of compensation services and fair treatment in personal interactions and respect for employees, can provide the basis for improving performance and promoting administrative health in the workplace.
- Strengthen e-government infrastructures by creating an information base, providing e-services, office automation and other things that make laws and regulations more transparent, and eliminate intermediate levels and reduce people-to-people contact with organizations.

Suggestions Based on The Findings of Eighth Hypothesis:
- Increasing managers' awareness of the benefits of knowledge management and creating a trust-based environment for knowledge sharing among individuals.
- Activation of knowledge management cores in different units under the title of expert associations in government organizations.
- Design and implementation of seminars, workshops and educational tours of knowledge management continuously

Suggestions Based on The Findings of Ninth Hypothesis:
- Proper and appropriate allocation of people to the set of organizational roles and responsibilities.
- Assisting organizations in prioritizing competencies, to compensate for service, and to manage employee performance

Suggestions Based on The Findings of Tenth Hypothesis:

- Increasing managers' awareness of organizational goals and clarifying procedures, as well as in-service training are appropriate in reducing and preventing corruption. Studies show that in our organizations, lack of law knowledge leads to a wrong attitude towards the organization, which reduces administrative health.
- The existence of a conflict between the interests of organization and the employees will cause the violating employees not to take any action to receive more interest and benefits. Therefore, reducing these conflicts will play an important role in increasing administrative health

Suggestions Based on The Findings of Eleventh Hypothesis:
- Strengthen e-government infrastructure by creating an information base, providing e-services, office automation and other things that make laws and regulations more transparent, and eliminate intermediate levels and reduce people-to-people contact with organizations.
- Creating financial and moral incentives for employees who respond best to the client.

Suggestions Based on The Findings of Twelfth Hypothesis:
- Develop an effective legal system to prevent and combat corruption and increase health in decision-making, actions and activities of government and public organizations.
- Determining standard activity indices, health indicators and ranking devices to measure their health.

Suggestions Based on The Findings of Thirteenth Hypothesis:
- Strengthen behavioral patterns, especially by managers, such as honesty and keeping promises
- Creating a basis for building mutual trust between the organization and employees by delegating some matters to employees
- Using training to change the mindset of employees to create and use social capital

Suggestions Based on The Findings of Fourteenth Hypothesis:
- Promoting the health of administrative system and the growth of moral values in it through the reform of legal and administrative processes, the use of cultural facilities and the use of an effective system to prevent and deal with violations.
- The use of human resources bound to the observance of ethics and law in organizations.
- Develop an ethical charter for organizations

Suggestions Based on The Findings of Fifteenth Hypothesis:
- Requiring unit managers to record the activities of employees in the automation system so that at the end of each month the management can bring all the activities in the organization's system to the public. The same method can be implemented on a larger scale in the area of general policies and decisions of the government apparatus.
- Supervisory agencies and especially the National Inspection Organization will play a key role in identifying the corruption points of government organizations, combating corruption and providing solutions to reduce corruption and ultimately achieve the health and efficiency of the administrative system, therefore strengthening and increasing the quantity, quality of such organizations in order to monitor and demand accountability from their government agencies increases administrative health.

Suggestions Based on The Findings of Sixteenth Hypothesis:
- Processes, procedures, and guidelines in government agencies are constantly reviewed and deficiencies eliminated.
- Considering fixed options for filing a complaint in the criticism section of online database of government organizations.
- Implementing knowledge request processes to dynamize the processes of creating, recording, sharing and applying knowledge.
- Entrusting the responsibility of knowledge management to a person with high capabilities, motivated and having sufficient knowledge in this field.

Suggestions Based on The Findings of Seventeenth Hypothesis:
- Measuring the performance of managers' activities of the organization in the midterm and long term.
- Appreciation and appreciation of the activists of capable managers and establishing special facilities for these people.

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