

## Original Article

*Imagination of glass government based on the level of transparency, corruption, public awareness, and trust in Mazandaran University of Medical Sciences*Atefeh Ya'aqoubi<sup>1</sup> Masoud Ahmadi<sup>2\*</sup> Rahman Qaffari<sup>2</sup>

1. PhD student in Public Administration, Public Decision-making and Policy Orientation, Islamic Azad University, Sari, Iran
2. Assistant Professor, Department of Public Administration, Faculty of Humanities, Islamic Azad University, Sari Branch, Sari, Iran

\*Correspondence to: Masoud Ahmadi  
m.ahmadi4502@gmail.com

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**Abstract**

**Background and Purpose:** In order to have an imagination of glass government, it is a priority to consider corruption, transparency, trust, and awareness. The present research aimed to model the relationship between the mentioned variables in the hospitals of Mazandaran Medical Science University.

**Materials and Methods:** This was a cross-sectional descriptive research. The population included all medical and administrative staff of selected hospitals from east of Mazandaran in 2019, consisting of 4251 persons (1774 male and 2477 females), and the research was carried out on the basis of data from 353 subjects according to Cochran formula by classified sampling fitted to the size of each class. The required data were collected by using standard questionnaire and analyzed by SPSS and AMOS Software. In descriptive statistics, descriptive indicators, such as mean, variance, minimum and maximum and frequency tables, were used and in inferential statistics, the collected data were analyzed by using Kolmogorov-Smirnov tests to check the normality of the data, and path analysis.

**Results:** The findings from confirmative factor analysis showed that transparency had a significant effect on perceived corruption (with standard deviation of 0.32 and T value of 4.814), public awareness (0.22 and 3.284), trust in government (0.23 and 3.303), trust in administrative evolution committee (0.48 and 7.109), perceived corruption on trust in government (0.28 and 4.436), trust in administrative evolution committee (0.33 and 5.483), public awareness on perceived knowledge (0.20 and 3.052), and trust in administrative evolution committee (0.16 and 2.878) and trust in administrative evolution committee had effect on trust in government (0.29 and 3.453), but public awareness had no significant effect on trust in government (0.10 and 1.715).

**Conclusion:** Glass government should pursue reducing corruption at the level of subordinate organizations with more transparency and awareness and by doing so, trust in the government and administrative evolution committees will be achieved.

**Keywords:** Glass Government; Transparency; Corruption; Public Awareness; Trust

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## **1. Introduction**

Transparency has been an essential principle for public management, governing for a long time, and it is usually regarded as a powerful tool for achieving desired social goals, such as strengthening accountability and reducing corruption (1). Public awareness and people awareness of what is happening in public center prevented conflicts of interest and corruption by monitoring and controlling the activities of government employees, which is possible in the absence of transparency (2). It has been decades that scholars and those involved in the field of public relations, journalism, economics, finance, politics, corporate governance, and accounting have supported transparency benefits as a normative organizational behavior (3). Organizations are not allowed to manage in traditional way in this changing age, given the changes that have taken place as a result of skills, abilities, competitors, and technology (4), and they need new thoughts and innovative theories so as to survive in the present turbulent age. New thoughts and ideas are blown like a spirit into the body of the organization and protect the organization against severe storms (5) and with their help, it is possible to prevent the deepening and spread of insecurity and unrest to other sectors (6). The occurrence of technological changes and the spread of science and knowledge cause challenges in all the structures, bodies, and functions of the public society management (7), and organizations need to invent new structures and develop new strategies to survive. One helpful tool for organizations in reaching their goals is organizational transparency that can play an effective role in improving and developing affairs, and can help organizations to achieve sustainable competitive advantage

(9), and it is a prerequisite for effective organizational function (10). Some scholars have found it more useful than strict and sever rules (11) that have an essential role in the health and coherence of organizations (12). Enhancing transparency in government organizations and entities' action leads to increasing the people's trust level, public participation level, strengthening the legitimacy and acceptability of government entities, and paving the way for the formation of social capital. Such process requires establishing trust of people in government organizations and entities that develop and maintain the unity in social systems and foster the democratic values, the ignorance of which can lead the government entities management to face with failure, and finally the ruling system to be encountered with legitimacy crisis (7).

On the other hand, the other side of lack of transparency is the formation and development of corruption. Bribery is the most common form of corruption in various countries and societies (13). Corruption creates great inequalities and undermines democratic government's foundations, and it leads to weakening of the incentives, social losses, weakening of existing entities, political loses or unfair distribution of resources, and finally economic loses (14). Entering the new millennium despite the increasing consideration of government entities to meet individuals' needs, concurrent with the increase in the scope and depth of people's awareness of their citizenship rights, we are witnessing the growth of peoples' expectations and sometimes, we can see dissatisfactions with the lack of meeting these expectations. Rooting and analyzing the causes of these problems can lead us to the lack of organizational transparency. Problems,

such as concentration of power and organizational decision making which is completely contrary to democratic systems, reducing the legitimacy and acceptability of government agencies, and lack of people's accompaniment with government due to lack of trust in government and the ominous phenomenon of corruption which is paired with the organization (15), and when the act, thought and determination of organizations' managers is clearly reflected on Global Communication and Information Networks, the best strategy for the organizations is to use organizational transparency (7).

On the other hand, trust is considered as the foundation of empowerment and leadership. Building trust in the organization requires daily commitment, and it is typically established from top-to-bottom in the organization. Trust plays an undeniable role in the function of organizations and forming and increasing the organizational efficiency. Without trust-building, there is no chance for achieving strategic goals of the organization. Building trust in the organization helps staff to feel they are more empowered. In other words, when people do not trust in others, they do not listen to them; they do not communicate and cooperate clearly, because there is no transparency. On the other hand, when there is trust, people are free to experience, learn, and cooperate without any fear of punishment (8).

Feyzabadi and Alaei suggested that organizational transparency has apposite and significant effect on decreasing organizational trust, and also organizational trust has a positive and significant effect on decreasing corruption in medical centers (16). Nargesian et al., showed in a research that transparency has a positive and

significant effect on trust and citizenship satisfaction, and also trust has a positive and significant effect on the citizenship satisfaction (17). Meanwhile, transparency showed a reverse and significant effect on occurrence of corruption, and also occurrence of trust showed a significant effect on trust and citizenship satisfaction. The results from a research by Fazeli and Jalili indicated that trust is affected by the efficiency of government and the level of corruption. Moreover, corruption in the society has more effect on trust in cultural entities than trust in government and social entities, and it has more effect on social trust than trust in government entities (19). Nunkoo et al. concluded that transparency had a significant effect on corruption, public awareness, trust in government, and trust in organization committee, and the perceived corruption is effective on trust in government (20). The results from a research by Heeld showed that developing transparency in financial accountings will lead to public trust (21). Douglas and Meijer in a research found that more transparent organizations deserve to achieve higher value and public trust score, especially if they disclose the information about design and dynamic of their organization (22).

The researcher's reason for choosing the subject of the present study was that transparency is one of the main basics of democracy and republicanism, and it is associated with "the right to know", and that, developed countries have high transparency in their executive systems in terms of democracy. "Transparency" can be divided into information transparency, participatory transparency, and accountability transparency. The important results of transparency include improving the quality of decisions made, increasing

the member of decision making circle, decreasing corruption, and abuse of the position in order to gain individual or factional interests, and legally informing people about decision-making processes. The case in many non-democratic countries, in addition to the strong bureaucracy that governs their state organizations, is the lack of transparency and sometimes widespread corruption in their administrative-financial systems. The right to access information in most countries has been officially accepted and included in their laws. Sometimes, this right has been considered so obvious that there was no need to include it in the law. The corruption has long been a deniable problem of government systems in Iran, and despite the authorities denying that this important issue has been crucial in organizations, the high level of public dissatisfaction with the corruption of these organizations suggests that, it is a national and public demand for addressing the transparency in government executive systems. The glass government can be very useful and fruitful in achieving goals toward transparency, and requires governments to be transparent, accountable, and responsible to people. Considering the sensitive political, economic, cultural and social conditions in the country, clearly, addressing the issue of transparency becomes essential. Increasing transparency in the acts of government institutes leads to increasing the trust level of people, eventually bringing government institutes into legitimacy and acceptability. This results in forming public trust. Such trend requires building people trust in government institutes and organizations that create and maintain unity in social systems, and fosters democratic values. Ignoring this issue can lead the administrating government agencies to

failure and, ultimately, the ruling system may encounter the crisis of legitimacy. For this reason, the researcher had addressed this issue with the sense of need, and tends to investigate the relationship between corruption, transparency, public awareness, and trust by using a selected sample of executive organization in Mazandaran Province. Undoubtedly, the research gap governing this issue that maybe caused by the delicacy of researchers was also the reason for addressing this issue. Due to the novelty of research topic, an attempt was made to use a suitable and efficient model, and during the researcher's studies, the theoretical framework and tools used in the research of Nunkoo R et al. were found to be appropriate. Inspired by the mentioned research, the structural relationship between transparency, corruption, public awareness, trust in government, and trust in revolution committee were all evaluated (20). The results from this research can provide a context for future research and also a strategy for government affiliates to take a step towards the glass of government by moving towards transparency, administrative health, and building trust among people.

## **2. Materials and Methods**

The current study was a cross-sectional descriptive research, and the population included all medical and administrative staff of selected hospitals from East Mazandaran including: Samen Al-Aimeh Hospital of Galougah (117 persons), Imam Hospital in Behshahr (459 persons), Shohada Hospital in Behshahr (109 persons), Imam Hossein Hospital in Neka (176 persons), Imam Hospital in Sari (669 persons), Bou-Ali-Sina Hospital in Sari (422 persons), Zare' Hospital in Sari (358 persons), Razi Hospital in Qaemshahr (449

persons), Haji Azizi Hospital in Jouybar (162 persons), Shohada Hospital in Zirab (119 persons), and also managers and the staff from Mazandaran University of Medical Sciences (1211 persons) in winter 2019 by 4251 persons (1774 male and 2477 female) carried out by relative classified sampling method, so that the headquarters of the University of Medical Sciences and each of the ten selected hospitals were considered as a single class. Classified sampling method is suitable when we are able to divide the population according to the relevant attribute so that the units within the classes are similar in terms of the respective attribute. Furthermore, the number of samples within each class was determined in proportion to the population of that class. The number of samples was considered to be 353 persons by using Cochran Formula, and the questionnaire was distributed and collected in the studied units. The questionnaire was distributed randomly in each class.

Data for this research were collected by using Standard questionnaire of Nunkoo et al. (20). This questionnaire was formulated by the mentioned research in 2018 in a research entitled "Public Trust in Great Events Planning Committee: the role of awareness, transparency and corruption" in Brazil and applied after validity and sustainability confirmation. This questionnaire has 20 questions in line with the theoretical framework of the research.

In order to assess validity and accountability, Compound reliability (CR) and Average extracted variance (AVE) was determined for each variable of transparency (0.88 and 0.59), perceived corruption (0.88 and 0.65), public awareness (0.81 and 0.68), trust in government (0.85 and 0.54), and trust in

evolution and organization committees (0.84 and 0.58), which considering the CR greater than 0.7 and AVE less than CR, the questionnaire was confirmed.

In this study, a pretest was carried out for measuring the reliability of questionnaire. At first, 30 questionnaires (Razi Hospital in Qaemshahr was selected as pilot in the case population to determine the reliability) were distributed and gathered and after entering data, reliability coefficient (Cronbach's alpha) was calculated by using SPSS Software. Cronbach's alpha for transparency level (5 items) was obtained to be 0.83, 0.80, 0.82 (5 items), and 0.82 for perceived corruption (4 items), trust in government (4 items), trust in evolution, and organization committee, respectively. According to the coefficients obtained for research variables, the questionnaire used for this study had the desirable reliability. The validity of this questionnaire was determined by face validity method, so that the researcher provided the questionnaire to 10 academic and organizational experts, and after reviewing the questions and multiple corrections, it was finally approved.

In the present study, descriptive indicators, such as mean, variance, minimum and maximum, and frequency tables were used in the descriptive statistics section, and for inferential statistics, the data were analyzed using Kolmogorov-Smirnov tests for assessing data normality and path analysis. This research is registered with the code 162264795 in the Research Information Management System of Islamic Azad University of Sari Branch in the Comprehensive Information Management System and Research Processes (Pazhoheshyar).

**3. Results**

The findings suggested that in this study, 147 persons (41.6%) were male and 206 persons (58.4%) were female, 78 persons (22.1%) were unmarried and 275 persons (77.9%) were married. There were 58 persons (16.4%) younger than 30 years old, 86 persons (24.4%) 30 to 40 years old, 12 persons (31.7%) 40 to 50 years old, and 97 persons (27.5%) were older than 50 years old. In terms of education level, 39 persons (11 %) had associate degree, 166 persons (47%) has BA degree, and 148 persons

(42%) had MA degree or higher. In reviewing work experience, 48 persons (13.6%) had less than 5 years of work experience, 67 persons (19%) had 6 to 10 years of work experience, 86 persons (24.4%) had 11 to 15 years work experience, 79 persons (22.4%) had 16 to 20years of work experience, and 73 persons (20.7%) had more than 20 years of work experience. In this study, descriptive method was used for describing the studied variables the results of which are provided in Table 1.

**Table 1.** Descriptive indicators of research variables

Research variables	Numbers	Mean	Median	Mode	Sd.	Minimum	Maximum
Transparency	353	2.62	2.06	2.40	0.84	1.00	5.00
Perceived corruption	353	3.15	3.00	2.50	0.93	1.00	5.00
Public awareness	353	3.27	3.00	3.00	0.87	1.00	5.00
Trust in government	353	2.69	2.75	2.50	0.85	1.00	5.00
Trust in organization committees 353	353	2.88	3.00	3.00	0.72	1.00	5.00

After performing inferential statistics, the normality or non-normality of main research variables were investigated, and it was found that according to Kolmogorov-Smirnov test, the research variables had approximately normal distribution (Output in the Annex).

In order to investigate research goals, structural equation analysis (SEM) was performed through path analysis method as

stated above, and the findings are provided in the following section.

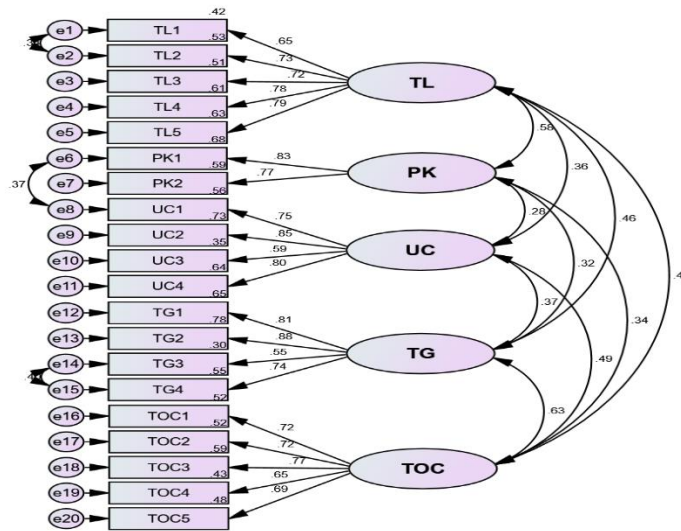
In order to realize that whether the data (sample size and the relationship between variables) are appropriate for factor analysis, KMO (Kaiser-Meyer-Olkin Measure of sampling Adequacy) and Bartlets Test of sphericity were used. Table 2 shows the results from KMO index and Bartlets Test.

**Table 2.** The results from KMO index and Bartlets Test for research structure

Dimensions	The figure of KMO index test and Bartlets test	
Research structure	Bartlets	3459.25
	Df	190
	P-Value	0.0009

As it can be seen from above table, the value of KMO sufficient sampling coefficient is about 0.865, indicating the adequacy of the sample for the structure used in the research to perform factor

analysis. Based on p-value from Bartlet Test, we concluded that this variable is fitted for discovering the factor analysis structure and performing factor analysis will be helpful for the existing data.



Chi\_square=363.476; DF=157; P-VALUE=.000; GFI=.906;CFI=.938;RMSEA=.061

Figure 1. Standard Structure Measurement Model for research in standard coefficient mode

Figure 1 shows the structure measurement model in standard coefficient mode, with CFI and GFI of 0.938 and 0.906, respectively. RMSEA also equaled 0.061 and the ratio of

chi-square value to the freedom degree was found to be less than 3 (2.315). As a result, it seemed that the structure used for the study was fitted.

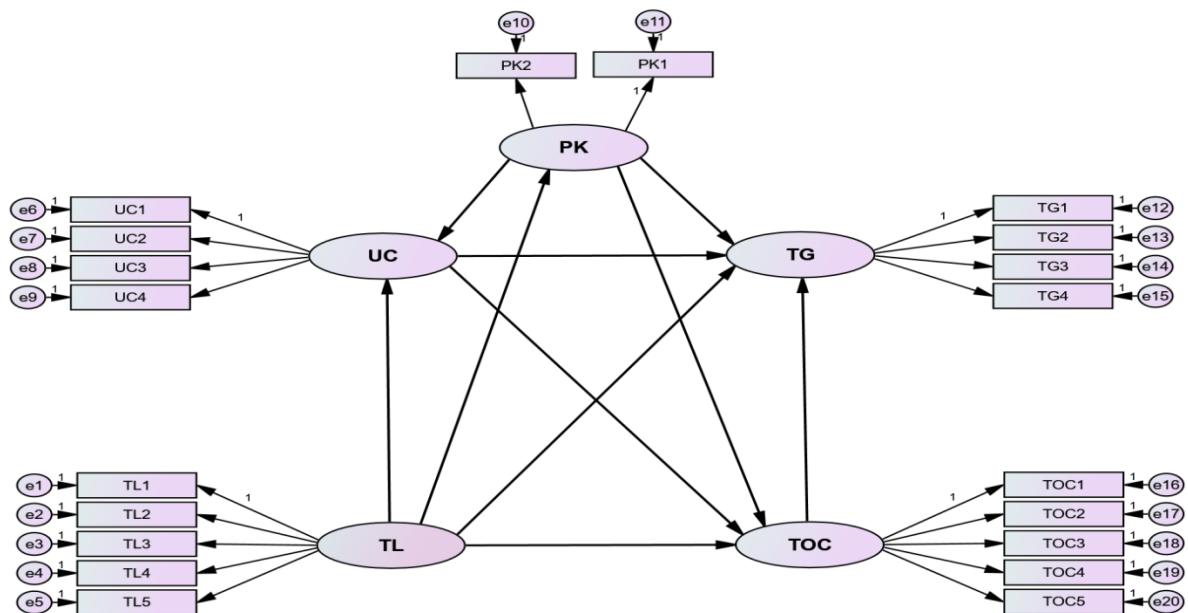
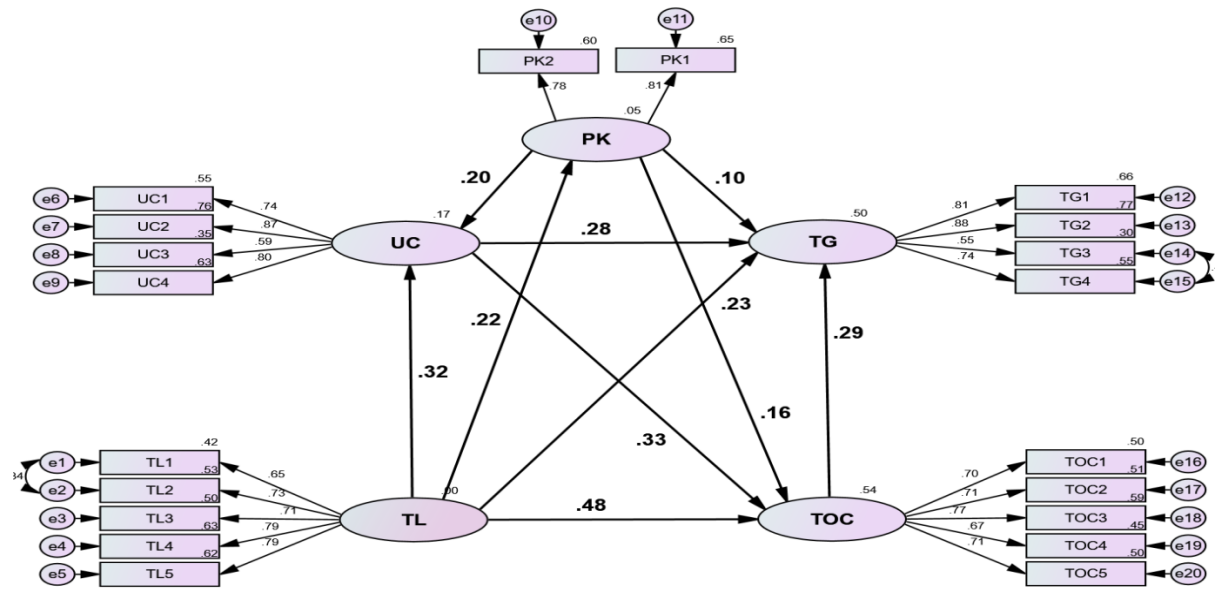


Figure 2. The main conceptual model of research

Figure 3 shows the effects and relations between each dimension of model in standard coefficients:



Chi\_square=258.998; DF=158; P-VALUE=.000; GFI=.934;CFI=.969;RMSEA=.043

Figure 3. The main model in standard coefficient mode



**Table 3.** Path analysis of the main research model

Paths	Standard coefficients	T value	P-value
Transparency level on perceived corruption	0.32	4.814	0.0009
Transparency level on public awareness	0.22	3.284	0.0009
Transparency level on trust in government	0.23	3.303	0.0009
Transparency level on trust in administrative evolution committee	0.48	7.109	0.0009
perceived corruption on trust in government	0.28	4.436	0.0009
perceived corruption on trust in administrative evolution committee	0.33	5.483	0.0009
public awareness on perceived corruption	0.20	3.052	0.002
public awareness on trust in government	0.10	1.715	0.086
public awareness on trust in administrative evolution committee	0.16	2.878	0.004
administrative evolution committee on trust in government	0.29	3.453	0.0009

As it can be seen from Table (3), the standard coefficient of direct path of transparency on perceived corruption in hospitals of Mazandaran Medical Universities was found to be equal to 0.32, t value was equal to 4.814, and P-value was less than 0.05, and as a result, it was meaningful. The standard coefficient of direct path of transparency on public awareness in hospitals of Mazandaran Medical Universities was also equal to 0.22, t value was equal to 3.284 and P-value was less than 0.05 and meaningful. The standard coefficient of direct path of transparency on trust in the government in hospitals of Mazandaran Medical Universities was also equal to 0.23, t value was equal to 3.303 and P-value was less than 0.05 and meaningful. The standard coefficient of direct path of transparency on trust in administrative evolution committee in hospitals of Mazandaran Medical Universities was also equal to 0.28, t value was equal to 4.436, and P-value was less than 0.05 and meaningful. The standard

coefficient of direct path of perceived corruption on trust in government in hospitals of Mazandaran Medical Universities was documented to be equal to 0.28, t value was equal to 4.436, and P-value was less than 0.05, then meaningful. At the same time, the standard coefficient of direct path of perceived corruption on trust in administrative evolution committee in hospitals of Mazandaran Medical Universities was equal to 0.33, t value was equal to 5.483, and P-value was less than 0.05, then meaningful. The standard coefficient of direct path of public awareness on perceived corruption in hospitals of Mazandaran Medical Universities was equal to 0.20, t value was equal to 3.052, and a meaningful P-value of less than 0.05. The standard coefficient of direct path of public awareness on trust in government in hospitals of Mazandaran Medical Universities was equal to 0.10, t value was equal to 1.715, and P-value was higher than 0.05, which was not meaningful. The standard coefficient of

direct path of public awareness on trust in administrative evolution committee in hospitals of Mazandaran Medical Universities was also equal to 0.16, t value was equal to 2.878, and P-value was less than 0.05, showing a meaningful value. The standard coefficient of direct path of trust in administrative evolution committee on trust in government in hospitals of Mazandaran Medical Universities was equal to 0.29, t value was equal to 3.453, and P-value was less than 0.05, and as a result meaningful. Generally, every research in which the researcher has decided based on linear or non-linear models (including regression, first- and second-order confirmatory factor analysis, path analysis and other dynamic or static models), the researcher inevitably needs to check the adequacy of the model, which is called goodness of fit. In confirmatory factor analysis and path analysis, many indicators are mentioned in authentic statistic papers and references to address this issue, almost all of which are measured based on model residuals. According to model outputs, the statistical value of chi-square in the model was 358.998, the freedom degree of model was also equal to 158, and the result of their ratio was equal to 1.639, which is an acceptable value. On one hand, other fit indicators of the main pattern, such as CFI was found to be equal to 0.969, IFI equal to 0.969, NFI s equal to 0.925, and AGFI equal to 0.912, all of which were acceptable and fitted. SRMR indicator was also equal to 0.038. Then, all of these indicators indicated that the model was fitted.

#### **4. Discussion**

Of the ten relationships examined, nine were confirmed (except for relationship number eight). These findings confirm this long-distance argument that corruption

destroys the public trust in entities (26-28). Corruption indicates the direct violation of democratic values and the rule of law, and causes mistrust among people (29 and 30). The findings of current study suggest that, in order to imagine glass government, the subordinate systems of the state must perceive corruption and become aware and take step forward by creating transparency in its various units, including administrative evolution committee. According to the results, corruption had a significant effect on trust in the administrative evolution committee. It also had a significant effect on trust in the administrative evolution committee. These findings might potentially be explained by the fact that, the community considers the government as the main player in the development process. As a result, the government is responsible for all policy decisions, even if these findings are the result of the government's partnership with other private organizations (31). Moreover, the level of corruption in any public or private organization in a country depends on the prevailing political culture and the institutional and legal framework in that country, which is largely determined by the government. As a result, citizens are boycotting the government by displaying their distrustful attitudes in cases of increasing perceptions of corruption. Also, organizations that are more exposed to the public - such as the University of Medical Sciences and its affiliates - have played a more prominent role in people's minds and as a result, a stronger perception of possible corruption in such organizations impedes public confidence (32). Meanwhile, the results showed that transparency had effect on perceived corruption and awareness. It also had effect on trust in government and in evolution committee, consistent with the results of the

research of Nunkoo et al. (20), Grimmelikhuijsen and Mijer (33), and Grimmelikhuijsen et al. (34). Confirming their results, the findings from the first to forth relations of support the positivism arguments to transparency confirming that creating transparency is a solution for public distrust in government entities (34). Thus, there was documented a meaningful relationship between transparency and perceived corruption, and this meaningful relationship between two variables confirmed the results of the research conducted by Kolstad and Wiig (34), Papyrakis et al. (36), Vadlamannati and Cooray (37), and Nunkoo et al. (20).

Public awareness in the relations 7 and 9 had a meaningful effect on perceived corruption and trust in evolution committee, and certainly in the eighth relation public awareness had effect on trust in government, although it was not meaningful, indicating the high importance of public awareness and knowledge. The results of the current study have been consistent with the results from Grimmelikhuijsen (38), Lee (39), Nunkoo (32), and Nunkoo et al. (20) and confirmed them. Of course, in the research of Nunkoo et al. (20), public awareness had a significant effect on trust in government, which was contrary to the results of the present study. Also, there was found a significant relationship between transparency and public awareness, and between awareness and corruption, which was consistent with the results from Nunkoo et al. (20). Transparency is related to the degree an organization provides information, such as decision making, its processes, and function with people. Transparency, which was called "internal observation" by Grimmelikhuijsen and Meijer (33), refers to the ability of

individuals and foreign groups in perceiving and monitoring the functions of an organization. This issue had effects on strengthening the public awareness, created open culture and influenced perceived corruption (20). Documents related to the development and evolution policies should be made public and private participations should be visible and reviewable, and their widespread effects on transparency and corruption need to be considered (40). People's attitudes towards organizations and entities are formed through basic democratic values, thereby governments are accountable to their citizens, and it is expected that they act fairly through a transparent decision-making process. Lack of such values has negative effect on public thoughts about the government and its entities (20). Transparency of government, especially the dissemination of information, is also likely to strengthen public awareness of the role of government and the organizing committee. As research findings showed, increased public awareness has a common effect on decreasing perceived corruption and strengthening trust. So, it seems that improved public awareness through providing information is an effective solution for governments in order to enhance legitimacy and political legitimacy and accountability. Undoubtedly, information should be valid and reliable. Because evidences showed that people in society usually trust the signs of credible sources to judge the government (41). As research findings showed, the government should target people with lower public awareness, because the perception of corruption and negative opinions about the role of government in development and change is likely to increase.

Furthermore, in the last relationship, trust in the Administrative Evolution Committee had a significant impact on trust in the government. In justifying such a conclusion, Nankoo et al. (20) argued that low levels of trust in one institution or committee are usually associated with low levels of trust in another (government) entity. The experimental findings from Nankoo et al. (20), Bukayart and Van Vale (42), and Christensen and Lagrid (43) confirmed the results of the tenth relationship in the present study, and showed public confidence in an institution or committee (such as the Administrative Evolution Committee) has a significant impact on public confidence in the government.

In conclusion, and based on the results from the present study, it should be noted that the imagination of the glass government depends on the fight against corruption, raising public awareness, and transparency of the subordinate bodies of the government. Therefore, government officials must develop a political culture that supports good governance, adherence to the rule of law and democratic principles. As research findings showed, perceiving corruption, improving transparency, and raising public awareness are prerequisite for strengthening public trust. Improving transparency not only increases public confidence, but also, as research findings showed, is an effective strategy for perceiving corruption, because transparency is made up of policy transparency and decision-making transparency (34). Since transparency of decision-making is related to the degree of openness about how decisions are made, it is essential for the government to ensure a democratic decision-making process involving all stakeholders (40).

Currently, we are witnessing the increased attention of the government institutions to the needs of individuals in society and we observe that the governments, by following the concept of good governing, while providing the necessary conditions for people to enjoy their citizenship rights, seek not only to increase the legitimacy and acceptability of government organizations through more involving people in governing, but also to help to improve the governance. Thus, transparency is considered as a necessary element in public management, and, undoubtedly, in such circumstance, people are seen as social capital, not the governance tool. At the end, according to the research results, the following suggestions are provided for coping with corruption and moving toward more transparency in order to build more trust in government systems: support and promote ethic and religious values (religious and doctrinal beliefs and principles) within various organizational units, efficient administrative organization, and structure consistent with real needs of the organization, lack of axial relationship, and transparency of external interactions and communications of managers with employees and clients, lack of secrecy, and collaboration of employees to disclose the examples of corruption and support of managers towards such approach in the organization, transparency in the job description of employees from different units and serious avoidance of the organization's officials from the existence of grouping, factionalism and gangsterism in the body of the organization.

### **5. Conclusion**

In this study, the relationship between corruption, transparency, awareness, and public trust in imaging the glass

government was checked in Mazandaran University of Medical Sciences by using the data collected from the medical and administrative staff of selected hospitals in the east of Mazandaran Province. According to the results, transparency had effect on the perception of corruption, public awareness, trust in the government and in the Administrative Evolution Committee, the perception of corruption on trust in the government and trust in the Administrative Evolution Committee, public awareness on perceived corruption and trust in the Administrative Evolution Committee. It was found that trust in Administrative Evolution Committee had a significant impact on trust in the government, but public awareness had no significant impact on trust in government. In order to achieve a glass government, the government must pursue to reduce corruption at the level of subordinate organizations with a firm determination with greater transparency and awareness. By doing so, trust in the government and the administrative transformation committees will be achieved.

### **Acknowledgments**

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### **Conflict of interests**

None declared.

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