



Elaborating the Challenges of Good Governance from the Perspective of Teachers: a Qualitative Research

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Abstract

According to key role of good governance in determining society health and also according to the necessity of various institutions' taking part of civil society in public affairs governing, this study aimed to explain the challenges of good governance. the present study was carried out based on qualitative and content analysis method and then purposive sampling was done and continued as far as complete data collection. 21 teachers from healthcare department of Medical Sciences University of Kerman contribute in the study. Data was gathered through semi-structured interviews. Every single interview was review for several times for recognizing semantic units and after that encoding was done. Categorizing and summarizing codes also was done based on similarities. Data analysis was carried out contrastively and continuously at the same time with data gathering. In the present study four main themes were extracted based on experience and dimensions perceived by participants that include: "political challenge, economic challenges, cultural challenges and legal challenges". The political challenges divide into two category of "political instability and government's unresponsiveness toward public". Moreover the economic challenge contains two subcategory "considering people's livelihood situation and economic stability". Also cultural challenges contain two subcategory of "improving health culture as well as improving health standards". The final challenge of legal challenges includes two subcategory of "effectiveness of rules plus controlling and fighting against corruptions". The participants in the study emphasized on that proper planning that stems from governance's proper governance, can facilitate social health as well as positive interactions between various institutions of society.

Key words: Challenge, Content analysis, Good governance.

Introduction

Despite its modern appearance, the administrative system in Iran cannot serve the functions of a modern institution in the society. The administrative system's inefficiency is a social problem meaning that the managers, staff members and clients can well feel its inappropriate (pathogenic) status. Many of the critics believe that non-application of the proper organizational

management and governance is one of its main effective factors (Sardarnia, 2009).

Good governance is a drill for the management (political, economic, etc.) of a country's resources for reaching the preset goals.

Although good governance has been defined in some of the texts as a good government, these two concepts cannot be considered synonymous because all the society's institutions are not summarized in the executive branch and there are also other

institutions sharing the process of a country's administration for their given quotients. However, many of the thinkers have reached a consensus in regard of the idea that the existence of a good government is the necessary condition for the good governance (Rudra & Sanyal, 2015).

Ineffective governance causes poverty, economic stagnation, absence of political stability, disorder, violation of the rights of the majority of the citizens and institutions' non-participation in the society level, hence Verleen reasoned that "in lieu of the natural resources, governance is the primary reason of the nations' poorness or richness" (Vrleen, 2010).

In confirming the foresaid statement, Me'emarzadeh stated that "good governance includes two issues of participation and accountability meaning that the ground should be set for the participation of the various society's institutions and groups in performing the affairs and there should be also transparent and clear-cut accountability before people" (Memarzadeh Tehran, 2012). It is due to the same reason that the former secretary of the UN, Kofi Annan, expressed that "good governance is possibly the most important factor of uprooting poverty and enhancing growth and development" (Yap Kioe, 2010).

Besides being originated from the administrative structure's inadequacy and the resultant need for making reforms in this regard, the challenges of the good governance in our country also stem from the lack of decentralization in the context of the society's institutions for such a clear reason as "the people cannot put pressure on the officials in the centralized systems; if a mayor is appointed by the interior minister in contrast to the mayor elected by the people-appointed city council's members, it is natural in the second state that the people can exercise more supervision". Moreover,

the corroboration of the legislation assemblies for strengthening the public system is also of a great importance and this is why the Central Bank pursues decentralization in the structure of the communities' institutions. In the same way, the independence and power of the judicial system, as well, is also of a great importance for solidifying and corroborating the public system in a political system since it assists the establishment of good governance in a country (Malek, 2017).

Maddahiyan has performed a comparative research in this regard and stated that "good governance needs mechanisms through which citizens can normally take part in the policy-making process. Governments are afraid that doing so may slacken the policy-making process whereas the more the policy-making process is pervasive, the more the policies, regulations and the administrative procedures resulting from such a process will be implementable and responsible" (Madahian, 2018).

Researches and evidence have signified that the actualization of good governance entails mutual interaction between the formal or governmental institutions and the civil society's institutions and this underlines the veracity and corroboration of the public domain and it is the participation of the various civil society's institutions in the public affairs' management and administration that leads to the consistency of interests and elimination of the conflicts (Rezaee Zadeh & Zeynal Zadeh, 2013).

The resolution by the human right commission of the UN vividly realizes good governance as being tied to the grounds of the environment inclined towards the enjoyment of human rights and sustainable human growth and development (Baradaran Shoraka & Malek Sadati, 2008).

Midair has mentioned four primary pillars of the good governance as follows:



- Public sector and government that is responsible for guiding and leading and establishing the rule of law.
- Private sectors that are responsible for creating jobs, revenues, products, trades and business entities
- Civil society that provides an opportunity for the people and citizens to prove their existence.
- The local organizations that are responsible for mobilizing, organizing and exerting vernacular and native cultures

Good and fluid interaction between the abovementioned pillars sets the ground for the actualization of good governance in various dimensions (Midair, 2006).

The results of the studies by Mobarak and others signified that the good governance is not just the performance of the duties rather it includes the quality and method of performing the duties, as well. Goals and methods are both identically important to the good governance so every institution can mix the good governance conditions with its own cultures, values and norms and subsequently naturalize them. Good governance should not impose any special culture and values along with itself or pave the way for the promotion of incorrect values (Mobarak et al., 2008).

One of the factors influencing the proper interaction between the society's institutions is the existence of proper conditions for good governance. The good governance index can substantially influence the essential variables, including the economic, cultural and other ones (Razmi & Sedighi, 2011).

The good governance is the subject proposed along with such a goal as the achievement of sustainable human development wherein emphasis is placed on the solving of the problems in economic, human, bioenvironmental and other grounds

and the overcoming of all these problems can be actualized through good governance (Saljooghi, 2006).

In the comparative study performed by Kamsa and Embach regarding the role of institutions in the process of the African and Asian countries' development, it has been concluded in an investigation of the documents and the texts of the performed interviews that the weak enforcement of governance is the primary factor of breaking the law, promulgation of corruptions, mismanagement, non-formation of a strong civil society and emergence of political interventions and it has been additionally pointed out as the most important hindrance to these countries' development (Kamsa & Embach, 2004).

In a research titled "an introduction to the theory of good governance", Midair showed that the government's largeness or smallness does not play much of a role in solving the communities' underdevelopment problems, rather it is the quality of the government's activities or, in other words, the government's adherence to the enforcement of good governance principles that can more pave the development path for a country (Midair, 2005).

The quantitative studies have used the good governance indices and development indices and so forth in this regard (Amini, 2010). The qualitative studies have endeavored to determine the individuals' attitudes and perspectives regarding the interpretation and perception of the situation and expediencies and have pointed it out that the issue can be evaluated through deep interviews (Nuttman-Shwartz, 2014). Based thereon, the present study aimed at elucidating the challenges of the good governance from the perspective of the teachers.

Methodology

This study was of qualitative type and it has been conducted based on the common content analysis method. Qualitative content analysis is a proper method for obtaining credible and reliable results from the text-based data for creating knowledge and novel ideas as well as for offering truths and practical guides parallel to the description of the performances (Elo & Kyngas, 2008). Participants have been selected based on a purposive method, which is most appropriate for a qualitative research. The present study's researcher made efforts to choose individuals with rich experiences on the study subject and those who were willing to share their experiences (Holloway & Freshwater, 2012). 21 teachers from the educational hospitals affiliated with Kerman's Medical Sciences University took part in the study. Sampling was carried out through a goal-based method. The analysis of the data obtained from every interview was a guide for the next interview and the sampling was continued in this way till the data saturation stage. Due to the study's need for the individuals' rich experiences regarding the study subject as well as their full insight and mastery over the discussed matter, the participants were selected based on the three primary criteria of having MA or higher degrees, willingness to take part in the study and ability of expressing their experiences. This study lasted nine months from June, 2018, to February, 2019 (end of the interviews).

Use was made of the semi-structured interview for data collection. This method is most appropriate for qualitative research due to its flexibility. The initial question was presented in a very general manner and the participants' interpretational and explanatory answers guided the researcher to the next questions (Streubert & Carpentre, 2007).

The present study was begun with the questions about personal information (in case of willingness) and work history as well as scientific ranks. Then, an open question was presented in the following form: "would you please tell us your idea about the necessity of evaluating the challenges of good governance?" The interpretational and explanatory answers of the participants determined the directions of the next questions. Every interview lasted between 30 and 50 minutes (depending on the temporal and spatial expediencies of the participants). All the interviews were recorded following the participants' declaration of permission and they were completely transcribed and analyzed in the end of each interview. The sampling termination scale included data saturation.

The common content analysis method was utilized for subjective interpretation of the text-based data's contents. Based on this method and through the use of systematic classification, the codes and subjects could be identified and the vivid and hidden topics and patterns could be clarified in the contents of the participants' data (Sandelowski, 2009). The analysis unit included the entire interviews; after typing the transcriptions, they were subjected to repeated investigations and certain units were specified in the form of sentences or paragraph from the utterances and interview texts and the initial codes were subsequently extracted from them. Then, the main classes and subjects were highlighted. The analysis course was repeated with the addition of every new interview and the codes and classes were accordingly revised.

Considering the importance of such an issue as accuracy in qualitative research, the goal of scientific precision in the qualitative research is that the results should be accurately expressive of the participants' real experiences. Guba and Lincoln has



recently presented a new criterion for judging the scientific precision of the qualitative studies and a research can be accordingly investigated based on four scales, namely “credibility”, “transferability”, “reliability” and “confirmability” (Tabatabaee et al., 2012).

In the present study, use was made of acceptability scale which is equivalent to the content validity for determining the data credibility. The data blending and repetitive data review and revision were enhanced by the application of various strategies like sufficient participation and close interaction with participants as well as participants’ diversity in terms of age, gender, work

history and diversity of academic ranks. For confirmability, use was made of revision by participants as well as the observers not involved in the study.

Findings

In sum, 21 teachers participated in the study from the educational hospitals affiliated with Kerman’s Medical Sciences University. The general specifications have been given in (Table 1).

Table 1. Specifications of the teachers who participated in the study

Total number of the participants	21 individuals
Age (year)	32-56
Gender	10 females and 11 males
Education level	7 MAs and 14 PhDs
Scientific rank	7 professors, 11 assistant professors and 3 associate professors
Total teaching history (year)	5-30
Educational majors	Medicine, obstetrics, nursing, medical emergencies, laboratory sciences, radiology, healthcare services management

668 initial codes (disregarding the overlaps) were extracted from the rich and deep descriptions by the participants. These codes were summarized after several times of review and they were categorized based on similarities and proportions. The codes’ internal meanings were identified in the form of four primary themes and they were conceptually labeled based on their nature in an abstract manner. These themes were “political challenges”, “economic challenges”, “cultural challenges” and “legal challenges”; each category had its own

numerous secondary subcategories as the products of the teachers’ experiences and perceptions in the evaluation of the good governance challenges. For example, the subcategories like the legal course of acquiring power in the organization, procedural unity and coherence between all the organizational levels and the senior organizational managers’ non-avoidance of entry into political games were all pivoting about a shared axis named “political stability” based on their similarities, conformations and proportions; in the end, the continuation of the constant comparative analysis process resulted in the falling of the government’s accountability before the

people in the category of “political challenges” based on the observed similarity, adaptation and proportion. This way, in the end of this stage, categories named “political challenges”, “economic challenges”, “cultural challenges” and “legal challenges” were conceptualized under the title of the “good governance challenges” as the primary themes of the research. Based on the teachers’ experiences, “absence of political stability” was the most frequent political challenge, “paying attention to the people’s general sustenance status” was the most frequent economic challenge, “enhancement of healthcare culture” was the most frequent cultural challenge and “effectiveness of the rules and regulations” was the most frequent legal challenge. “Most frequent” here means that a challenge has been most repeatedly and most often confirmed by the participants. (Table 2) has summarized the process of theme-creation.

Political challenges

Political challenges constituted one of the obtained categories. In regard of the political factors that result in inadequacy and good governance challenges, the public policy-making in the society’s institutions and, especially, academic institutions that make decisions about the solving of the society’s public problems is of a great importance along with the other factors.

Absence of Political Stability

One of the challenges from the category of “political challenges” is the absence of political stability which has been expressed in the form of absence of a legal course for acquiring power in the organizations, absence of procedural unity and coherence between all the organizational levels and the senior organizational managers’ non-avoidance of entering into the political games.

Absence of a legal process for acquiring power in the organizations: one of the participants (Miss. M12) stated the following words in this regard: “when I attend the educational hospitals by the order of the University for finishing applied (apprenticeship) courses, I can completely feel the difference of atmosphere between the organization and university’s environment. I mean there are a lot of differences between the universities and organizations in terms of managerial issues and their changes. Power acquisition and power exertion are not done through a legal course, especially in regard of the wards’ head supervisors who exert power beyond the normal limits and their expectations of the university students are sometimes not coordinated with ours”.



Table 2. The process of creating themes based on the categories

Theme	Categories	Subcategories	Secondary categories
Good governance	Political challenges	Absence of political stability	<ul style="list-style-type: none"> - Absence of any legal course for acquiring power in the organization - Absence of procedural unity and coherence between the entire organizational levels - Senior organizational managers' non-avoidance of entering the political games
		Government's lack of accountability before the people	<ul style="list-style-type: none"> - Government's facilitation of the general public's access to the high-quality healthcare services - Enhancement of the standards of quality of life
	Economic challenges	Paying attention to the people's general sustenance status	<ul style="list-style-type: none"> - Government's supportive policies in line with enhancing the general healthcare of every society member - Giving no precedence to the fair allocation of resources based on demographic structures
		Economic stability	<ul style="list-style-type: none"> - Controlling the treatment costs in the healthcare system's evolution plan - Systematic budget allotment in the area of healthcare
	Cultural challenges	Enhancement of the healthcare culture	<ul style="list-style-type: none"> - Requiring the observance of the cultural and value-based norms - Enhancement of the general public's cultural level in the healthcare area
		Enhancement of the healthcare standards	<ul style="list-style-type: none"> - Building culture for getting familiar with the behavioral standards of healthcare domain - Actualization of the resistive economy culture in the healthcare area
	Legal challenges	Effectiveness of the rules and regulations	<ul style="list-style-type: none"> - Setting specific tariffs - Holding exams for confirming the (scientific and practical) qualifications - Performing periodical audits - Monitoring the performance of the treatment units
		Controlling and fighting the corruption	<ul style="list-style-type: none"> - Monitoring the organized violations in the healthcare and treatment area - Performing healthcare surveys in line with fighting with the violators

Absence of procedural unity and coherence between all the organizational levels: Professor Miss. M7 asserted in this regard that "cooperation for holding apprenticeship courses for the professors is only possible through letter writing and acquiring confirmations; letters should be written for every task and it is many times the case that there is not sufficient time for such letter-

writing considering the students' periodical presence in the universities but the hospital insists on the adherence to the prior procedures and keeping its coherence in order. Some tasks are to be urgently done and these writings of letters do not take the tasks' urgency into consideration and the

works' procedures differ during the supervisors and matrons' shifts".

Senior organizational managers' non-avoidance of entry into political games: One of the participants, Mr. M10, stated that "for example, there are differences between me, as a university professor, and the matrons of the hospital wards and these differences are sometimes also noted by our apprentices. We, professors, only chase our educational goals and we do not engage in political games for being kept in the workplace".

Government's Accountability before the People

The other subcategory of the political challenges is the government's accountability before the people. Such a type of challenge is expressive of the weakness in grounds like government's facilitation of the general public's access to the high-quality treatment services and enhancement of the standards of quality of life.

Government's facilitation of the general public's access to high-quality treatment services:

One of the participants (M3) expressed the following words in this regard: "this that all the people can take advantage of the high-quality treatment services is the major concern of many of the high-level officials in the ministry of health and treatment; recently, this issue has been even pointed out in the media and any default of the hospital officials in admitting, treating or dismissing the patients should not have anything to do with financial considerations. Well, on the one hand, the major concern of the treatment centers is their own financial matters meaning that sometimes the interests' conflicts between the patients' financial conditions and some treatment centers' financial conditions have been used by media as their subjects of discussions

and, of course, the hospitals deserve to have their financial sums paid".

Enhancement of the standards of quality of life: One of the participants of the study (M9) expressed the following statements in this regard: "paying attention to the quality of the staff members' work life and enhancement of the standards of quality of life have been recently taken into account by the statesmen in their policy-makings and emphasis has been made thereon in the high-level documents; for instance, the inclusion by the plan for hard and harmful jobs' benefits for the laboratory staff".

Economic Challenges

One of the obtained categories was economic challenges. In this regard, economic dimensions that lead to good governance challenges and inadequacies and considering general public's sustenance status and economic instability are the most notable of these challenges.

Considering General Public's Sustenance Status

Amongst the most important of these challenges, which is expressive of the economic challenges, is considering general public's sustenance status and it was expressed in the form of structural flexibility for keeping pace with the government in line with enhancing the general health of every individual member of the society and giving precedence to the demographic structure in fair resource allocation.

Government's supportive policies in line with the enhancement of the general health of every individual member of the society:

One of the female participants (M13) had the following words in this regard: "many times, I think and find out that the government's policy was based on lower



birth rate several years ago and the families of the vulnerable classes had the highest number of children but, now and according to such a concern as the aging of the population in future, the policy-making is more inclined towards encouraging more children and supportive coverages like the issuance of health insurance card for the fourth child and other measures of the like and the healthcare of every individual member of the society, especially the susceptible social classes, has been brought under the government's umbrella of support and such a structural flexibility is beneficial to everyone and even the government itself as well as the executive managers".

Giving priority to the demographic structure in fair allocation of resources:

In this regard, one of the participants (M5) stated that "despite the weakness of the distributive justice in our country and in spite of the fact that every organization is struggling to pull all the resources in, it can be recently seen that the specialized and super-specialized hospitals are being established and launched in the deprived regions with fair resource allocation being taken into consideration to a large extent in them based on the population-geographical separation or demographic divisions".

Economic Stability

One of the other challenges from the category of economic challenges is the economic instability which has been recommended to be compensable via reducing the treatment costs as outlined in the healthcare system evolution plan and flexible budgeting in the area of health.

Controlling of the treatment costs in the healthcare system evolution plan: One of the participants (M6) believed that "early diagnosis of the diseases plays a large role in controlling the treatment costs, especially treatment of the hard diseases"; he also

stated that "if we fail to make investments in the area of healthcare, we should later on make expenditures in the treatment area."

Systematic budgeting in the area of healthcare: "considering the non-predictability of many of the issues involved in the treatment area, including the fluctuations of foreign currency and their effect on the supply of the necessary imported treatment domain's raw materials, systematic budgeting helps in the prevention of the crises" (M11).

Cultural Challenges

One of the obtained categories was cultural challenges. As for the cultural challenges that result in good governance challenges and inadequacies, enhancement of the healthcare culture and elevation of the health standards are amongst the most outstanding measures that can be taken for overcoming these challenges.

Enhancement of the Healthcare Culture

One of the challenging constituents of cultural challenges was the enhancement of healthcare culture that was stated to be removable by adherence to and observance of the cultural norms and values as well as the elevation of the general public's level of culture in the health domain.

Requiring the observance of the cultural and valuable norms: "the treatment cadre's duty is treating and curing the patients in the first place away from any discrimination based on, saying, gender, race, religion and so forth; we have the responsibility of treating the patients based on human considerations and we are obliged to exercise humanitarianism in all respects so the patients of any sort and type are venerated. Patients' fulfilment of the demanded

requirements and the observance of the cultural and valuable norms have been institutionalized in the culture context of medical education and treatment” (M15).

Enhancement of the general public’s culture level in the healthcare domain: “our mission in the recent years is not solely the corrective aspect of the issue, i.e. treatment, and we are responsible, as well, for the preventing aspect, to wit public educations and enhancement of the general public’s culture level in the area of healthcare and reduction of the treatment costs. The example of this matter was witnessed in the past years with the outbreak of influenza in the entire southeast of the country and media-based information-provisioning and pictorial instructions in most of the places through posters as well as, especially, the colleagues’ presence in the schools for making preventive measures” (M8).

Enhancement of the Health Standards:

One of the other cultural challenges is the enhancement of the health standards, including building cultures for making everyone familiar with the behavioral standards of the health domain and actualization of the resistive economy culture in the healthcare area.

Building culture for familiarization with the behavioral standards of health area: A male participant (M10) stated the following words in this regard: “I was very worried during my apprenticeship period. Nowadays, apprentices are witnessing growth in the ethical treating of one another, presence of written ethical charters in the workplace and reverence of the mutual patient-staff rights. The work standards have been elevated and behavioral standards like investigating the clients’ complaints have become prevalent and, of course, we are in the stage of implementing these series of the standards in treatment environments”.

Actualization of the resistive economy culture in the healthcare domain: Resistive economy is not the exertion of the contractive and mortification policies in the healthcare domain rather it is the offering and application of golden solutions in this domain that enables lower dependency on the foreigners and leaving the embargos behind with the pivotal role of national self-sufficiency” (M4).

Legal Challenges

Legal challenges constitute another of the categories. As for the legal challenges that lead to the good governance challenges, the effectiveness of the rules and regulations and controlling and fighting the corruption are amongst the most important measures that can be taken for overcoming such challenges.

Effectiveness of rules and regulations: One of the challenges of this category is the effectiveness of rules and regulations, composed of setting specific tariffs, holding (scientific and practical) qualification confirmation tests, performing periodical audits and monitoring the treatment units.

One of the participants, Miss. M19, asserted the following words in this regard: “determination of specific medical tariffs and increasing the salary and wage of the staff members in the ministry of health and treatment, holding (scientific and practical) staff qualification exams in all levels, periodical audits and monitoring of the treatment units during the recent years have undergone considerable improvements during the recent years and this is somehow indicative of the effectiveness of the rules and regulations in the healthcare domain”.

Controlling and fighting the corruptions: One of the other challenges in the category of the legal challenges is controlling and fighting corruption, which is consisted of monitoring the organized violations in the



area of treatment and performing of protective surveys for fighting the violators. Monitoring of the organized violations in the treatment domain: “Recently, a discussion has been posited about the colossal salaries and this issue does not have a special background in the healthcare and treatment sector; monitoring the organized violations in the treatment domain (especially governmental sector) does not seem to be practically congruent, considering the required specialties. In the private sector, efforts are predicted in the high-level documents and the violators are being confronted in practice because the victims of such issues are general public members who pay bribes out of unawareness. The supervisory organizations should keep on surveillance monitoring of the issue” (M14). Performing surveillance monitoring for fighting the violators: “In the treatment services’ domain as well as in the other areas, there are violations of the laws so the performances should be periodically monitored and protective surveys should be regularly carried out in this area, especially for the high-ranking officials” (M20).

Discussion

The results of the present study showed that good governance is faced with certain challenges that lead to the challenges and inadequacies in the interaction between the society’s institutions. Good governance is amongst the inevitable necessities of improving the interaction setting of the society’s components and institutions. “Good governance” includes two topics, namely participation and accountability; it means that it should be able to set the ground for the participation of the various groups in performing the affairs and it should be also transparently and clearly accountable to the people.

One of the essential concerns of the present study’s participants was the political challenges, including the political instability and government’s non-accountability to the people with the former being comprised of the absence of a legal course for power acquisition in the organizations, absence of procedural unity and coherence between all the organizational levels and the senior organizational managers’ non-avoidance of entry to political games as pointed out most frequently by the teachers who stated that they can also and might have intensified the problems.

The investigation of the study indicated that the proper planning stemming from the good governance resulted in the optimal interactions between the society institutions and facilitated positive inter-component interactions (Araee, 2014).

Some participants of the present study underlined the importance of the economic challenges and their ability of creating shortfalls in the good governance. The importance of paying attention to the general public’s sustenance status from the perspective of the teachers was considered in providing structural flexibility for keeping pace with the government in line with the enhancement of the general health of every individual member of the society; giving precedence to the demographic structure was considered in fair resource allocation. Considering the comparative studies, there was seen more weakness by the teachers in this regard as compared to the other economic challenges.

Due to the high opportunities and advantages in terms of the human capital and resources as well as in terms of the natural capitals and geographical positions that Iran enjoys, it possesses a great potential for achieving public and sustainable development. The statistics related to the economic and human

development in this country showed that Iran has not been able to optimally utilize its existence potentials. One of the solutions for improving this problem is establishing effective relationships between the society institutions. Movement towards knowledge-based economy and expansion of the human development indices can be the scales of this constructive relationship (Sabagh Kermani & Baskha, 2009).

The investigation of the texts indicated that the economic growth without the enjoyment of a correct governance system in macro-level and in the interaction between various sectors cannot end in national development (Monavarian, 2000).

Midair showed in his study that the good governance index can substantially influence the economic variables of a country (Midair, 2014).

The findings of the present study indicated that paying attention to healthcare culture is more prominent than the other measures that can be taken for overcoming the cultural challenges and that the teachers have reached a more comprehensive consensus regarding this cultural challenge wherein the requiring to the observance of cultural and valuable norms and enhancement of the general public's cultural level are more dealt with in the health domain.

As a process wherein the human beings' lives are changed, the health system is considered as the basis of the other evolutions of the communities. The enhancement of the society's healthcare culture can be institutionalized through requiring the observance of the cultural and valuable norms, paying attention to citizenship rights, paying attention to the instruction of general healthcare to every individual member of the society as well as the bioenvironmental risks and so forth (Mohammad Alikhani et al., 2013).

Comparative investigation of the governance challenges in Iran demonstrated that cultural grounds of Iran's health domain have not formed very well; the government, as well, is away from a strong and modern development-seeking government and the result of this weakness includes the non-achievement of the development goals (Hadizadeh Moghaddam & Hosseini, 2014). Enhancement of the healthcare system is one of the primary pillars of sustainable development establishment and it needs knowledge, culture and sufficient and necessary experience of the managers and employees of the organizations in the first place (Ghadimi, 2014).

Based on the new theories and unlike what some think, non-enhancement of the health system in our society does not pertain to the shortages, but to the weakness of the management and governance method of the organization (Balazadeh, 2010).

The other essential challenge of the good governance from the perspective of the participants of this study was the legal challenges. From the perspective of the teachers, the effectiveness of the rules and regulations included such subcategories as setting of specific tariffs, holding (scientific and practical) qualification confirmation exams, performance of periodical audits and monitoring the performance of the treatment units whose absence can cause more inadequacies in comparison to the other legal challenges.

Sameti and others believed that the setting of regulations that can remove the disorders and monitoring of the deterrence power of them in the existent violation cases and managers' making of efforts for proper enforcement of the high-level documents can be effective and may facilitate the effectiveness of the statutory provisions in the organizations (Sameti et al., 2012).



The implementation of Iran's sixth economic, social and cultural development plan has been placed in the agenda of the government. In this plan, emphasis has been made on the "officials' transparent accountability and people's participation in the advancing of the national goals" and these have been institutionalized in the context of good governance (Ejtehadi & Behroozi, 2010).

Conclusion

The results of the present study indicated the good governance challenges in the educational hospitals affiliated with Kerman's Medical Sciences University. Of course, this does not mean that all the challenges have been identified or no other challenges would come about in the future, rather the good governance challenges were determined herein according to the study's temporal and spatial expediencies. The experiences of many of the participants were reflective of the idea that the statesmen's transparent accountability before the people, legitimacy of power acquisition, avoidance of entry to the political games, paying of attention to the cultural factors and cultural differences in the context of the society's institutions, support of the citizens' rights, corroboration of life standards and development of relative welfare and social development, facilitation of the general public's access to the welfare and treatment services, stipulation of the disorder-removing regulations and monitoring of their deterrence power in the existent cases of violation are amongst the solutions for facing and easing the challenges of good governance.

Acknowledgement

This study has been confirmed in the ethics committee of Kerman's Medical Sciences

University under the ethical code no.1398-066. The researchers consider it obligatory to express their gratitude and thankfulness to all the participants who cooperated in getting this study done.

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