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Effects of Anti-Corruption Governance Strategy on Organizational Trust and Job Satisfaction in Ministry of National Defense

Hong-Cheng LIU[1], Hong Chin HSIAO[2], Jie-Shin LIN[3]

Abstract

There are many programs and measures in the administrative reform of governments in various countries, where governance related theories are broadly discussed and indeed enhance public administration changing the traditional practice and turn the government into transformation in past years. Government reform in new public management becomes more difficult for governments constructing transparent accountability systems. In this case, it is urgent to establish transparent, accountable, and corruption controlled anti-corruption governance strategies for governments' reform. In the process of transforming government administrative reform to governance, it is necessary to establish the core concepts of accountability, openness, transparency, zero-corruption, and high-performance standard. Aiming at employees of Ministry of National Defense in Taiwan, as the empirical objects, total 360 copies of questionnaire are distributed for this study, and 273 valid copies are retrieved, with the retrieval rate 76%. According to the results to propose suggestions, it is expected to help the government draw the goal of transparency in government and promote many measures about anti-corruption to achieve the effective utilization of public resources, enhance people's trust in the government, and reinforce government rule legitimacy.

Keywords: Ministry of National Defense, anti-corruption governance strategy, organizational trust, job satisfaction.

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Introduction

The wave of government reform is proposed when governments in various countries face problems in stagnant economic growth, increasing unemployment rate, and strict financial conditions. Process reengineering, empowerment, and entrepreneurship are regarded as the point of basic reform for government reinvention. Government reinvention mainly learns from the idea of corporate reorganization with process as the core and customer satisfaction as the orientation for regulating current organizational process to achieve the goal of organizational change. There are many programs and measures in the administrative reform of governments in various countries, where governance related theories are broadly discussed and indeed enhance public administration changing the traditional practice and turn the government into transformation in past years. With the effects of globalization and technology, government agencies in various countries, in face of interdisciplinary problems which could not be coped with the scale, would have the government, business organizations, and nonprofit organizations collaborate production and delivery for public service. In this case, the government must cope with the autonomous cooperation of nonprofit organizations and business organizations as well as precede coproduction or outsourcing to solve complicated public problems. Governance is a new government operation model originated from government agencies reducing the capability to deal with huge and complicated public affairs. In simplicity, government agencies currently could not effectively grasp and dominate political, social, and economic systems that traditional role recognition of government agencies would be changed and the government rule mechanism should be changed, which could be the change of public governance model. Nevertheless, the coverage of governance is broad and there is not a uniform concept so far. Aiming at the definition of governance, some scholars stress on the change in national and social operation model, while others emphasize the change in government management mechanism.

Government reform with new public management would result in more difficulty in government's transparent accountability system. As a result, it is urgent to establish transparent, accountable, and corruption controlled anti-corruption governance strategies when the government precedes reform. The core concepts of accountability, openness, transparency, zero-corruption, and high-performance standard must be established in the process of the government transforming administrative reform into governance. The value of integrity, transparency, and accountability as well as the requirements for pursuing performance outcome, responding to public opinions, and open to public participation should be established for the practice of excellent public governance. In short, integrity, transparency, and accountability become the basic requirements of people for government performance as well as an emphasized goal in contemporary administrative reform. Anti-corruption, transparency, and accountability become universal value; in fact, such value reveals interdependent correlations. Anti-corruption allows the

full presentation of public interests and provides the basis for transparency and accountability. Transparent mechanism and behavior must have the requirement for accountability; official performers must set it as performance goal for reasonably use public resources to reinforce the administrative reform. Accordingly, the promotion degree of transparency, staff integrity, and accountability in government agencies presents primary correlations with the government practicing excellent public governance. The effect of anti-corruption governance strategy of Ministry of National Defense on organizational trust and job satisfaction is therefore studied, expecting to help the government draw the goal of transparency in government and promote various anti-corruption measures to effectively utilize public resources, promote people's trust in the government, and reinforce government rule legitimacy.

Literature review

Quality public governance is the administrative goal of governments in various countries. Chou (2018) pointed out the high correlation between the ideal and practice of quality public governance as well as government anti-corruption governance strategy; in fact, administrative transparency, public participation, anti-corruption, and administrative accountability were the strategies for local governments practicing anti-corruption governance. Schneider (2018) regarded administrative transparency and public participation as the focus of research on anti-corruption governance strategy in past years and the function of anti-corruption governance as introducing government external supervision, through external people's participation in public affairs, to be the external locus of control measures of the accountability mechanism. Kinbuakaew & Laothamatas (2017) stated that anti-corruption governance strategy would largely change governmental organizations' management; governmental organizations introduced strategies of administrative transparency, administrative accountability, and anti-corruption measures as the anti-corruption governance strategy to promote the mutual trust among peers of civil servants in government departments. Martinez (2019) mentioned that the implementation degree of anti-corruption governance strategies in civil servants served agencies could enhance civil servants' basic cognition of the organization system of the served agency, trust between supervisors and colleagues, and organizational trust among colleagues to complete the tasks and further promote job satisfaction. Bergh, Fink, & Öhrvall (2017) indicated that organization managers should properly deal with the situations which could affect organizational trust, such as employees' questioning about the organization or power relation, unagreement, and loss, as well as maintain the organizational climate of trust to establish the premise of mutual trust among employees and full teamwork. Peterson (2018) revealed that the management and members of public sectors, according to regulations, should perform the duties with the insistence on professional skills and conscience and present anti-corruption

mechanism to guarantee the work to further build major organizational trust of supervisor competence trust, supervisors support trust, organization system trust, and organization peer trust in public sectors and cultivate organizational climate of trust in the department. Wesseling & Edquist (2018) mentioned that the management and members of public sectors, under good organizational trust, could mutually cooperate to complete tasks, naturally engage in the work, acquire personal achievement, and further reduce job burnout. Accordingly, the following hypothesis is inferred.

H1: Anti-corruption governance strategy presents positive relations with organizational trust.

Su & Bui (2017) pointed out remarkably positive effects of organizational trust on employees' job satisfaction; good trust relationship among organizational members could promote the job satisfaction. Bhatia & Srivastava, 2018) stated that organizational members with high trust presented actual actions of cooperating with each other, showed trust among members, were willing to invest professional knowledge, attitudes, and skills to complete work, and naturally acquired higher job satisfaction. Apparently, civil servants could acquire higher organizational trust from the served organization department to complete the tasks and positively affect the job satisfaction (Riccucci & Gregg, 2017). Andersen & Møller (2019) pointed out the key factors in maintaining trust among public sector members that department members and supervisors should follow regulations, insist on professional skills and conscience to perform the duties, and present anti-corruption mechanism to guarantee the work. Shaik & Abdul-Kader (2018) proposed that civil servants being able to insist on integrity, loyalty, specialty, efficacy, and care in the task execution could create organizational trust in the government department and promote the job satisfaction. Zio (2018) mentioned that departments served by civil servants presenting complete anti-corruption measures, effectively fighting corruption behavior of the management and members in the department, establishing the work value of integrity, loyalty, specialty, efficacy, and care for civil servants executing tasks, and maintaining public sector organizational trust would help the management and members collaboratively and successfully complete the tasks and acquire personal achievement to naturally reduce job burnout. The following hypothesis is further and inferred.

H2: Organizational trust shows positive relations with job satisfaction.

Liang & Nguyen (2018) first proposed to establish accountability, openness, transparency, zero-corruption, and high-performance standard as the core of the government transforming administrative systems to governance. Similarly, Cordero & Blais (2017) considered that quality public governance should contain accountability, transparency, anti-corruption, stakeholder participation, and legitimate judicial structure, and administrative accountability, administrative

transparency, and anti-corruption were core essentials to practice quality public governance. The practice of quality public governance became the administrative goal of governments in the world. Lonescu (2017) pointed out the high correlations between the ideal and practice of quality public governance and government anti-corruption governance strategy. In fact, administrative transparency, public participation, anti-corruption, and administrative accountability were the strategies for local governments practicing anti-corruption governance. Riso & Castellini (2019) mentioned that administrative transparency and public participation were the focus of research on anti-corruption governance strategy, in which anti-corruption governance functioned to introduce the power of government external supervision, through external people's participation in public affairs, as the external locus of control measures of accountability mechanism. Barillas & Shanken (2018) indicated that anti-corruption governance strategy would largely change governmental organization management; governmental organizations introducing administrative transparency, administrative accountability, and anti-corruption measures as the anti-corruption governance strategies to establish civil servants' basic work criteria; civil servants with basic work criteria could acquire guarantee of operation to enhance the job satisfaction. Zheng *et al.* (2018) mentioned that public sectors actually implementing anti-corruption governance strategies of administrative transparency, accountability mechanism, and corruption control could create quality organization systems for public sectors and organizational climate of trust between supervisors and colleagues and among colleagues as well as benefit mutual cooperation of the management and members to complete task, acquire personal achievement, and further promote the job satisfaction. It is therefore inferred that

H3: Anti-corruption governance strategy reveals positive relations with job satisfaction.

Methodology

Operational definition

Anti-corruption governance strategy. Referring to Chang *et al.* (2019), anti-corruption governance strategy of administration departments should contain transparency, corruption control, and accountability mechanism.

1) Transparency: Transparency, as a process, is obligate to publicize the operation situations, decision making, and mobile information to the stakeholders.

2) Corruption control: stressing on hierarchy, division of authority and responsibility, subordinates being loyal to the organization and agency, preceding internal control through strict dominance subordiance, and

practicing accountability mechanism to achieve the objective of discipline implementation.

3) Accountability mechanism: The transparency mechanism has agents be properly supervised and reduces costs for people, market, various interest groups, and stakeholders acquiring government information to achieve government accountability.

Organizational trust. Referring to Jia, Huang, & Man Zhang (2019), organizational trust covers following dimensions and definitions in this study.

1) Cognitive trust: appearing the willingness to trust a person after realizing the evidence of the personal being trustable. Such evidence might be the personality, background, intention, ability, and consistent words and deeds. The process to consider such evidence is the cognition procedure that trust generated through such procedure is cognitive trust.

2) Affective trust: being willing to trust a person based on the affective attachment to the person. The affective communication of interpersonal trust relationship would deepen the trust between both parties, but such trust is developed through understanding for a period of time that it is not possible to appear in the beginning of interpersonal relationship. When fully understand the goodwill, reliability, and trustworthiness of the opposite party, certain dependence on the person would gradually appear. Such dependency is interactive; in other words, one-sided trust would challenge the toughness of trust.

Job satisfaction. Referring to Lin *et al.* (2018), short form of Minnesota Satisfaction Questionnaire (MSQ) has been applied to academic field for long and shows favorable reliability and validity on research on employees' job satisfaction. Short form of "Minnesota Satisfaction Questionnaire" therefore is used in this study for measuring employees' job satisfaction, which contains two dimensions of "intrinsic satisfaction" and "extrinsic satisfaction".

1) Intrinsic satisfaction: referring to employees' satisfaction with value, sense of responsibility, status, autonomy, self-esteem, and sense of accomplishment induced by work.

22) Extrinsic satisfaction: referring to employees' satisfaction with salary, promotion, and good work environment, and interaction with colleagues acquired from work.

Research sample and object

Aiming at employees of Ministry of National Defense in Taiwan, total 360 copies of questionnaire are distributed and 273 valid copies are retrieved, with the retrieval rate 76%.

Reliability and validity test

Validity refers to the measurement tool being able to really measure when a researcher intend to measure. Generally, validity is divided into content validity, criterion-related validity, and construct validity. The questionnaire items in this study are referred to domestic and international researchers' research items that it presents certain content validity. Dimensions of anti-corruption governance strategy, organizational trust, and job satisfaction are tested the cause-and-effect relationship of the entire structure with linear structural relations model, and the data input is based on the correlation coefficient matrix of above observed variables. The linear structural relations model analysis results reveal the overall model fit achieving reasonable range that it presents favorable convergent validity and predictive validity. Item-to-total correlation coefficients are used for testing the construct validity of the questionnaire content, i.e. reliability analysis, which is judged with the calculated item-to-total correlation coefficients. The item-to-total correlation coefficients of dimensions are higher than 0.7 that the questionnaire items present certain construct validity.

To further understand the reliability and validity of the questionnaire, reliability and validity analysis is preceded. The higher Cronbach's α reveals the better reliability. According to the standards to develop the formal questionnaire, the measured Cronbach's α appears in 0.75~0.90, apparently conforming to the reliability range.

Results

LISREL model indicator

LISREL (linear structural relation) model combines factor analysis and path analysis in traditional statistics and includes simultaneous equations in econometrics to simultaneously calculate multiple factors and multiple causal paths. Model fit could be evaluated from preliminary fit criteria, overall model fit, and fit of internal structural of model.

The research data are organized in *Table 1*. The preliminary fit, internal fit, and overall fit are explained as followings.

The complete model analysis results, *Table 1*, show that three dimensions of anti-corruption governance strategy (transparency, anti-corruption, accountability mechanism) could significantly explain anti-corruption governance strategy (t>1.96, p<0.05), two dimensions of organizational trust (cognitive trust, affective trust) could remarkably explain organizational trust (t>1.96, p<0.05), and two dimensions of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) could notably explain job satisfaction (t>1.96, p<0.05). Apparently, the overall model presents good preliminary fit.

In regard to internal fit, anti-corruption governance strategy shows positive and significant correlations with organizational trust (0.851, p <0.01), organizational trust reveals positive and remarkable correlations with job satisfaction (0.824, p <0.01), and anti-corruption governance strategy appears positive and notable correlations with job satisfaction (0.836, p <0.01) that H1, H2, and H3 are supported.

In terms of overall fit, the overall model fit standards χ2/Df=1.276, smaller than the standard 3, and RMR=0.006 reveal proper standards of χ2/DF and RMR. Moreover, chi-square is sensitive to sample size that it is not suitable for directly judging the fit. The overall model fit standards GFI=0.978 and AGFI=0.933 are higher than the standards 0.9 (the closer GFI and AGFI to 1, the better model fit). As a result, this model presents better fit indices.

Table 1. Overall linear structural model analysis result

item	parameter/evaluation standard		result	t
preliminary fit	anti-corruption governance strategy	transparency	0.678	8.66**
		anti-corruption	0.714	10.91**
		accountability mechanism	0.705	10.26**
	organizational trust	cognitive trust	0.689	9.14**
		affective trust	0.697	9.83**
	job satisfaction	intrinsic satisfaction	0.723	11.52**
		extrinsic satisfaction	0.744	12.38**
internal fit	anti-corruption governance strategy→organizational trust		0.835	25.74**
	organizational trust→job satisfaction		0.872	33.61**
	anti-corruption governance strategy→job satisfaction		0.851	29.84**
overall fit	X2/Df		1.276	
	GFI		0.978	
	AGFI		0.933	
	RMR		0.006	

*XNote: * stands for p<0.05, ** for p<0.01, *** for p<0.001.*

Discussion

Government transparency and complete accountability mechanism which have been promoted by Ministry of National Defense for long appear effects on the prevention and control of corruption behavior as well as establish the organizational trust among civil servants in Ministry of National Defense agencies. Civil servants of Ministry of National Defense with positive perceived anti-corruption governance strategy show positive organizational trust. In other words, Ministry of National Defense staff highly implementing anti-corruption governance strategy in the work environment would enhance the organizational trust and benefit the smooth promotion of tasks to naturally promote the job satisfaction. In this case, Ministry of National Defense staff realizing the specific implementation of anti-corruption governance strategies could enhance the organizational trust to further promote the job satisfaction. The management and members of Ministry of National Defense should follow regulations, insist on performing the duties with professional skills and conscience, and present anti-corruption mechanism to guarantee the work so as to create supervisor competence trust, supervisors support trust, organization system trust, and organization peer trust as the premises of Ministry of National Defense and cultivate the organizational climate of trust in the department. The management and members of Ministry of National Defense being able to cooperatively complete tasks under good organizational trust could naturally engage in the work, acquire personal achievement, and further reduce job burnout. Ministry of National Defense staff therefore perceives positive organizational trust in the service agency. Ministry of National Defense staff works in an organization with high trust could benefit the completion of various tasks to acquire sense of accomplishment and further reduce job burnout.

Conclusion

Regarding the promotion of anti-corruption governance ideas of openness, transparency, response, accountability, and zero-corruption promoted in Ministry of National Defense, the research results reveal that anti-corruption governance strategies of government transparency, anti-corruption, and accountability mechanism have been promoted by Ministry of National Defense for long period so that Ministry of National Defense staff perceives positive anti-corruption governance strategies of the service agency. Civil servants of Ministry of National Defense work in public agencies with high implementation of anti-corruption governance strategies would publicize the data, dialogue with people through sound mechanism, reduce the probability of corruption in the agencies through reasonable anti-corruption mechanism, promote people' trust in government, and further enjoy the pleasure of job satisfaction to acquire higher job satisfaction. For this reason, civil servants of Ministry of National Defense perceiving

higher implementation of anti-corruption governance strategies show higher job satisfaction. Ministry of National Defense invests in large amount of resources to reinforce regulations for Ministry of National Defense staff engaging in various duties, insisting on performing the duties with professional skills and conscience, and presenting anti-corruption mechanism to guarantee the work establishing good organizational trust for Ministry of National Defense. In this case, civil servants of Ministry of National Defense perceive positive organizational trust. When civil servants of Ministry of National Defense are in high trust, the members would cooperate with and trust each other and be willing to investing the professional knowledge, attitudes, and skills into the work and complete the work to naturally acquire higher job satisfaction. As a result, civil servants of Ministry of National Defense with higher perceived organizational trust reveal higher job satisfaction.

Recommendations

From the research results and findings, the following practical suggestions are proposed in this study.

1) Ministry of National Defense should reinforce the guidance of internal staff cooperating with the anti-corruption governance measures through seminars (e.g. law, anti-corruption measures) for Ministry of National Defense staff understanding the meanings of government departments promoting various anti-corruption governance strategies and accepting the strategies and measures to enhance the cooperation intention.

2) Aiming at processes made under anti-corruption governance measures of Ministry of National Defense, some processes might limit the business execution of Ministry of National Defense staff. In this case, administrative processes aiming at various anti-corruption strategies require necessary review and correction in order to achieve twice the result with half the effort of overall anti-corruption governance strategy measures.

3) Ministry of National Defense must prevent and control corruption events through strict anti-corruption control mechanism, establish definite reward & punishment and guidance mechanisms to promote staff's efficacy, provide definite regulations aiming at staff's tasks, and promote mutual trust between Ministry of National Defense staff and supervisors for the better integrity of Ministry of National Defense. The staff, under the guarantee of good anti-corruption strategies, could perform administration according to law, be responsible, provide people with better-quality public service, as well as promote people's trust in Ministry of National Defense.

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