

Public Organizations Management

Vol. 14(2), (Series 54): 71-92/ 2026

 <https://doi.org/10.30473/ipom.2025.74766.5201>

E-ISSN: 2538-600X

P-ISSN: 2322-522X

ORIGINAL ARTICLE

Identifying Factors Affecting the Lack of Transparency in the Public Sector with a Combined Approach, Case Study: Tabriz Government Organizations

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Receive Date: 31/May/2025

Revise Date: 11/Aug/2025

Accept Date: 20/Sep/2025

How to cite

Lalisarabi, A., & Panahi, B. (2026). Identifying Factors Affecting the Lack of Transparency in the Public Sector with a Combined Approach, Case Study: Tabriz Government Organizations. *Public Organization Management*, 14(2), 71-92.

EXTENDED A B S T R A C T

Introduction

Today, successful organizations are striving to continuously review their performance in order to maintain their survival and growth, and to improve their performance if possible. One of these important capabilities that affects organizational performance is organizational transparency.

Organizational transparency is a key factor in building trust and is achieved when a company responds to requests for information about its management. Transparency will also make it possible for an organization's real information to be used by different people. Organizational transparency represents the assurance of openness within the organization, accountability, and visibility, which have always been demanded by various stakeholders in society as universal ideals; therefore, the increasing demand for insight, clarity, accountability, and improved access to authentic and authentic knowledge in organizations has led to organizational transparency playing an effective role in improving and developing organizational affairs and helping organizations achieve sustainable competitive advantage, effective performance, and increased organizational effectiveness.

In this context, promoting accountability and transparency of governments without having transparent and accountable organizations seems impossible. In such circumstances, the lack of organizational transparency in an atmosphere of competitive pressures provides the potential for unethical and criminal behavior. Transparency leads to the formation of effective communications, increased competition, improved organizational trust, reduced organizational tensions and conflicts, and improved the quality of decision-making.

Given the shortcomings of the laws on transparency and the lack of comprehensive study of it and in some cases negligence on the part of the implementers, the issue of lack of transparency requires more attention and scientific analysis than ever before. The laws passed and the measures taken to establish organizational transparency in the government sector have not been very effective so far, and the evidence of this is Iran's unfavorable position in the corruption perception index in recent years. In the opinion of

the authors of this article, the lack of full implementation of e-government components, the lack of attention to establishing democracy indicators, and the low quality improvement index of bureaucracy, etc. in some government organizations in the Tabriz metropolis were the main reasons for strengthening the orientation, bias, and prejudice regarding the lack of transparency. Given the sensitivity and importance of transparency in government organizations, this research seeks to identify the factors affecting the lack of transparency in government organizations. The main question of the research is: What are the factors that cause the lack of transparency in government organizations in the Tabriz metropolis?

Methodology

In terms of interpretive paradigm, in terms of exploratory purpose, in terms of fundamental nature, in terms of cross-sectional time, survey data collection techniques and data analysis method is content analysis. In terms of methodology, the current research is of a mixed type (qualitative and quantitative) with a sequential-exploratory approach. In this way, qualitative data was collected first, and then, using them, a survey was made in the test environment, and quantitative data was collected. The stages of their implementation were consecutive and the researchers tried to discover and identify the factors affecting the lack of transparency. In the first stage, using a qualitative approach and using structured interviews with experts, the foundation data method was used. The exploration of categories was categorized using the inductive approach (part to whole) in the form of sub-categories, sub-categories and main categories. At this stage, the researcher obtained the codes by conducting 15 interviews and after finalizing the three stages of coding (open coding, central coding and selective coding) and summarizing them, all the selected codes were again provided to the expert group and correction comments were made. They were obtained and applied regarding the selection of core and optional codes and finally the entire coding process was approved by the expert group, then in the second phase, each of the subcategories and subcategories was surveyed in the form of a questionnaire with a Likert scale. 5 options have been prepared and distributed among the statistical sample in order to confirm and check it in the government organizations of Tabriz city, and quantitative data were collected and analyzed using the questionnaire tool. The data of the quantitative section were tested using the method of confirmatory factor analysis and structural equations, and finally the factors affecting the lack of transparency were identified.

Findings

In the qualitative part of the research, 133 subcategories were categorized in the form of 51 subcategories and 6 main categories of anti-transparency government, anti-transparency structure, anti-transparency culture, anti-transparency employees, anti-transparency atmosphere, and anti-transparency managers. The relationships of all research components were confirmed through the structural equation test.

Practical Implications

The reluctance to whistle-blowing among employees and the existence of economic and social crises due to frequent repetition in the process of interviews were selected as the central categories of the research. Also, among the dimensions, the anti-transparency government category with a t-statistic of 6.42 and an effect size of 0.88 has the highest impact, and the category of

anti-transparency managers with a t-statistic of 6.82 and an effect size of 0.85 has the lowest impact on There was a lack of transparency.

Discussion and Conclusion

In the early stages, the lack of previous researches, led to the presentation of the initial model based on the researchers inference. According to the results of the structural equation test, the two components "lack of attention to justice and public interest in policy-making" and "lack of attention to transparency in the design of policies" are the most important factors affecting the lack of transparency. Based on the obtained results, giving importance and prioritizing justice and transparency of policy design goals for the general public has a high effect on the formation and creation of a transparent government. The working procedures of the governments should be at a level of transparency and follow up and gain the interests of the society that the statesmen themselves consider any kind of concealment contrary to the principles and current administrative procedures and except in special political and strategic cases and in all cases that gain national interests. It is necessary to remove the confidentiality of programs in other current government affairs and processes and to be a leader in the transparency of affairs so that government organizations are encouraged to be accountable.

KEY WORDS

Lack of Transparency, Government Organizations, Hybrid Research.

