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Investigating Knowledge and Attitude of Hospital Manages of Medical Sciences Department of Iranshahr toward Strategic Planning, 2016

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ABSTRACT

Strategic planning can successfully compete with other organizations in the enterprise systems, the aim of this study was to evaluate the knowledge and attitude of managers towards strategic planning in Iranshahr School of Medical Sciences. This study is cross-sectional study, the sample was 91 managers in Iranshahr School of Medical Sciences. Using a questionnaire whose validity and reliability had been confirmed, collected and then analyzed by spss software was used. Results showed that the average awareness of the strategic plan among mid-level managers and their attitudes strategic plan was at a lower level. According to the above demands to raise awareness and change managers' attitudes towards strategic plan Educational programs and principles to achieve this goal and achieve more considered.

Keywords: Strategic Plan- Knowledge and Attitude- Managers

INTRODUCTION

Management is a concept perceived from environmental conditions management and coordinating the organization for much profit. Strategic management derived from Greek word of "strategia" meaning taken from science, which includes plans and policies whose aim is to achieve to goal and the process of long-term decision-making that it has specified certain operational objectives and strategy to achieve the goal (Shafiani, 2015). In the current world, we face with extensive development in various competitive fields. Organizational systems must use the plans that are future-oriented and environment-oriented to be successful, and this planning is strategic. (Hasangolipour, 2015). In this regard, empowering technical and cognitive skills of human resources through efficient and effective use of it, that is training is one of the empowering tools based on Henry Blanchard, can improve the skill level and capability of the person. The other component is the changing the attitude that if organization creates positive attitude in the person, his ability and willingness to work will increase (Amin, 2014). Other obstacles and problems of strategic planning is lack of knowledge of top-level management about the real situation of the organization (Hemmati, 2013). Considering technology changes, determining the level of organizational needs and planning based on it seems to be difficult. For survival of the organization in the organizational development area, health and medical system and conscious and thoughtful planning are necessity (Asef, 2007). The concept of strategic planning has not been recognized in many organizations to achieve goals, and some managers consider it luxury and costly (Ansari, 2009). In this regard, hospitals are one of the most complicated organizations and its running requires special

management expertise that its diverse services, limited budget, and cost imbalance are among its challenges, especially state hospitals that are deprived of trial and error and reworking. It indicates that strategic management is necessary for hospitals to recognize the environment and develop their current capabilities (Shariatmadari, 2012). Finally, lack of correct and proper evaluation of policy-makers and senior planners' awareness of strategic planning leads to challenge and lack of correct identifying the potential of strategic planning. If managers have no proper awareness and understanding of strategic planning, strategies may be developed leading to loss or waste of resources (Abedini, 2003). Therefore, having proper and correct knowledge and attitude toward strategic plan can lead to organizational survival and implementation of strategic plan. The aim of this study is to investigate the knowledge and attitudes of hospital senior managers of strategic planning in the hospitals of the Iranshahr.

MATERIALS AND METHODS

This research was a cross-sectional study carried out on 91 senior and middle managers of Medical Science Department of Iranshahr, including the hospital manager, nursing manager, supervisor, service manager,. The questionnaire was lack of name and questions such as gender, marital status, education level, field of study, work experience, and it included questions regarding people knowledge and attitude toward strategic planning. After receiving the consent their managers, they were included to the study and they completed the questionnaire individually. Questions were in 4-option form developed to estimate the knowledge of the managers of strategic planning. The subject who gave correct answer to the questions, the option 1 was selected, and those who gave wrong answer, the option 2 was selected. Considering attitudinal questions, questions were scored in the 1-5 Likert scale. To observe ethical consideration, people were included in the study after receiving their written personal consent. Considering the confidentiality of the questions, subjects were ensured that their name and personal characteristics would be kept confidential.

RESULTS

This study is a descriptive analytical research that examines the knowledge and attitude of the managers toward strategic plan. The sample size of this study was selected to be 91 subjects who were selected among hospital managers of Medical Sciences Department in the city of Iranshahr. The mean of managers' knowledge was obtained 5.22 ± 1.9 and mean of their attitude was obtained 17.13 ± 4.2 . Among these 91 subjects, 4 subjects were chief of hospital, 4 subjects were nursing manager, 25 subjects were supervisors, 4 subjects were service manager, and 54 subjects were director of department, and remaining subjects were deputy managers. The level of knowledge among chiefs of hospitals, nursing managers, supervisors, service managers, and directors of the department was estimated 6.8 ± 1.0 , 5.2 ± 1.74 , 5.32 ± 83.1 , 5.6 ± 2.1 , and 4.72 ± 1.8 , respectively. In addition, the level of attitudes of chiefs of hospitals, nursing managers, supervisors, service managers, and directors of the department was estimated 17.6 ± 54.0 , 18.2 ± 4.72 , 17 ± 5.1 , 27 ± 6.0 , and 17 ± 3.3 , respectively. In this study, it was found that there is a significant correlation between gender and attitude, and attitude of females to strategic plan is higher than males. On the other hand, it was estimated that in terms of marital status, married subjects have higher knowledge of strategic plan compared to single subjects. However, there was no significant correlation between academic level and field of study and marital status of the subjects. In the case of the correlation between knowledge and academic level, it was found that there is significant correlation between them so that as academic level is higher, the knowledge of the strategic plan will be higher. However, no relationship was found between two sub-scales of knowledge and field of study. In addition, level of attitude and knowledge had no correlation with work experience.

DISCUSSION AND CONCLUSION

As it has been shown in a current study, considering the investigation of knowledge and attitude of hospital managers and deputy of Medical Sciences of Iranshar, results indicted that score of managers' knowledge was 5.32 ± 1.9 that this score was found 5.8 of maximum score of 10 in the study conducted by Abedini et al (2004) entitled as "knowledge and attitude of Iran Medical Sciences University managers toward developing and applying strategic planning". It was consistent with result of our study relatively (8). Additionally, in the study conducted by Nasiripour et al (2000) entitled as "investigating the feasibility of using strategic management in the medical sciences hospitals of Iran, the mean score was 2.8 that was lower than average level and it was not consistent with current study (9). In another study conducted by Karimi et al (1993) entitled as "investigation of knowledge of managers of planning and its relationship with the performance of Medical Sciences Hospital of Isfahan", results showed that managers' knowledge of the strategic plan was at acceptable level. It was not consistent with the current study in which it was found that managers have moderate level of knowledge of strategic planning (10). In order to increase the knowledge of senior and middle managers, it is required that training and retraining courses on strategic plan to be developed and the plan to be taught by experienced teachers through new training methods. In addition, we should use consultation of people who are skilled and expert in the health service management. In the present study, the attitude of managers to strategic planning was reported 17.3 ± 4.2 that was lower than average

level. In the study conducted by Kohan et al (2008) titled as "epistemological beliefs and attitudes of managers regarding strategic planning in higher education of north east universities of Iran", the mean score of attitude and epistemological beliefs was obtained 58.5 that was not consistent with current study. In this study conducted by Sadeghi (1997) entitled as "investigating the attitudes of managers of training hospitals of Medical Sciences University of Shahid Beheshti in using strategic planning in hospital", results showed that managers have desired level of attitude toward strategic planning in hospital that was not consistent with the current study (12). In this regard, it is recommended that motivational and incentive plans to be used to increase the attitude of managers toward strategic planning, and evaluation of managers to be considered for strategic planning.

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