

The Effect of Strategic Planning on Employees' performance, Hospitals Social Security Organization; Case Study: Kashani Hospital in Tehran

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ABSTRACT

Purpose of this study was to investigate the impact of strategic planning on performance (effectiveness) is Tehran Ayatollah Kashani hospital staff. About where the research is Tehran Ayatollah Kashani hospital. The sample size was enumeration by using the sample size is forty. Data were collected by questionnaire and its validity and reliability were assessed. To test the hypothesis using Kruskal-Wallis and Mann-Whitney test and Spearman operation was SPSS software. The results showed that: 1 - According to the results of the Spearman test, compare the components of strategic planning and performance (effectiveness) staff. Sig value obtained is equal to 0.022. So that the value is less than 0.05 between strategic planning and performance (effectiveness), there is a significant correlation between staff. 2 - According to the results of the Kruskal-Wallis test between strategic planning and quality improvement obtained showed sig value is less than 0.05. And there is a significant relationship between strategic planning and quality improvement. 3 - According to the results of the Mann-Whitney test to find the relationship between strategic planning and performance. Vylkasvn employees were. The sig value is less than 0.05. Or equal to 0.043, which shows the relationship between strategic planning and performance (effectiveness) employees.

Keywords: Strategic Planning, Performance, Effectiveness, Improve Quality, Social Security Organization.

Introduction

Today, most organizations to enhance capabilities, growth and long-term survival and reduce your operational risk requires strategic plans are. This program is directly related to the policies, goals and mission, size, mobility, degree of complexity and structure of the organization, strategic planning should be determined by looking at those factors. The complex situation facing managers and planners will inevitably organization of thought and systematic approach to identifying, analyzing opportunities, threats and constraints of the external environment and the positive and negative aspects (strengths and weaknesses) organization's internal use, The ability and capacity of the organization with the information obtained from the analysis and to strengthen the conditions for the implementation of programs within the organization arise. Organizations should recognize the concepts Context, strategy, and how the strategic planning process to chart its future prospects in order to adapt to future requirements and be ahead of its operations and its continued survival. (Meshki & kord Nayyin, 2002) The rapid development of today's fast-changing environment, knowledge is made necessary changes. The need for planning is no secret. Due to environmental changes and gain greater confidence in planning has become undeniable necessity. The basic elements of environmental risk analysis and strategic planning to achieve the shortest possible way, good alternatives are offered. In other words, the strategic planning process to set goals and make decisions about comprehensive plans and implementing actions to achieve those goals. Despite the importance of strategic planning in many organizations is a critical impact on achieving organizational goals is not well

understood. In some cases, administrators consider it a matter of Strategic planning Quality Improvement and expensive. According to some scholars suggest strategic planning and future management of the imagination. In other words, managers are building the future through strategic planning (Saebi 1997).

Problem Statement

Strategic factor in organizational effectiveness, economic development, human resource. Choice of words commonly used instead of the older term human resources such as, the emphasis on this issue is that the man is not a force or a working tool, it is an infinity of sources and soul of the formation of offers. (Ghasemi, 2003). However, as a strategy for increasing the effectiveness of the organization's survival and is considered an important success factor. In fact, any kind of activity cannot be considered as outlined in the discussion of the dynamics and effectiveness. The present era is the era of dynamism degree of effectiveness of an organization to achieve its goals, the second is the organization regardless of their effectiveness cannot be claimed that the organization has. (Taghavi, ZARGAR 2012) In the healthcare sector, as well as the importance of services and the handling of human health, and quality assurance for improvement of health care systems and people, and persistent attention is increasingly. On the other hand, people pay taxes and bear the high cost of health care, and increase their awareness, increasing expectations that hospitals and other health care providers. The most important goal of Advance Medical Service Quality and concluded that effective action is to be provided with high quality. Due to lack of proper functioning

of the hospital staff and the lack of strategic planning and human resources as articulated in the organization's strategic resources. And also with regard to the changes and transformations, technological, social and economical indoor and external agencies to assess the relevance and effectiveness of strategic planning practice, it seems necessary. (Kashani Hospital Strategic Plan 2012).

The Necessity and Importance of the Research

Organizations to achieve optimal performance and having high efficiency should be one of the major factors is important to note that strategic planning is directly related to the organization of the human spine. With proper planning and choosing and training staff can quickly achieve organizational goals (Ghasemi, 2003). Today, most organizations are trying to use strategic planning and formulate appropriate strategies to map the landscape of the future. In order to maintain a competitive advantage and development orientation of the organization towards strategic. The pace of change is so great that the short-term operational planning and appropriate response to changes that cannot be self-sufficient skilled human resources as the most important factor in the dynamics of social is (Jalali, 1990). In view of the general situation of hospitals in different aspects (building-facilities, equipment, processes, and general and specialized manpower, etc.) needs to change, restructuring and reorganization is. In order to maintain and enhance the reputation of the hospital and the hospital's mission of excellence using new scientific methods to improve the efficiency and effectiveness of services and staff. And customer satisfaction, and determine the direction of the next move

will determine the orientation of the main hospital. In addition to strategic planning is considered a privilege for Hospitals.

In sum, the need for all organizations, especially large organizations, to achieve performance improvement depends on the part of the. Improve the performance of individual employees is that it includes variables such as motivation, improve product quality, provided improving inter-organizational relationships, increased staff commitment and loyalty to the organization and its goals and employee creativity in their work is. Finally, strategic management can improve the performance of their impact on individual employees is effective.

Scientific Research Framework

In this section the conceptual model as the impact of strategic planning on performance (effectiveness) employees are provided is in Figure 1. This model represents a conceptual framework that, after consultation with the faculty advisor and guide strategic experts and will identify some of the variables. And finally, with the guidance counselor and guide professors and research model was presented. Which includes strategic planning as the independent variable, Performance and quality improvement and effectiveness is the dependent variables.

Research Questions

The main question

The relationship between strategic planning and performance of the employees there?

Sub-questions

The strategic plan will improve service quality?

Whether there is a significant relationship between strategic planning and effective employee?

Research Hypothesis

There is a relationship between strategic planning and performance of staff.

There is a significant relationship between strategic planning and quality improvement.

There is a significant relationship between strategic planning and employee effectiveness.



Figure 1. Conceptual model

Statistical Population and Sample Size

The study population consists of a collection of individuals or units that have at least one common trait. Usually every study, researchers studied a population that wants to talk about the characteristics (traits) of variable pay of its units. (Sarmad et al, 2011) In the present study, the time and place within the study population, we first determine the exact framework this population consists of all managers, including top, middle and operational (directors and heads of Tehran Ayatollah Kashani hospital units) and because our statistical population census methods used are limited to 40 people and all communities we studied.

Research Methodology

Based on the purpose of the present study, from a standpoint of how data collection of this study is descriptive research Looking

for the actual data collection and description of phenomena is desired. This type of research is survey research. The questionnaire method of data collection for this study was conducted. The questionnaire used in this study were developed by the researchers who developed the preliminary investigation by a number of specialists and experts (master pilot) was Changes after consultation with respected teachers in the pilot study were prepared and their views on the questions in order. 40 copies of the questionnaire among staff (Directors and Heads of Unit) Hospital to distribute and collect information, Cronbach's alpha was used to assess reliability, Cronbach's alpha was calculated to be 93%, which indicates good reliability of the questionnaire made by the researcher's questions.

Statistical Methods

To analyze the data in this study, two methods are used descriptive statistics and inferential statistics. Descriptive part of the central frequency tables and indexes (mean) and dispersion (standard deviation) is calculated. The corresponding graphs are also plotted. According to the hypothesis developed in the inferential statistics and the Spearman correlation coefficient test for normality of variables and the Mann-Whitney Vylkasvn and Karvskal Wallis was used to test the

hypothesis. Meanwhile SPSS software is used to analyze the data.

Statistical description of variables

The main hypothesis: between strategic planning and performance (effectiveness) employee relationship exists.

H0: between strategic planning and performance (effectiveness) is not related staff.

H1: between strategic planning and performance (effectiveness) employee relationship exists.

Table 1. The main hypothesis test

Solidarity			
		Strategic planning	Employee Performance
Spearman	Strategic planning	The correlation coefficient	1.000
		Sig. (2-tailed)	.022
		Number	220
	Employee Performance	The correlation coefficient	.083
		Sig. (2-tailed)	.022
		Number	220

According to the results of the Spearman test for comparing elements of strategic planning and performance (effectiveness) of employees Sig value obtained is equal to 0.022 That amount is less than 0.05, so H0 is rejected and the assumption of strategic planning and performance (effectiveness) staff have a meaningful relationship.

relationship between strategic planning and staff performance was achieved sig value is less than 0.05 Or equal to 0.043, which shows the relationship between strategic planning and performance (effectiveness) employees.

Table 2. The main hypothesis test

Mann-Whitney test results	
	Strategic planning Employee Performance
Mann-Whitney	53.666
Vylkasvn	99.500
Z	1.464
Sig. (2-tailed)	.043

Table 3. The main hypothesis test

Kruskal-Wallis test results	
Strategic planning and practice	
Chi-Square	2.143
df	1
Asymp. Sig.	.033

According to the results of the Kruskal-Wallis test to examine the relationship between strategic planning and performance (effectiveness) of employees results The resulting sig value was less than 0.05, so there is a significant

According to the results of the Mann-Whitney test and Vylkasvn to find the

relationship between strategic planning and performance of staff. Table 3.

Sub-hypothesis

There is a significant relationship between strategic planning and quality improvement.

H0: There is no significant relationship between strategic planning and quality improvement.

H1: There is a significant relationship between strategic planning and quality improvement.

Table 4. Sub-hypothesis test

Solidarity			Strategic planning	Quality Improvement
Spearman	Strategic planning	The correlation coefficient	1.000	.070
		Sig. (2-tailed)	.	.008
	Quality Improvement	Number	220	220
		The correlation coefficient	.070	1.000
		Sig. (2-tailed)	.008	.
		Number	220	220

According to the results of the Spearman test between the two components, sub-hypothesis of strategic planning and quality improvement achieved sig value is equal to 0.008 Which is less than the value of 0.05 and a correlation coefficient between the two components is Thus, assuming H0 is rejected and there is a significant relationship between strategic planning and quality improvement.

Table 5. Sub-hypothesis test

	Strategic planning Improvement	Quality Improvement
Mann-Whitney	559.909	
Vylkasvn	120.098	
Z	.071	
Sig	.044	

According to the results of the Mann-Whitney test and Vylkasvn show that there is a significant relationship between strategic planning and quality improvement has been achieved since sig value is less than 0.05. Table 5.

Table 6. Sub-hypothesis test

Kruskal-Wallis test results	
	Strategic planning Quality Improvement
Chi-Square	.005
df	1
Asymp. Sig.	.044

According to the Kruskal-Wallis test results between strategic planning and quality improvement obtained showed sig value is less than 0.05, and there is a significant relationship between strategic planning and quality improvement. Table 6.

Conclusion and Suggestions

According to survey results, 25 questions are intended to define the strategic planning and performance of the agent (employee effectiveness) is effective.

According to the results of Tables (1, 2, and 3) the Spearman test, Mann-Whitney and Kruskal-Wallis test to compare the components of the strategic plan and

practice the Sig value equal to 0.022, 0.043 and 0.033 are That amount is less than 0.05, so assuming H0 is rejected and there is a significant relationship between strategic planning and performance of staff. Strategic planning Environmental risk factors underlying the analyses and to achieve the shortest possible way, good alternatives are offered. In other words, the strategic planning process to set goals and make decisions about comprehensive plans and implementing actions to achieve those goals. Despite the huge importance of strategic planning and organizational performance results on the relationship between these two factors have been the highlight conscious of this type of planning to And the public and private organizations on the most important task is to improve the association.

According to the results of Tables (4, 5, 6) the Spearman test, Mann-Whitney and Kruskal-Wallis test between the two components, sub-hypothesis of strategic planning and improving the quality of the resulting sig equal 0.008, 0.044 and 0.044 are Which is less than the value of 0.05 and a correlation coefficient between the two components is therefore assumed H0 is rejected and there is a significant relationship between strategic planning and quality improvement. Planning strategies that employ a quality perspective, the concept of quality and quality management to make fundamental changes in the organization so that the organization can Respond to the expectations and needs of customers in a better position to be Thus, according to the results of strategic planning and a profound influence on the quality of service that should be special emphasis on it.

According to the survey results, the following recommendations are offered:

At all stages of the research is to be used for distribution of data among the population because it is closer to our actual results.

- Need business process review and redesign the way they are in full compliance with the strategic planning and through this process of development is desired.
- With regard to the meaning of all the hypotheses suggested more attention on strategic planning and the matter taken seriously.
- Better organization's strategic plan to improve service quality, and it used to work.
- Strategic planning by creating educational programs to enhance the knowledge and skills of employees accepting the rules and regulations for the importance of strategic planning is done.
- One of the most important factors that can help organizations in strategic planning, support and execution of research projects carried out by various researchers.
- Launch a portal free hobbyists access to ongoing research and strategic planning.
- Recommended for students who intend to do this in other areas or centers of misrepresenting the actual results and the more people who are related to this subject can be used.
- Extensive research in this field at the national level, instead of a team of amateur researchers or professionals with extensive research facilities and expert collaboration is required.
- Better organization of each state based on government offices and private companies subject to and the results of each state can be evaluated at the national level.

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