



Original Article

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Investigating the Relationship between Strategic Management Barriers and Their Familiarity and Use in Imam Reza Hospital

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ABSTRACT: Nowadays planners have come to the conclusion. Given the dramatic and accelerating transformations of the world, it cannot be expected by just a relatively long-term planning, so they are turning to strategic management to determine the optimal horizons of the future of their organization. Developing and implementing appropriate strategies and then ensuring the success of the organization by appropriately assessing the strategies. Based on this necessity, in this research, the study of the relationship between strategic management barriers and its familiarity and use in Imam Reza (AS) - Amol Hospital has been studied and researched. The research method was descriptive-survey and our statistical population was 146 according to Morgan's table. Then, 110 questionnaires were prepared and divided into statistical samples and 100 questionnaires were returned. Validity of the questionnaire has been evaluated through content validity review. Reliability is also obtained by calculating the alpha coefficient in the final implementation of 93/0. In this research, 10 research hypotheses have been presented and descriptive and inferential statistics have been used for data analysis. Data were analyzed using mean, standard deviation and standard deviation and inferential data analysis using Chi-square and Mann-Whitney U tests using KM tests. Statistical analysis was performed using the SPSS program at the level of 0.05. The findings of the research indicate that there are strategic management barriers in Imam Reza Hospital, and the level of familiarity of managers with the strategic planning, implementation and evaluation components is at the optimal level, the extent to which managers use the components of the planning process and The implementation process is at a desirable level, and only the amount of managers using the component of the strategic assessment process is not at the optimal level.

KEYWORDS: Strategic Management, Strategic Planning, Strategic Implementation, Strategic Evaluation

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1. INTRODUCTION

Organizations are constantly striving to create, plan and execute various strategies to the most efficient and effective way, and to achieve organizational goals with stakeholder satisfaction. Machado (2004) argues that strategic planning is a key element in organizational excellence. This process focuses on strategic and operational goals, goals and strategies based on organizational policies, plans and activities designed to achieve the organization's goals and outcomes, and is an important tool for organizational effectiveness.

According to studies by Fortune magazine, more than 90% of the world's major companies fail to achieve their strategic goals and implement them (Quinn, 1999). Numerous valuable strategies have been encountered in the implementation phase with difficulty and failure. Formulating and formulating a strategy may have been one of the most controversial management issues in the past few decades. For years, developing a winning strategy was seen as a key distinction for the success of organizations. But the more important issue in the strategic management process is the issue of strategy implementation. The results of a research from a collection of 275 managers showed that the ability to implement a strategy is far more important than the quality of the strategy itself. These executives described the implementation of strategy as the most important factor in evaluating the organization and its management. Quinn (1999) concluded in an article about the failure of prominent executives to conclude that 70 percent of the reasons for the failure of executive executives were due to their weakness in strategy formulation, but because of their lack of commitment to implementing strategies (Quinn, 1999).

Over more than half a century ago, we have often made a big mistake and thought that preparing a program document is the end of the planning process. Since then, we have been looking for our work and finally we have been mentally and statistically evaluating its planning, and in the successful part, and in the other part, we have failed. Hence, in this research, it is considered to examine the literature and the background of the research, to answer the questions which are the barriers of strategic management and what is the relationship between the level of familiarity and the use of strategic management among employees and managers? What is the level of familiarity with strategic management among managers of Imam Reza Hospital? And to what extent the managers of Imam Reza Hospital use the process of strategic management during the operation?

There is a relationship between the strategic management barriers and the level of familiarity and use of strategic management among the managers of Imam Reza (AS) Amol Hospital.

Other Hypotheses

1. There are no obstacles to strategic management in Imam Reza Hospital units.
2. The level of familiarity of the managers of Imam Reza Hospital with the strategic planning process is not optimal.
3. The rate of use of Imam Reza Hospital administrators is not optimal in the strategic planning process.
4. The level of familiarity of the managers of Imam Reza Hospital with the strategic implementation process is not optimal.
5. The rate of use of Imam Reza Hospital administrators from the strategic implementation process is not optimal.
6. The level of familiarity of the managers of Imam Reza Hospital with the strategic process is not optimal.
7. The rate of use of Imam Reza Hospital's administrators from the non-strategic value process is not optimal.



- 8- There is no difference between the level of familiarity and the use of strategic management in the units of Imam Reza Hospital.
9. There is no relationship between the strategic management barriers and the level of familiarity with strategic management in the units of Imam Reza Hospital.
10. There is no relationship between the strategic management barriers and the extent of using strategic management in Imam Reza Hospital units.

2. METHODOLOGY

The present research is based on the data collection method, descriptive-survey type and the nature of correlation. Descriptive is described because the findings are described in the same way as they are collected without any manipulation. Correlation because the relationship between the independent variables and the dependent variable is evaluated and since the information is purposefully targeted by a randomly targeted target population of the main community since our society is managers and experts and the results of a randomized target sample after The necessary analysis is generalized to the general society and the questionnaire is used to collect the information. Therefore, it is a survey type and also in terms of the problem and the purpose of the application because the research is applied research that is not in order to satisfy profound inquiries are conducted to solve individual, group and social problems.

In this study, all managers, deputies and experts in Imam Reza Hospital of Amol were considered as the statistical population of the research. According to Morgan table, our statistical population is 146 people. Then, 110 questionnaires are prepared and distributed among statistical samples. In simple random sampling, all people in the community are equal and equal in choosing and entering the sample.

Data collection tools are used for field and library methods. A tool for collecting information from a questionnaire and second-hand information sources such as books, publications, the Internet, the journal, etc., has been collected and the questionnaire is based on a survey of "administrative corruption". In this study, they were used in data collection. To answer the research questions, a questionnaire was used as a measurement tool. The questionnaire of the standard questionnaire for measuring strategic barriers was compiled using a Mohseni (2012) questionnaire.

From the point of view of the realm of research, three subject areas, spatial and temporal domains are mentioned.

The subject area of this research includes the discussion of the components of strategic management barriers.

From the point of view of spatial domain, this research was carried out at Imam Reza (AS) hospital. In terms of temporal domain, data collection was carried out in the spring of 2016.

The beginning of the emergence of the idea of solving economic and social problems through planning in Iran before the Second World War is as follows: in 1898, a council called the Economic Council was set up to commit this commitment. Unfortunately, however, World War II and the inflammatory economic turmoil in the country, which was not followed by the council, was abandoned, until the end of the war, the revival of the country's economic and social pillars and the move towards the goals of economic and social development In the form of a combination of a series of coordinated and developmental projects, it is



necessary to set up regular programs that meet scientific requirements. Vd; therefore, in early 1907, planning was felt, and two themes were targeted:

- 1- Improve the state of the state-owned factories
- 2- Setting up an economic development plan for the country

In order to achieve the first goal of Iran's Industry and Mine Bank, a second panel was set up under the name of the Planning Committee to prepare a plan for seven years based on ministries' plans. Following an investigation, the Board set up a program worth 62 billion rials. After setting up this program it became clear that the financial situation of the country does not allow the implementation of this program and should take foreign loans; therefore, in the same year, the loan from the International Bank for Reconstruction and Development, but the bank After completing its thorough review, the aforementioned plans did not have convincing economic characteristics for the bank. And so, the payment of the loan was conditional on the presentation of a program that takes into account all the details and statistical calculations of the exact and scientific; therefore, after the necessary studies by the government, the company "Mauritius Nodsen" to adjust the correct program The company presented its work in the year 1908 with the name "Iran's Development Plan", but it was also observed that the financial, human and technical resources of this program are also out of the reach of the country. It was not possible to implement it as long as there was finally another program using the studies of the company "Mauritius Nodsen" and with others. Considering the amount of financial resources needed to implement the program for 21 billion rials by Iranian planners, the first seven years program was approved by the National Consultative Assembly in February 1909. In order to implement the provisions, the organization. The program was launched and started after the first program was completed immediately, the second and third programs continued until the fifth program (Zarei). In 1979, after the Islamic Revolution, the evolution of the imposed war for eight years did not allow the government to formulate a coherent plan that would provide any further development and dynamism for the country. But after the imposed war, the government paid attention to the economic-social problems caused by the war to the reconstruction program of the country. Therefore, in this way of dealing with problems, the goals and policies of economic, social and cultural development of the country should be Specifically, precisely and prioritized, and in line with the analysis of the current trends of problems in the coming years; therefore, the first step in this area was taken with the coordinated efforts of the government and the parliament, which ultimately adopted the set of goals and The first economic, social and cultural development plans in the country led to the first session of the parliament. In the sequel to planning, the macro program and the program of different sections should be developed within the framework of the goals and guidelines set; therefore, the planning system of the five-year plan of the country along with the scheduling of activities. The drafting of the plan was approved by the Economic Council (Mashbaki, 2002).

Thus, the first five-year program (1989-1993), the second five-year plan (1994-1999), and the third five-year program (2000-2004) of the year 2005 from 2005 Fourth Five Years Have Been Launched.

The statistical population of this study consists of heads of departments, nurses, experts, physicians and employees of Imam Reza Hospital. In this research, because of the constraints of the statistical society, the size of society is equal to the sample (the whole number).



The final questionnaire of the research with the objectives and research questions of the plan has a total of 9 sections and 62 closed-answer questions based on the 5-level Likert scale.

Table 1 shows the characteristics of the research questionnaire. A sample of the questionnaire is also included in the appendix.

Table 1. Specifications of the research questionnaire

Row	Title	Number of closed answer questions
1	Personally and organizationally	6
2	Barriers to strategic management	20
3	Level of familiarity with the strategic planning process	6
4	The amount of use of the strategic planning process	6
5	Level of familiarity with the strategic implementation process	6
6	The extent to which the strategic implementation process is used	6
7	Level of familiarity with the strategic assessment process	6
8	The extent to which the strategic assessment process is used	6
Total		62

3. FINDING

The level of familiarity of Imam Reza Hospital administrators with the strategic planning process is not optimal. The difference between the frequencies of the answers provided to the research hypothesis is statistically significant. In other words, the Chi-square (Chi-square test) is equal to 63.68, which is statistically significant at 10 degrees and 99 percent confidence interval and 1 percent probability of error, indicating that the level of familiarity of the managers of Imam Reza Hospital (AS) with the strategic planning process, it is not optimal. As a result, the zero assumption is rejected and the research hypothesis is confirmed.

The rate of use of Imam Reza Hospital administrators from the strategic planning process is not optimal. The difference between the frequencies of the answers provided to the research hypothesis is statistically significant. In other words, the Chi-square test (74.96 Chi-square test) was obtained with a degree of freedom of 11, a confidence interval of 99% and a 1% probability of error, and it shows that the rate of use of Imam Reza Hospital administrators the strategic planning process is not optimal. As a result, the zero assumption is rejected and the research hypothesis is confirmed.

The level of familiarity of the managers of Imam Reza Hospital with the strategic implementation process is not optimal. The difference between the frequencies of the answers provided to the research hypothesis is statistically significant. In other words, the Chi-square (chi-square test) was 56.44, which was statistically significant at 10 degrees, 99% confidence interval and 1% probability of error, indicating that the level of familiarity of the managers of Imam Reza Hospital (AS) with the strategic implementation process it is not optimal. As a result, the zero assumption is rejected and the research hypothesis is confirmed.

The rate of use of Imam Reza Hospital administrators from the strategic implementation process is not optimal. The difference between the frequencies of the answers provided to the research hypothesis is statistically significant. In other words, the Chi-square test (Chi-square test) is equivalent to 67.04, which has a significance in terms of freedom of 11, confidence interval of 99% and 1% probability of error, and



shows that the rate of use of Imam Reza Hospital administrators The strategic implementation process is not optimal. As a result, the zero assumption is rejected and the research hypothesis is confirmed.

Imam Reza Hospital administrators' familiarity with the non-strategic value process is not optimal. The difference between the frequencies of the answers provided to the research hypothesis is statistically significant. In other words, the Chi-square test (39.4% chi-square test) was obtained, with a degree of freedom of 10, a confidence interval of 99% and a 1% probability of error, respectively. It shows that the level of familiarity of the administrators of Imam Reza Hospital (AS) with the strategic assessment process, it is not optimal. As a result, the zero assumption is rejected and the research hypothesis is confirmed.

There is no difference between the degree of familiarity and the use of strategic management in the units of Imam Reza Hospital. The difference between the frequencies of the answers provided to the research hypothesis is not statistically significant. In other words, the χ^2 test (chi-square test) was obtained at 18.08, which was not statistically significant in terms of freedom of 17, 95% confidence interval, and 5% probability of error, indicating that strategic management among administrative and service units of Imam Hospital Reza (AS) Amol does not exist. As a result, the assumption of zero is confirmed by the research and the research hypothesis is rejected. The rate of use of Imam Reza Hospital's managers is not at the optimal level from the non-strategic value process. The difference between the frequencies of the answers provided to the research hypothesis is statistically significant. In other words, the χ^2 test (chi-square test) was 42.56, which was statistically significant at 10 degrees of freedom, 99% confidence interval and 1% probability of error, indicating that the rate of use of Imam Reza hospital administrators The strategic assessment process is not optimal. As a result, the zero assumption is rejected and the research hypothesis is confirmed. .

4. CONCLUSION

In the study of the above hypothesis, it was revealed that the level of familiarity of hospital staff with the strategic planning process in the hospital is optimal. According to the findings of the second hypothesis of the research, it was found that managers were concerned with the strategic management planning process, which included: external environment analysis (opportunities / threats) and internal (strengths / weaknesses), formulation of perspectives and objectives, strategy formulation and, finally, they are developing an operational plan. They have enough knowledge and understanding. Mahi Pak (1999) also conducted a research entitled "Investigating the Possibility of Strategic Planning in the Organization of Welfare of the Country from the Point of View of Managers of Different Levels of That Organization" by descriptive-analytical method on 60 senior, middle and executive executives. In his final evaluation, 93% of managers of the organization have a favorable attitude toward strategic planning. Which is closely related to the results of the present study on the familiarization of managers with the components of the strategic planning process. It should be noted that given the fact that healthcare services are directly faced by a large number of different people, the managers of these organizations are well placed because their level of familiarity with the strategic planning component is desirable. It is advisable to use it in practice to improve its goals in the organizations concerned in order to achieve positive results.

Ali Ahmadi (2004), in an article titled "Strategic Management in Relation to the Environment", describes the interaction of the organization with the environment, the steps required to analyze the environment of the organizations have been investigated. The use of the principles and techniques of strategic management,



which is the key to environmental analysis, is one of the most important phenomena that leads the organization to a reasonable and not pervading way.

AJI, Mali (2011) concluded in his dissertation entitled "Strategic Planning Systems for Services in Complex Environments": 1. A two-way flow of information that balances control from the top to The bottom helps against the excessive independence of the bottom-up approach. 2. The standards set for collecting and transmitting information make production and measurement of performance easier. 3. Tracking and monitoring the progress and implementation of strategic planning and trying to better align the implementation of organizational strategies.

Round (2008) concluded in his research that the level of familiarity of the heads of the Ministry of Education headquarters with the process of strategic implementation is in the best position. The results of this study are consistent with the current research.

In the interpretation of research findings, it can be said that managers are concerned with the process of implementing strategic management, namely, how to prepare and coordinate executive agents, how to provide and allocate foreseeable resources, to delegate authority, and to determine clearly the role and duties of executive agents, flexibility and creation The readiness for change at the individual and organizational levels of executive factors, modes of empowerment of executive agents and the manner of leadership (motivation, encouragement, guidance and supervision at the level of desirability of familiarity and recognition).

Mansoori Birjandi (2003) presented a "Strategic Planning Report of the Office of Technical and Vocational Education" in a study. The research is in fact a report on the implementation of the strategic planning of the Office of Technical and Vocational Education, which achieved these results: in fact, training for how to think strategically, focusing on key issues and how to deal with it in the form of known models in Strategic planning and ultimately deployment of strategic management in the office.

In a study on "Safety Based on Strategic Management: Why and how?" Mohammad Fam (2008) concluded that in order to succeed and achieve strategic goals in industries and other organizations, it should be implemented in a comprehensive and inclusive manner. As a unit and part. Round (2008) concluded in his research that the level of familiarity of education managers with the management evaluation process is at a desirable level. These results are consistent with the results of this study. Evaluation is one of the elements of the management process. The findings of the study showed that there is a significant difference between the level of familiarity and the use of strategic management in Emam Reza hospital (AS). It can be argued that the hospital staff, despite the knowledge and science that they have in relation to the components of strategic management (planning, implementation and evaluation), have not used it well during the course of the operation and do not deserve it in their organization. Get it considering that the manager of an organization is the most important person and the leader of a dynamic strategy for his organization, directing, meaning the movement of the organization to visualize the future prospects of the main responsibilities of the director of an organization. Therefore, the successful implementation of strategic management in an organization requires managers' commitment and commitment to it without this commitment and the use of strategic management is fruitless and only cost and time consuming.



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Authenticity of the texts, honesty and fidelity has been observed.

AUTHOR CONTRIBUTIONS

Ali Asghar Rajabi and Mohammad Gholampour contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.