



## The Relationship Between Formulation and Implementation of Strategic Planning and Organizational Atmosphere in the Hospitals of Tehran University of Medical Sciences

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**Key words:** Strategic planning, organizational atmosphere, hospital, sampling, effective, implementation

**Abstract:** The purpose of this study was to determine the relationship between formulation and implementation of strategic planning and organizational atmosphere in hospitals of Tehran University of Medical Sciences. The current study is a descriptive functional research and a questionnaire that its validity and reliability has been confirmed is used for data collection. The statistical population of study included 100 senior, middle and operational managers in three university hospitals of medical sciences which according to Krejcie and Morgan table, 79 of them were selected as samples through random sampling method. Based on this study it was found that there is no significant relationship between formulation and implementation of strategic planning and the variable of organizational atmosphere. Hospitals are among the organizations that as the largest provider centers for health services are exposed to a lot of internal and external threats and their effective managing is due to the use of good strategic planning. However, the formulation and implementation of strategic planning in hospitals alone will not guarantee the success of hospital and a strong and positive organizational atmosphere can realize this success.

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### INTRODUCTION

Rapid progress and development in today's world and accelerated environmental changes have made the awareness of developments necessary. Today, the necessity of planning is no secret. Uncertainty caused by environmental changes and earning more profit has turned the planning into an undeniable necessity (Manaf, 1972). This situation requires a new way of thinking and acting in organizations and in this new approach, strategic

planning has undoubtedly the most prominent position (David, 2013). The effect of strategic planning in organizations today is not concealed to anyone the use of strategic planning by managers can bring positive results for organizations in long-term. In general, strategic planning is an organized and systematic effort for major decisions and implementing the underlying measures that shows the nature of an organization's activities in environmental situation and in relation with other organizations and relates to a series of decisions and

actions that arise from the formulation and implementation of strategies designed for gaining the purposes of an organization (Richard and John, 1967). Strategic planning adapts the organization with its environment, creates a platform to access the objectives and provides a framework and direction for the organization to achieve their desired future. Strategic planning is the compliance of strengths and weaknesses within the organization with external organizational opportunities and threats, so, to provide a systematic analysis for identification and agreement between them which maximizes the strengths and opportunities and minimizes the weaknesses and threats. Strategic planning coordinates the managers in carrying out their activities by introducing macro objectives and determining the organization missions. In fact, one can say that strategic planning is the organization guide, meaning that it specifies the path and direction of organization's activities and operations (Almaeinejad, 2013; Stevens *et al.*, 1995). Therefore, organizations should draw their future prospects by understanding the concepts, contexts, strategies and how to perform strategic planning process, so that, they can adapt and comply with future conditions ahead and continue their operation and survival (Jamal-ul-Din *et al.*, 1964). In this regard, it is worth noting that there is no comprehensive planning model and a full and same version for all organizations and formal strategic planning system for each organization must design and implement by observing the basic requirements and choosing proper and compatible models with special features of organizations (Shani, 1963). The organization selects a model based on the nature of its work and by performing some reforms, applies it as its strategic planning process (Tabibi *et al.*, 1962). On the other hand, organizational atmosphere is like the air in a room we cannot see or touch the organizational atmosphere but it surrounds us and affects everything that happens and also takes affect from what is going on in organization. So, any organization has special culture, traditions and procedures which together form that organization's atmosphere. Some organization's atmosphere is dynamic and active and others are neglectful and some of them are quite humanly and some others are harsh and cool (Mosoumeh, 1965). Atmosphere means the formal and informal perception of organizational policies, practices and procedures that can affect other organizational variables (Schneider *et al.*, 1998). Organizational atmosphere is measured by employee perceptions and their descriptions of internal features of an organization (Dickson *et al.*, 2006). Organizational atmosphere refers to imaginings, feelings and values of employees in their working environment (Ellis and Hartley, 2000). Organizational atmosphere influences the attitudes and behavior of employees directly or indirectly, both in positive and negative way by those who work in organization thus due to the impact that organizational atmosphere has on employee behavior,

managers must create a suitable atmosphere in organization to properly achieve the goals and objectives of the organization (Edmonston and Western, 2002). Arabasi defines organizational atmosphere as follow: organizational atmosphere is all internal aspects of an organization which identify from upper echelons of the organization and affect the behavior of all members of that organization (Arabaci, 2010). Organizational atmosphere can simply be expressed as: the employee's perceptions of the environment in which they're working. With this perspective organizational atmosphere can be considered as the result of manager leadership (Zakliki *et al.*, 1965). Organizational atmosphere is the exact representation of organizational structure that people are facing and understanding it. Since, the members of the organization share common structural features they find common understandings which form the organizational atmosphere. Dakret defines organizational atmosphere as the emergence of underlying practices and patterns which lies in presuppositions, examples and beliefs and makes the culture (Dackert *et al.*, 2004). Fleming said that organizational atmosphere is a view of appearance properties of culture which arises from the perceptions and attitudes of employees. Although, scholars have no consensus about the definition of organizational atmosphere but most of them have expressed the same views on its properties. Gardner *et al.* have mentioned the following features for organizational atmosphere (Gardner *et al.*, 2005):

- A collective perception of employees about special features of organization such authority, trust, solidarity, support, appreciation, innovation and justice
- The outcome of the interaction of an organization's members
- A basis for interpreting conditions
- Reminder of norms and values and attitudes about the the organization's culture
- Effective source on behavior

## **MATERIALS AND METHODS**

Based on the method of data collection this study was a descriptive functional one and a questionnaire that its validity and reliability have been confirmed was used to collect data. Credibility (validity) of research tool is measured by content validity. That is each question prepared by studying the different study sources including the standard questionnaires which were used by (domestic and foreign) researchers and then using the comments of supervisor professor, experts and pundits in this field their validity was assessed. In this research, the dependability (reliability) of data measurement tool was assessed by determining Cronbach's alpha coefficient and Cronbach's alpha calculated for each of the questionnaire scales was at appropriate level (over 0.81). Questionnaire of the

present study has been designed using Likert spectrum of 5°. The statistical population of study included 100 senior, middle and operational managers in 3 university hospitals of medical sciences which according to Krejcie and Morgan table, 79 of them were selected as samples through random sampling method. To analyze the data in this study, 2 methods of descriptive statistics and inferential statistics were used. In the descriptive part, the frequency tables, mean, standard deviation and variance were used and in inferential statistics part, according to the formulated hypothesis in order to check the normality of variables kolmogorov-smirnov test was used that in this research, this has been made possible using the Version 22 of SPSS Software. Since, none of the studied variables has normal distribution, so, inevitably in inferential statistics for testing hypotheses the spearman correlation test was used.

### RESULTS AND DISCUSSION

**Findings:** Based on the obtained results which are shown in Table 1 from a total of 79 studied managers in hospitals 45.6% were men and 54.4% were women. Research findings show that about 54.4% of respondents were in the age group of 35 years and older. Highest frequency is for bachelor's degree which forms 54.4% of statistical population and the rest (45.6%) had other degrees. Research findings show that 49.4% of respondents have 15 years or more work experience.

The obtained results in connection with statistical indices of research variable that are shown in Table 2, suggest that the organizational atmosphere variable has an average, standard deviation and variance of 2.87, 0.577 and 0.333, respectively. The findings from the study of correlation test are as follow:

**Hypothesis:** There is a significant relationship between the formulation and implementation of strategic planning and creating organizational atmosphere for empowering the hospitals staffs of Tehran University of Medical Sciences.

Table 3, in connection with the research hypothesis, since, sig is obtained more than 0.05, thus, researcher's claim is rejected that there is a significant relationship between the formulation and implementation of strategic planning and establishing organizational atmosphere for empowering the hospitals staffs of Tehran University of Medical Sciences.

Considering that the main issue in this research is to study the relationship of formulation and implementation of strategic planning and organizational atmosphere of

Tehran University of Medical Sciences hospitals, based on the research findings it was found that there is no significant relationship between the formulation and implementation of strategic planning and organizational atmosphere for empowering. This is inconsistent with the results of a study conducted by Ralph which states that any strategic planning runs within an organization which is why in institutions there is a link between the structure and organizational atmosphere with strategic planning (Biggadike, 1981). In his research, Yusefi stated that if is properly developed, strategic planning will lead to the selection of strategies that in the case of correct and timely implementation it bring success and superiority to the organization's atmosphere (Nemat, 1972). The results of Akbari research point out that there is a significant relationship between strategic planning and organizational structure (Fazlullah, 1958). Edmonstone and Western stated that organizational atmosphere influences the attitudes and behavior of employees directly or indirectly, both in positive and negative way by those who work in organization thus due to the impact that organizational atmosphere has on employee behavior, managers must create a suitable atmosphere in organization to properly achieve the goals and objectives of the organization (Edmonstone and Western, 2002). In a study conducted by Lyman it has been suggested that policies, strategic planning and financial situation do not make a suitable working environment in organization but rather what makes the organization an ideal working environment is the employee's feelings toward environment aspects and organizational atmosphere. Organizational atmosphere has a significant impact on employee behavior and organizational performance. In his research titled as the

Table 1: Demographic characteristics of subjects

| Variable name             | Frequency | Percent |
|---------------------------|-----------|---------|
| <b>Gender</b>             |           |         |
| Female                    | 43        | 54.4    |
| Male                      | 36        | 45.6    |
| <b>Age (Years)</b>        |           |         |
| 20-25                     | 6         | 7.6     |
| 26-30                     | 12        | 15.2    |
| 31-35                     | 18        | 22.8    |
| 35 year and older         | 43        | 54.4    |
| <b>Level of education</b> |           |         |
| Under diploma and diploma | 2         | 2.5     |
| Associate degree          | 1         | 1.3     |
| Bachelor                  | 43        | 54.4    |
| Master degree and higher  | 33        | 41.8    |
| <b>Work experience</b>    |           |         |
| 5 years or less           | 3         | 3.8     |
| 6-10 year                 | 13        | 16.5    |
| 11-15 year                | 24        | 30.4    |
| 15 year and more          | 39        | 49.4    |

Table 2: Descriptive statistics of research variable

| Variable                  | No. | Least | The most | Average | SD    | Variance |
|---------------------------|-----|-------|----------|---------|-------|----------|
| Organizational atmosphere | 79  | 1.75  | 4.25     | 2.87    | 0.577 | 0.333    |

Table 3: The results of correlation test of hypothesis

| Variable  | No. | Sig.  | Correlation coefficient |
|---|-----|-------|-------------------------|
| Formulation and implementation of strategic planning and creating organizational atmosphere for empowering staffs | 79  | 0.075 | 0.196                   |

relationship between organization's mission statement and organizational success, Hadavi demonstrated that there is no significant relationship between organization's mission statement and organizational atmosphere and this is consistent with the results of the current study. His research also indicates that to some extent, organizational structure determines the internal strength of the organization. The process of developing a mission statement must be according to structure and atmosphere of the organization and proper determination of organizational structure will help people to work together according to the strategies and in line with the mission statement of the organization. Auckland in comprehensive organizational excellence considers extracting the success indices from mission statement and then identifying the processes that have the most influence in fulfillment of these indices as the way to obtain the organization's mission which in this process it is necessary to review the structure and organizational atmosphere because with the existence of a proper and scientific structure there are the possibility of realizing these indices (Oakland, 2001).

### CONCLUSION

Today, there are different views about strategic planning. One group advocates the strategic planning with great enthusiasm and others believe that strategic thinking in an organization could be the result of an unwritten but dynamic and efficient covenant. Thus in the country, up to now the strategic planning did not have much success in Iranian organizations. In fact, in strategic planning, the more the depth of organizational atmosphere is noted as an underlying factor of the activities of individuals, groups and organizations, the better the internal cohesion and external compliance can be reached with sufficient knowledge that arises from the opportunities, threats, strengths and weaknesses of the organizations and the organization resources and facilities can be used optimally to continue the life and accomplish the organizational missions and goals. Thus, it can be concluded that formulation and implementation of strategic planning in hospitals is a fundamental paradigm of transformation road map in organizations.

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