Designing managers’ development model in healthcare and medical education

Farrahi Bouzanjani B.¹ PhD, Sedaghat A. * MSc, Bazargani M.¹ Phd, Bahadori M. K.² PhD, Tofghi Sh.² PhD

Health Management Research Center, Baqiyatallah University of Medical Sciences, Tehran, Iran; Department of Management, Faculty of Management, Imam Hossein University, Tehran, Iran; Health Management Research Center, Baqiyatallah University of Medical Sciences, Tehran, Iran

Abstract

Aims: Considering complicated health problems, rapid socioeconomic changes and important aims like efficiency and patient satisfaction, Health System confronts numerous challenges. The most important goal of managers’ development plan is to provide high quality services. Determining and establishing a proper model is necessary in order to reach this goal. This study was designed to identify influencing components in development of military force health managers.

Methods: This is a comparative-analytical study which was done on 11 human resources management experts in year 2010. A researcher-made questionnaire was used as data gathering tool and Delphi technique was used for validation of the model. Research units were interviewed and their answers were documented in mentioned questionnaire. Data was analyzed using descriptive statistics by SPSS 17 software.

Results: Most important influencing factors in development of health mangers include talent finding, substitution and organizational, professional, psychological, religious and Islamic support. Performance determinants include knowledge, skill, character, motivation, attitude, spirituality, intuition, wisdom, talent finding, substitution, organizational structure, design of managerial jobs, software, hardware, processes and management tasks.

Conclusion: Emphasizing on individual and organizational aspects is required for development of military force health managers.

Keywords: Development, Human Resources, Model, Managers, Health System

Introduction

Considering complicated health problems, rapid socioeconomic changes and patient satisfaction, health system confronts numerous challenges. Austin introduced five characteristics for health industry in 1974, including individual service, being professional, high complexity and a broad range of service presenting facilities and financial repayment. Health system differs from other systems through these characteristics [1].

The most important aim of managers' development is presenting services with proper facilities. Although realizing this aim is difficult, it is basic. Absence of an efficient system in the area of human resources development results in providing insufficient and weak services, lack of efficiency and effectiveness, and lack of quality promotion and finally dissolution of the society's health [2].

Human resources permanently represent the real wealth of nations and any effort to develop should be concentrated on it. Human being is able to foster his talents and abilities to gain knowledge and learn numerous skills. Therefore, the strategy of human resources’ development has always had priority over other development strategies [3].

Since the basis of development is human, the quality improvement of this factor is vital in development and any planning done with this aim, plays the central role [4]. The management is one of the main factors of developed societies' advancement and a unique factor of any organization in comparison with other organizations [5].

Management development is an action which improves the management performance through boosting of the manager's knowledge and skills and changing his attitudes [6]. The basis of managers' development is researchable by three approaches: direct learning approach, while-operation learning approach, and social learning approach that the model designing is in the category of social learning [7].

Mirsepasi believes that the management development should be harmonized with the importance of task and organizational technology in any organization. Based on these, Mirsepasi suggests four models including system-making model, rational goal model, human relations model, and internal process model. Moreover, selecting of the model will be based on the priority of the vote to flexibility roles, profit promotion, skill, and planning for future, access to information, solidarity of work force and work force training [8].
Four factors of funds, human force, facilities, and program compose the backbone of development which will result in flourishing the organizations with the help of management [9]. In order to develop managers, there are various ways including substitution program, occupational method, group training, formal training, occupational turning, while-service training, coaching, practical learning, activities and camps, feedback and consultation [10]. In order to supply organizational aims and reduce the challenges, human resources management will require a model, based on which it could measure and assess the rate of success in achieving aspirations and business strategies. These models help the organization to recognize the differences through comparing the status quo with its wished status (ideal to suitable), and then based on these differences (complication) and through analyzing the reasons of their occurrences, the organization can supply the methods of the status quo optimizing and can execute them [11].

Ahmadi has categorized, in a study, the required skills for executives in three theoretical, human, and technical areas [12]. The results of one study showed that the management training is so necessary for managers, so that through applying correct and basic management skills in different areas, they can supply staffs’ job satisfaction and increased capability and efficiency [13]. Based on his study, Esfahani understood that in Islamic management, more attention is paid to performing of the management’s duties including planning, organizing, resources mobilization, leadership and guidance, coordination, control, reporting, and budgeting in comparison with western management [14]. Moreover, the results of another study showed that management reaches to the stable development, when human will be looked at through the following five dimensions: physical, social, rational, emotional, and spiritual. Therefore, one should sort out the characteristics of Islamic managers based on the elements of these components [15].

According to Lawrence, some neglect the significant role of management development and managers' training by reasoning that management is an inherent stuff and is different from other specialties. It is obvious that this viewpoint is not acceptable and most of organization's researchers and management believe that management is going toward being acquiring at the status quo [16]. It seems that depositions and recruitments in the health and treatment category do not follow any special rule. The issue that how much a manger of a health and treatment complex needs technical skill or perceptional and human skill, is not clear now. Sometimes, paying attention to technical skill and lack of attention to perceptional and human skills (for instance using newly graduated doctors as the managers) provides many problems. In the dimension of management as well, there are more challenges and ambiguities. Although, at the present time there are training, occupational turning, promotion, etc. in this section, but it lacks consistency and specific occupation path development and this issue provides some management and service presentation problems for the health and treatment section of an army force [17].

Regarding the importance of the issue, it was necessary to scrutinize these issues and explain a proper model for managers' development in this area. It is obvious that developing and explaining such a model and its execution, paves the way of increasing the job progress and achievement and the improvement of managers and staffs' performance and increasing of their efficiency and effectiveness. The aim of this study was recognizing the dimensions and effective components on managers' development in health and treatment section of an army force.

**Methods**

This study is an adaptive analytical study, which was performed in 2009. The research population composed of eleven human resources management elites that were selected by available sampling method. In order to collect data, researcher-made questionnaire and interview were used. Data analysis was done by SPSS 17 software and descriptive statistics. Local and foreign related studies were investigated by referring to libraries and valid data banks and speaking with authorities. In this part, the review of related literature, existed models in this field, basic elements of manager' development and suggested structure of collecting information related to managers' developments criteria were determined. In order to finalize this structure, the specialists' ideas were used. The collected information in the part of comparative study of models was presented in comparative tables. In these tables different structural parts that have been used for collecting data were compared in different models and basic components were extracted. In this stage, the basic components were determined by designing questionnaire and using the elites’ ideas. The applied method in this stage was the Delphi's technique.
Table 1: Authorities’ ideas about managers’ development model and health and treatment commanding

<table>
<thead>
<tr>
<th>Ideas → Dimension</th>
<th>Agree</th>
<th>Disagree</th>
<th>Disagree</th>
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<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
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</tr>
<tr>
<td>Professionalism</td>
<td>11</td>
<td>100</td>
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<td>Skill</td>
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<td>Ability</td>
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<td>Psychological</td>
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<td>Character</td>
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<td>Motivation</td>
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<td>Attitude</td>
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<td>Religious and Islamic</td>
<td>10</td>
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<td>Spirituality</td>
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<td>Insight</td>
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<td>Cognition</td>
<td>11</td>
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<td>Talents-finding and successor-raising system</td>
<td>9</td>
<td>81.8</td>
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<td>Managerial tasks</td>
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Figure 1: The development model of commanders and managers of health and treatment and medical education in an army force
We used the ideas of three authorities for content validation of the questionnaire. In order to determine the stability, the mentioned questionnaire was handed to authorities and the correlation coefficient came out to be 0.80 after the retest. The final model was presented regarding the analysis of the questionnaires. The criteria of authorities' selection, was being specialist in human resources management, being familiar with health and treatment system, and research experience in this field.

Results
Table 1 shows the authorities' ideas about dimensions and components of managements' development model of health and treatment category. The assessment of authorities' ideas showed that all of them did agree with professional and psychological dimensions and most of them did agree with Islamic and religious dimensions, talent seeking system and Successor-raising, applying and organizing system, organizational support, and performance management. On the issue of components, one can say that all did agree with components of knowledge, character, attitude, spiritual, insight, and cognition and most of the authorities did agree with components of skill, ability, motivation, Successor-raising, organizational structure, management occupations designing, software, hardware, procedures and managements' tasks. The least agreement was related to the organizational structure.

The suggested model is shown in figure 1. This model contains professional, psychological, religious, and Islamic, talent-finding system and Successor-raising, applying and organizational system, organizational support, and performance management. Moreover, each of these dimensions contains self-related components that are shown in figure 1. Professional and psychological dimensions contain three components and other dimensions contain two components.

Discussion
Increasing the managerial knowledge will result in increased abilities, skills’ development and development of managers’ personal and philosophical characteristics. Management development, as the development key of Iran is dependent to the development of organizations' managers. Managers' development happens through dimensional development and by managers' development and their better role playing the organization reaches a better effectiveness [18].

Present managers' development models have so many weak points that only some of the dimensions have been focused on, and they do not contain a comprehensive attitude.

In a research entitled “designing management development model for social security hospitals”, Nasiripour concluded that the most effective components of management development are theoretical knowledge, acquired ability and personal characteristics [19]. This model contains a comprehensive, systematic and prospective attitude and it has been greatly tried to follow the organizational orientations so that it can be presented to all managerial levels.

In another study entitled ''the analysis model of management development for the health system of Iran'', Danesh kohan suggests seven components including strategic commanding, human resource management, knowledge management, procedure management, organizational structure, finance management, and planning management [20].

The results of Bazrpash’s study can solve some related problems of managers' development. In his opinion, since a huge amount of services in Iran are public and state, the importance of this issue is glaring specifically and in case of not paying attention to this significant issue, Iran would encounter many financial and spiritual losses and sometimes irreparable ones. In this study, the negative and positive criteria, general preferable and specific preferable criteria (personal and individual characteristics, communication, and analytical skills) have all been analyzed and some components of the present model have been mentioned in it [21].

In a study that Ali-al-kazem conducted in Kuwait, it was determined that the biggest share of the management problems is related to superiority of individual communications over occupational communications, interest and loyalty to job, rules and regulations, mentality towards the assessment and promotion, old-fashioned and inflexible management style and groups’ effect in the office [22].

In another study entitled "management development for mid-level managers", Anthony K has stated that the absence of formal trainings and primary experience of managers would result in lack of management development [23]. Moreover, the results of some researches show that potentially most of the holistic approaches of managing the performance include reference to job necessities, individual attitudes and the role of experience [24].

In another study entitled "physician managers", Beston C concluded that the political aspects of
management among physician and non-physician managers are the same, whereas the financial aspects are different [25].

The reason for which the present model is different from compared models is that models always traverse the evolution and on the other hand, this model has been designed based on the organizational orientations and regarding the differences in organizational nature. Based on the performed study, considering the recruitment of the scientific and educated directors in management posts is suggested; in addition, being prospective and emphasizing talent-finding and successor-raising, managers' training in order to manage the organization based on techniques and management technologies, paying attention to staff's occupational trend, appropriation of structure in order to facilitate the management tasks, managers' nurture in different work areas, planning for longitudinal and transverse courses and finally paying attention to religious and conscious issues of managers.

Conclusion

Regarding the present situation, in order to develop the health and treatment system it is vital to pay attention to organizational dimensions of talent-finding and successor-raising, organizing, organizational support, performance management and individual professional, psychological, religious, and Islamic dimensions.

References

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