An Investigation on the Relationship between Strategic Management and Crisis Management in Hospitals of Shahid Beheshti University, Tehran

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ABSTRACT: This study was accomplished to investigate the relationship between strategic management and crisis management in hospitals of Shahid Beheshti University in Tehran. Population of the research consisted of all hospitals of Shahid Beheshti University personnel in Tehran. By Cochran test and using a simple random sampling, 120 subjects were selected as the statistical sample. Correlation test was used to evaluate relationships between variables. SPSS software was used in all stages of research. The results showed that there is a significant relationship between dimensions of strategic management (analysis, flexibility, planning space, controlling and planning horizon) and crisis management at a significant level (0.01) and with 99% confidence.

Keywords: Crisis Management, Strategic Management, Hospital

INTRODUCTION

Crisis management is one of important topics that has been considered with a more emphasis during recent years by interns of Action and Thought scope. The crises are a partial of business and work space and removing all crises which threat the organizations is impossible (Jaques, 2010). On the other hand, adaptation with available conditions, to accept competitive space and use of economic tool and jobs need to a tools to take much advantages of the created opportunities (Swanson, 2010.) and this is the same issue that is called as strategic management.

Operations of crisis management, makes an organization able To eliminate some of the crises, manage some others effectively and catch necessary tool for full and fast learning of the indeed crisis (Mazloumi, 2000). Johnson and Scholes (1999) believe the procedures that senior management of the organization adopt for confronting with inconsistencies and disasters are an important partial of strategies of the organization. Mazloumi (2000) believes that managers need to the skills and abilities to can change fails to the success and an order to a disorder against crisis. If strategic management steer the organization to the total goals based on dos, crisis management makes the path smoother with centralization on don'ts. strategic management give to organizations the ability to act by which a creative and innovative way, and determine their fate and control the future, and crisis management transfers this implicit message that nowadays that principle is on crisis and no system is at the stable balance and long-term state. Therefore, although the organizations not able to predict and planning accurate for next, but should be achieved necessary preparation for dominance on many of known and unknown threats. Acquisition this preparation will possible with modulation of strategic management and crisis management at the organizations.

According to two importance issues of strategic management and crisis management, the research will reply to this question that has how performance of strategic management at organization an impact on better performance of crisis management? Although in the field of better function of crisis management have been accomplished many researches but how function of strategic management and its relationship with quality of crisis management operation at organizations are less mentioned. This research follows to investigate the impact of these two important management issues on medical Sciences University of Shahid Beheshti in Tehran.

Background of the Research

review of the research background show more related researches to crisis management has been about crisis, its typology, its nature and the causes and how implementation it at organizations and relationship between strategic management and crisis management has been less considered. Rezvani (2006) is on this belief the identification of accurate nature of relationship between crisis management and strategic management is in the initial of the way and with generality that pattern of the strategic management process results has found many of researchers and fans of strategic management have not been belief to this relationship.

Generally, there are two approaches at background of the research about this two variables. Some researchers have been discussed strategic crisis management and are on this believe that can be codified programs of crisis with a strategic look. In the recent years, crisis management has been studied

more with this approach. In the second approach that at this research to it attention has been considered with acknowledgement to existence of relationship between two variables, these two are not the same and they are two separate areas but linked with together, that influence on each other and are influenced by each other. No much theoretical and experimental studies have been accomplished with this approach. That is mentioned to partial of the researches in the following.

some of researchers have been introduced crisis management as an important part of process of strategic management and are on the belief that organization before to try for archive to goals should be figured on survival preservation and continuity of business and work (Mehta and Xavier, 2012, Pollard and Hotho, 2006; Chong, 2004; Ritchie, 2004). some of other researchers have been considered crisis management as a partial of relations public activities of organization and at crisis time have been assumed relations public of organization as an internal and external organizational media and have been proposed a discussion titled as crisis communications management and a role of media in the different steps of crisis life cycle (Habib zadeh et al., 2010; Roshandel et al., 2010; Rabie et al., 2006).

Pollard and Hutu (2006), argue for the organization could move from a defensive state against crisis (coping with crisis) to preparedness against crises (pre-actively situation), should be able to merge strategic management process and crisis management process. They also have been suggested that the organizations offer their strategic programs after the managers identify potential factors of crisis outbreak. In other world simultaneous with strategy run test of choice identify barriers potential versus to achieve goals of organization and effective run of strategy that are potential factors of crisis outbreak (Pollard and Hutu, 2006).

Sener (2012) divides the macro environment of organization in the view of change and evolution and uncertainty to three type **a)** environmental dynamism; **b)** the environmental complexity, **c)** environmental abundance and expresses that managers' deduction of environmental developments influence on their strategic orientation. Pricop (2012), in a research has investigated crisis in the organizations and believes since strategic management theories have not offered a practical solution for encounter with crisis. He suggest to redefine and to review relationship between strategic planning and strategic analysis for solution of the issue. Rezvani (2006), with review and check results of the research about strategic management and crisis management has offered a model for integrated strategic management process of crisis with utilization of the public model of crisis

management and also combination it with strategic management process model that has been shown at diagram 1. He believes that can be modulated the procedures of crisis management through two main stage of formulation and implementation of the strategy.

The phase of formulation or codification of strategy starts with preparation of the organization's mission statement and with determination of internal strengths and weaknesses and identification of opportunities and environmental threats. In this step, instead of emphasis only on positive aspects of product supply, can be determined vulnerable points of organization that have outbreak potential of crisis, too. This affair is known as crisis audit. The obtained results are merged with analysis of (SWOT) and cause to perform the choice of strategies and programs with more considerations and organization to preparation of mission statement and its long-term goals move more logically. The next step is determination of strategies for which organization creates an advantage; an advantage that could due to reinforcement of strengthens and reduction internal weaknesses, excretion of threats or use of environmental opportunities. As matrix (SWOT) can provides the options for effective and efficient strategies, crisis management techniques (prevention, practice and preparation and managing of crisis) can complete them.

The next stage is implementation of the strategy that includes determination of policies and annual targeting to get long-term goals. In this step can be formulated and codified details of crisis programs included determination of members of crisis management team among managers and skilled professionals and different sections of legal, safety, human resources, hygiene and health, assurance of quality, control of operations, public relations and determination of members' tasks of crisis management team, creation of a compiled program for encounter with crisis, training of crisis management methods to staff of organization, design of control and periodically assessment systems and creation public relations with stakeholders. As has been shown at diagram 1, crisis written program, combination of crisis management team, details of general communications program, the simulated programs, encountering with crisis and business and all must be approved by senior management and the board.

The final stage is an assessment of implementation of the strategy and crisis programs. The information obtained from this stage is used in direction of solution of problems, doing corrective proceedings and redefinition strategies to be provided more preparation for future potential crisis.

Ritchie (2004), with emphasis on enjoyment of a pre- actively approach against crisis believes that organizations should reply to the question what time what type of crisis occurs and how can be prepared at opposite it and react? He verified that process of strategic management included four main stages: 1-analysis of strategy; 2-orientation and choice of strategy; 3-implementation and control of strategy; 4-assessment of strategy and feedback, offers a strategic framework for crisis management that is shown at Diagram 2. At this model, crisis management is included three main stages: **1**-prevention and planning; **2**- implementation; **3**-assessment and feedback. It believes there are some similarities between crisis management and process of strategic management that are: A) Before occurrence of crisis stage is concurrent with formulation of programs and strategies stage; B) occurrence of crisis stage coincided with execution and implementation of strategies stage; C) continuous implementation of strategies are accomplished in order to control crisis

or reduction of its effects and consequences; D) Improvement after crisis stage is when organization assesses executed strategies and uses its results and feedback to prevent subsequent crisis.

In all steps of processes of strategic management should be existed flexibility of programs and continuous assessment in order to potential existence of changes in strategies providing encountering with different crisis (Ritchie, 2004).

Smith (1992), knows strategic management and crisis management common in a large general area. He believes processes of strategic management and crisis management are similar about environmental assessment factors that included assessment of stakeholders and importance of senior management role and collaboration this two group. At each two, codification and implementation of strategy steps are separated and both included stage of assessment that s selective strategies and if required, provide new solutions that, this is a factor for organizational learning (Smith, 1992).
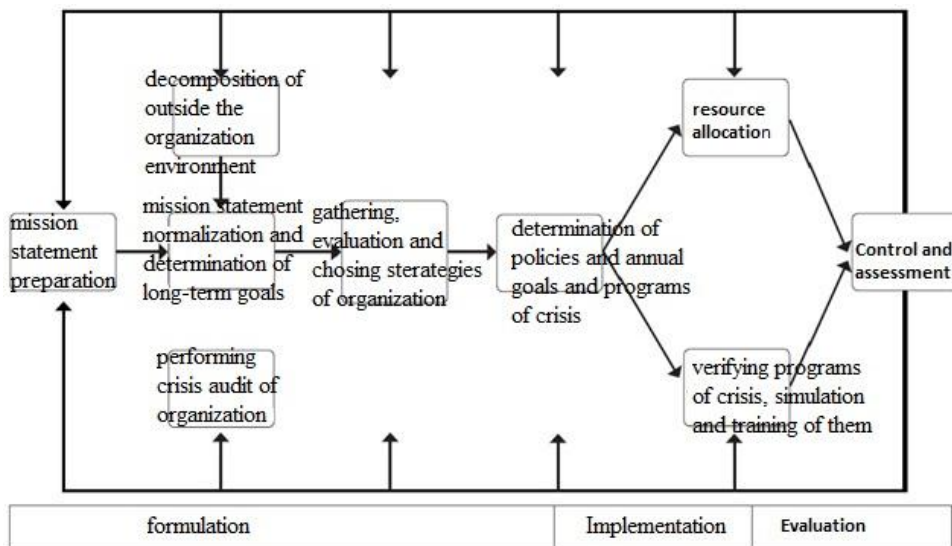

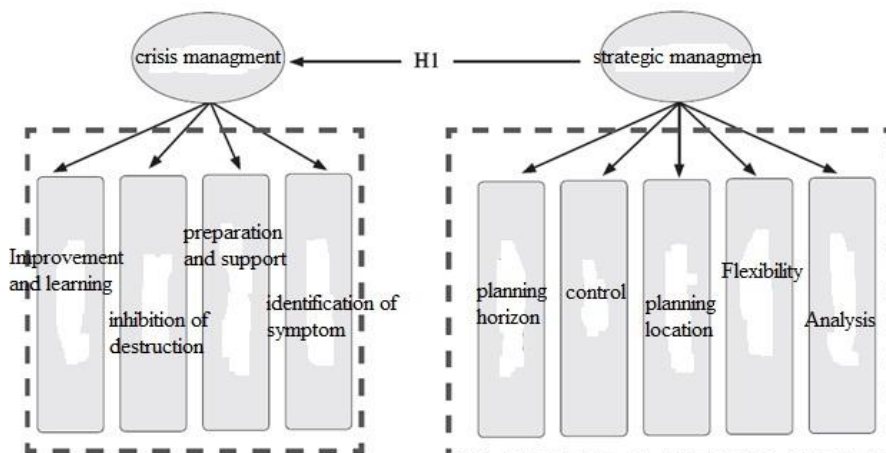**Diagram 1.** A Model for Integrated Strategic Management Process

Diagram 2. Conceptual model of the research

MATERIAL AND METHODS

This research in perspective of target is an applied that is performed with a quantitative approach. The method used in this research was correlation. Population of the research consisted of all personnel of medical sciences university of Shahid Beheshti in Tehran. For calculating statistically sample Cochran formula has been used. On this basis, the sample size is calculated using simple random sampling that is equal to 120. Data collection tool of the research is the questionnaire. The used questionnaires at this research are included two questionnaire of strategic management and

questionnaire of crisis management that have been responded by senior managers of organizations. Questionnaire of strategic management with use of Baringer and Blodren's (1999) questionnaire and questionnaire of crisis management with use of questionnaire Spillan and Hug (2003) have been codified and were given to senior managers of the organizations. After codification of questionnaire, content reliability and formal reliability of the questionnaires were controlled by refer to teachers and professionals and structures reliability also by the Bartlett's significance test and adequacy test of sampling.

Table 1. Cronbach alpha coefficients

	Variable	Number of questions	Adequacy of Sampling (KMO)	Bartllet Test	Chronbach's alpha coefficient (percentage)
Strategic management	Analysis	6	0.65	0.00	93
	flexibility	7	0.55	0.02	96
	Planning location	5	0.56	0.01	82
	Control	3	0.67	0.00	95
	Planning horizon	4	0.65	0.00	95
Crisis management	Identification of crisis symptoms	4	0.71	0.00	85
	Preparation and prevention	3	0.70	0.00	94
	Inhibition of destruction	5	0.67	0.00	95
	Improvement and learning	4	0.64	0.00	97

RESULTS

First hypothesis: there is a positive and significant relationship between the managers' use of analysis in strategic management and crisis management. According to the correlation coefficient obtained (0.53) and obtained significance level (0.000), it can be rejected the null hypothesis and be accepted the opposite hypothesis. This means that there is a statistically significant relationship between the use of managers from the analysis in strategic management and crisis management with 99% confidence.

Table 2. Test of correlation analysis for the first hypothesis

Independent variable	Dependent variable	The correlation coefficient	p	Sig.
Analysis	Crisis Management	0.53	0.000	0.01

Second hypothesis: there is a positive and significant relationship between the managers' use of flexibility in strategic management and crisis management. According to the correlation coefficient

obtained (0.61) and obtained significance level (0.000), it can be rejected the null hypothesis and be accepted the opposite hypothesis. This means that there is a statistically significant relationship between the use of managers from the flexibility in strategic management and crisis management with 99% confidence. According to the correlation coefficient obtained (61) and obtained significant level (0).

Table 3. Correlation Analysis Test for Second hypothesis

Independent variable	Dependent variable	The correlation coefficient	p	Sig.
Flexibility	Crisis Management	0.61	0.000	0.01

Third hypothesis: there is a positive and significant relationship between the managers' use of planning location in strategic management and crisis management. According to the correlation coefficient obtained (0.55) and obtained significance level (0.000), it can be rejected the null hypothesis and be accepted the opposite hypothesis. This means that there is a statistically significant relationship between the use of

managers from the planning location in strategic management and crisis management with 99% confidence.

Table 4. Correlation Analysis Test for third hypothesis

Independent variable	Dependent variable	The correlation coefficient	p	Sig.
Location plan	Crisis Management	0.55	0.000	0.01

Hypothesis four: there is a positive and significant relationship between the managers' use of control in strategic management and crisis management. According to the correlation coefficient obtained (0.44) and obtained significance level (0.000), it can be rejected the null hypothesis and be accepted the opposite hypothesis. This means that there is a statistically significant relationship between the use of managers from the control in strategic management and crisis management with 99% confidence.

Table 5. Correlation Analysis Test for fourth hypothesis

Independent variable	Dependent variable	The correlation coefficient	p	Sig.
Control	Crisis Management	0.44	0.000	0.01

Hypothesis five: there is a positive and significant relationship between the managers' use of planning horizon in strategic management and crisis management. According to the correlation coefficient obtained (0.49) and obtained significance level (0.000), it can be rejected the null hypothesis and be accepted the opposite hypothesis. This means that there is a statistically significant relationship between the use of managers from planning horizon in strategic management and crisis management with 99% confidence.

Table 6. Correlation Analysis Test for fifth hypothesis

Independent variable	Dependent variable	The correlation coefficient	p	Sig.
Planning horizon	Crisis Management	0.49	0.000	0.01

The sixth hypothesis: there is a positive and significant relationship between the managers' use of strategic management and crisis management. According to the correlation coefficient obtained (0.52) and obtained significance level (0), it can be rejected the null hypothesis and be accepted the opposite

hypothesis. This means that there is a statistically significant relationship between the use of managers from strategic management and crisis management with 99% confidence.

Table 7. Correlation Analysis Test for fifth hypothesis

Independent variable	Dependent variable	The correlation coefficient	p	Sig.
Strategic Management	Crisis Management	0.52	0.000	0.01

DISCUSSION

The general purpose of this research was to investigate the relationship between strategic management and management crisis in the hospitals of medical sciences university of Shahid Beheshti. To achieve to this target, firstly, are investigated theoretical basics and then experimental data was gathered and tested for identification of rate of experimental data compatible with theoretical basics.

According to data collected, 70 percent of responders was woman and 30 percent was man. In terms of level of degree they were consisted of 10 percent associate Degree, 75 percent bachelors and 15 percent MA. In terms of work experience they were consisted of 5 percent with a history of less than 5 years, 40 percent with a history between 5 and 10 year and 55 percent with a history more than 10 year.

Collected data also shows that the organizations have been earned the average score on the assessment of the strategic management (2.66from 5). Among dimensions of strategic management, most score is related to the flexibility. In other word, the organizations have a more acceptable preparation than other dimensions in the field of the flexibility (with a score of 3.42 from 5). After this dimension, planning location and analysis have been earned next degree.

Another variable of this research is crisis management. The investigation of dimensions status of crisis management and data collected at this research shows that the organizations earned points (2.53 from 5) in regard to crisis management. Identification of crisis symptoms with score (3.03) has most score among dimensions of crisis management and then inhibition of destruction is at the next position.

Results of the study showed that managers who use strategic management have a well management with a 99% confidence when crisis that amount of the relationship is equal to (0.52). This relationship dominates about aspects of strategic management and crisis management at a significance level of 99% and with one percentage error.

According to importance of two variables of strategic management and crisis management in at the organization and also with attention to verifying strategic management effect on crisis management at this research, managers can be provided required fields for simultaneously implementation of them. Managers with implementation of strategic management can propel their organizations to the purposes and definite outlooks and with establishment of crisis management and with centralization on don'ts smooth the path (3). Strategic management helps to organization with creative and innovative manner subject the future and with crisis management institutionalized balance and stability at the organizations and prepare required field to predict and control the crisis.

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