

THE EFFECT OF STRATEGIC THINKING ON ADMINISTRATIVE HEALTH

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ABSTRACT

The aim of this study is to identify strategic thinking effects on the administrative health at Kermanshah University of Medical Sciences. Strategic thinking involves five aspects of systemic thinking, intelligent time-saving, intent-focus, thinking in time in Liedtka's article (1998) as the independent variable and the dependent variable was selected as the administrative health. Standard questionnaire containing 30 indicators is used to measure the independent variable. Also, the standard questionnaire was used to measure the dependent variable, this questionnaire was designed by Alaqemand (1999), Shariatmadari (2009), Hui and Miskel. This research was descriptive, and sampling was accomplished randomly. The population of the research consisted of 854 employees of Kermanshah University of Medical Sciences that 259 subjects were studied. Kolmogorov-Smirnov test to check the normality of the data was used. The structural equation modeling was used to test the effects of variables. The obtained results show a direct correlation between strategic thinking and administrative aspects of health that intent-focus by a factor of strategic thinking in the first place was 0.78, and the highest correlation with the administrative health among employees of Kermanshah University of Medical Sciences. Hypothesis-centered by a factor of 0.64 in second place, systems thinking by a factor of 6.10 in the third, intelligent time-saving by a factor of (0.33) in the fourth, finally thinking in time by a factor of 0.31 is considered in the last (fifth).

Keywords: *Strategic Thinking, Administrative Health, Medical Sciences, Kermanshah*

INTRODUCTION

This research seeks to analyze the effects of strategic thinking on health administration at the University of Kermanshah. Leiden and Klingel (2000) believed that organizational health is a fairly new concept and not only the organization's ability to perform tasks effectively but also is the organization's ability to grow and improve.

Observers in healthy organizations employees are committed and conscientious, high-spirited, open communication channels and increase their success and a healthy organization where that people want to stay there and work and proud of it and those are useful and effective.

According to Parsons Theory of organizational health at the primary level and then based on the following components:

1) the level of tactical level of low-level system in which the organization would-be and actual product includes:

A spirit: a spirit of confidence, trust, sympathy and friendship that exists between staff I The scientific focus to emphasize the point for learning staff. High-level scientific purposes, but the situation is obtainable to staff, learning environments, regular and serious.

2) Office the level of Management's internal mediation efforts, control and includes:

A consideration (observe or comply with) the behavior of managers that are friendly and supportive. Consideration that reflects the behavior of respect, mutual trust, cooperation and consideration to other words meaning kindness and friendliness is artificial and calculating, but honestly attention of the staff as professional colleagues.t points to. Staff feels good to each other and at the same time feel your job well done-up.

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The construction of the (task-oriented):

Behavior Manager oriented clearly job expectations, performance standards and procedures expressly determined. Construction of the behavior of the manager points out that task-oriented and achievement-.A support resources: the amount of materials and equipment required and requested by the staff. Organizational resources to support that the material is necessary.

3) Institutional the level of: the institutional level, organizations concerned with the environment and includes:

A manager's authority: the manager's ability to influence decisions is superior. Manager influential and persuasive and works effectively with superiors but is independence in thought and action.

(B) Institutional integration: the ability of the organization to comply with environment and compromise with ways which Keep health programs organization (the Hui and Mysel, 2003).

So

If an organization is able to achieve a position the majority of managers and employees are the strategic thinking and the issue of innovation is a strategic look, it will always question the status quo to situations and find new and better solutions and at the same time that they do its those who join their group, they will support and guide them. With this trend, the outlook is favorable for your organization in the future in it, a better understanding of the organization and its operating environment will receive and to achieve the vision and implementation of environment favorable to creativity and innovation out (Kurdi, 2003).

Failure means loss of health and disease in an organism (in vivo), the occurrence of a serious illness may be irreparable damage to organisms or even lead to death. On the other hand, regardless of the disease does not mean that the organism, the optimal acts because the organism is healthy, but may not fulfill its functions. Hence, in the areas of medical and mental health, the health or safety is considered positive. In good health, the duty organism to flourish continues (Azizi, 2006).

Organizational health is not a new concept. But Maze defined it in 1959 and by proposing a plan for assessing the health of the organization, noted that the organization was not always safe. In his view, organizational health and survival of the organization to survive in their environment and adapt to it and upgrade and expand its ability to survive and adapt more points. Organizational health, and organizational ability to survive intact foreign destructive forces dealt with successfully and forces them to effectively lead to the goals and objectives of the organization and in the long term shows signs of a healthy organization (Vine, 1986). Based on what was described it is clear that effects of strategic thinking on administrative health is very important. As researchers at home and abroad these topics are examined separately. Including research abroad to study Birn (2014), Liden (2014) Wendt and Gonen (2012), Valery *et al.*, (2010), Bonn (2005, 2001); Heracleous (1998); Liedtka (1998, 1999) and Mintzberg (1998). Inside the country in this field, research has been done such that it can be Hamidzadeh research (2003); Salarzahi and colleagues (2012), Nazem *et al.*, (2010); Mohammadi (2011), Akbari *et al.*, (2003); Moshabbaki and Khazaei (2008) Mashhad and Kurdi (2011); Shahamatnejad (2011) Rahmanseresht and Kafcheh (2008). But there is not an administrative measure in research on the health effects in strategic thinking. Accordingly, this research aims to answer the question "what extent the critical strategic thinking affect health in Kermanshah University of Medical Sciences?

Also, the results can be used to promote organizational health through strategic thinking at the University of Medical Sciences, Kermanshah University of Medical Sciences.

Theory and Literature

Strategic Thinking: Strategic thinking, it is vital for all organizations but the concept is less well understood. To explain the strategic thinking, models offered but the complexity and breadth of this concept, a comprehensive model has been developed for it. Boone strategic thinking as a process introduced out of which, managers has defined seen from above, the daily crisis management and processes, gain a different perspective of the organization and the changing environment, (Boone, 2001). In another study, Mintzberg (1994), Introduces Strategic thinking as the idea that other kinds of thought, especially lateral thinking and deductive thinking, intuition and creativity are prerequisites to. According

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to Kaufman (2003) strategic thinking is nothing more than a response to daily problems. Create a better future through strategic thinking on the future of as well as the increase in objective values in society through achieving very good results.

Napier and Albert (1990) also consider three aspects of strategic thinking:

- A) The extent of the area of interest when thinking about organizational issues
- B) The time horizon decisions
- C) The key people in the organization benefit from the ability to think strategically, as well as the use of formal planning systems.

Systems thinking:

Whole system at least two features. So that, first, each of the components can affect the performance or characteristics of the entire system, and secondly, none of them can be independent effect on the entire system (Sengupta and Ackoff, 1965).

In strategic thinking, systems thinking to look at organizational change (Marquardt, 1996; Kaufman, 2003).

Systems thinking is a way to holism.

Essence of systems thinking, change in attitude.

In other words, systems thinking, providing a clearer framework to create patterns and determines how effective they are changing.

Strategic thinking on systemic attitudes are formed.

A strategic thinker always have a perfect model of value creation in the mind and engage the chain of factors to properly understand.

Clever saving opportunities in strategic thinking, as is the focus on objectives is a fundamental principle, discover opportunities and taking advantage of them is a matter of principle.

This means all new topics and experiences and organization to adopt new strategies in order to prepare for new opportunities.

Strategic thinking to grasp the new opportunities to uneven sound in the ear gives rebellious people and be able to understand the right to change strategy. A strategic thinker need to change the business climate and opportunities to be aware of it.

Also, according to the body of the organization lies in its capacity it works.

On the other hand, goal-oriented planning system, Ralph Stacey argues that objectives, intentions and opportunities must be considered as well as flexible viewing (Liedtka, 1998).

Intent-Focus

Strategic thinking to determine the orientation of the organization puts it in the spotlight. This focus allows individuals to organizations that spend all your energy in that direction. Hamel (1994) makes the point that strategic thinking, orientation to the organization for nearly ten years have echoed in the minds of our revolutionary strategy created processes.

According to Liedtka, all the resources (physical, human, technological, energy, psychological) must be focused in order to achieve strategic objectives.

The focus of prevention and organization of work scattered along the landscape, to advance.

Compared with the traditional approach to strategic planning on creating a balance between available resources and opportunities in the emerging emphasis, strategic objective deliberately creates a mismatch between these fundamental (Liedtka, 1999).

Thinking in Time

Liedtka argues that the strategy not only on the future. He argues that the gap between today's reality and purposes that are there in the future. Strategic thinking, strategic thinkers think over time that helps connect past, present and future together to review and understand. Liedtka's view, the organization does not live only in the present, but the past is that it will lead from the present to the future.

Past, present and future are separated. Based on the past and future forms the starting point of the present. Today's success is the result of yesterday's capabilities and success in the future must be founded today. This oscillation between past, present and future well-formulated strategy it is essential to implement the

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Charles Hindi argues that we both felt a continuation of the past and the future direction of changes needed to maintain and control. So our strategic question is not just "what is the future we need to look like?" The question is: "How do we want a future with regard to the past with the present to create instant mood?" (Liedtka, 1998).

Orbital theory: Orbital theory, received loop between creative and analytical characteristics of strategic thinking. Strategic thinking is both creative and analytical tools uses, this integration through the assumption of (creativity) and hypothesis testing (analysis) takes place.

Liedtka says: "When the work is far more complex analytical models is the ability and time to decision and action is limited, to discover rules for success in business, should the theory of the scientific method and hypothesis testing used. These assumptions by the creative question "What happens, though?" Following will be achieved. Liedtka vision, strategic thinking and analysis of Mintzberg have two modes of intuitive understanding with regard to strategic thinking and strategic planning as a synthesis of the analysis of the kind referred to, binds together (Liedtka, 1999).

Administrative health: "Miles" says organizational health to survival in their environment and adapt to its organization and promotion depend on their ability to compromise more.

"Herzberg" believed that factors such as attitudes and perceptions of employees, method of governance, policies, organization, nature and extent of supervision, job security, working conditions, status, salary levels, the establishment of mutual bilateral relations, supervisors, colleagues and subordinates and employees' personal lives and health maintenance organization are required to provide and believes there These factors may make such employees who leave the organization with dissatisfaction and jeopardizing its existence (Shariatmadari, 2009).

Organizational health politics and confusion prevail in any organization that is under way. Morale and productivity are higher. The adverse movement of labor is lower (Beigzadeh, Aminloiei, and Bayrami, 2009).

Research Mehmat (2007), "The impact of leadership styles on organizational health" showed that transformational leadership especially profound effects on job satisfaction is history

While transformational leadership team directly and indirectly through satisfaction and job history on organizational health affects.

The study Dobers (2009) as "perceived as the relationship between the environment and health care and its relationship with change in organizations" on organizational change and development projects on the environment and improve health care and is focused organization, to study the design and how to organize them.

Development issues and solutions that can be assigned to an organizational structure and together they cover and the need to pay attention to issues through a multi-pronged approach is necessary.

Research Byeong *et al.*, (2013), "The experience and results of strategic thinking" showed that the factors affecting the strategic thinking at the organizational level in various fields including management, marketing strategy, strategic management and human resources management indicated that the result of market turmoil and turbulence of technology, promote strategic thinking on organizational level and there is a positive relationship between strategic thinking and marketing performance.

Study Sultan Hussein and Mousavi (2012) entitled "to determine the relative contribution of knowledge management on organizational health in the department of physical education and sport faculty of Isfahan," showed a significant positive correlation between knowledge management and organizational health of physical education Adarah There is a city of sport and the Council.

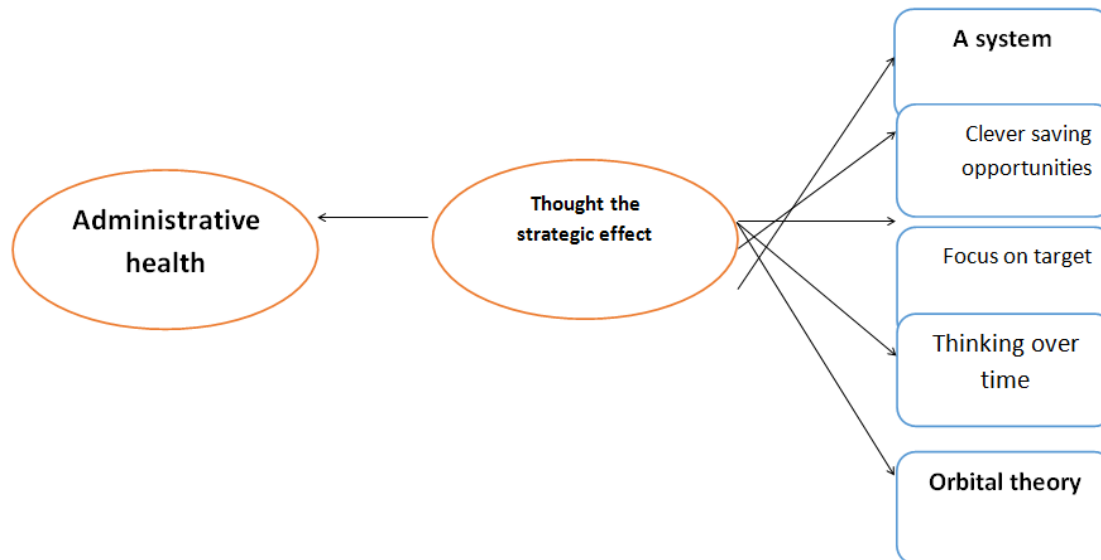
Similarly, social knowledge, internal knowledge, external knowledge, and knowledge combined with some components of organizational health and there is a significant positive correlation.

Study Bahrami *et al.*, (2012) entitled "The Relationship between the methods of management decisions and organizational health departments in Isfahan University of Medical Sciences" showed that decision-making based on consultation and participation in educational groups could strengthen and sustain organizational health. The high morale of members and institutional integration of the major aspects of organizational health and to improve the processes of teaching and research will lead groups.

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The study of genealogy and Mostafa Pour-Hosseini (2012) entitled "The Relationship between organizational health communication skills Pars Abad city schools during the academic year 90-89," showed that managers' communication skills, verbal skills, listening skills and skill Feedback organizational health schools there is a significant relationship.

Research parsley and colleagues (1391), "The relationship between organizational health and employee commitment in teaching hospitals of Ahwaz University of Medical Sciences: 1390" showed that organizational health is significantly related to organizational commitment in the hospital causes be they have more loyalty to their organization and take steps towards achieving organizational goals.



Source: Liedtka (1998)

Hypothesis

The Main Hypothesis

Kermanshah University of Medical Sciences effective strategic thinking on health office.

Sub-Hypotheses

- Effective administrative systems thinking on health.
- The opportunity to save wisely on effective administrative health.
- Focus on the goal of effective administrative health.
- Thinking in effective administrative health over time.
- Effective administrative health orbital theory.

MATERIALS AND METHODS

Research Methodology

For the purpose of this research is the applied research.

In the category of research based on the study is correlational .The research of the markets in terms of research and data collection (research project), descriptive research is to describe the characteristics of the sample and then extrapolated to the target population has this feature. Descriptive research on several categories, which is a survey research. The survey to describe, predict and analyze the relationship between variables is discussed, and according to the time of data collection, is a cross-sectional study. This questionnaire will be used in this way. In fact, this research seeks to collect information to describe the current situation to answer questions and test hypotheses for research.

Kermanshah University of Medical Sciences as the population examined in this study is that the number of employees in the staff of 854 people. For a sampling of simple random sampling method is used.

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In simple random sampling of each of the elements of the target population have equal chance of being selected. The population of the study is the staff Kermanshah University of Medical Sciences is limited to the study of finite population sampling formula is used:

$$n = \frac{854 \times (1.96)^2 \times 0.5 \times 0.5}{0.05^2 \times (854 - 1) + (1.96)^2 \times 0.5 \times 0.5} \cong 265$$

On the basis of sampling, the sample size to 265 employees Kermanshah University of Medical Sciences showed.

But to remove the effects of incomplete questionnaires and lost as much as 15% of the sample was based on 305 questionnaires distributed sample of which 271 questionnaires were returned and finally 259 questionnaires healthy and for statistical analysis appropriate and were used.

Reliability

In order to obtain reliability strategic thinking and organizational health of Cronbach's alpha coefficient was used for the test.

So that way before final implementation, 30 samples were randomly selected,

The questionnaires were given to them

And using data obtained from the questionnaires and statistical software SPSS20 trust with Cronbach's alpha coefficient was calculated,

Which is indicative of the stability and internal consistency.

Table 1: Cronbach's alpha of strategic thinking

Total coefficient	Cronbach's alpha	Number of questions	Variable	Row
0/937	0/856	6	Systems thinking	1
	0/719	6	Focus on target	2
	0/878	6	Intelligent saving opportunities	3
	0/883	6	Thinking over time	4
	0/747	6	The central hypothesis	5

Table 2: Cronbach's alpha of organizational health

Cronbach's alpha	Number of questions	Variable	Row
0/868	24	Organizational health	1

According to the above table as a significant level for all components is greater than 0.05. As a result, normally distributed variables and assumptions of parametric tests used for testing.

Testing Hypotheses Using Structural Equation Modeling

Structural Model Research

To test the hypotheses of structural equation modeling was used.

A multivariate analysis technique is very general and powerful family of multiple regression to a set of regression equations will allow researchers to examine the same time.

LISREL or structural equation modeling (SEM) is a multivariate analysis technique is very general and rather strong family regression and expansion "general linear model". A set of regression equations that allow researchers to examine any time. Structural equation modeling to test hypotheses about the relationship of a comprehensive approach is sometimes observed variables and latent covariance structure analysis, modeling Ali and sometimes called LISREL, but so often these days, structural equation modeling or SEM is the short version. (Homan, 1384).

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According to the table above in this questionnaire alpha value above 7.0 for organizational health is a sign of the reliability of the questionnaire.

RESULTS AND DISCUSSION

Findings

Check data normality assumption Kolmogorov- Smirnov test (K- S)

The use of statistical techniques must be determined that the data collected is normal or abnormal distribution.

As if the normal distribution of data to test hypotheses can be tested using parametric and non-parametric tests to non-normality.

In this stage to assess the results of the Kolmogorov - Smirnov on each of the variables discussed

Based on the results, appropriate tests to verify hypotheses will be selected.

i: Data are normally distributed variable.

i: Data are not normally distributed variable

According to the following table if the value is significantly greater than the amount of the error, the null hypothesis is conclude and if a significant level of error is smaller than a hypothesis to conclude.

Table 3: test the normality of the independent variables

The central hypothesis	Thinking in time	Intelligent opportunity	Intent-focus	Systemic thinking	
259	259	259	259	259	N
2.622	2.879	3.006	3.248	3.121	Mean
0.747	0.864	0.838	0.655	0.853	Standard deviation
1.226	1.153	1.219	1.540	1.323	Z statistics
0.081	0.094	0.385	0.101	0.171	Significant level.
0.05	0.05	0.05	0.05	0.05	The error
H_0	H_0	H_0	H_0	H_0	Confirming the hypothesis
Normal	Normal	Normal	Normal	Normal	Conclusion

(Source: Data)

Table 4: test normality of the dependent variable

Conclusion	Confirming the hypothesis	The error	Significant level.	Z statistics	Standard deviation	Mean	N
Normal	H_0	0.05	0.160	1.124	0.566	3.214	259

(Source: Data)

According to the above table as a significant level for all components greater than 0.05 error is a result of the normal distribution of variables and assumptions of parametric tests used for testing.

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called LISREL, but so often these days, structural equation modeling or SEM is the short version. (Homan, 2005).

The main hypothesis of the research: strategic thinking affects health office in Kermanshah University of Medical Sciences.

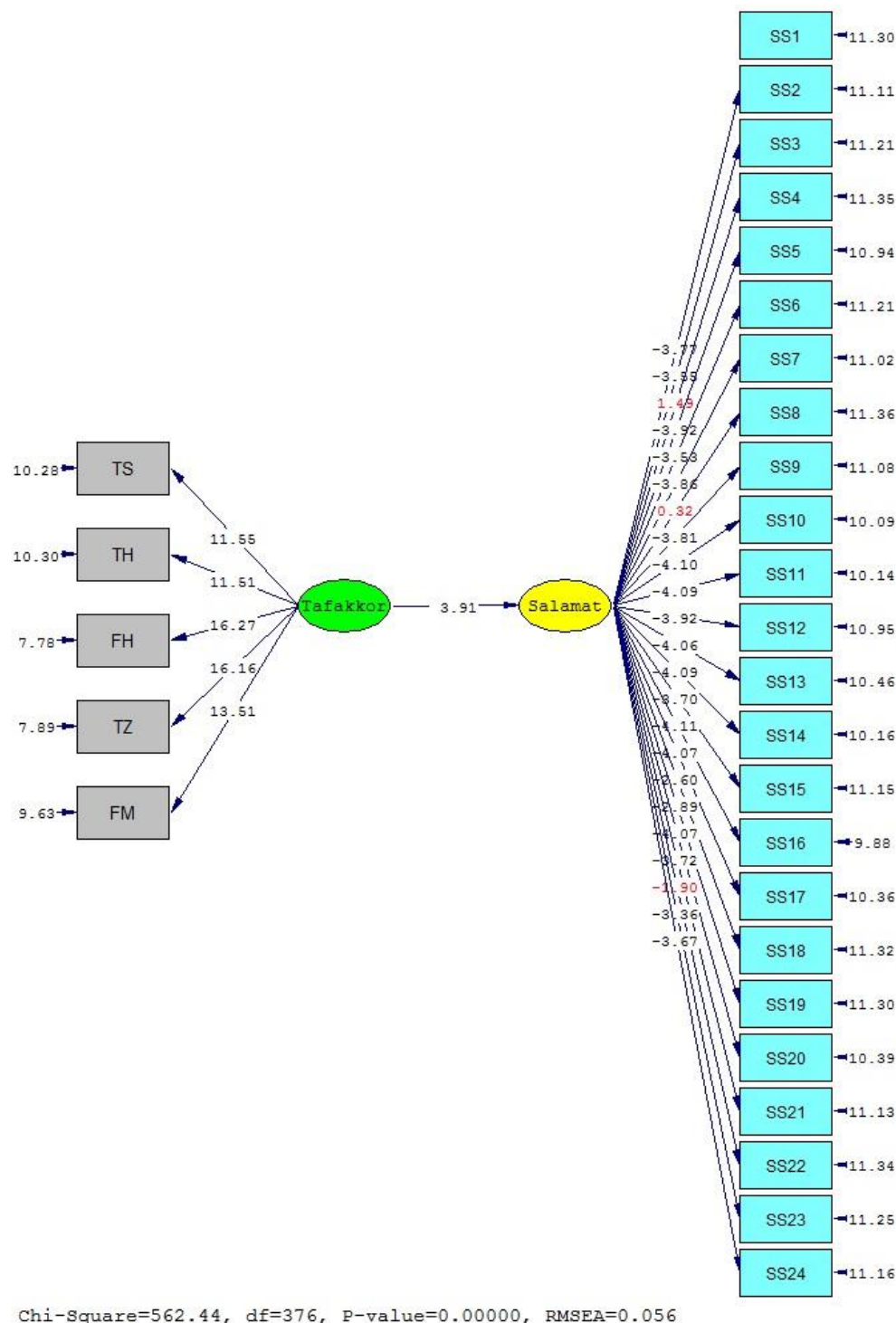


Diagram 1: Structural model of research in estimates the standard (the original research hypothesis of)

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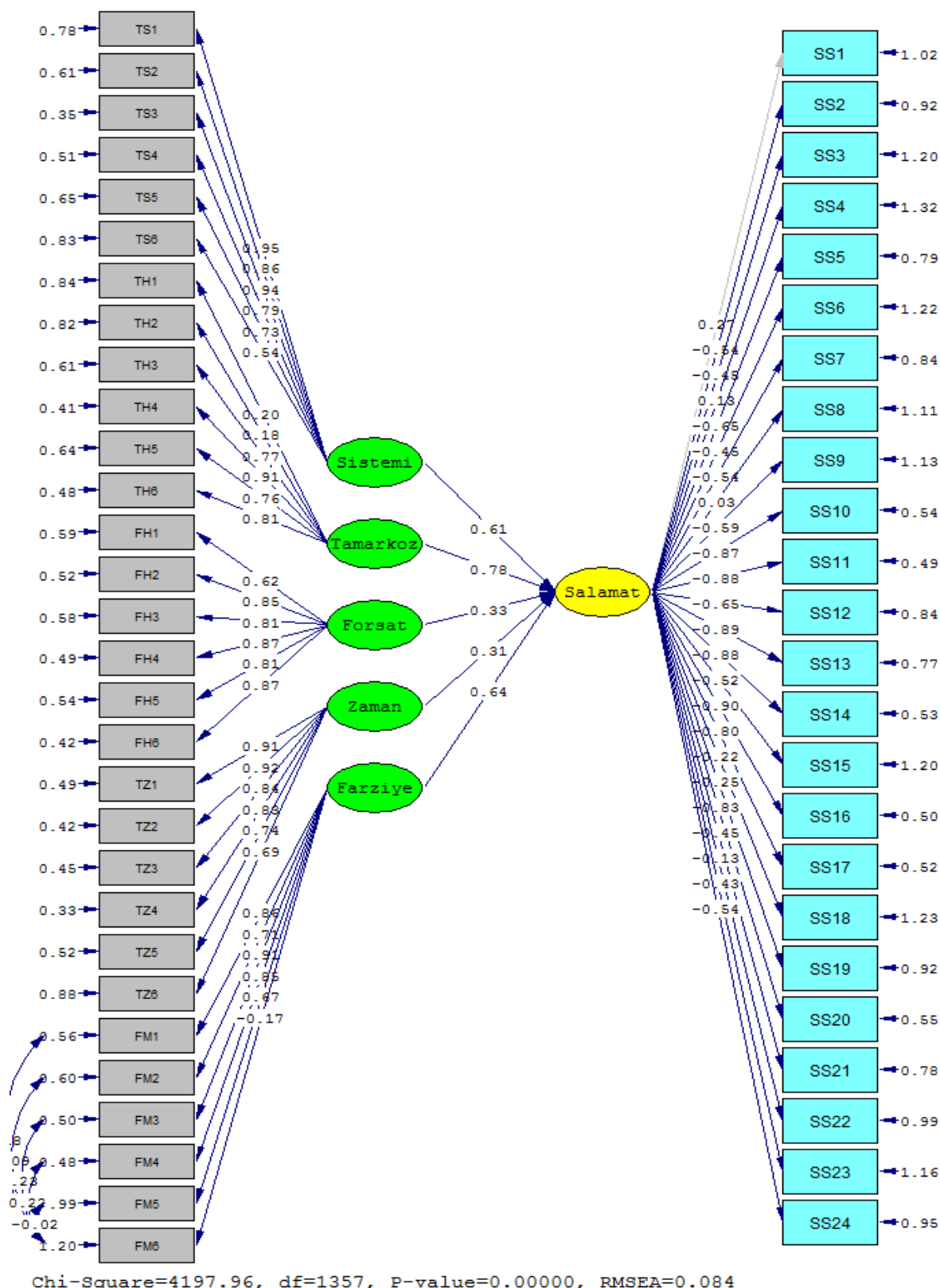


Diagram 2: Structural model of research in a significant number (hypothesis of research) Sub-hypothesis testing using structural equation modeling

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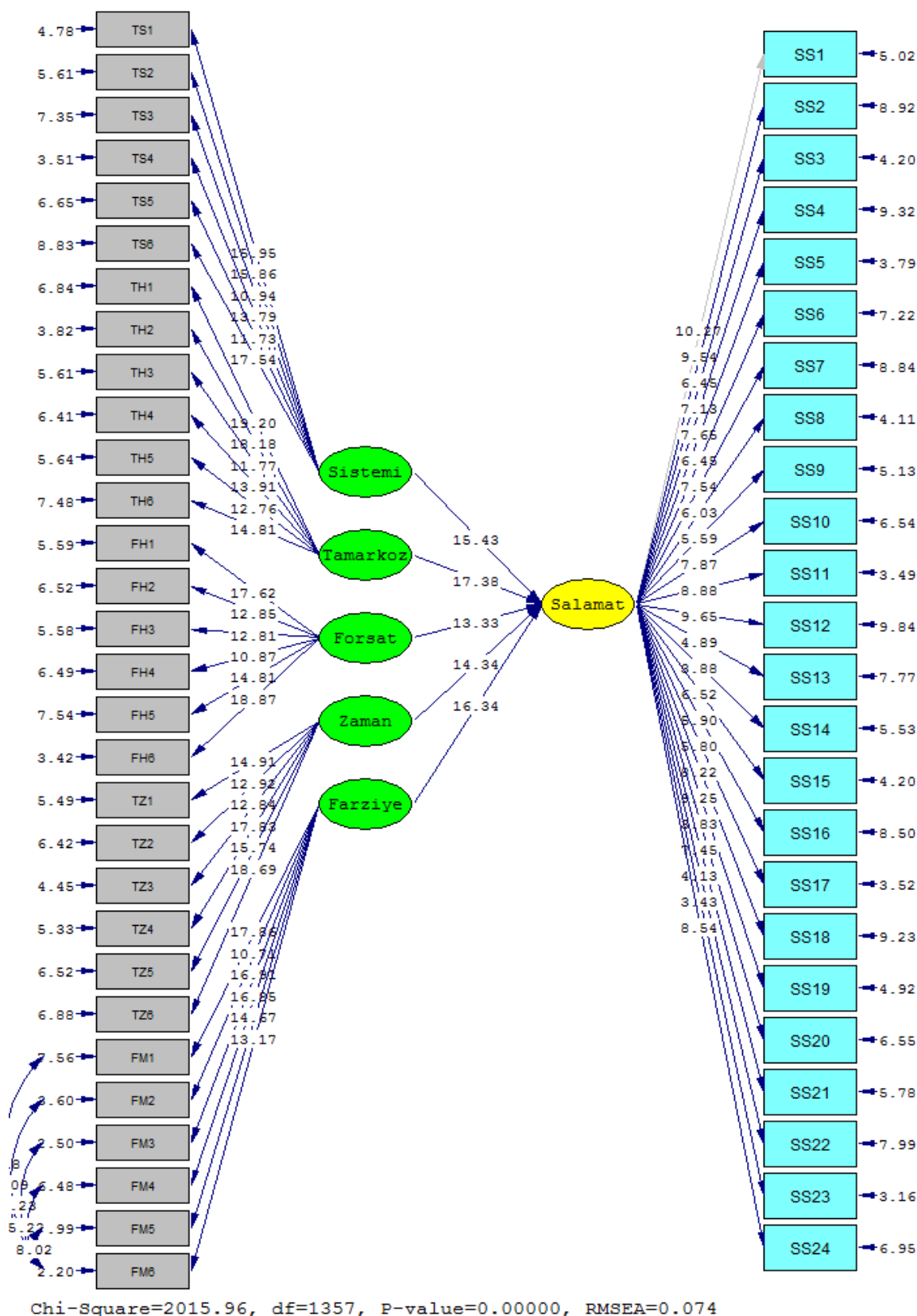


Diagram 3: Structural model in research estimates the standard (secondary hypotheses)

Table 5: Results of the research hypotheses

Degree	Result	T	Coefficient	Orientation	
3	Confirmed	3.91	0.65	From strategic to the administrative health	Main hypothesis
	Confirmed	16.43	0.61	From systemic thought to the administrative health	
	Confirmed	17.38	0.78	From intent-focus to the administrative health	
4	Confirmed	13.33	0.33	From opportunity to the intelligent administrative health	Sub-hypotheses
5	Confirmed	14.34	0.31	From thinking in time to the administrative health	
2	Confirmed	16.34	0.64	From hypothesis-driven to the administrative health	

Hypotheses

The above table shows a summary of the research hypothesis. The main research hypothesis is confirmed. Because the coefficient T is more than 1.96, the research hypotheses The first hypothesis (path coefficient of 6.10 and a significant number 16.43), the second hypothesis (ratio 0.78 route and number significant 17.38), the third hypothesis (the ratio 0.33 and a significant number 13.33), the fourth hypothesis (0.31 path coefficient and a significant number 14.34) and fifth hypothesis is confirmed (coefficient route 0.64, a significant number 16.34).

Recommendations

An innovative organization itself cannot be an idea or an opportunity to create innovative, creative directors have their ideas and expectations.

Creating an atmosphere of collaboration and teamwork in creating an innovative culture can be highly influential.

- Training managers and employees should provide technical and managerial knowledge, because knowledge is stimulating creativity and people can solve problems that are not aware.
- Comprehensive learning resources and ideas to guide the process of "exploring opportunities" for new business managers awareness of ways of creating innovative strategies.
- Active and positive approach to the challenges, problems and organizational issues rather than passive and negative.
- removing barriers to the internal structure and organization, flexibility in the rules and regulations in the public sector to hear the sounds and new ideas and low limits to change in such a creative and positive creation of the strategic transformation of the state.
- Changing the way of organizations, looking at the goals, strategy, budget hierarchies is already known to the state strategy and goals at regular intervals in accordance with their organizational needs and changes in the environment review.
- Creating space-based collaborative management between managers and staff lower levels and the creation of System Dynamic thinking in organizations as possible to hear new proposals and would hear new ideas and divergent personnel that use the idea of participatory decision-making, enabling better decision making and more efficient for organizations.
- Managers are able to identify and pursue opportunities because they have the ability to pay attention to them. The use of creative minds and strengthen learning on the job and enable managers to identify opportunities is essential.
- having divergent thinking and creative approach to exploit the competitive advantage.

Other suggestions to enhance strategic thinking of managers and employees of organizations can be presented as follows:

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- focused on the goal of co-ordinating and collaborating based on the positive attitude of managers to innovate and challenges, identifying opportunities, reducing flexibility in the rules and regulations and encouraging resistance to change.
- Transparency, education and institutionalization of descriptive approaches to strategic management, including strategic thinking through conferences, workshops and seminars.

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