



Determination of hospital committee's efficiency enhancing factors and members' motivators for participating in committee's sessions in selected hospitals, Shiraz, Iran, 2015

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ABSTRACT

the purpose of this study is determine hospital committees efficiency enhancing factors and members motivators for taking part in committees sessions, in selected hospitals,shiraz,iran,2015. The statistical population of this study includes 80 members of hospital committees in Shiraz hospitals. Type of study is applied and descriptive and analytic methods has been used to gain credible results. Researcher made questionnaire which was used for gathering needed data. Data were analyzed with the SPSS software and Friedman and gamma statistical tests were done. The results showed that among different committees efficiency enhancing factors, the most efficient factor on the base of samples point of view is discussed subjects should be related to the committees work profile, and the least efficient is, following approvals implementation in each session. Also the most important motivator is presence of managers and the least motivator is session's duration shortening. This study indicates ranking among committees efficiency enhancing factors and also among motivators for taking part in sessions .there is not any correlation between organizational and demographic characteristics and selected incentives and efficiency enhancer.

Keywords: hospital committees, motivator, efficiency.

INTRODUCTION

Nowadays, organizations are confronted with various challenges such as economic downturn, source scarcity, and competition. (1). Important question is which method is proper for managing organization (2)technology and science growth cause rapid changes in organizations(3),so for achieving goals, it is necessary to implement successful leadership method, which could be able to answer internal and external problems properly. Participative management seems to be the best method for handling one organizations affairs(4).participative management means applying staffs innovations and ability for decision making to reach goals(1)after year 1980 in services offer organizations ,fast development opportunities were appeared (5), and exploitation these upcoming opportunities, especially in hospitals ,is impossible without using human sources opinions and innovation(2).participative management have straight relation with innovation increase among staffs(6)holding committees sessions is an practical way of participative management implement in hospitals.(7)

Various affairs necessitate, authority submission, on the other hand doing reforms according to suggestions system and more coordinating among different working teams ,cause a requirement for having professional committees in hospitals. Hospitals managers do programing , alignmentg therapeutic and administrative activities and strategies by taking part in committees sessions(5).but two conditions have to be existed for lodging efficient participative management ,first educating the advantages of this managing system to all human resources from different job level and second multisided cooperation between managers and staffs should be created(8.9)in addition using participative management not only as it mentioned above cause increase innovation power and so paves the way for reaching goals, but also due to create high rate of job satisfaction(6.3) and since problem solving is done by staffs

themselves in hospital committees ,so other staffs obey the new rules more easily and resistancy will be declined when changes are in need.(1.3.5)

Implementing this management style, adapts organizations with a rapid changing world along with using at most capacity and talents of human forces. meanwhile for access to organizational ends and best function by this method ,managers should know the effective related factors and practical and technical obstacles and appropriate solutions (10) in this field. On the other hand, this method could be done in hospital just by holding hospital committees, so this study is done for identifying efficiency enhancing ways of hospital committees and also determining best motivators to encourage committee's members to take part in sessions and participating in decision making and goals setting more effectively.

EXPERIMENTAL SECTION

METHODS, POPULATUIN AND SAMPLE OF RESEARCH

The purpose of this study, is functional. implementation method is descriptive and analytic, which has been done in quantitative and qualitative way. Statistical population are consist of all committees members (n=80) in selected hospitals, Shiraz, Iran in a year 2015.since of limited numbers, all members were entered into study without sampling and they were given questionnaire.

Research Tools

Interview

According to the concept of study, researcher did interviews with some of the samples randomly and on the base of achieved information, questionnaire was made.

Researcher made questionnaire

The questionnaire is consisted of 4 parts(demographic questions, two open questions, two tables which include questions that could demonstrate ranking of effective factors on committees efficiency enhancing and members motivators) two tables scoring are on Likert five-point scale from strongly agree to strongly disagree.

The reliability of the questionnaire obtained by consulting with related fields university lecturers and validity proved by accounting Cronbach alpha test (0/78)

RESULTS

Statistical analysis was performed including descriptive and inferential analysis that will be followed in sequence. Demographic characteristics of the study participants:

The most participants were in an age between 33-43 (37/5%) and the fewest were in an age group of 43-53(11.3%). 32/5% of statistical population were men and 67/5% were women.68/8%of them had bachelor degree and 3/8%had diploma and associated degree .the most percentage(23/8)had 11-15 years ,22/5%had 2-5 years ,21/3%between 6-10 years ,17/5% under 2 years and 15%above 16 years of hospital committee's membership. Most of participants had 12 years job experience (8/8%).

Comprehensive analysis of hypotheses

Efficiency enhancing factors ranking

Based on the results obtained from the table no 1, Friedman test was done and on the base of mean rank, there is a significant difference among committees efficiency enhancing factors. Ranking are shown in table below.

Table 1(ranking of effective factors)

Ranking	Committees efficiency enhancing factors	Mean rank
1	Discussed subject related to the committees	8/24
2	Determined follower and enforcement for decision implementation	8/21
3	Authority submission to decisions implementer	7/93
4	Holding committees regularly	6/88
5	Feasible decisions	6/78
6	Permanent members	6/5
7	Members punctuality	5/93
8	Deadline for decision implementation	5/24
9	Following decision implementing in next session	5/16

Hospital committees' member's motivators

According to the data in table number 2, on the base of mean rank which resulted from Friedman test, there is a significant difference and incentives. Ranking are shown in table below.

Table 2(members motivator ranking)

Ranking	Motivator	Mean rank
1	Presence of managers in sessions	8/04
2	Presence of backup staffs in place of members	7/39
3	Attention to all members opinions in sessions	7/24
4	Written and verbal admiration due to members activity	6/57
5	Financial bounce	5/83
6	Extra annual leave	5/69
7	Holding committees sessions on the base of annual schedule	5/59
8	Shorten duration of each session	5/20

Table 3 shows committees' members main reasons for taking part in sessions until the time of study was done.

Table 3

Ranking	Reasons	Percentage
1	Participating in decision making	57/5
2	Interested in committees function	32/5
3	Keeping job level	6/3
4	Avoid of getting warning	2/5

Data in table 4 indicate, the main reasons for not implementing approvals which have been appointed in committees from statistical population point of view.

Table 4

Ranking	Reasons	Percentage
1	Managers do not following approvals implementation	58/8
2	There is not any person as a decision follower	26/3
3	Not enough budget	13/8

Table 5 accounted on a base of Likert scale and reveals participants attitude about committees roles in managing hospitals.

Table 5

1.problem solving power	36/3%(29 of 80) - moderate
2. usefulness of current function	57/5%(46 of 80)-moderate
3.Agree with group decision making instead of individual	72/55(58 of 80)-strongly high
4.committees is a Start point of participative management in hospitals	55%(44 of 80)-strongly high

Finally, there is no significant correlation between organizational and demographic characteristics and the motivators and efficiency enhancing factors. (Using gamma test).

DISCUSSION AND CONCLUSION

For problem solving in organization, this is inevitable to consult with expert persons. On the other hand this is necessary to change traditional management method for best matching to the rapid changing world. For doing this, we should have somewhere for participating in decision making, and in hospitals these are committees. (7) So this is important to begin effective and efficient committees.

Based on findings of this study ,most important effective factor on committees efficiency is members should discuss about problems which related to the committees profile(62/5%).it is because in each committee there are special experts appropriate to the committees concept ,so if discussed subjects are not related to the members specialty, result of session is just time and energy wasting ,specified committees duty increase efficiency(7). second place goes to nomination decisions follower(53%) and decision enforcement is in a third place(51%) and as it mentioned in management references, distinct follower boost up committees efficiency(7)

Authority submission to followers(51%) is the forth effective factor, infact authority submission increase the managers power, since it could engage staffs in operational affairs, it leads organization to rapid and efficient and

low costs and results. On the other hand when staffs feel authorized, resistance to changes will be decreased(5).in continue holding committees on a timely manner, permanent members, members punctuality, deadline determination for decision implementation are proved to be the next effective factors.

According to the study results the most important obstacles for efficient committees are not following the approvals , so managers could solve this by authority submission simply.

Members presence at sessions is another reason for having efficient committees and for this, managers should know motivating ways. this study showed ,first motivator is presence of managers in sessions(61/3%)since without their attendance approvals have no validity .also backup staffs in wards and departments(53/8%) could help members to attend in sessions with no stress and high concentration on decision making and brain storming process .next motivator is permission to comment(48/8%). effective manager is person who consult with employees and accepts their suggestions(5).

In spite of x motivation theory (5.2) it became clear that verbal and written admiration (46/3%) take place before financial bounce (37/5%) and incentive leave (35%)as a motivators and its straightly related to the members opinions about their incentives for taking part in sessions till the time of this study :participating in decision making(57/5%),interested in committees function(32/5%).

In conclusion ,participative management could brings not only decrease in costs ,prevented of doing repeated affairs but also increase hospital efficiency ,patients satisfaction ,decrease inpatients waiting time and hospital services quality promotion(8.11.12). On the other side of the coin ,it could boost up job satisfaction rate among staffs, innovation power ,social behavior since when staffs have partnership in administrating organization, they feel commitment to their employer(13).also they resist less when changes is in hand(4.13.6.14.15).

Finally, administrating hospitals is a group work(10),and managers for do their best, according to this study results which mentioned above, should motivate their employees to cooperate actively and by their attendance in committees sessions and handling sessions in a right way, could pave the way for implementing participative management and having efficient committees in hospitals.

Contributions

Study design: SM, MH

Data collection and analysis: NF, MKh, MD

Manuscript preparation: MD, MH

Conflict of interest

The authors declare that they have no competing interests.

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