The Major Purpose of the Study was Examining the Current and Optimal Performance in Terms of the Financial Dimension and Customer Satisfaction in Milad Hospital

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ABSTRACT

The study mainly aimed to examine the current and optimal performance in terms of the financial dimension and customer satisfaction in Milad Hospital. This procedure has been developed through a detailed and integrative attitude toward the organizations’ performance in the form of a framework for evaluating the appropriate and comprehensive performance. Data gathering procedure entailed field research method and a questionnaire. In order to examine the difference between the two dependent variables and paired or dependent samples, t-test was used and non-parametric Friedman test was used for ranking the variables. The statistical population consisted of the managers, vice-presidents, heads and personnel of Milad Hospital. The final sample size included 112 participants. The results of the study demonstrated that except for the financial dimension, there was a significant difference between the current and optimal performance dimensions. In other words, Milad Hospital was significantly successful in its current performance in terms of the financial dimension. With regard to the rest of dimensions, it had a moderate level of performance. The first and second rankings for the optimal performance were related to the customer satisfaction and financial dimension while the first and second rankings for the current performance were related to the financial dimension and customer satisfaction.

KEYWORDS


INTRODUCTION

Taking into account the growing advances in technology and an increase in small industries and rare resources and the value of financial resources, the significance of the government accountability has increasingly developed and all organizations and institutions have made attempts to enhance their organizational performance. Hence, a system which is able to evaluate the organizations’ performance in a systematic and organized way in the form of an organizational strategies and prospects seems to be of utmost significance. The performance of organizations depends on the performance of their managers and employees and evaluating the managers and employees’ performance requires examining the influential and effective factors on their performance.

The existing evaluations models entail traditional methods and are mostly based on financial criteria. Balanced scorecard is a performance evaluation system which would remove the existing problems in evaluating the managers’ performance. In this model, performance evaluation is conducted in four different sets of activities including financial, customer-oriented, internal procedures and learning and innovation based on the organizational strategies.

What this system requires is a real vision in the organizations’ operations and balancing the past financial measures of time through guiding the future performance and contributing to the implementations of the strategy. The balanced scorecard would meet these challenges (Niven) Indeed, using the balanced scorecard would examine the characteristics of evaluating the managers and employees’ performance better and would analyze the
influential factors on the managers and employees’ performance.

**REVIEW OF LITERATURE**

- **Local literature:**
  
  Ali Asghar Ehsanifard (2013) combined BSC and EFQM models to evaluate the performance of districts 3 and 18 of Tehran municipality. To this end, he proposed hypotheses in that there were four dimensions of organizational motivation, resources management, performance and balance beneficiaries and hence, the balance would improve the performance and thereby, the citizens’ satisfaction would increase in the municipality. He tested the hypotheses through distributing a questionnaire and the hypotheses were confirmed and several suggestions were made accordingly.

  Asghar Ebnerasool et al. (2004) conducted a study on the application of the balanced scorecard in evaluating the performance and concluded that the balanced scorecard method would control the organization taking a more comprehensive stance compared to the traditional methods. Long-term orientation would increase its efficiency compared to traditional financial management and accounting methods so that it is widely used all across the world.

  Ali Babaii et al. (2005) designed and implemented a measurement system through a scorecard approach and purpose-oriented measure. This model was implemented in a software production organization (system cooperators group) and the results were examined. The findings revealed the strengths and weaknesses of the organization and provided much better improvement opportunities.

- **International literature:**
  
  Houck (2013) conducted a study in one of the largest legal medicine centers in New York and used BSC indices and a questionnaire to examine its efficiency. The results indicated that a combined model of the performance indices would appropriately lead to operational purposes and contribute to the leaders to take advantage of BSC for compensating the gap between operational purposes and contribute to the leaders to take advantage of BSC for compensating the gap between current performance and the current performance of Milad Hospital in Tehran.

  Yeng Kay Leo (2013) conducted a study entitled “Balanced Scorecard Coverage Approach for Evaluating Airline Performance” and examined 38 major airlines aiming to combine BSC-DEA model for evaluating the operational productivity (return) of the airline companies. The findings indicated that the airlines with excellent performance in efficient boundaries tended to take actions for increasing their capital and decreasing their operational expenditures.

**RESEARCH HYPOTHESES**

- **Major hypothesis:**

  There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran.

  - **Minor hypotheses:**
    
    1. There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of financial dimension.
    
    2. There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of customer satisfaction level.

**DATA ANALYSIS PROCEDURE**

The data were gathered through questionnaires and a paired-sample t-test was conducted to test the hypotheses and Friedman test was run to make ranking.

- **Data gathering and analysis procure:**

  The data were gathered through a questionnaire. In order to examine the face validity and content validity of the questionnaire, the existing literature was reviewed and a number of indices were chosen and completed based on the comments of the experts in the industry in several stages. Hence, the questionnaire enjoyed an acceptable degree of validity. In order to determine its reliability, Cronbach Alpha test was used.

- **Statistical population and sampling:**

  The statistical population consisted of the managers and employees in Milad Hospital in Tehran and the sample size was determined through Cochran’s method based on random or simple probability. Since all the members of the population were similar and had the same characteristics, the method should make it possible to generalize the findings of the study.

- **Research domain:**

  The topical domain and the research problem should be generally and particularly elaborated in the research design. The topical domain of the study was confined to examining the gap between the current performance and optimal performance in terms of the balanced scorecard system in Milad Hospital in Tehran. Hence, the major center of all the above offices was in the geographical domain of the Islamic Republic of Iran and Tehran. This organization was selected due to the significance of the study and accessing to the statistical population and the relevant information through distributing a questionnaire. Since the study was conducted in a particular temporal domain and the significance of time in data gathering and presenting the research findings in the research design, the temporal domain is clearly elaborated. The temporal domain of the study entailed a five-month period between Aban (November) 2015 and Farvardin (April) 2016.
null hypothesis was rejected, i.e. there is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of financial dimension.

In order to test the hypothesis, considering the dependence of the measures on the groups under the study, null hypothesis and directional hypothesis were proposed and a t-test was conducted for the paired (dependant) samples.

There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of financial dimension.

In order to test the hypothesis, considering the dependence of the measures on the groups under the study, null hypothesis and directional hypothesis were proposed and a t-test was conducted for the paired (dependant) samples.

Taking into account the paired t-test value (1.000) with the significance level of 0.319, which is higher than 0.05, the null hypothesis was confirmed, i.e. there is no significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of financial dimension. In fact, there is no difference between optimal performance and the current performance in terms of financial dimension and Milad hospital could have an optimal level of performance in terms of financial dimension.

Major hypothesis:

Is there a significant difference between optimal performance and the current performance of Milad Hospital in Tehran?

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There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of financial dimension.

In order to test the hypothesis, considering the dependence of the measures on the groups under the study, null hypothesis and directional hypothesis were proposed and a t-test was conducted for the paired (dependant) samples.

Taking into account the paired t-test value (26.507) with the significance level of 0.000, which is lower than 0.05, the null hypothesis was rejected, i.e. there is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran. Since the mean and calculated value were positive, the level of optimal performance is significantly higher than that of the current performance in Milad Hospital in Tehran. In fact, there is a negative difference between optimal performance and the current performance and Milad hospital could not have an optimal level of performance.

Minor hypotheses:

1. The first minor hypothesis:

There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of financial dimension.

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2. The second minor hypothesis:

There is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of customer satisfaction level.

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Taking into account the paired t-test value (18.746) with the significance level of 0.000, which is lower than 0.05, the null hypothesis was rejected, i.e. there is a significant difference between optimal performance and the current performance of Milad Hospital in Tehran in terms of the customer satisfaction level. Since the mean and calculated value were positive, the level of optimal performance is significantly higher than that of the current performance in Milad Hospital in Tehran in terms of the customer satisfaction level. In fact, there is a negative difference between optimal performance and the current performance in terms of the customer satisfaction level and Milad hospital could not have an optimal level of performance.

**FRIEDMAN TEST**

On the other hand, taking into account the Friedman test table, it might be said that at the certainty level of %95, there is a significant difference between the mean of the optimal performance dimensions ranking and those of the current performance dimensions. Considering the ranking mean table for the dimensions, it was revealed that the first and second ranking was related to the customer satisfaction and financial dimension, respectively. However, considering the current performance table, the first and the second rankings were related to the financial dimension and customer satisfaction, respectively.

**DATA ANALYSIS FOR TESTING THE RESEARCH HYPOTHESES**

The study aimed to examine the difference between the current performance and optimal performance of the balanced scorecard system dimensions in Milad Hospital.

A comparison of the optimal performance of the balanced scorecard system dimensions and the theoretical mean and considering the point that the mean values of the variables were higher than 3 demonstrated that the mean values of all variables were significantly higher than the moderate level. Taking into account Table 1, the highest degree of difference was related to the customer satisfaction dimension and the lowest degree of difference was related to the financial dimension.

A comparison of the current performance of the balanced scorecard system dimensions and the theoretical mean demonstrated that only the mean value of the financial dimension for the current performance was different from the theoretical mean and the mean values of the rest of dimensions were equal. In other words, the financial dimension performance was significantly different from the theoretical mean value. However, the mean value of the current performance for the rest of dimensions was significantly moderate. These all indicate that Milad Hospital could reach a significant degree of success merely in the financial dimension and had a moderate level of performance in the rest of dimensions.

On the other hand, considering the results of Friedman test, it might be said that there was a significant difference between the ranking mean of the current performance dimensions at the %95 level of certainty. Taking into account the ranking mean tables for the dimensions demonstrated that the first and second rankings were related to the customer satisfaction and financial dimension, respectively. Nevertheless, taking into account the information in Table 9 revealed a significant difference of the ranking for the optimal performance dimensions. Hence,
the financial dimension of the optimal performance had the highest ranking and the customer satisfaction had the lowest ranking from the viewpoint of Milad Hospital.

REFERENCES


