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The influence of success model on the performance of middle managers of oil company hospitals in Khuzestan Province

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Abstract

The present study aims to examine the impact of success model on the performance of middle managers of Oil Company hospitals in Khuzestan Province. This is an applied study in terms of objective. This is considered as a descriptive study in terms of data collection technique. Furthermore, this is a causal study in terms of relationships between the variables. It is specifically based on the structural equation modeling. The population consisted of 440 managers of Oil Company hospitals in Khuzestan Province. Of these, 205 people were selected by simple random sampling technique using the Krejcie and Morgan table. A questionnaire was used to measure the variables. A total of 205 questionnaires were distributed and ultimately 202 valid questionnaires were collected from respondents. Data analysis was performed by descriptive and inferential statistics with the help of SPSS and Amos. The results showed that the direct and indirect effects of key success factors have a positive impact on information management. Effective decisions will be made accordingly. In general, the results showed that the success model will affect the performance of middle managers in Oil Company hospitals.

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Introduction

Hospital is one of the leading providers of health services. Hospitals play a vital role in the return of the patient's physical and mental health, training health specialists, medical research and the health promotion because of their unique facilities. The good management of hospitals as the largest health care settings has received much attention by scholars and policy makers in this sector. Hospital managers should adapt themselves with management theories and methods in the face of increasing pressure from internal and external environments. because the poor performance of hospital managers will cause delays in treatment and disease progression or death.

The poor performance of the hospital managers will lead to the loss of financial and human resources and ultimately reduced productivity. The design and implementation of an effective success model will reduce many of the hospital costs to provide better services to the population covered by the hospital. The provision of good services is dependent on effective management to increase the efficiency, effectiveness and accountability in provision of the health services.

Success factors enabling the objectives directly and are indirectly considered as organization's mission enablers. These are vitally important that directly amplifies the achievement of organizational goals and mission (Sirus *et al.*, 2006; Recklies, 2001). Therefore, it is important to draw a pattern of success for any organization, especially for hospitals as the most important health organizations. The key success factors in hospitals include human resources (Olsen *et al.*, 2005), customer orientation application of technology and service orientation. The informal interviews with staff suggest that the managers claim that are aware of the key success factors in hospitals. However, experience has shown that these variables are visible only when the problems and their roots are emerged. This makes difficult the development of a success model in the Oil Company hospitals in Khuzestan. Some members stated that managers may consider poor training as the cause of low productivity, but other issues are involved.

Success model is an integral part of modern systems of management and strategic planning (Ghobeyshavi, 2014). Every organization has a mission representing the organization's mission statement. The mission reflects the unique values and perspective of an organization. The realization of the organization's mission requires the participation and skills of all members in an organization. To achieve long and short term goals, the objectives of managers and staff should be aligned with the organization's mission. However, to achieve the goals is not adequate and organizations should focus on the key areas and key infrastructure in order to achieve the organization's mission. The key areas unique to each organization to create a competitive advantage for the organization are called key success factors (Carrali, 2004). The key success factors define durable activities to be performed by the organization in a good manner over the time to be successful in achieving the mission. The key success factors are identifiable in all management levels (from senior management to line managers) (Sirus and Rahimi, 2007). The success or failure of an organization in terms of its success model is displayed through the performance of managers and can affect the performance of managers. Examining the key factors, processes and activities can be planned. To achieve the short term and long term goals, the key success factor can be combined and relatively controlled (Evans *et al.*, 2003).

When an organization is able to maintain and realize its long-term goals, the success is in fact achieved. Organizations established goals to achieve them. The success rate in achieving organizational objectives is directly dependent on the performance of human resources, especially managers. Managers as the main decision-makers in the face of internal and external issues play an important role in the success or failure of the organization and to accomplish its mission (Jannati, *et al.*, 2012).

The concept of key success factors leads to vast amounts of information with the development of information systems in organizations. The information should be analyzed and used in decisions. Despite the access to vast amounts of information, literature indicates that senior managers are still not provided with necessary information to make decisions. Therefore, efforts were made to develop an approach to help managers to clearly identify their information needs (Carrali, 2004).

To effectively avoid intake of excessive information, the organization should concentrate information systems (e.g. Hospital Information System) on factors (such as customer orientation, employee orientation, profitability and etc) to guarantee the organizational success. In this case, management will be able to maintain and analyze information using the success factors as a filter. This is important for key decisions in the organization. Therefore, the more effective decision making is based on the data that are exclusively linked to the organization's success. Each organization has its unique key factors depending on the perspective, mission and goals. Both objectives and key success factors are necessary to achieve the organization's mission and none of them can be neglected. Since both objectives and critical success factors are the integral part of the organization's strategic plan, the relationships between the objectives and critical success factors should be taken into account (Sirus and Rahimi, 2007). This reduces the effectiveness of decisions and affects the performance of managers. Regarding the above statements, whether the success factors and a success model can enhance the performance of managers, especially middle managers as the heart of an organization? Despite the growing consensus on the impact of success model on the performance of middle managers, the empirical studies that clearly examine the interaction of these factors are still limited. As a result, there is a primary gap, i.e. the lack of research in this area in the field of management research indicating the importance of the present study. On the one hand, the poor performance of middle managers in the Oil Company hospitals due to lack of a comprehensive and systematic success model will cause the loss of financial and human resources and thereby reduced productivity. Subsequently, the wrong implementation of strategic decisions may impose irreparable damage to the organization and economy.

Apart from the fact that this kind of research can add to the richness of literature on management research, some staff and managers believe that the success model may influence the performance of middle managers in Oil Company hospitals. Therefore, there is a need for further scientific investigation in this area. The aim of the present study is to evaluate the impact of successful model on the performance of middle managers in Oil Company hospitals in Khuzestan Province. The aim of the study is Influence of Success Model on the Performance of Middle Managers of Oil Company Hospitals in Khuzestan Province and showed that the success model will affect the performance of middle managers in Oil Company hospitals.

Material and methods

Research hypothesis

In this section, the literature on the research variables and background are reviewed.

The Performance of Middle Managers . Nowadays, titles like successful, persistent, ambitious and excellent organization are common phrases in the field of organization and management studies. Different groups of people seek to identify the characteristics of such organizations. A high performance organization is an organization that gains better results than similar organizations within a long time period through the ability to adapt appropriately to changes, rapid response to these changes, structured and coherent management structure, continuous improvement of key features and proper treatment of employees as the main assets. Certainly, to achieve organizational excellence and high performance, organizations require

planning and operating structured plans. In other words, to deal with the turbulent world around us, the organizations require a mechanism to guide their motion along the organizational vision (Bayazi *et al.*, 2009). The success rate in achieving organizational objectives is directly dependent on the performance of human resources, especially managers (Charaei, 2004).

Managers as the main decision-makers play an important role in the face of internal and external issues and in the success or the failure of the organization and in accomplishing of its mission. Environmental changes, especially increased competition in trade and industry increase the importance of efficient and competent managers. In other words, managers are considered as the most basic resources. Therefore, great care must be taken to select and evaluate the managers to select the best options (Jannati, *et al.*, 2009). According to literature, the organizational success owes much to the suitability and qualifications of managers, especially middle managers, because they play an essential role in plane-oriented decisions and the strategic decisions of senior managers. No organization can be found with stable success without the presence of a wise, efficient and competent manager (Saatchi & Baghdadi, 2011).

Success Model

In today's competitive global environment, it is of great importance to identify factors affecting the success of managers and their respective organizations. Recognizing these factors, the grounds for targeted decision making are provided and application of appropriate strategies is facilitated. On the other hand, organizations and institutions may accurately compare their status with similar organizations at national and international levels in future to continually improve their status. So far, various studies have been done to identify factors influencing the success of managers, each with different results. Most of these studies provide criteria and indicators to assess the success rate of managers (Nowruzi Chalky and Diani, 2007). Identification of the critical success factors will provide a clear definition of the type of information that should be collected and allows organizations to turn their attention to what they need.

These factors guide the organization towards the creation and evaluation of the success and indicate the requirements for the success of an organization. Accordingly, it is said that the criteria for evaluating the activities of an organization in the parts relevant to the critical success factors should be determined. In fact, these factors should be measurable as possible (Austin, 2006). When the critical success factors are determined for different levels, we can provide the information needs of managers to manage these factors. Thus, the managers can focus their energies on those areas to ensure the effectiveness and efficiency of the organization's activities in those areas, because these are the real requirements for the success to convert the abstract views of managers to the real situation. The application of critical success factors could be the basis for identifying and developing core competencies to support the organization's competitive advantage (Salami *et al*, 2011).

Conceptual Model

In this study, the awareness of the mission, goals and organizational values is the independent exogenous latent variable. The endogenous latent variables include customer-orientation, process-orientation, employee orientation, knowledge-orientation, information management and effective decision making. Given the hypotheses, they are considered as dependent and independent variables. The performance of the middle managers is the dependent endogenous latent variable.
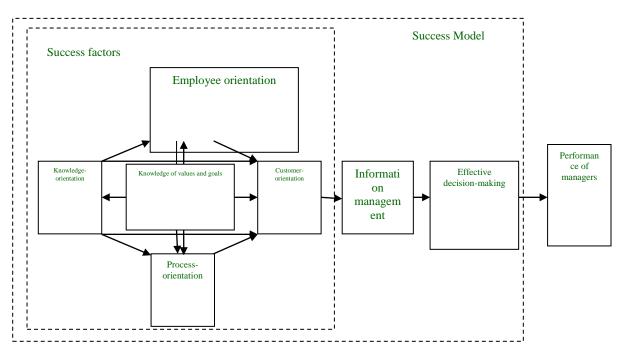
Fig. 1. The conceptual model (researcher-made).

Methodology

This is an applied study in terms of objective. This is considered as a descriptive study in terms of data collection method. This is a causal research in terms of relationships between the variables. Specifically, it is based on structural equation modeling. The population consisted of 440 managers in Oil Company hospitals in Khuzestan Province. Of these, 205 managers were selected by stratified random sampling method using the Krejcie and Morgan table.

Data was gathered using a questionnaire in early 2014. A total of 205 questionnaires were distributed and 202 valid questionnaires were collected. The questions were divided into general and specific questions. General questions include questions about demographic characteristics of the sample. Specific questions were provided in the form of two questionnaires including the success model and performance of managers. Both of which were graded based on the five-point Likert scale (very low, low, medium, high and very high). The Cronbach's alpha method was used to determine the reliability of the questionnaires with the help of SPSS. Table 1 shows the number of items proposed to measure each

variable and the Cronbach's alpha coefficient for each variable.

As seen in Table 1, the Cronbach's alpha coefficient for the success model and the performance of managers was 87% and 95%, respectively. This indicates the validity and reliability of the survey instrument. To test the validity of questions, the content validity and factor analysis were used. To assess the content validity of the questionnaire, the collective opinions of experts, academics and experts were used. Finally, it was ensured that the questionnaire measures the traits expected by the researchers. The factor validity test was performed using confirmatory factor analysis with the help of LISREL. As shown in Table 3, both measurement models are good models. These results suggest the good reliability and validity of the questionnaires. Data analysis was performed using descriptive and inferential statistics. Descriptive statistics was used to examine the demographic characteristics of the sample. Table 2 shows the demographic characteristics of the sample.

Table 1. Variables, dimensions and reliability of the questionnaires.

Indicators	Variable	Variable Type	Source	Number of Items	Reliability coefficient
Vision: a clear illustration of organizational path; clear connection between work and goals; knowledge of the organization's vision and values; understanding the organizational Employee orientation: complexity, delegation, focus, confidence in performing activities by employees Knowledge orientation: training courses, exchange of information, meritocracy, flexibility towards change. Process orientation: Coordination and communication of units, the systematic definition of processes, the clear definitions of procedures, formation of information based on processes. Customer orientation: feedback, high quality services for customer satisfaction, handling customer complaints. Information management: organization and control of information, data filtering, data quality and quantity. Effective decision-making: decisions based on success factors, identifying the critical points.	Success model	Dependent	Research er-made	24	0.87
Monitoring the purposes of units and personnel; classification of labor; creativity, organizational and individual improvement, documentation, communication.	Performance of middle managers	Independent	Research er-made	6	0.95

Table 2. The demographic characteristics of the sample.

Variable	Levels	Percent	Variable	Levels	Percent	Variable	Levels	Percent
Gender	Male	29.7					≤ 5	18.3
	Female	70.3		Diploma	4.5		5-10	18.3
Age	20-30		Education level	Associate degree	24.3	Experience	10-15	15.3
	30-40			Bachelor	55.9		15-20	26.7
	>40			Master	84.9		≥ 20	21.3

Results and discussion

Literature Review

The key success factors are introduced. These factors are necessary to fulfill the organization's mission. When the goals were set and organization's activities and functions were directed, the managers implicitly identify the key areas. This is critical for achieving the goals. Once the key areas of performance were identified, the turning point of the organization is determined. Therefore, when an organization undertakes any activity or creativity, it should ensure that the organization will provide a high performance in the key critical areas. Otherwise, the organizational goals may not be realized. Finally, it fails to fulfill its mission and vision (Carrali *et al.*, 2004). As Ansari and Kazzazi (2012) stated the design of a model for inter-organizational factors will have a positive impact on the success of research and technology organizations in Iran.

Asgharizadeh *et al.* (2008) presented a conceptual model to identify and prioritize the key success factors of electronic sales websites in Iran. They introduced factors related to clients and factors related to the goods / services and processes as the factors affecting the success of systems. According to Janzen *et al.* (2013), the success factors in the needs-based approach include effort, information and support, responsibility, application process, supporting the tools, organizational change and initial

process. According to Janzen *et al.*, the success factors focus on the needs to take the organizational changes into consideration properly. The results of Melia (2011) showed that the critical success factors (geographical location, customer satisfaction, customer orientation, employee orientation, the quality of infrastructure and its structures) have a positive impact on the success of an organization. According to Vasana *et al.* (2003), the success model (team-orientation, project management, user involvement, management support, competence and expertise) has a positive impact on the process model.

Accordingly, we can consider the following hypotheses:

H1: The success model has a significant impact on the performance of middle directors of Oil Company hospitals.

H2: The knowledge of the organization's goals and values has a significant impact on customer orientation in Oil Company hospitals.

H3: The knowledge of the organization's goals and values has a significant impact on the employee orientation in Oil Company hospitals.

H4: The knowledge of the organization's goals and values has a significant impact on knowledge orientation in Oil Company hospitals.

H5: The knowledge of the organization's goals and values.has a significant impact on process orientation in Oil Company hospitals.

H6: Knowledge-orientation has a significant impact on the employee-orientation in Oil Company hospitals.

H7: Knowledge-orientation has a significant impact on process-orientation in Oil Company hospitals.

H8: Knowledge-orientation has a significant impact on customer orientation in Oil Company hospitals.

H9: Employee orientation has a significant impact on process-orientation in Oil Company hospitals.

H10: Employee orientation has a significant impact on customer-orientation in Oil Company hospitals.

H11: Information management based on the success factors has a significant impact on effective decision making in Oil Company hospitals.

H12: Effective decision making derived from information management influenced by the success factors has a significant impact on the performance of middle managers in Oil Company hospitals.

In this section, the results of confirmatory factor analysis of the measurement models as well as the results of research hypotheses testing obtained using SPSS and Amos will be discussed.

Measurement

It is necessary to ensure the accuracy of the measurement models in the structural equation modeling. Therefore, the results of the confirmatory factor analysis of measurement models are presented.

Table 3. Measurement models.

Measurement model	Indicator	RMSEA	PCFI	CFI	TLI	CMIN/DF	P	S–Chi	DF
Success model	Goals and values	0.034	0.33	0.99	0.99	1.25	0.292	2.5	2
	Process-orientation	0.099	0.571	0.98	0.91	2.95	0.086	2.95	1
	Employee orientation	0.045	0.331	0.99	0.97	1.4	0.243	2.8	2
	Knowledge-orientation	0.000	0.333	0.1	0.1	0.8	0.441	2.6	2
	Customer-orientation	0.000	***	***	***	0.0	0.000	0.00	0
	Information management	0.000	***	***	***	0.0	0.000	0.000	0
	Performance of managers	0.000	0.467	0.1	0.1	0.813	0.576	56	7

As shown in Table (3), the confirmatory factor analysis of measurement models shows that the main fitness indices of all latent variables are in an appropriate and acceptable range. Also, in order to better understand the variables, the mean and standard deviation were examined (Table 4). As seen, all variables are in good condition. Among the variables, knowledge of the goals and values acquires the highest scores, while the lowest score belongs to customer-orientation.
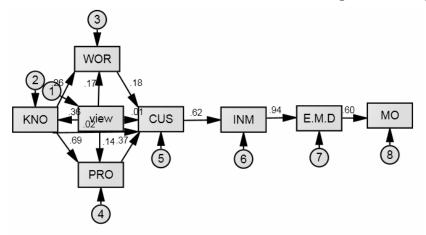
Table 4. The mean and standard deviation of variables.

Variable	N	Mean	Mean standard error	Standard deviation
Knowledge-orientation	202	3.9530	.04834	.68697
Customer-orientation	202	3.5008	.04890	.66666
Process-orientation	202	3.8783	.04296	.61057
Knowledge of organizational goals and values	202	4.1993	.04256	.60488
Employee orientation	202	3.8119	.04617	.65624
Information management	202	3.5314	.04273	.14756
Effective decision-making	202	3.5545	.04679	.23786
Performance of middle managers	202	3.4249	.04697	.49356

Structural Model

Structural equation modeling (path analysis) was used to determine the direct and indirect effects of predictor variables on the criterion variable (the performance of middle managers). The hypotheses were tested according to the following model.

Chi-Square=184.067, df=16, P-value=0.000, RMSEA=0.221

Fig. 2. Analysis of the conceptual model by applying the beta coefficient.

Table 5. The effect of the components of success model on the performance of middle managers.

Direct path	P (Sig)	C.R.T	Non-standard β coefficient	Standard β coefficient
KNO→ View	***	5.478	.409	.360
WOR →View	.019	2.354	.181	.166
PRO →View	.006	2.772	.141	.139
WOR →KNO	***	3.659	.247	.259
PRO →KNO	***	13.662	.610	.686
CUS →View	.866	.169	.016	.012
CUS→ WOR	.006	2.756	.239	.183
CUS→ PRO	***	3.960	.519	.370
CUS →KNO	.824	.222	.026	.021
INM→CUS	***	11.109	.584	.617
EMD→ INM	***	40.801	.956	.945
MO→EMD	***	10.644	.621	.600

According to the results of hypothesis testing (Table 5 and Fig. 2), some paths (hypotheses) can be removed because of the critical ratio of smaller than 1.96 and the significance level of higher than 0.05. Accordingly, KNO → CUS and View→ CUS paths can be eliminated from the model. On the other hand, the goodness parameters indicate the poor fitness of the model. For example, the fitting parameter, RMSER=0.221 is greater than 0.1 indicating poor fit of the model. Therefore, the model should be modified. According to the modified indices (MI) at the output of software (the highest value for a modification parameter is used, Ghasemi, 2010), the KNO→INM and CUS→MO paths are added to the model. The final model is presented as follows.
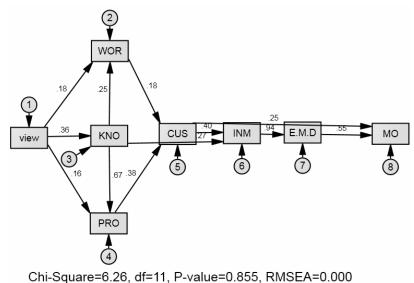

Chi-Square=6.26, df=11, P-value=0.855, RMSEA=0.000

Fig. 3. Analysis of the modified conceptual model by applying the beta coefficient.

As seen in Fig. (3) and Table (6), some fit indices are improved by eliminating undefined paths and adding defined paths.

Table 6. Fit indices of the model.

Fit Indices	Original Model	KNO→CUS and CUS→ View paths were removed and KNO→ INM and CUS→ MO paths were added
NPAR	20	25
DF	16	21
CHI-S	184.067	6.263
P	0.0000	0.855
CMIN/DF	11.504	0.595
TLI	0.725	1.00
CFI	0.843	1.000
PCFI	0.482	0.393
RMSEA	0.221	0.000

The range of fit goodness indices
Good fit: 0.95≤TLI≤1.00, 0.95≤CFI≤1.00, 0. 5≤PCFI≤1.00, 0≤RMSEA≤0.05, 0.5≤CMIN/DF≤2
Acceptable fit: 0≤TLI≤1.00, 0≤CFI≤1.00, 0.05≤RMSEA≤0.08, 1<CMIN/DF<2

Table 7. The effect of the components of success model on the performance of middle managers (final model).

Direct path	P (Sig)	C.R.T	Non-standard β coefficient	Standard β coefficient
KNO→ View	***	5.478	.409	.360
PRO→KNO	***	13.821	.585	.663
WOR→KNO	***	3.659	.247	.259
WOR →View	.019	2.354	.181	.166
PRO →View	***	3.938	.162	.162
CUS →WOR	.004	2.870	.241	.185
CUS→ PRO	***	6.023	.547	.388
INM→ KNO	***	8.091	.394	.417
INM →KNO	***	4.600	.309	.263
EMD→INM	***	40.572	.946	.935
MO→ EMD	***	7.902	.573	.554
MO →CUS	***	3.965	.243	.246

Now, the hypotheses are examined using path analysis (final model). The main hypothesis was tested using structural equation modeling (path analysis). The software output (Fig. 4) showed that success model has a significant impact on the performance of middle managers in Khuzestan oil hospitals (F=126.199, p=0.000).
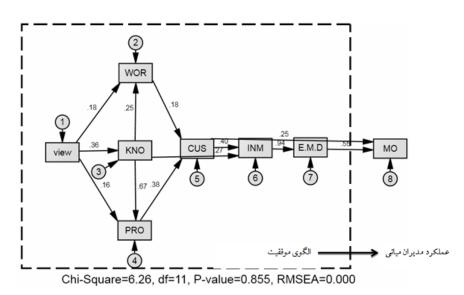

Chi-Square=6.26, df=11, P-value=0.855, RMSEA=0.000

Fig. 4. The impact of success model on the performance of middle managers.

Table (8) shows the results of sub-hypotheses testing by path analysis. According to the results, all sub-hypotheses have been confirmed.

Table 8. Sub-hypotheses testing by path analysis.

	Direct path	P (Sig)	C.R.T	Non-standard β coefficient	Standard β coefficient
View →CUS	Organizational goals and values →customer orientation	0.668	0.169	0.016	0.012
View →WOR	Organizational goals and values →employee orientation	0.019	2.354	0.181	0.18
View →KNO	Organizational goals and values →knowledge orientation	***	5.478	0.40	0.36
View →PRO	Organizational goals and values →process orientation	***	3.937	0.16	0.16

	Direct path	P (Sig)	C.R.T	Non-standard β coefficient	Standard β coefficient
KNO→WOR	Knowledge orientation→ employee orientation	***	3.659	0.24	0.25
KNO→PRO	Knowledge orientation→ process orientation	***	13.821	0.585	0.67
KNO→CUS	Knowledge orientation→ customer orientation	***	0.222	0.026	0.021
WOR→CUS	Employee orientation →customer orientation	0.004	3.870	0.16	0.18
PRO→CUS	Process orientation→ customer orientation	***	6.23	0.54	0.38
CUS→IM	Customer orientation →information management	***	8.091	0.39	0.40
IM→EMD	Information management→ effective decision making	***	40.572	0.95	0.94
EMD→MO	Effective decision making→ performance	***	7.902	0.57	0.55

The additional two paths in the modified model were confirmed (Table 9). The results indicate that the predictor variable of customer orientation can directly affect and explain the criterion variable of the performance of middle managers. The predictor variables of knowledge-orientation can directly affect and explain the criterion variable of information management.

Table 9. The effect of predictor variable on the criterion variable of paths derived from the conceptual model.

	Direct path	P (Sig)	C.R.T	Non-standard β coefficient	Standard β coefficient
CUS→MO	Customer-orientation→ performance of managers	***	3.965	.243	.246
KNO→IM	Knowledge orientation→ information management	***	4.600	.309	.263

Conclusion

According to the results, to familiarize the staff with the organizational policies, norms and values, organizational hierarchy and organizational culture will clear employees' views towards the organization and prepare their perceptions about the organizational orientation. This leads to long-term bond between the staff and organization. Staff will feel more comfortable through employee orientation. Accordingly, the staffs are motivated to actualize the organization's mission through ongoing efforts. To achieve success, an organization must provide full information to their employees to incorporate them in the organization and to familiarize them with the organizational culture, values, and philosophy and communication codes. Description of the departmental goals and their impact on realization of goals, description of the company's expectations with regard to the policies and procedures of the organization will bring employees into the belief of existence and that they are the main part of the organization. Accordingly, they are encouraged and motivated to carry out the unplanned activities in the organization.

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