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ATTITUDE OF HEALTH SYSTEM MANAGERS TO THE IMPACT OF ENTREPRENEURSHIP ON HEALTH SYSTEM INDICATORS BASED ON TIMMONS ENTREPRENEURIAL MODEL IN BUSHEHR PROVINCE



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ABSTRACT :

Introduction: role of entrepreneurship in field of health as means of development of using novel ideas in regard with richness and expansion of product and service production in a context of pioneer organizations has gained increasing value. Injection of entrepreneurship spirits in small and large organizations active in health sector can create considerable change in manner of supplying services and products. Over the years, position of entrepreneurship concept has become significantly

important in health sector. The importance is not limited to domestic sector and has been considered in international level too. Accordingly, at the first step of this study, viewpoint and ideas of managers of health sector as health custodians to entrepreneurship in field of health have been identified.

KEY WORDS: *entrepreneurship, managers, health system, Timmons entrepreneurship model*



INTRODUCTION

Entrepreneurship is process of innovation and creativity and creating new businesses under risky conditions through exploration of opportunities and utilization of resources (Timmons et al, 2004). Entrepreneurship is process of changing novel ideas to products and services, which can result in productivity enhancement, wealth creation, welfare and job creation (Drucker, 2014, Morris et al, 2001). Researchers have presented various definitions and numerous theoretical models for

entrepreneurship. Although studies in this field have been developed over the years, still no perfect theory is created adjusted to entrepreneurship in all domains, especially health domain and there are a few conceptual frameworks about entrepreneurship (Morris et al, 2001). One of the most novel descriptions formed about entrepreneurship is introducing it as an activity in way of creativity in the organization (Drucker, 2014).

Variety and number of activities in health and medical services has created countless opportunities for people in regard with entrepreneurship. Through identifying and following the opportunities, one can affect efficiency of resources and effectiveness of activities and finally, promotion of quality and improvement of productivity (Philips and German, 2006). Today, because of wide changes and evolutions in health service sector, opportunities and number of entrepreneurship businesses that are able to be implemented has been significantly increased (Topping et al, 2007). Moreover, important factors such as increasing costs of services, competition, expensive technology, ageing of population and variety of cultures have affected environment of supplying healthcare and medical services. Healthcare and medical organizations have become more complicated in facing each of the mentioned challenges and hence, they are seeking solutions for long-term survival (Guo, 2006).

Positive attitude of managers to entrepreneurship in their industry and organization can determine their success in the organization, since one of the biggest barriers of entrepreneurship success in organizations is personality and character of managers. Accordingly, accepting entrepreneurship and supporting it by managers can facilitate success of the process in organization (Drucker, 2014, Mason and Diochon, 2010). Entrepreneurship has been highly obsoleted in health sector and one of the main reasons for it may be structural and cultural barriers dominated on health and medical organizations, along with character of managers. Meeting the barriers can help promotion of entrepreneurial to create continuous creativity and identify new income sources in health sector (Millar and Hall, 2013, Phillips and Garman, 2006).

According to explicit cancellation of Law of Fifth Development Plan (paragraph 1 of article 16, article 17 and article 18) about emphasizing research and development of it to 3% and creating and empowering research and science centers (2010) and also regarding this issue that approved rules have not been enforced according to reports and statistics, it seems that further studies should be adopted in regard with identification of effective factor in lack of enforcement of relevant regulations of entrepreneurship in Iran, especially in health sector. Accordingly and regarding importance of entrepreneurship specially in health sector and issues about lack of proper enforcement of entrepreneurship in health sector of Iran and based on role and effect of attitude of health sector managers to success and failure of entrepreneurship in health sector, scholars have decided to investigate attitude of managers of health sector about entrepreneurship in structure of health system.

This study is one of the rare studies that use qualitative method for hypothesizing to investigate attitude of senior and intermediate managers of health sector about effectiveness of this factor on outcomes of health system using Timmons model. In further studies, according to the model and using quantitative methods, effects of this type of entrepreneurship on health system and outcomes of health sector would be investigated.

Definition of entrepreneurship in field of health should include understanding both individual and field components. More importantly, health sector entrepreneurship is not simple establishment of healthcare, but also it is exploration, evaluation and utilization of entrepreneurship opportunities by a series of people with tendency for entrepreneurship in field of health industry (Shane and Venkataraman, 2000). According to the definition, all opportunities are not entrepreneurial. As organizations in health sector are existed in local, national or international level and are highly under

impact of governmental and supervisory limitations, health entrepreneurship opportunities present novel solutions to end the limitations in such environments (Shane and Venkataraman, 2000).

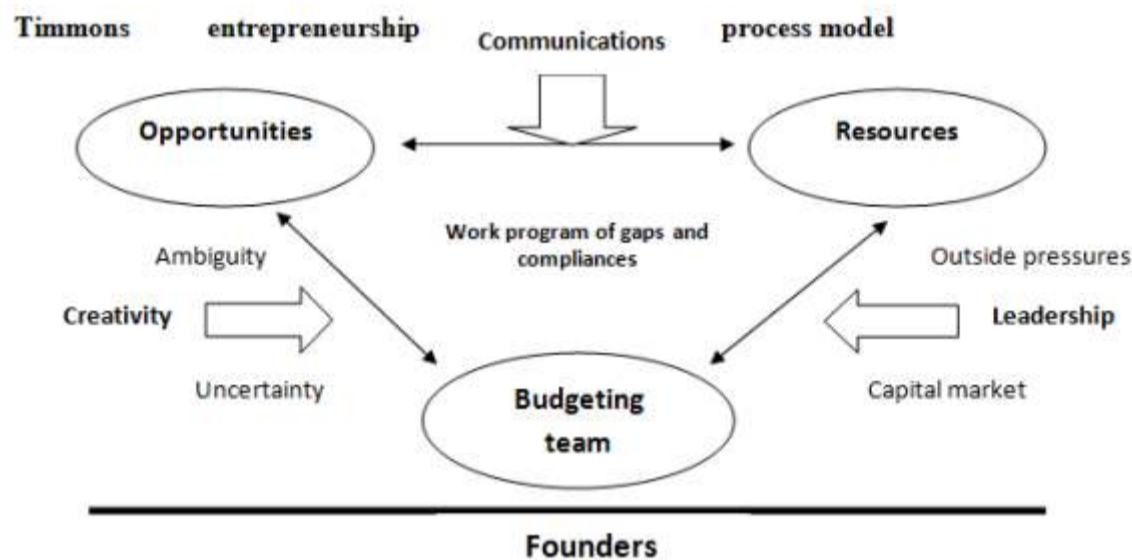


Figure 2: Timmons entrepreneurship model

Timmons entrepreneurship model is one of the successful models in field of entrepreneurship in industries and one of the most applicable entrepreneurship models (Xu et al, 2011). Key factors in Timmons model include entrepreneur, budgeting team, opportunities and resources, which are initial needs of a new organization. Simply, it could be mentioned that Timmons model is a logical and main model and highly in compliance with many industries, especially sports domain. Key element in this model is entrepreneur (Timmons et al, 1987).

Methodology

In terms of method, this study is a qualitative research adopted on 2015. Research area has been University of Medical Sciences and Healthcare Services of Bushehr Affiliated to the Ministry of Health and Medical Education of the Islamic Republic of Iran. Statistical population consists of all senior and intermediate managers including administrative managers and line managers employed in healthcare educational centers of Bushehr affiliated to the University of Medical Sciences and Healthcare Services of Bushehr.

In qualitative studies, data collection would be continued until absolute data saturation (Marshall, 1996). The aim by saturation is lack of creating new code and theme in data collection process (Marshall, 1996 and Mason, 2010). Hence, according to studied topic and statistical population, it is predicted that to achieve data saturation, 20 senior and intermediate managers would be selected based on list provided from Human Resources Management and Resource Planning and Development Department of the Bushehr University of Medical Sciences through systematic sampling. Sample size for the study is not certain and number of participants may be changed during the study. In systematic sampling, it is attempted to observe balance between senior managers and intermediate managers (including staff managers of university and managers of healthcare centers) to preserve principle of distribution.

Data collection tools

In this qualitative study, semi-structured interview has been applied. Accordingly, in order to determine a pattern in regard with specifying attitude of senior and intermediate managers of health system about entrepreneurship and its impact on outcomes of health systems, Timmons model has been applied to codify questions and conduct interviews.

Procedure

Before interview, information sheet and consent form were given to participants in person or through email and they were asked to be prepared for in person interview within a week, if they have consent. Interviews were continued till absolute saturation of data and answering all dimensions of research goals. Interviews were recorded and were implemented word by word and then, coding of interviews was conducted based on desired model and finally, all main themes were determined.

Results

The present study has been aimed in investigating attitude of health system managers employed in branched affiliated to University of Medical Sciences of Bushehr to entrepreneurship and barriers and solutions to use it in domain of health system. According to types of the study that is qualitative, obtained results in descriptive section present information of participants and in inferential statistics, results have been presented based on main themes and codes of the study. Descriptive statistics include number, organization and organizational position of participants.

Information of participants would be presented separately based on number of participants, organizational position and name of organization. It should be mentioned that according to literature review, 4 variables of gender, age, educational level and work experience are the most effective factors in attitude of physicians to Hospital Information Systems (HIS). In this section, descriptive analysis of the 4 demographic variables in sample has been considered.

In this section, in order to describe research information simply, 1-dimensional and 2-dimensional tables have been applied.

Information of participants

In general, 15 people were participated in the present qualitative study and their information is presented in table 1.

Table 1: information of participants in the study in terms of number and organizational position

row	name of organization	organizational position	number of participants (person)
1	Health and Treatment Network	head of health network	2
		assistant of health network	2
		health center supervisor	2
2	University Headquarters	Deputy chief of staff	2
		Director of Professional Staff	1
3	hospitals	head of hospital	2
		manger of hospitals	2
		head nurse	2
total number of participants (person)			15

Majority of participated managers were from hospitals (head, manager and head nurse) and from health and treatment network of university (totally 80%) and least participants were from University Headquarters with 20% of total number of participants.

According to the type of study that is a qualitative study, obtained results in form of codes and main themes and subthemes have been presented in frame of inferential statistics.

Inferential statistics

In this study, in order to extract and determine attitude of managers of health sector to entrepreneurship in field of health system, Timmons entrepreneurship model is applied to provide guideline of interview and to extract theoretical pattern of participants. Main dimensions of the model have been considered as main themes of the study and codes and themes have been derived on this basis. Table 2 has presented generally main themes and subthemes and extracted codes about each theme as stage 4 of charting analysis. In continue, obtained results for each theme and subtheme have been presented in form of quotation, which is considered as stage 5 of the charting analysis (interpretation of correlation between themes and codes) using relevant software.

Table 2: structures of themes (main and subthemes) and extracted codes in the study

theme	subtheme	codes
health sector entrepreneurship	nature of entrepreneurship in health sector	<ul style="list-style-type: none"> • Job creation in health sector • Privatization of health sector • Increase in amount and quality of services • Time management and cost reduction
	effective factors on concept of entrepreneurship in health sector	<ul style="list-style-type: none"> • Missions of health organizations • Variety of activities and plans of health sector
	effective structural factors	<ul style="list-style-type: none"> • Physical, financial and human factors • Fair financing • Long-term and short-term plans • Decisions of high levels of organization • Organizational flexibility
	prerequisites of entrepreneurship in health sector	<ul style="list-style-type: none"> • Exact supervisory and organization system • Establishment of reliable academies • Executive management of obligator • Suitable legalism and organization • Creating motivation and positive attitude to private sector • Creating required conditions to support entrepreneur • Compliance of educational field and job
	opportunities and potentials of entrepreneurship	<ul style="list-style-type: none"> • Existence of a adequate supervisory and management system • Existence of sense of need to entrepreneurship in health sector • Existence of suitable governance regulations • Recent considerable advancements of country • Suitable structure and establishment of health sector • Cost-effective health services • Good opportunity for tourist treatment • Enough and high-quality academic centers • Experienced and educated human resources • Sufficient natural resources, equipment and facilities in the country

barriers of entrepreneurship in health sector	structural barriers of health system	<ul style="list-style-type: none"> • High structural barriers and bureaucracy in health system • Uncertainty of entrepreneurial opportunities in health sector • Lack of sufficient potential of entrepreneurship in health sector • Lack of mechanism for performance monitoring and valuation • High cost services in private sector of health services • Inadequate management of health sector • Lack of flexibility to implement health sector policies • Lack of financial resources
	macro structure barriers of society	<ul style="list-style-type: none"> • Lack of implementing entrepreneurship process in standard form in Iran • Lack of institutionalization of entrepreneurship culture across the country • Low level of public awareness about entrepreneurship • Public monopoly of jobs and processes in national level • Lack of sufficient trust in private sector in national level • Lack of supporting entrepreneurs in good way

Discussion and conclusion

The present study has been adopted with the aim of analysis of attitude of managers of health sector to entrepreneurship in structure of health system and barriers and solutions of using entrepreneurship in this domain. Field data collection time (interview with managers of health system) was begun since summer of 2015 and was continued to December of 2015. During this time, 15 managers were interviewed in person and obtained results were analyzed.

In general, obtained results from interviewing 15 managers with mentioned information in table 1 have been presented in table 2 based on Timmons entrepreneurship model in this study. First theme of entrepreneurship in health sector was formed with two subthemes, nature of entrepreneurship (with 4 main codes) and effective factors in concept of entrepreneurship in health sector (with 2 main codes). Second theme of resources, potentials and opportunities of entrepreneurship in health sector was also determined in the study with 3 subthemes including effective structural factors (with 5 codes); prerequisites of entrepreneurship in health sector (with 7 codes) and entrepreneurship opportunities in health sector (with 10 codes). Finally, third theme of entrepreneurship barriers in health sector was determined with two subthemes of structural barriers of health system (with 8 codes) and macro structure of society (with 6 codes) through analysis of interviews using content analysis.

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