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PLANNING ADMINISTRATION MANAGEMENT OF INCREASING PENSIONS IN HEALTH ENTERPRISES

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With this study, it is revealed that the difficult perceptions of the health workers in today's globalized world are as much as those in other sectors in the health sector as the increase of the income is made the most and the planning perceptions of the health workers related to the planning of the management units of the units that increase income items are put forward. In the study, trends in the planning of the management of units that increase the income items of the health enterprises and perceptions about the level of knowledge of the health workers about these subjects were revealed.

In this context; A questionnaire was made with 100 health workers of Private Medicabil Hospital operating in Bursa. The collected questionnaires were transferred to SPSS 19.0 (Statistical Package for Social Science) program, then frequency, correlation, ANOVA and t-test analyzes were applied. With these analyzes, an analysis of the level of significance and the effect on the planning sub-dimensions of the descriptive data of the health care operation has been carried out. As a result, it has been shown that in the study, the managers of the revenue generating unit of health management have an influence on the perceptions of the health care workers regarding the management planning of the relationship with other managers.

Keywords: Income, Revenue Growth, Healthcare, Management and Planning

SAĞLIK İŞLETMELERİNDE GELİR KALEMLERİNİ ARTIRAN BİRİMLERİN YÖNETİMİNİN PLANLANMASI

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Yapılan bu çalışma ile günümüzün küresel hale gelen dünyasında yaşanan zorlu rekabetin sağlık işletmelerinde diğer sektörlerde olduğu gibi gelir artışına yaptığı etkinin en aza indirilmesi, gelir kalemlerini artıran birimlerin yönetimlerinin planlanması konularına ilişkin sağlık çalışanlarının planlama algıları ortaya konulmuştur. Çalışmada sağlık işletmelerinin gelir kalemlerinde artışı sağlayan birimlerin yönetilmelerinin planlanması eğilimleri, sağlık çalışanlarının bu konular hakkındaki bilgi düzeylerine yönelik algıları ortaya çıkarılmıştır.

Bu bağlamda; Bursa'da faaliyet gösteren Özel Medicabil Hastanesi'nin 152 sağlık çalışanı ile anket yapılmıştır. Toplanan anket formları SPSS 19.0 (Statistic Package for Social Science) programına aktarılmış, daha sonra frekans, korelasyon, anova ve t-testi analizleri uygulanarak analizler yapılmıştır. Bu analizler ile sağlık işletmesine ait tanımlayıcı verilerin planlama alt boyutlarındaki etkisi ve anlamlılık seviyesinin analizi gerçekleştirilmiştir.

Sonuç olarak, çalışmada sağlık işletmesinin gelir getiren biriminin yöneticilerinin diğer yöneticiler ile ilişkileri yönetimin planlanmasına ilişkin sağlık çalışanlarının algıları üzerinde bir etkiye sahip olduğu ortaya konulmuştur.

Anahtar kelimeler: Gelir, Gelir Artışı, Sağlık İşletmesi, Yönetim ve Planlama

INTRODUCTION

Nowadays, as in every other area, the health sector is feeling change and development. This transforms the health sector into a dynamic and complex structure. Within this dynamic structure; it gives priority to understanding that the management of the units that increase the income items in terms of health management plans the management. Healthcare enterprises operate in an economic environment shaped by new technologies, different national cultural items, fierce competition, global economy and changing legal regulations. Healthcare enterprises must adapt to this environment in order to be successful and continuous. This harmonization can be realized by the health authorities in a reactive and proactive manner. Both harmonization styles make it necessary to determine the situation in terms of the internal and external environmental conditions of health enterprises. In other words, health care enterprises have to analyze the planning of the management of units that increase income items very

well. Healthcare establishments, mostly established as small and medium-sized enterprises; they have significant shares and roles due to the management's planning of the units that increase the field items in which they operate. It is indispensable for the health authorities to plan the management of the units that increase their income items so that they can survive in a more intense and globalizing competitive environment.

This requires that healthcare enterprises have an understanding of the planning of the management of the units that increase the income items, including making changes both outside and inside, and providing adaptation. The non-institutionalization and the resistance to change of healthcare enterprises negatively affect the planning of the units that increase the income items and prevent the progress of the income increase. Healthcare enterprises differ in terms of ownership and control, as well as the general characteristics of other businesses. In health enterprises, the management of the units that increase the income items of the business is in the hands of the management members. In the decision-making process, the balancing plays a decisive role in the management's planning of units that increase revenue items in place of business principles and rules. Healthcare enterprises with these distinguishing characteristics have a significant share in other healthcare enterprises. Healthcare enterprises with a high level of entrepreneurship contribute to the healthcare sector with the planning of the administration of the units that increase income. As a matter of fact, the health enterprises operating are functioning as means of protecting competition in the economy.

Standing independently and being successful Independent and managed healthcare entrepreneurs are motivated by economics to bring vitality and dynamism. However, the lack of professional management of health care enterprises, in other words the lack of planning of the units that increase income items, has played a role in reducing the effectiveness of these enterprises. On the other hand, an important distinction that separates healthcare enterprises from other businesses is

that they have to parallelize, integrate and harmonize the objectives and expectations in the planning of the management of units that increase income. As a consequence of this obligation, health care enterprises should analyze the planning of the management of units that increase income items very well. In addition to maintaining the continuity of health care, the protection of management integrity of units that increase income items is important for health care enterprises. Healthcare enterprises should transform organizational arrangements by developing strategies to adapt to these changes by anticipating changes in competition conditions from one side and transforming the power struggles in healthcare into a positive synergy by maintaining the management integrity of units that increase income items from the other side. To achieve this challenge, it is necessary to prioritize the management of the departments that increase the income items of the health care enterprises.

Healthcare enterprises should be open to the management of the units that increase income items to ensure continuity of the business. Many health services are resisting the planning of the administration of units that increase income items. For this reason, health management executives are not successful in deciding on future strategies of the management of the units that increase the income items of the business. The planning process of the management of units that increase a formal income item; increase the management consciousness of the units that increase income items, and prepare the environment to make accurate, fast and flexible decisions. Such an environment may also contribute to a mediating function in the planning of the management of the units that increase income items. When the problem of nonprofitability is examined, it is seen that one of the factors that cause this situation is the fact that the management of the units that increase the income items can not be planned and accordingly the required fairness is not given.

Scheduling Features

The planning of the management of units that increase income items in health care enterprises is the process of making the basic decisions and actions that will lead to

what health care is, what it does and why. In this sense, the management of units that increase income items represents a dynamic process that is repeated according to opportunities rather than a static structure. The planning of the management of the units that increase income items is being implemented in order to harmonize with the environment, scientific and technological developments and to increase the efficiency. In this context, the characteristics that management's planning of units that increase income items should have can be mentioned (Gürer, 2006: 98-99; Kevser, 2007:90-91);

- The management of the units that increase the revenue items is the planning of all the other units of the health operation, and they are a reference source and a guide for them. All other plans must be prepared in such a way as to be compatible with, and not inconsistent with, the management's planning of the units that increase the revenue items of the health care facility, as the management of the units that increase the revenue items determines the general purpose and objectives of the business. In this respect, the management of the units that increase the income items is the constitution of the health administration, and the other plans can be expressed as the laws of this constitution.
- Management of units that increase revenue items is more flexible than all other plans. It is much easier for management's planning of units that increase revenue items to adapt to innovations and unexpected situations. The planning of the management of the units that increase income items is prepared by adding all the changes that may arise from the internal and external environment and the unexpected situations to the account.
- The management of the units that increase the revenue items is directed towards the action. It prepares the reactions and alternative measures to these changes as they take into account the possible changes in environmental conditions. The stakeholders must have a plan or method of management of the units that increase an income item to prevent conflicts.

The planning of the units that increase the income items in this direction is the reactivity.

- The management of the units that increase income items has a strong structure with the ability to create a vision. The negative impact of environmental uncertainty on health care is to reduce this uncertainty to a minimum and to have a more motivating effect on employees.
- The management of units that increase revenue items has a long-term plan. However, there is no plan for the management of units that increase each long-term planning revenue item. The planning of the management of units that increase revenue items focuses more on long-term planning than identifying the operator and resolving issues.
- The management of the units that increase income items attach importance to the in-house and non-business environment and show the vision of success. It is actively activating insights into the goals and objectives of health care.
- Planning the management of units that increase income items requires full support from the health manager. It is formed with a participatory approach that includes managers and employees at all levels.
- The planning of the management of the units that increase revenue items is based on a system that is realistic about the objectives, principles, resources and returns, clearly defines the responsibilities and accounts for the results.

The management of units that increase revenue items is a process that will be the basis for all activities for the mission and vision of the business, in a system where all employees are mobilized to reach the vision, and the expectations of all stakeholders are balanced (Küçüksüleymanoğlu, 2008:410). Within this scope, the management of the units that increase income items should be flexible, realistic and performance-oriented in accordance with the environmental conditions, with the support of top management, the participation of managers and employees.

MATERIALS AND METHODS

Reason for research

Healthcare enterprises need to be managed in a professional manner to protect their assets in today's business world where exchange and competition are very intense and in order to have a say in the sector in which they operate. Strategic developments, practices and evaluations appropriate to the changing internal and external environment conditions of healthcare enterprises are important in terms of continuing their assets in the framework of professional management understanding. In this context, it is necessary to reveal the perceptions of the health workers regarding the management planning of the units that increase the income items of health enterprises.

Purpose of the research

Trends in the planning of management of units that increase the income items of the health care workers in the study are to raise perceptions about the level of knowledge of health care workers about these issues.

Method of Research and Techniques Used

The collected questionnaires were transferred to the SPSS 19.0 (Statistic Package for Social Science) program and analyzed by frequency, correlation, ANOVA and t-test analyzes. With these analyzes, an analysis of the level of significance and the effect on the planning sub-dimensions of the descriptive data of the health care operation was carried out.

The Universe of Research and Sampling

A questionnaire was made with 152 health workers of Private Medicabil Hospital operating in Bursa.

FINDINGS

Table 1: Gender Distribution

Age Groups	Frequency	Percent
25-34	46	30,3
35-44	54	35,5
45-54	43	28,3
55 and over	9	5,9
Total	152	100,0

When Table 1 is examined, 35.5% of the employees of the health care organizations participating in the survey are between the ages of 35-44. This age group is followed by the 25-34 age group with 30.3% and the 45-54 age group with 28.3%. While those aged 55 and over are the smallest group with a ratio of 5.9%.

Table 2: Education Distribution

Educational Groups	Frequency	Percent
Primary education	15	9,9
High school	58	38,2
Associate	14	9,2
License	59	38,8
Graduate	6	3,9
Total	152	100,0

When the educational status of health workers participating in the research is examined, it is seen that most of the health professionals (38,8%) are university graduates. This ratio is followed by high school graduates with a share of 38.2%. When Table 2 is examined, it is seen that participants are mostly from bachelor and high school education groups.

Table 3: Service Duration Distribution

Service Time Groups	Frequency	Percent
Less than 1 year	2	1,3
1-5 years	12	7,9
6-10 years	28	18,4
11-15 years	25	16,4
Over 15 years	85	55,9
Total	152	100,0

Looking at Table 3, it is observed that more than half (55.9%) of the sample group worked for more than 15 years. This rate is followed by health workers who worked 6 to 10 years with 18.4% and 11 to 15 years with 16.4%.

Table 4. Effects of Unit Identification Information on the Planning of the Operations of Units that Increase Revenue Items

Dependent Variable: Management of units that increase revenue items				
Independent Variables	Coefficients	Std. Error	p-value	VIF
Constant	-1,456	0,600	0,016	
Service Time	0,172	0,094	0,071	1,041
Number of units	0,309	0,126	0,016	1,031
Number of executive managers	-0,038	0,179	0,831	1,087
R ²	=0,068	F-ist =3,623 [0,051]		
D-W d-ist	=1.827			

When the variables in Table 4 are evaluated statistically, it was determined that only the effects of the service duration and the number of units on the planning of the management of the units that increase the income items were statistically significant. This result shows that the variables of service period and non-unit number of employees have no meaningful effect on the planning of the management of units that increase income items. In addition, it was determined that the number of units of the business that has the most influence on the management of the units that increase income items is the number of the business. The descriptive information on the unit explains 6.8% of the total variance in the management planning of units that increase revenue items. When the results obtained by the regression analysis are evaluated in general, it is seen that the variables having the highest effect on the management of the units that increase the income items of the employees are the characteristics (unit number and service life) related to the unit.

RESULTS

The planning of the management of units that increase income items in health enterprises affects positively the planning of the management of the units which increase income items and the increase of the scale of the employees. Along with the increase in the length of service of the employees, the health administrations will make plans for competition analysis, evaluation of environmental and

organizational factors and improvement of the management planning of the units which increase income items in line with the determined vision, mission and goals. It is seen that the management of the units which increase the income items from the operational plan has been started to be planned by the health administration as well as the growth. It is understood that with the increase in the number of managers in the health management administration, the dynamic relationship among the people in the health management management has been balanced.

In this context, it is understood that it is not enough to plan the management of the units that increase the income items in the health care enterprises and at the same time, the number of the managers in the management of the health administration increases and it is understood that the management issues should be included in the planning of the management units. This finding is consistent with the view in the literature. According to the generally accepted opinion in the literature, the planning of the units which increase the income items in the health institutions should take into account the ownership-family values and views. Thus, while the management members actively participate in the planning of the management of the units that actively increase the revenue items from one side, the views of the managers from the other side are reflected in the management planning of the units that increase the revenue items. In this context, it can be seen as a means of socialization and institutionalization in the health sector for the management of units that increase income items.

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