

The Role of Strategic Deployment in Addressing the Absence of Strategic Planning for The Distribution of Pharmacists: An Exploratory Study

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Abstract: Strategic deployment is one of the concepts that has attracted the attention of literature as a core determinant of the recognition of organizations in the current millennium for their role in enhancing the prospects for organizational success. The aim of the paper is to examine the absence of strategic planning and tackle it using the strategic deployment variable. The Imam Hussein Teaching Hospital in the province of ThiQar is a sample of this research. The paper adopts a descriptive approach by using the contents of the deductive analysis in the fields of theoretical framing and realistic testing of the study model and hypotheses. We distributed a questionnaire to 100 pharmacists working in the sample hospital. The questionnaire tool that was designed according to the quintile (Likert) penthouse, as the researchers relied on tests for measurements employed in International studies approved after they have been adapted for the purposes of the current study and have been tested for reliability and reliability. The data were examined using the statistical analysis software of SPSS. The results of the analysis proved the validity of many hypotheses that were developed according to the hypothesis of the study. In general, the results of the tests demonstrated that the study model and hypotheses fulfilled statistically acceptable.

Keywords: Strategic Deployment, Strategic Planning for the Distribution, Exploratory Study

1. INTRODUCTION

The history of science of management returns us to the ideas of Frederic Taylor in (1911) that formed the principles of scientific management and this science returns us to the four functions of Fayol management: planning, organizing, controlling and communicating [1]. After that, strategic management and strategic planning were used effectively in governmental and non-profit organizations such as health and educational institutions, libraries, chambers of commerce and public services, government agencies and the Red Cross organization ... etc., which is compared to profit organizations, they depend entirely in most cases on external financing [2].

The strategic planning process is important, whether it is for the organization or for the employees, as the administration cannot rely on intuition or personal experience due to the complexities of the surrounding environment, and works to identify every possible influence in that environment, and to develop tools that help in decision-making, as for the goals, it works to share Everyone and make them compatible with the strategies and policies so that they do not intersect, and that planning is the basis for assisting in the implementation of the remaining tasks of management (organization - direction - coordination). Although setting goals and KPIs can be part of strategic deployment, but it is not the whole process for these organizations, the real challenge that can help it to correct strategic deployment is to link small daily improvements from front-line employees to larger strategic goals [3]. Developing a strategic deployment process is not an easy task, especially since a good deployment process takes three things: purpose, accountability, and clarity [4] as follows.

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- There is no organization going anywhere without knowing the reason for its existence. Creating a target system for your organization allows each partner to know why your organization exists.
- There are different levels of planning (executive planning, business strategies, and individual performance measures). Performance measures are essential to keep individual actions aligned with the goal of the system.
- Clarity, purpose, role, and the importance of each individual's contribution to the success of the company is a must for members of your organization. Successful deployment of a strategy is a process, and can be learned.

Therefore, the two researchers will focus on strategic deployment because it is a vital component that contributes to addressing the absence of strategic planning within the researched hospital. In light of this, the study problem was determined by the following questions: -

- What is the extent of standing on the areas of strategic deployment of the influential role in addressing the absence of strategic planning to distinguish the hospital from others?
- How can pharmacists be distributed to government hospitals through the use of their strategic deployment?
- What are the main dimensions of the absence of strategic planning at the academic and applied levels?

In light of the answer to the aforementioned questions, the picture can be clear to researchers about how the role of strategic deployment, which in turn can increase the process of generating stability and equitable distribution of pharmacists in the government hospital.

Strategic deployment has become more important to many organizations that use it. Accordingly, the importance of the study can be distributed under two aspects:

- 1) **Scientific implications:** Strategic deployment is one of the critical success factors for organizations, as Basu et al., (2009) indicated that strategic deployment focuses on people and processes and coordinates them for the effective implementation of the organization's strategy and thus achieving [5]. Customer's slogan first and zero performance defect, Enabling the organization to respond quickly to market threats and opportunities. Strategic deployment uses this clarity in purpose to develop an organizational vision and the practical steps necessary for its success by every member of the team.
- 2) **Practical implications:** The practical importance of the study is to make a practical contribution on how the role of strategic deployment in addressing the absence of strategic planning and upgrading hospitals to an advanced level that approximates its support for organizing efforts towards achieving a fair distribution of pharmacists by building strategic deployment and investing it for the benefit of workers and the hospital at the same time .

I. Literature Review

Strategic Deployment

The term "strategic deployment", which initially appears ambiguous and perhaps similar to terminology, refers to, but with little understanding of history and the meaning behind it, the term can represent a complete shift in thinking that can lead to results for organizations in any industry. To start, "publishing the strategy" and "spreading politics" is an English translation of the term "Hoshin Kanri" which can also be translated as an "administrative compass" [6]. Regardless of the name you give it, it is a management methodology that was first published in Japan in the 1950s based on the ideas of Dr. Yuji Akao, a Japanese university professor and teacher. The translation of the word Hoshin means needle or direction of the compass and Kanri means management or control. This translation is useful for understanding the term as the basic idea behind it is to make the organization's overall strategic goals work at the business level in every business level from front-line employees to senior executives [7]. The goal of strategic deployment is for each individual in the organization to point to the same trend which is referred to as the "true north". Sun & Zoubir, (2016) show that one of the most important responsibilities of leaders is to ensure that activities are driven by the organization's strategic goals and objectives [8].

The strategic deployment is a way to do exactly that. The purpose is to ensure clear communications and a consistent direction so that everyone is aligned and working towards achieving the most important goals in achieving the goals. When it doesn't work, daily strategy, tactics, and operations are disrupted. The strategic deployment plan also serves as a feedback loop with KPIs coming from bottom to top. Grubb et al., (2008) indicate that the strategic deployment is first: the high-level vision and coordination necessary to achieve an organized mission and goals and

secondly: taking the measures required to implement that strategy successfully and repeatedly [9]. To make this easier, we can isolate two different parts of strategic deployment and what each means:

- Strategy: is the high-level planning and strategic operational policies of the organization.
- Deployment: is the essential, effective, efficient and practical solutions to achieve the organization's purpose. So, there is a high-level side and side in the crowds to spread the strategy.

Defeo & Janssen, (2001) explain that successful strategic deployment consists of a one-year plan with defined goals (with progressive levels of responsibilities), deadlines and weekly meetings (mandatory meetings that measure performance and adherence to the plan throughout the year). Strategic deployment is the clarity it gives to the organization [10]. Basu, (2013) focuses on having a non-existent top-down deployment strategy to perform the tasks to be accomplished [11]. Rather, it is a comprehensive way to align the activities of each individual at every level in the organization with the overall goal of the system or the purpose for which the organization exists. A good publishing strategy focuses on the entire company and acknowledges that frontline workers are often the entry-level and least powerful inside the company have the greatest customer interaction and the greatest ability to influence the company's performance. Bolster (1967) noted that developing strategic deployment is not a simple task that can be easily completed in a single meeting after the team fails to achieve its goals [12]. The process of spreading a good strategy takes three things: goal, accountability and clarity first: No organization goes anywhere without knowing why it is. Second, there are different levels of planning (executive planning, core business strategies, and individual performance measures). Performance measures are an essential element in maintaining the compatibility of individual procedures with the goal of the system. Finally: Clarity, purpose, role, and the importance of everyone's contribution to the company's success are a must for members of an organization. In addition, Costa & Dierickx, (2006) clarify the strategic deployment matrix in the planning stage for the deployment of the strategy. Using a matrix to help select targets creates an immediate view of the operational team regarding initiatives that deserve prioritization and follow-up [13]. Whereas, the matrix is a decision-making tool used to evaluate and prioritize the options menu on the table. In strategic deployment, a matrix is used to ensure that all actions taken by individuals within the organization are consistent with the goal of the system, the business strategies, and the organization's performance measures.

Absence of Strategic Planning

Strategic planning is the product of strategic thinking, where the goals are set to clarify the direction the organization is taking, and strategic planning guides it in determining where resources should be placed, and helps in setting and setting the organization's goals, and is also a road map for change and setting priorities in the future, and by which it is directed The decision-making process and selecting the appropriate links for it [14]. (Bryson & Alston, (2005) argue that non-profit organizations should create continuous programming for strategic planning that is simple and flexible, which will be the basis of the strategic planning process [15]. one of the most important things is to start by defining two cases where strategic planning cannot be appropriate, the first: in Emergency situations and rare cases, and in the second case of these cases when there is no support from decision-makers and influential managers in the organization (key people) for this process, so they propose in the pre-strategic planning phase to focus on encouraging and securing the necessary support for this process [17]. Some companies do not do strategic planning, while some companies do strategic planning, but do not receive any support from managers and employees. Here are the ten reasons (excuses) for weak or no strategic planning in what follows [18].

- 1) Lack of formal training in strategic management.
- 2) Lack of understanding or appreciating the benefits of planning.
- 3) Lack of financial rewards for planning.
- 4) No penalty for not planning.
- 5) Firefighting: It means that they are very busy (resolving internal crises) to plan for the future.
- 6) Consider planning a waste of time.
- 7) Laziness: Effective planning means time and effort; time is money.
- 8) Current success: Failure to realize that success today is not a guarantee of success tomorrow; even Apple Inc. She is an example.

- 9) Excessive self-confidence
- 10) Previously bad experience in strategic planning happened sometime / somewhere.

II. Materials and Method

Is it possible for an organization to continue to profit (or even increase) profits without strategies if we are talking about the absence of formal planning or strategic management? So, we talked about the strategy itself, the answer becomes no, because the strategies in their pure form are an essential feature of human awareness and the extension of human organizations, and therefore cannot be separated. When formalized, the strategy becomes practical in relation to the organizational and structural functions that - as Mintzberg suggests - can hinder the ability to learn, adapt or create due to excessive planning and control. This latter thought was the motivation for the increased interest in the potential benefits of informal ways of confronting change and uncertainty (Jofre & Sergio, 2011: 7). It is evident that there is a strong competition between hospitals in light of the diversity of rapid changes in the business environment, and therefore hospitals are beginning to think about how to improve their performance and operations. In this regard, strategic deployment becomes the main source for hospitals in order to optimize the distribution of pharmacists in government hospitals. The study aims to achieve the following:

- 1) The study seeks to clarify the concepts and contents related to strategic deployment and its components for the purpose of highlighting the treatment of the absence of strategic planning for hospitals, the study sample, through analyzing and clarifying the goals implemented by these hospitals.
- 2) Determine the levels of adoption of the strategic deployment in the researched hospitals.
- 3) Studying the nature of the interrelated relationship between the two study variables in the researched hospitals, analyzing them and making use of the results of this relationship, for the purpose of relying on them and coming up with practical conclusions and raising recommendations that serve the hospitals in the study sample.
- 4) Display and clarify the reasons for the organizations' absence of interest in strategic planning and lack of interest in it.
- 5) Providing some recommendations for strategic deployment by researchers for the purpose of hospitals benefiting from their work.

After conducting a wide review of recent research and studies in this field, the hypothetical scheme of the study was developed to reflect the dimensions and variables of the research phenomenon represented by the problem of the study and its theoretical premises that stipulated the existence of a strategic deployment for a fair distribution of nurses in the hospitals examined, and the following figure shows the research model of the study.

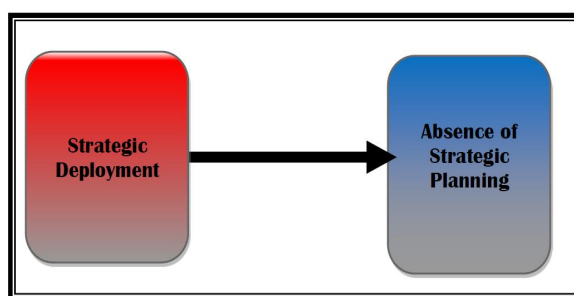


Figure 1. Model of the Research

The hypotheses of the current study have been formulated in a manner consistent with the study's directions and practical analysis of it through testing the correlation and impact of strategic deployment in the absence of strategic planning as follows: -

- The first main hypothesis: *There is a correlation between strategic deployment and the absence of strategic planning.*
- The second main hypothesis: *There is an effect of strategic deployment in the absence of strategic planning.*

In order to measure stability, the researchers adopted the Alpha Cronbach method, and its results are shown in Table (1), which indicates that the value of the Alpha Cronbach coefficient was high. Has registered acceptable ratios, and that its value for all areas of the questionnaire as a whole recorded a high value of (0.893) Here it is clear that the paragraphs enjoy stability.

Table 1. Stability coefficients (Cronbach alpha)

Variables	No. of Items	Coefficient of stability
Strategic deployment	10	0.898
Absence of strategic planning	10	0.810
Total items	20	0.891

III. Results

3.1. Description of study variables

This part aims to know the level of the dimensions of the study through the use of the arithmetic mean, the standard deviation and the percentage of research fields, to present and describe primary statistical indicators in order to clarify the variables and paragraphs that were adopted in building the model.

- **Description of Strategic Deployment Variable**

The first major variable is the independent variable (strategic deployment): as follows:

The definition of strategic deployment included ten paragraphs, and the arithmetic circles came in contrast to the paragraphs. Paragraph (4) came in the introduction with the highest value with an arithmetic mean of (3.93) and a standard deviation of (0.847) and a rate of (78.6%), which indicates that the hospital seeks to. The employees were motivated by the hospital's heritage. As for paragraph (6), it was the lowest response level as it recorded (92.16%). This indicates that the hospital rarely seeks to engage its employees in training courses and useful development programs for them, and it recorded the lowest arithmetic mean of (2.62) with a standard deviation of (1.647), which indicates the dispersion of the responses of the sample members.

Table 2. A description of the terms of variable strategic deployment

Items	Totally Agree	Agree	Neutral	Disagree	Totally disagree	Mean	Standard. Deviation	Sign.
Hospital administration								
It has distinct and futuristic perspectives to deal with and identify opportunities for the external environment.	30	38	21	11	2	3.814	1.041	76.27

Rarely can she embody her vision with future strategic goals.	10	42	33	15	2	3.422	0.927	68.43
We strive to set ambitious goals that are pioneering.	17	49	23	11	2	3.667	0.947	73.33
It seeks to motivate employees through the hospital's heritage.	23	57	16	4	2	3.931	0.847	78.63
Encourages its employees to achieve higher than their expectations in achieving the required change.	23	50	18	9	2	3.814	0.952	76.27
It is keen to include its employees in training courses and development programs that are useful to them.	71	22	9	0	0	2.608	1.647	92.16
It strives to be the center for attracting highly qualified individuals that are consistent and evolving its work.	33	43	14	6	6	3.892	1.107	77.84
The financial capabilities rarely devoted to developing the capabilities and capabilities of its employees.	35	30	20	11	6	3.755	1.206	75.10
She believes that her development and training programs are designed to increase the possibility of managers succeeding in becoming strategic leaders.	10	42	33	15	2	3.422	0.927	68.43
Interested in research and development to increase creativity among workers.	30	42	21	4	5	3.863	1.044	77.25
Strategic deployment						3.729	0.958	74.59

• Description of The Absence of Strategic Deployment Items

The absence of strategic planning includes ten questions; the overall reading was a percentage of agreement on the axis (75.3%) in a weighted mean (3.75) and a standard deviation (1.19). The results indicate that the fourth item obtained the highest arithmetic mean with a value of (4.28), which is higher than the default mean for the study of (3) within the approved five-year gradient, and with a standard deviation (0.883), which indicates that there is communication between colleagues in the work permanently and regularly Either inside or outside the hospital, where the percentage of agreement and response among respondents has reached (85.69%), and item (10) has recorded the lowest agreement between respondents (60%) and this paragraph states (pharmacists participate in school visits to educate students about smoking consumption Drugs and intoxicants) and the mean (3.00) scored with a standard deviation (1.41).

Table 3. Description of the absence of strategic planning

Items	Totally Agree	Agree	Neutral	Disagree	Totally disagree	Mean	Standard. Deviation	Sign.
Co-workers								
They work together to spread healthy behaviors to maintain citizen health.	49	27	16	7	3	4.098	1.086	81.96
They do not feel any sense of belonging to the hospital staff.	28	32	24	14	4	3.647	1.14	72.94

They try to advance their health profession by having ethical behavior.	40	37	19	6	0	4.088	0.902	81.76
There is a permanent and regular communication between them, whether inside or outside the hospital.	49	40	8	3	2	4.284	0.883	85.69
Proud to be part of the hospital in my province.	48	35	14	3	2	4.216	0.929	84.31
They work to educate citizens with health information and facts so that they have a sense of their health.	41	35	21	4	1	4.088	0.924	81.76
They work to educate individuals and raise their awareness for the purpose of changing their behaviors and customs that helped spread diseases within the community.	40	29	20	8	5	3.892	1.16	77.84
They believe that healthy mental health for parents leads to family cohesion.	31	38	27	5	1	3.912	0.924	78.24
They educate the individual about healthy food at all economic and social levels.	14	33	38	12	5	3.382	1.025	67.65
They participate in school visits to educate students about the use of smoking, drugs and intoxicants.	50	50	50	50	50	3	1.417	60.00
Health Awareness						3.752	1.193	75.03

3.2 Analysis of the correlations between search variables

This item is concerned with reviewing and discussing the hypotheses of correlation between research variables, which was included in the first main hypothesis, my agencies:

The first hypothesis / correlation between (strategic deployment - absence of strategic planning)

By following the results mentioned in the analysis in Table (4) of the relationship between (strategic deployment - the absence of strategic planning), it is clear that there is a weak correlation with a value of (0.636), and through monitoring the T value (t) we find that its calculated value is greater than its scheduled value Below the level of significance, this indicates the significance of the correlation, and this is supported by the value of (P) that appeared as significant. Through the foregoing from the hypothesis test, we conclude that the first main hypothesis was partially fulfilled. Table (4) shows the results of the correlation between the variables (strategic deployment - absence of strategic planning).

Table 4. The Correlation between strategic deployment and absence of strategic planning

variables	Absence of strategic planning		
Strategic deployment	Correlation coefficient	T value	Level of significance
	0.636**	8.240	0.000
(t) value (0.05)			1.66
(t) value (0.01)			2.36

3.3 Test the impact of strategic deployment in the absence of strategic planning

It is clear that the calculated value of (F) is greater than the tabular value of (F), so the second hypothesis has been proven correct and that is that strategic deployment affects in the absence of strategic planning, and therefore we accept the hypothesis. Also, the model of regression of strategic deployment was balanced in the absence of strategic planning was significant and the determinant of R² for this relationship was (0.336), which shows that strategic deployment explains (33.6%) of the dependent variable, which is the absence of strategic planning. As for the linear model for strategic deployment in the absence of strategic planning, as follows:

$$Y = 0.534 + 0.580X \quad (1)$$

Where:

Y = absence of strategic planning
X = strategic deployment

Table 5. The effect of strategic deployment on the absence of strategic planning

strategic deployment	Beta	0.580
	F value (for model testing)	50.59
	F (P value)	0.000
	The value of the regression constant	0.534
	Coefficient of determination R ²	0.336

IV. CONCLUSIONS

Hospitals that wish to be successful in competing in their field of work, in comparison with other hospitals, should highlight the topic of strategic planning that would help the hospital achieve its desired results. The study of the nature of strategic deployment helps hospitals increase their organizational performance and stands firm against the organizational threats facing these institutions, which limits their failure to respond to organizational change. The researched hospital has indicated a high willingness among pharmacists working in it with the correct strategic deployment for them, which contributes to enhancing the relationship of transparency and working to increase the internal moral perspective. It has been found from the results that the research sample hospital has a greater interest in using strategic planning in order to direct the efforts of the human resource to serve the health as a whole, given that this planning increases the organizational commitment of its personnel working in it. Achieving success in the work of the hospital, the research sample, requires that it have strategic leadership that strengthens and strengthens pharmacists working in it to increase their organizational performance and its reflection on the quality of health services provided by them. The need for more research and studies by researchers to know the concepts addressed in the research in more detail, and we hope that the results that will be reached through which will open new paths for them to achieve and inform future research on strategic deployment and the absence of strategic planning. One of the issues observed is the awareness of employees about the green policies. It seems that even policies exist but employees are not aware of it. This indicates that there is lack of information sharing among employees from the top management.

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