



Effective personal factors on capability from the staff point of view of training hospitals of Yazd Province

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ABSTRACT

Introduction: “Capability” as a motivational and hopefulness structure consists of strengthening the staff, nowadays known as a major element in the efficiency of organizations. Health – care organizations can access to capability of the staff; specially nurses with providing resources, supports, opportunities and necessary information. The nurses’ capability in the organization is effective for higher productivity.

Materials & Methods: The present research is descriptive. The sample consists of 185 nursing staff of three training hospitals of Yazd. The tool of gathering data is a two-part questionnaire including demographic data and 39 researcher-made questions about personal and organizational factors which effect on personal capability from nurses point of view. And Likert scale was used to answer. Data were analyzed in descriptive comprehensive level by using “SPSS” software “22” version.

Results: Results show the nurses’ attitude toward job proficiency is positive but their attitude about their real position at the organizational level is not. Meanwhile their attitude in terms of individual factors of under controlling environment barriers is negative but their attitude toward work importance that engage employee is positive.

Discussion & Conclusion: According to nurses’ point of view, their actual position and also the security and health of employee are not considered and nurses and their managers must step forward to identify the actual position and health.

The purpose: This research was carried out in 1394 with the aim of investigation of the factors affecting the capability of nurses from their views in the training hospitals of Shahid Sadoughi Medical Science University of Yazd.

Keyword:

Effective personal factors
Capability
Training hospitals

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1. Introduction

Nowadays, the competition between nations depends on the quality of their human resources. Rapid economic and technological changes and the increase of global competition have caused more attention to the subject of capability of employees and the gap between nations is based on dimensions of wisdom or foolishness. So the problem of human resources includes the wise and powerful men (Rajaeepoor & colleagues, 2010) and capability is a guideline to develop the organizations (Abtahi & Abasi, 2010).

Organizations with empowered, motivated and compassionate employees will be able to adopt themselves with environment (Paktinat & colleagues, 2007). Capability is the result of organization formal and informal systems and we should regard that the nurses are the largest human labor in hospitals and nurses who feel their work environment empowered are more likely to present qualified care (Maleki, 2012).

Till the early decade of 1950, it was thought the main cause and the root of most backwardness in the developing countries is material and physical capitals. In the light of such thoughts, these countries engaged to raise funds from different ways which caused more dependence to them. But nowadays, they have recognized the importance of human resources and developing the quality of labor as one of the main fields and ways to accelerate society economic growth (Khanalizade & colleagues, 2010).

One of the concepts which have been considered to improve human resources is employee capability (Tourani & colleagues, 2008). This means the ability of the personnel is very important for effectiveness and innovation of the organization (Memarzade & colleagues, 2010).

The most important factor to an organization survival is the quality and capability of human resources. An enable environment is where the staff cooperate each other in different groups. Capable human resources can create a capable organization (Mahmudirad & Poodinemoghadam, 2012).

Inderadiu to quote Spritzer believe that capability focuses on staff belief about their role in relation to their organization. One of the important sources of an organization can be referred to the results of staff mobility and creativity which capability is the cause of it (Ehsan Gholifar & colleagues, 2012). The increase of capability is associated with the increase of innovative behavior (Kanol, 2009) and totally capability influence on employee performance (Jorgi, 2010).

The way of organization survival is the perfect knowledge-oriented management as human resources (Chamanicheragh tape & colleagues, Fall2012). Both managers and employees will benefit from capability (Abesi & Kord, 2009). And the most important and most vital asset of any organization is human resources especially in health sectors (Mahmudirad & Poodinemoghadam, 2012). It is obvious that hospitals considered as the major health services and play an important role to maintain and treatment physical and mental health of patients (Zare, 2005). Also Gholami in 2006 to quote Aiken says: "in hospitals where nurses have more power and authority, the rate of mortality is less than hospitals which the staff has not enough authority" and

today nurses as the largest group of treat are responsible to different needs (Hughes, 2008). With considering the status of nursing in the health care system around the world we will found that at least 50% of health care is in charge of nurses (Iran Nursing Organization, 2006).

Nurses have a key role in care stability and health promotion (Zaimipur, 2005) and should be responsible for quality of presented care (USA Nursing Union). In the field of health services also capability is a new construction used by various theorists specially Kanter, Conger and Kanungo and Spritzer to explain the effectiveness of organizations and staff, specially nurses (Gholami, 2006). Scientists believe that the capability of human resources is an effective strategy to human resources function & improvement (Goji, 2010) and according to the studies there is a relationship between capability and professional nursing practice (Maleki & colleagues, 2012). The nurses who are competent in their work environment pay more attention to care (Nang, 2009).

Capability also has related with understanding the respect for nurses in the hospital and has effected to increase the sense of nurses respect in hospital (Faulkner, 2008).

At the present study the researcher wants to determine the effective organizational and personal factors on the nurses' capability from their point of view in order to achieve some guidelines for nurses' capability.

Research questions

1. What are the effective personal factors on capability from the staff point of view of training hospitals of Yazd Province?

2. What are the effective organizational factors on capability from the staff point of view of training hospitals of Yazd Province?

Study review

A descriptive-integrative study was done in 2013 by Abbassi Moghadam and colleagues as organizational learning situation and nurses' capability in 4 hospitals of Tehran Medical Science University with random sampling method on 310 nurses through a standardized questionnaire with 3 parts of demographic data, Gomez 16 questions questionnaire and 20 questions about capability of the staff. Results showed that the average of organizational learning was (2.99 ± 0.73) and the capability was (3.6 ± 0.57) . The strongest correlation of capability with outdoor dimension and experimentation was $(r=0.51)$ and weakest correlation with perspective system was $(r=0.39)$. There was a meaningful relation between capability $(p=0.013)$ and outdoor dimension and experiment $(p=0.005)$ with gender variable. Also a meaningful relationship was seen between dimension system perspective $(p=0.015)$ and type of nurses employment variable and conclude that there is a strong relationship between organizational learning component and dimension of the capability component. Also a research was done by Mahmudi rad and colleagues in 2012 titled "The study of capability atmosphere "in Birjand University Hospitals from nursing students point of view in nursing and midwifery faculty with descriptive method on 33 students. With the use of capability atmosphere questionnaire of Joffe and Scott contains 38 types and 9 subscales with Likert scale they found that the total score of capability is on average of (2.26 ± 0.34) and the score of

more components (clear aim, fair treatment, sympathy, recognition and team work appreciation, cooperation, healthy work environment) is intermediate and in the case of education and communication it is low. The average rate of capability atmosphere in relation to the indigenous component was ($p=0.035$) and the relation of fair treatment component with indigenous component was ($p=0.046$) which had meaningful statistical difference and it concluded that all health center managers must notify the students about the programs and objectives of hospital and let them to be familiar with their work place and cooperate in group working and decision making.

Maleki and colleagues had a descriptive-cooperative research titled "The relationship between structural capability and nurses' personal readiness for change" on the 130 staff of Tehran Hasheminejad training center with the use of questionnaire and simple random method. The results showed structural capability has positive relation to the readiness of nurses for change ($p<0.01$). In examining the effect of structural capability on the readiness of nurses for change clarified that access to opportunity has a positive effect to determine the readiness of person to change ($p<0.001$) and came to this conclusion if structural capability carry out in the nurses work environment, their readiness for change will be increased and the planners and decision-makers recommend to provide the field of access to knowledge and new skill for staff and give them the opportunity to perform challenging tasks, while making them capable to increase their readiness to change.

In a descriptive-measurable study done by Chmani Cheragh Tape and colleagues in 1390-91 titled "The effective factors on stability of learned nurses in hospitals" among 388 nurses of hospitals affiliated to Tehran Medical Science University, the results showed effective factors on stability of learned nurses are as follows:

1. Organizational factors (participation, motivation, training organizational relations and function management)
2. Personal factors (ability and skill, job satisfaction and competence)
3. Occupational factors (meaningful and challenging work, freedom, independence and clarify roles)

The findings state that: it will be better if hospitals provide necessary mechanism to increase nurses' motivation and participation, organizational relations and training. It also recommend to learned nurses to increase personal and multitude ability in order to provide field of competence and job satisfaction.

Also in a survey done by Jafari Mianani titled "The screw with premature infants admitted" was conducted randomly in Shahid Beheshti and Al Zahra hospitals of Isfahan on 90 mothers with premature infants in 2013 in two groups of intervention control. The amount of stress and anxiety in two groups had not very difference before intervention but after each level of program, the amount of anxiety of mothers in intervention group was less than the control group ($p>0.001$). Also the amount of mothers participation in intervention group was more than the control group ($p>0.001$). These results were obtained: the program of creating capability opportunities for parents by providing a different way of teaching in hospital will reduce the amount of stress and anxiety of mothers and increase their participation.

Another descriptive-cohesive research done by Jafar Jalan and colleagues entitled "The study of nurses comprehension coherence of organizational culture with their performance" in the field of patients immunity in the hospitals of Babul Medical Science University on 250 nurses who include the entrance criteria for research. In this sampling method a number of nurses of public and emergency sections of hospital (Babul Medical Science University) selected in 1392. Nurses comprehension of organizational culture had a desirable level of 79.16 ± 11.41 and their performance in the field of patients immunity had positive coherence ($p<0.01$). This results were obtained: regarding the relation between nurses safe performance and their comprehension of organizational culture, it seems that optimizing organizational culture by managers of hospitals can improve the nurses performance in the field of patients immunity.

In 2012 a descriptive-measurable research performed as "The study of effective organizational-management factors on capability" of 404 numbers of faculty members of Iran Agricultural colleges.

The research samplings had done in several phases using Krigersy- Morgan sampling table. The tool was questionnaire that brought these deductions forward: there is positive and expressive connection between organizational-management factors and capability. As these factors grow, the capability of the staff will be increased.

Also a descriptive - integrative research done by Fatemeh Neiestani and colleague in 2012 with the title of "The study of connection of psychological capability and efficiency" among 137 numbers of the staff of Bojnourd Imam Reza training hospital by the use of random sampling. 91 people (66.4%) were women and 46 people (33.6%) were men.

The average point of capability was 33.2 ± 8.2 and the average point of efficiency was 91.2 ± 15.4 . Between the point of capability and efficiency observed direct and middle relation ($r=0.48$). According to obtained results and positive role of capability to improve efficiency of staff, the accomplishment of a comprehensive capability program will lead to increase efficiency.

Another research done by Sheikhi and colleague in 2005 with the title of "The effect of staff capability program against job stress" at Quds and Avesina training-treatment centers of Qazvin on 78 nurses.

This research was according to simple random sampling method and studied job stress with questionnaire. The results showed the amount of job stress was 43.6 ± 3.4 before instruction and after that decreased to 38.3 ± 3.2 . This variance means that the profession of encountering with job stresses among nurses is effective to decrease the amount of stresses.

The method of research

In descriptive research the researcher attempts to report those which exist without interference or mental conclusion and get exact results from situation (Naderi and Seif Naraghi, 2005).

At this research exact and regular description of factors have done which effect on staff capability from nursing staffs' point of view, so it is a kind of descriptive research that has brought to conclusion in one phase.

The research population

The research population is consist of all nursing staff with different grades of profession such as diploma, nurse,

operation room, or anesthesiology, bachelor, nursing MBA who work in 3 training hospitals of Yazd province. Because it was not able to study all of research population, the researcher used a sample consists of a number of nursing staff at training hospitals of Yazd province whose members estimated with statistical methods.

The way of sampling

After taking the list of staff from nursing office, random sampling performed with giving code to each one. In simple random sampling, all of the members in research have a same chance to select and the researcher has not any interference to select the samples (Hojjaty & colleague, 2010).

The sample quantity

In order to determine the sample quantity the following formula is used:

$$n = \frac{z^2 pq}{d^2} \left(1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right) \right)$$

“N” is the quantity of society and is equal to 954 persons. The “n” is the sample quantity, “d” indicates accuracy degree estimated almost 0.065. The “p” is the ratio of quality which considers almost 0.5. According to the stage of meaningful level of 0.05, the amount of crisis is usually 1.96.

Criterion of study (input & output)

Criteria for input:

Table (1): related question

Personal factors	1, 2, 5, 7, 8, 9, 11, 12, 13, 15, 30, 35, 37, 38, 39
Management factors	3, 4, 6, 10, 14, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 34, 36

Validity & Reliability of the tools

In order to determine validity of the questionnaire used the opinion of experts and professors. Two professors corrected the questionnaire and after that became ready with assigning the management and personal factors separately. Validity or credibility is a degree which determines the measurement tools, variable, concept or what should be measures and reverses the considered concept (Abedi, 2008: 151).

To determine reliability of the questionnaire (with regard to its researcher-made), 30 numbers of it were given to the nursing staff of three training hospitals of Shahid Sadoughi(16 questionnaire), Afshar (8 questions) and Shahid Rahnemoun (6 questionnaire) and with the use of Cronbach multiple alpha determined the amount of reliability of the questionnaire which was about 0.7.

Reliability expresses the stability and durability of results at repetition of test or a measurement method. It means that whenever the variable measures with the same tool obtains the same result. Reliability of a tool is an important criterion for qualification of it (Abedi, 2008: 145).

The way of information gathering

The way of information gathering in this research is observational, because the researcher uses questionnaire in order to gathering demographic information, management

1. Having diploma of nursing or skill degree of operation room and or anesthesia, master or bachelor of nursing
2. To be interested to answer the questionnaire
3. Possibility to access the target persons at one of working shift during the period of research (not using long-time leave)
4. To be employed as a nurse in Shahid Sadoughi, Afshar or Shahid Rahnemoun Hospital (contract, official or project service)

Criteria to output:

If after answering the questionnaire by research subjects they ask to exit from study, the researcher has cancelled the questionnaire; with regard to the type and the way of research which has done sectional with questionnaire. This was possible before statistical analysis (it informed to research subjects at the time of taking agreement).

Tools of information gathering

Questionnaire is the tool of information gathering in this research and consists of two parts: demographic information, 39 questions made by researcher. 15 questions are about personal factors and 24 about organizational factors and gathered with the use of Likert 5 options scale. Each question options are consist of: I'm completely disagree, I'm disagree, I'm agree mostly, I'm agree, I'm completely agree with numbers of 1 to 5 respectively. The minimum score is 39 and the maximum is 195. The questions about organizational and personal factors are arranged according below table in this questionnaire.

and personal factors in Yazd Medical Science Training Hospitals. The researcher submitted to Shahid Sadoughi, Afshar and Rahnemoun hospitals and contributed questionnaires among nurses and stayed till the personnel reply. Moreover with regard to the large amount of the questionnaires, one of researcher colleagues assisted him in Afshar hospital.

The way of data analysis

Data analysis in this research was done at descriptive level with the use of abundance distribution (numbers and percent), average, standard deviation criterion and SPSS software (version 20).

The research limitation

Because of busy time, the subjects of research had not enough attention during answering the questionnaire so the researcher tried to minimize this limitation with his/her presence and asked them for more attention.

Ethical considerations

1. Before entering to the research environment, the researcher received a recommendation from Isfahan Islamic Azad University and announced to the three hospitals guarding section.

2. In each hospital after giving the recommendation and asking for permission of the head of nursing department, the researcher began sampling.

3. Before answering the questionnaires, satisfaction of the staff was taken orally and written.

4. The staff gained confidence that the information and identification would be secret.

5. It was explained to the research subjects that answering to the questionnaire will not have any effect in their job situation or condition if cooperate or not.

6. The results of research will give to the center or research subjects if they want.

7. The persons who cooperate to answer the questionnaire and also the managers of the centers will be appreciated.

8. The researcher has noticed to the morals, honesty and author's intellectual rights with use of sources like: books, journals, essays, thesis, translation of foreign texts and etc.

9. The intellectual rights of Isfahan Islamic Azad University and colleague professors will be consider in publishing the essays of their research.

Research Findings

The statistical results obtained from demographic data are gathered in table (2) to (9).

Table 2: Frequency distribution of subjects by gender

gender	Abundance	Abundance Percent
Male	50	27
Female	135	73
Total	185	100

According to Table 2, we see that most frequency associated with female sex (73 %).

Table 3: Frequency distribution of subjects by age group

Age	Abundance	Abundance Percent
Less than 31 years	74	40
Ages 31- 40	82	44.3
Ages 41- 50	24	13
Over 50 years	5	2.7
Total	185	100

According to the results of Table 3, we see that in terms of age, the most frequency (44/3%) related to the age group 31 to 40 years and the lowest prevalence (2.7%) to the age group above 50 year.

Table 4: Frequency distribution of subjects based on years of service

Years of service	Abundance	Abundance Percent
Less than 5 years	61	33
6- 10years	34	18.4
11- 15years	45	24.3
16- 20years	29	15.7
Over 20 years	16	8.6
Total	185	100

Table 4 shows that in terms of work experience, the most frequency (33%) related to the staff who has a history of serving less than five years and the lowest prevalence (8.6 %) to the staff with work experience over 20 years.

Table 5: Years of service and age variables mean and standard deviation

Variable	The minimum age	The maximum age	Average	Standard deviation
Age	22	54	33/74	7/175
Work Experience	1	29	10/74	7/163

According to the Table 5, the mean age of the subjects is equal to 33/74 years with standard deviation of 7/175 and 10/71 years of experience with standard deviation of 7/163.

Table (6): Distribution of study subjects in terms of education

Education	Abundance	Abundance Percent
Diploma	22	11.9
Associate Degree	11	5.9
Bachelor	150	81.1
MA	2	1.1
Total	185	100

Table 6 shows the distribution of the abundance of study field depending on educations and with regard to the table, 150 persons with bachelor degree have most abundance (1/81%).

Table (7): Distribution of subjects by sector

Section	Abundance	Abundance Percent	Gathering Percent
Special	108	58.3	58.3
Non-specific	77	41.7	41.7
Total	185	100	100

Table 7 shows the distribution of subjects by sector. The most frequent (4/58 %) were related to the staff in intensive care units.

Table (8): The distribution of research subjects by answering the questions related to effective personal factors on capability

Deviation Criteria	The mean	Strongly agree		agree		Agree mostly		disagree		Strongly disagree		Questions
		Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	
	4.21	39.5	73	43.8	81	15.1	28	1.6	3	0	0	1-Importance
	4.16	31.9	59	53.5	99	13.5	25	1.1	2	0	0	2-Ensure self- ability
	4.15	28.1	52	58.9	109	13	24	0	0	0	0	3-Mastering the necessary skills
	3.53	15.7	29	37.8	70	34.6	64	7.6	14	4.3	8	4-Making decision on Job
	3.52	8.6	16	42.2	78	41.6	77	7.6	14	0	0	5-Participation in decision making
	3.48	12.4	23	35.7	66	41.1	76	8.6	16	2.2	4	6-The effect of nurse on workplace accidents
	3.39	10.8	20	30.3	56	45.9	85	13	24	0	0	7-Control of happenings
		9.7	18	35.1	65	42.2	78	10.8	20	2.2	4	8-Match results of duties
	3.29	11.4	21	25.4	47	45.9	85	15.7	29	1.6	3	9-Control over the outcome Job
	3.22	13.5	25	22.7	42	41.1	76	17.8	33	4.9	9	10-Creativity in the Workplace
	3.21	7	13	29.2	54	43.2	80	18.4	34	2.2	4	11-The availability of required resources
	3.14	5.9	11	24.9	46	49.7	92	16.2	30	3.2	6	12-Trust in others
	3.09	6.5	12	22.7	42	47	87	21.1	39	2.7	5	13-Ability to change in the workplace
	2.98	3.	6	24.9	46	42.7	79	25.4	47	3.8	7	14-The impact of organized events
	2.81	3.8	7	17.8	33	40.5	75	31.4	58	6.5	12	15-Controlling obstacles

Based on the results of above table the highest mean score and standard deviation of for personal factors related to item(6): "What I do, is very important to me" with an average of 4.21 and the lowest related to item(13): " Environment barriers and limitation is under my control " with an average of 2.81 and standard deviation of

Table (9): The distribution of research subjects by answering questions related to effective organizational factors on capability

Deviation Criteria Percent	The mean Number	Strongly agree		agree		Somewhat agree		opposite of		Strongly disagree		Questions
		Percent	Number	درصد	Number	Percent	Number	Percent	Number	Percent	Number	
	3.89	21.6	40	50.3	93	23.8	44	3.8	7	0.5	1	1-Having the work in the ability range
	3.67	15.7	29	40	74	40	74	4.3	8	0	0	2-There levels many Organization
	3.58	17.8	33	36.8	68	33	61	10.3	19	2.2	4	3-Being useful work for the organization
	3.52	11.9	22	38.9	72	40	74	8.1	15	1.1	2	4-The possibility of active participation in the meetings of the work
	3.51	11.4	21	41.1	76	35.7	66	11.4	21	0.5	1	5-Stressing the hierarchy
	3.50	15.7	29	34.1	63	37.8	70	9.7	18	2.7	5	6-Having done independence
	3.46	14.6	27	34.1	63	38.4	71	9.2	17	3.8	7	7-The increase in the knowledge of the personnel during work
	3.41	11.4	2	34.6	64	40	74	11.4	21	2.7	5	8-The importance of the expertise and experience
	3.45	14.6	27	30.3	56	42.7	79	10.3	19	2.2	4	9-There communications from up to down
	3.41	7.6	14	35.7	66	47.6	88	8.6	16	0.5	1	10-Participation in solving the problem of working environment
	3.45	9.2	17	37.8	70	42.2	78	10.8	20	0	0	11-Control based on personal Norms
	3.36	11.4	21	29.7	55	43.2	80	14.6	27	1.1	2	12-Personnel estimate based on work behavior
	3.34	10.8	20	30.8	57	41.1	76	16.2	30	1.1	2	13-Having opportunity to personal initiative
	3.32	9.7	18	30.3	56	44.3	82	14.1	26	1.6	3	14-Estimate based on the goal ahead
	3.30	12.4	23	26.5	49	42.2	78	16.8	31	2.2	4	15-The basic participation in the affairs of
	3.17	10.3	19	24.3	45	41.6	77	20	37	3.8	7	16-Support personnel for improvement skills
	3.17	9.7	18	26.5	49	39.5	73	20	37	4.3	8	17-Growth and learning opportunities
	3.12	9.2	17	21.6	40	45.9	85	18.9	35	4.3	8	18-According to the professional development of staff
	3.07	7	13	23.2	43	44.9	83	19.5	36	5.4	10	19-Suggestions effective in the workplace
	3.06	3.8	7	21.6	40	45.4	84	22.7	42	6.5	12	20-To provide resources to perform
	3.05	4.9	9	28.6	53	40	74	20	37	6.5	12	21-The use of experienced personnel to improve the organization
	3.02	8.1	15	19.5	36	42.7	79	25.4	47	4.3	8	22-Ripening fields of personal development
	2.94	4.3	8	22.7	42	41.6	77	24.9	46	6.5	12	23-Due to the prosperity of employees
	2.94	6.5	12	18.4	34	45.4	84	21.6	40	8.1	15	24-Recognition of the status of personnel in the organization

Based on the results of above table the highest mean score responses to management factors related to the item (1): "My work is within my skill and potential." with the average of 3.89 and standard deviation of.... and the lowest average related to item (8): " I believe managers notice to my

success and prosperity "and (10): " My actual position is known in the organization "with an average of 2.94 and standard deviation of.....

Table (10): Comparison of score mean of personal and organizational factors with fixed and supposed average

Question	Average	t	Sig.	df	No.
Individual factors	3.438	10.89	0.000	184	185
Organizational factors	3.322	7.91	0.000	184	185

The results of table 10 show that average of personal and organizational factors have meaningful difference with supposed average of ($p < 0.001$) and with comparison of two average clear the personal factors with an average of 3.428 are more effective than organization factors with an average of 3.322 in staff capability from their point of view.

The final conclusion

This research was done in 2015 at the hospitals of Yazd Training Medical Science with the aim of recognition of the effective factors on the nurses capability from their point of view and showed below mentioned results:

1. Nurses consider important to their work which could be due to job and organization obligation.
2. Nurses want to have a safe and secure environment for their work including job, physical and mental security which could be due to new engagement on contract basis, companies and even start the project without guarantee on future.
3. Nursing managers should be notice to settle the staff with regarding their abilities.
4. Nursing managers should have notification to the position of nurses as one of the important treatment jobs and defined it touchable for the staff.

Proposals

1. One of the effective factors on capability of the staff is their work environment. With regard to the fact that the work environment is the bed of creativity, innovation and authority so the health organizations should try to prepare a suitable environment for the staff to increase their profession and what seems very important is training.
2. With reinforcement a positive attitude to the environment by the staff prepare a field to promote the services and use the ability of them.
3. Hospitals can make valuable the nursing job with regard to its position, in order to elevation of capability and increase the performance of human resources.
4. Managers should express self- notification to the staff and help them to feel importance.
5. Preparing the resources to help the staff to do duties, causes the employees feel importance and be useful.

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