

CHAPTER III

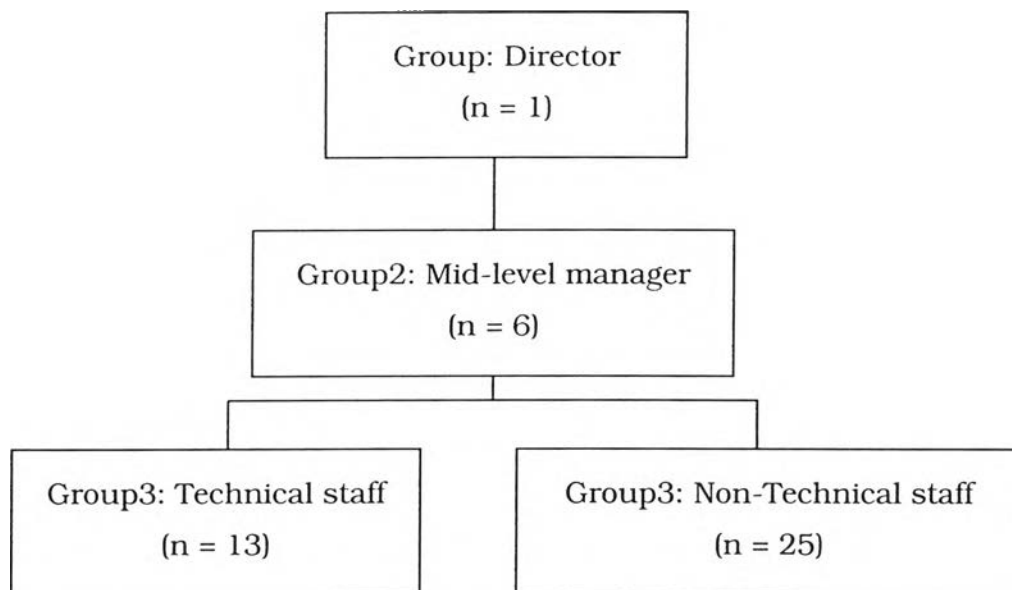
RESEARCH METHODOLOGY

This chapter covers the research methodology, study population, research tools, data collection, data analysis and ethical considerations.

This study is a retrospective evaluative descriptive research using CIPP Model to evaluate the strategic planning of the Bureau of Non-Communicable Diseases, Department of Disease Control. Its aim was to evaluate the strategic planning of the Bureau of Non-Communicable Diseases in fiscal year, 2003. CIPP Model is used as a conceptual framework for this study. This research will analyze all the four perspectives of CIPP Model, that is context, input, process, and product, as well as the association between process and quality of the strategic plan.

3.1 Study Population

Study populations were all staff at the Bureau of Non-Communicable Diseases during the study period. They were classified into 3 groups:



Group 1 Top-level Manager: Director of the Bureau of Non-Communicable Diseases

Group 2 Mid-level Manager: Unit Heads, Medical Doctors

Group 3 Other Staff: Technical and non-technical staff

All of whom were recruited on a voluntary basis.

3.2 Research Tools

Four tools were constructed for this study.

Tool 1: In-depth Interview Questions

Three sets of open-ended questions, related to the 3 out of 4 elements of CIPP model, were used to interview top and mid-level managers.

- Context refers to external environment, which can impact plan process such as national policy, customer's expectation, corporate culture and organization vision.

- Input refers to organization factors or elements which can impact plan process such as manpower, budget, training, public relations and management
- Process refers to model, method or process to reach goal such as meeting, committee appointment, action plan, network co-ordination, accountability, internal communication, control and monitoring
- Product refers to seven quality items of the strategic plan

Tool 2: Self-report Form

The form, for top and mid-level managers, consisted of 14 items ranging from general information, responsibility, role and involvement, problems and obstacles related to strategic plan formulation.

Tool 3: Questionnaire for Officers

The questionnaire, related to factors influencing strategic plan process, consisted of 2 parts.

Part 1 : General characteristic and factors related to employment of the informants (10 items) namely; gender, age, marital status, educational level, length of employment , job characteristic, training and participation.

Part 2 : Factors related to strategic plan process based on the 4 perspectives of CIPP Model (30 items).

- Context refers to external environment, which can impact plan process such as national policy, customer's expectation, corporate culture and organization vision (first 10 items).
- Input refers to organization factors or elements, which can impact, plan process such as manpower, budget, training, public relations and management (second 10 items).
- Process refers to model, method or process to reach goal such as meeting, committee appointment, action plan, network co-ordination, accountability, internal communication, control and monitoring (third 10 items).

Scoring Criteria (for each item)

Level of Appropriateness	Positive statement (score)	Negative statement (score)
Strongly appropriate	5	1
Adequate	4	2
Unsure	3	3
few	2	4
Strongly inappropriate	1	5

Cutoff points: There were 2 sets of cutoff points

1. Scoring for the overall picture of strategic plan process by each subject

Appropriate when scoring was less than \bar{X}

Inappropriate when scoring was equal to or more than \bar{X}

2. Scoring for the individual item of strategic plan process by each subject

Appropriate when scoring was less than 3

Inappropriate when scoring was equal to or more than 3

Product refers to the seven quality items of strategic plan that was evaluated by Tool 4.

Tool 4: Quality Assessment Form refers to 7 elements; Clarity, Validity, Complexity, Relationship, Timeliness, Data Availability and Data accuracy

Scoring criteria

For each item or element:

High = 3

Moderate = 2

Low = 1

For overall picture:

High quality plan with mean scoring = 3

Moderate quality plan with mean scoring = 2

Low quality plan with mean scoring = 1

3.3 Data Collection

Prior to the data collection:

1. The principle investigator (PI) met with interviewers and data collectors to explain objectives of the study and demonstrate the tools being used.
2. PI asked for permission from managers and officers to collect data.

The external interviewers collected all data.

Group 1: Director and mid-level managers provided data by at least one out of the following two methods.

In-depth Interview: Interviewers were trained outsiders and the following steps were taken.

Interviewer scheduled the interview based on voluntary basis. Each interview session lasted 30 minutes or less. The interviewees were told that they could terminate the interview at any time.

Self-report questionnaire: Interviewer asked the interviewee to fill out the form at the end of the interview (using 10 minutes) or to be subsequently collected. If the interview denied, only data from self-reported form would be analyzed.

Group 2: Officers provided data via questionnaire.

Data collector circulated the questionnaires to all officers asking them to fill in the document. The interviewers then collected the questionnaires, checked and scored them according to the criteria given above. Data entry was done using computer software.

Data was also collected from observation during the interview session or the frequency of meeting attendance.

Data was also collected from documents related to strategic plan.

3.4 Data Analysis

Data Analysis is divided by content analysis that:

Population characteristic and factors were described using frequency, percentage, mean and standard deviation.

Association was also quantitatively analyzed by Chi-square test.

Association between process and quality of the strategic plan was qualitatively analyzed.

Conclusions the focus point in this study has been summarized by analysis content of this research by combine all data . The data can summarize to reliability and collection.

Summarize analysis is conceded and interpreted each content data by each point analysis for answer to purpose of this study.

3.5 Ethical Considerations

Because the researcher is a senior executive officer at the Department of Disease Control, all interviewees are his junior staff. This posts ethical problems because all of the information that was revealed by the study participants might pose threat to the informant. For example, their immediate supervisor might like to know the informants' opinion about him, and might abuse that information. This problem was solved by using external interviewers so that all participants could freely provide data and information.

Confidentiality of the information is respected. All data were kept confidentially and would not be revealed or released under any circumstances. Only the aggregated results of the study were presented to the staff at the Department of Disease Control for improvement of the planning process.