

Investigating models of operational budgeting and planning in Iran Health Insurance Organization using Diamond Model

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Abstract

The aim of this study is to investigate the relationship between operational budgeting, planning, costs analysis, performance management, management of changing system, system of accountability and motivation of operational budgeting and planning in Iran health insurance organization using Diamond Model, the population studied in this research is the entire budget experts and financial managers of Iran health insurance organization which their number is 60 people. Given that in this study, population size was limited, the entire population is considered as the sample size. Data collection is conducted through a research-made questionnaire. First it was investigated to respond to the fact that is there a relationship between the operational budgeting, planning, costs analysis, performance management, management of changing system, system of accountability and motivation of operational budgeting and planning in Iran health insurance organization using Diamond Model?. In this regard, descriptive statistics (mean, standard deviation) and inferential statistics (Kolmogorov - Smirnov and Pearson correlation and univariate regression) were used. Investigating the results of correlation coefficient and regression in all subjects showed that there is a significant positive relationship between operational budgeting, planning, costs analysis, performance management, management of changing system, system of accountability and motivation of operational budgeting and planning in Iran health insurance organization using diamond model each separately.

Key Words: models of budgeting operational, planning of organization, Diamond model

Introduction

Since in the traditional budgeting system, important factors such as effectiveness, efficiency, saving and efficiency regarding the resources are ignored so the resources are not used correctly and even wasted. On the other hand, increase or decrease budget of systems has been subject of policy decisions and leveraging of individuals and their bargaining power and the level of accountability of managers and evaluating their responsibility is diminished. In addition, in our country, budget is related with macro-economic issues such as economic growth, unemployment, employment, inflation and generally economic boom and recession bust and on the other hand is facing a budget deficit in most years.

Considering the advantages of operational budget and deficits and shortcomings of traditional budgeting of the country, implementation of operational budgeting as a new method in Traditional Budgeting is strongly felt.

Operational budgeting as a method of budgeting on a wide scale in the world, including in our country is taken into consideration. Operational budgeting adds saving agents and efficacy to traditional aspects of budgeting. Since the targeted allocation of credit to activities in any organization can provide the operational possibility and expect to access the result of costs while clarify the distribution of resources, use operational budgeting method will be an effective step to increase the efficiency and effectiveness of the health insurance credits. (Khodamipour and Zeinali, 2007)

On the definition of the operational budgeting, the annual program with an annual budget that shows the relationship between the amounts of funds allocated to each program and the results of the program. This means that by any spending done in each program, a defined set of objectives must be met. (Panahi, 2005) Operational budgeting is organization's strategic plan regarding goals and its missions that provides a process to convert the measured data into meaningful information regarding the results of the programs. (Malekrez and Vilabi, 2000) Operational budgeting is looking for creating a link between performance indicators and resource allocation, though such links are often weak but can facilitate budgeting policy and increase supervision and regulation on results and achievements related to public spending (Diamond, 2002)

Operational budgeting is a current process that affects all the managers of organization, from the head to all program managers and managers of the subsidiary organizations. This process includes feedback cycle that gives the right information to senior managers for managing their activities as well. Operational budgeting ultimately leads to more effective utilization of resources of organization. Managers will be able to exploit the resources in order to achieve the objectives set out in the budget in more effective way. (Ansari and Zeinali, 2008) Operational budgeting requiring health insurance to focus on results of programs tries to improve the effectiveness, efficiency and accountability of government programs. This system through better providing about cost-effectiveness and insurance programs tries to help managers to improve performance of programs and its aim is to provide clearer and closer linkage between

resources and results. (Zeinali and Mohammadipour, 2008)

Operational budgeting implementation is the most important challenges in governments and public institutions of the world, especially in developing countries. Applying this method of budgeting will lead to many advantages in the organization. Optimal use of resources and organizational goals, better ability to compare goals with results and create suitable framework for controlling, measuring and evaluating employees' performance, are all the advantages of this budgeting method. The main objective of this study is to investigate the models of operational budgeting and planning in Iran health insurance organization using Diamond Model.

Recent attentions to the establishment of operational budgeting have created beliefs regarding factors affecting in the successful implementation of this system, such set of ideas of comprehensive model of operational budgeting is provided in the framework of "Diamond model". In designing diamond model that for the first time in the country is provided tried to be identified all elements and establishment complements of operational budgeting system, and determined interactions of each of them.

Due to the advantages of operational budgeting and defects and deficiencies of country's traditional budgeting, implementation of operational budgeting as a new method in traditional budgeting is strongly felt.

The purpose of this paper is to examine the relationship between operational budgeting and planning in Iran health insurance organization by using diamond model.

In this study we sought to prove or disprove the hypotheses that there is a significant relationship between operational budgeting and planning in Iran health insurance organization.

There is a significant relationship between planning of operational budgeting and planning in Iran health insurance organization using Diamond model.

There is a significant relationship between costs analysis of operational budgeting and planning in Iran health insurance organization using Diamond model.

There is a significant relationship between performance management of operational budgeting and planning in Iran health insurance organization using Diamond model.

There is a significant relationship between management of changing budgeting system from traditional form to operational budgeting and planning in Iran health insurance organization using Diamond model.

There is a significant relationship between accountability system and motivation in operational budgeting system and planning in Iran health insurance organization using Diamond model.

Since an important part of the capital market is formed by insurance companies, so their performance will play a significant role in the development of Iran's economic system. On the other hand, duty of shareholders representing and responsibility to maintain equity of shares of these firms and decrease their losses and strengthen and improve the performance of the companies to maintain and guarantee the interests of the shareholders that are all citizens, put a heavy responsibility on the shoulders of managers of insurance companies. Achieve to goals of each organization is done through management process and one of the most important concepts that is promoted and developed to increase the efficiency and effectiveness of management is planning and comprehensive control or budgeting (Ebrahimi, 2009: 12).

Budget as a tool to run the program, as engine makes it possible to actualize the modern applications and ultimately achieve to organization goals. As well as budget is the lifeline of the state, because government does all financial activities, including money and pay for costs for run varied programs within the framework of the budget law. So budget is the mirror of all government programs and activities and plays a very important role in the development of the national economy. The developments and complexities of contemporary era are raised the need of states to impose reasonable measures, especially to proper planning, decision-making and scientific management and coordination in matters relating to the needs of communities. (Ashrafi, 2009: 15). Since in the traditional budgeting system, important factors such as effectiveness, efficiency, saving and efficiency regarding the resources will be ignored. Therefore, the resources are not used properly and even wasted. On the one hand, increase or decrease the budget of entities has been subject to political decisions and leveraging individuals and bargaining power and the accountability of managers and assessment of their responsibility is diminished. In addition, in our country, budget is related with macroeconomic issues such as the economic growth, unemployment, unemployment and inflation and overall economic boom and recession and on the other hand is facing a deficit in most years (Amir Aslani, 2000: 15).

According to the benefits of operational budgeting and shortcomings of the country's traditional budgeting, implementing operational budget as a new method in traditional budgeting is strongly felt. Given the importance of this issue, this study seeks to examine the operational budget at the stage of implementation of the budget. Operational budgeting system as a management system to improve the efficiency and effectiveness of organizational resources is taken into consideration of governments at local and national levels. In this system, budgeting credits are allocated based on the performance of organizational units in order to produce outputs of goods and services (or the short-term goals or achieve the outcomes or long-term goals), and thus the organization leads to increase transparency in the use of resources to

carry out activities, produce outputs and achieving goals and strategies and greater response. (Ansari, 2008: 13). Ghadimpour and Tarighi (2009) in the article titled "operational budgeting and its relationship with operational audits" have announced that operational budgeting and operational audits in terms of objectives, closely related to each other and are moving towards the same goals and as the main components of government financial reporting system are correlated so that the two complement each other and turn around three main goals of efficiency, effectiveness and economy and only by participation of the two, the desirability of government financial reporting system is increased and the system can be a powerful tool for government in accountability. The researchers have stated that to complete and accurate accountability of public sector and also in order to success of operational budgeting system, change and development of public auditing system and operational auditing are essential.

Foroughi et al (2012) in a study titled the feasibility of implementing the costing method based on activity in operational budgeting of governmental organizations (Case Study: Esfahan governmental organizations) have concluded that in 50 state apparatus of Esfahan other than the ability to assess the performance, other required conditions are not available for the implementation of costing method based on activity in operational budgeting including staff capability, technical capability, legitimacy (legitimacy, procedural and organizational) and acceptance (political acceptance, management and compliance incentives), and recommended that still factors affecting required for the implementation of activity-based costing is not available in operational budgeting. This is despite the fact that without the use of modern methods of costing in operational budgeting, talking about reforms in budgeting system and change from program budget to operational is difficult.

King and colleagues (2010), in research titled ways of budgeting and performance in small treatment businesses, concluded that a systematic budgeting is associated with the size and structure and for those businesses be able to use this systematic budgeting and expand it, they should consider its relationship with structure, strategy and environmental uncertainty perceived. More improvement of tests of "fit" is between contingency factors of business and the use of operational budgeting.

Pakmaram and colleagues (2012) in a study entitled "identify and prioritize the factors affecting the operational budgeting in telecommunications company using TOPSIS» in the Telecommunication Company of East Azarbaijan province concluded that environmental controls, administrative and operational for the implementation of operational budgeting are essential and their absence in organizations is an obstacle for the implementation of operational budgeting. Also they have stated that the above factors, environmental factor is the most effective factor and control and administrative factors are in the next priorities.

Methodology of research

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This is a cross-sectional survey. Cross-sectional method is conducted to collect data on one or more industry in a period of time (one day, one week, one month, one year) through sampling. These researches describe society based on one or more variables (Sarmad et al., 2004: 25). Since this research is investigated about a real issue, objective, alive and the results can be scientifically used; it is an applied research as well. The aim of applied research is to develop practical knowledge in a particular field.

The following three methods will be used to collect data in this research.

1. Library and document study

In this regard, first a comprehensive study in documents and library resources such as books, dissertations, report of projects, journals and scientific journals and research will be carried out.

2. Search through electronic resources

For achieving new and extensive information, research findings, scientific papers in this field as well as relations with researchers in other countries, electronic resources (Internet) is used.

3. Field study

The questionnaire is a common research tools and considered a direct way to collect study data. In this study, a suitable questionnaire will be used to collect data that by the investigators and cooperation and consultation with relevant experts and consultants will be prepared.

The validity of questionnaire (validity)

The validity of questionnaire of this study, first it was reviewed by collecting views of experts and supervisors and advisors and several experts and by removing some of the questions and reforms performed finally we achieved final questionnaire in Appendix.

Reliability of questionnaire (Reliability)

Whereas the minimum reliability coefficient is 0.7 for the questionnaire and in designed questionnaire, alpha coefficient calculated is higher than 0.7, it can be concluded the questionnaire used has required reliability. Data using correlation and univariate regression methods have been investigated and analyzed.

To increase the validity of the questionnaire, first by studying the same questionnaires, papers, books and magazines, it is tried to be fully clarified concepts and variables of the study and how to measure them. Then the questionnaire designed to assess the validity was given to research experts in budgeting and a number of experts to be amended the existing problems. Questionnaire after obtaining the view of experts and carry out reforms was again given to experts and the test content validity was confirmed. Cronbach's alpha was used to estimate the reliability of the test.

In this study, analysis of data using appropriate statistical methods is done in two forms of descriptive and

inferential. And the techniques of descriptive statistics including frequency tables, mean, standard deviation, etc. have been used to analyze the data. After the test of normality of distribution of data (Kolmogorv- Smirnov test), for inferential analysis of hypotheses, Pearson correlation and univariate regression were used.

Data analysis:

Demographic Statistics

1. Gender

46 patients (76.7 percent) of respondents were male and 14 patients (23.3 percent) were women.

2. Respondents' marital status

56 patients (93.3 percent) of respondents were married and 4 patients (6.7 percent) were single.

3. Education level of respondents

2 patients (3.3%) of the respondents have diploma and lower, 8 patients (13.3%) have an associate's degree, 28 patients (46.7 percent) have a bachelor's degree, 22 patients (36.7%) have a master's degree or higher. As it turns most frequent is the bachelor's degree.

Inferential statistics (analysis of research questions)

Whereas for analysis of hypotheses, univariate and multivariate regression is used, we should test the relationship between independent variable of each of them and the dependent variable through test correlation coefficient and if correlation coefficient corresponds to the hypothesis and the relationship between independent variable and the dependent variable was confirmed then the regression model and tests related to it was used to test the hypothesis.

The first sub-hypothesis of research

The null hypothesis: There is no significant relationship between planning of operational budgeting and planning in Iran health insurance organization using Diamond model.

Alternative hypothesis: There is a significant relationship between planning of operational budgeting and planning in Iran health insurance organization using Diamond model.

In order to analyze the first assumption of research, regression analysis is used and method of enter variables to center method (Enter) is selected. Variable of planning of operational budgeting as the independent variable and variable of planning in Iran health insurance organization is defined as the dependent variable. The results can be seen in the table below.

Entered variables (variable related to planning in Iran health insurance organization)

Model	Entered variables	Method
1	Planning of operational budgeting	Enter

Indicate the method used in the regression (Enter) and entering variables.

Summary of Model

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin Watson
1	0.909	0.826	0.823	1.518

Table shows correlation coefficient, coefficient of determination, adjusted coefficient of determination and Durbin-Watson statistic according to the independent variable (planning of operational budgeting). In this regression test, coefficient of determination is equal to 0.826 that indicates variable of planning of operational budgeting can explain 82.6 percent of the changes of dependent variable.

Analysis of variance

Model	Source of changes	Sum of squares	Degree of freedom	Mean of squares	F static	Significant level
1	regression	0.879	1	818.879	275.299	0.000
	Error	172.521	58	2.975		
	Total	991.400	59			

Table of regression analysis is to examine the relationship between two variables. Based on the above table, F

statistic to test the goodness of fit of the regression is equal to 275.299 with a degree of freedom 1 and corresponding to it, significance level of 0.000 is calculated that is less than 0.05, resulting in significance of regression model is confirmed.

Coefficients of the regression model

Model		Non-standardized coefficients		Standardized coefficients	t static	Significant level
		B	Standard error			
1	Fix value	-0.447	1.246		-0.359	0.721
	Planning of operational budgeting	0.576	0.035	0.909	16.592	0.000

According to the table of regression model, dependent variable is calculated as follows.

Equation 1 $y=0.576*$ (planning of operational budgeting)

Given that the regression model was confirmed and positive coefficient B for the independent variable can be concluded there is a significant relationship between planning operational budgeting and planning in Iran health insurance organization using Diamond model.

The second sub hypothesis of research

The null hypothesis: There is no significant relationship between costs analysis of operational budgeting and planning in Iran health insurance organization using Diamond model.

Alternative hypothesis: There is a significant relationship between costs analysis of operational budgeting and planning in Iran health insurance organization using Diamond model.

In order to analyze the second assumption of research, regression analysis is used and method of enter variables to center method (Enter) is selected. Variable of costs analysis of operational budgeting as the independent variable and variable of planning in Iran health insurance organization is defined as the dependent variable. The results can be seen in the table below.

Entered variables (variable related to planning in Iran health insurance organization)

Model	Entered variables	Method
1	Costs analysis of operational budgeting	Enter

Indicate the method used in the regression (Enter) and entering variables.

Table 4- Summary of Model

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin Watson
1	0.642	0.412	0.402	1.586

Table shows correlation coefficient, coefficient of determination, adjusted coefficient of determination and Durbin-Watson statistic according to the independent variable (costs analysis of operational budgeting). In this regression test, coefficient of determination is equal to 0.412 that indicates variable of costs analysis of operational budgeting can explain 41.2 percent of the changes of dependent variable.

Analysis of variance

Model	Source of changes	Sum of squares	Degree of freedom	Mean of squares	F static	Significant level
1	regression	408.633	1	408.633	40.669	0.000
	Error	582.767	58	10.048		
	Total	991.400	59			

Table of regression analysis is to examine the relationship between two variables. Based on the above table, F statistic to test the goodness of fit of the regression is equal to 40.669 with a degree of freedom 1 and corresponding to it, significance level of 0.000 is calculated that is less than 0.05, resulting in significance of regression model is confirmed.

Coefficients of the regression model

Model		Non-standardized coefficients		Standardized coefficients	t static	Significant level
		B	Standard error			
1	Fix value	5.772	2.253		2.562	0.013
	Costs analysis of operational budgeting	0.386	0.061	0.642	6.377	0.000

According to the table of regression model, dependent variable is calculated as follows.

Equation 2 $y=5.772 +0.386*$ (costs analysis of operational budgeting)

Given that the regression model was confirmed and positive coefficient B for the independent variable can be concluded there is a significant relationship between costs analysis of operational budgeting and planning in Iran health insurance organization using Diamond model.

The third sub hypothesis of research
The null hypothesis: There is no significant relationship between performance management of operational budgeting and

planning in Iran health insurance organization using Diamond model.

Alternative hypothesis: There is a significant relationship between performance management of operational budgeting and planning in Iran health insurance organization using Diamond model.

In order to analyze the third assumption of research, regression analysis is used and method of enter variables to center method (Enter) is selected. Variable of performance management of operational budgeting as the independent variable and variable of planning in Iran health insurance organization is defined as the dependent variable. The results can be seen in the table below.

Entered variables (variable related to planning in Iran health insurance organization)

Model	Entered variables	Method
1	Performance management of operational budgeting	Enter

Table indicates the method used in the regression (Enter) and entering variables.

Table 4-22 Summary of Model

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin Watson
1	0.334	0.112	0.096	1.564

Table shows correlation coefficient, coefficient of determination, adjusted coefficient of determination and Durbin-Watson statistic according to the independent variable (performance management of operational budgeting). In this regression test, coefficient of determination is equal to 0.112 that indicates variable of performance management of operational budgeting can explain 11.2 percent of the changes of dependent variable.

Analysis of variance

Model	Source of changes	Sum of squares	Degree of freedom	Mean of squares	F static	Significant level
1	regression	110.694	1	110.694	7.290	0.009
	Error	880.706	58	15.185		
	Total	991.400	59			

Table of regression analysis is to examine the relationship between two variables. Based on the above table, F statistic to test the goodness of fit of the regression is equal to 7.290 with a degree of freedom 1 and corresponding to it, significance level of 0.009 is calculated that is less than

0.05, resulting in significance of regression model is confirmed.

Coefficients of the regression model

Model		Non-standardized coefficients		Standardized coefficients	t static	Significant level
		B	Standard error			
1	Fix value	12.376	2.832		4.370	0.000
	Performance management of operational budgeting	0.2	0.074	0.334	2.700	0.009

According to the table of regression model, dependent variable is calculated as follows.

Equation 3 $y=12.376+0.2*(\text{performance management of operational budgeting})$

Given that the regression model was confirmed and positive coefficient B for the independent variable can be concluded there is a significant relationship between performance management of operational budgeting and planning in Iran health insurance organization using Diamond model.

The fourth sub hypothesis of researchThe null hypothesis:

There is no significant relationship between management of changing operational budgeting from traditional form to operational and planning in Iran health insurance organization using Diamond model.
Alternative hypothesis: There is a significant relationship between management of changing operational budgeting from traditional form to operational and planning in Iran health insurance organization using Diamond model.

In order to analyze the third assumption of research, regression analysis is used and method of enter variables to center method (Enter) is selected. Variable of management of changing operational budgeting from traditional form to operational as the independent variable and variable of planning in Iran health insurance organization is defined as the dependent variable, the results can be seen in the table below.

Entered variables (variable related to planning in Iran health insurance organization)

Model	Entered variables	Method
1	management of changing operational budgeting	Enter

Table indicates the method used in the regression (Enter) and entering variables.

Table 4-26 Summary of Model

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin Watson
1	0.885	0.784	0.780	1.817

Table shows correlation coefficient, coefficient of determination, adjusted coefficient of determination and Durbin-Watson statistic according to the independent variable (management of changing operational budgeting). In this regression test, coefficient of determination is equal to 0.784 that indicates variable of management of changing operational budgeting can explain 78.4 percent of the changes of dependent variable.

Analysis of variance

Model	Source of changes	Sum of squares	Degree of freedom	Mean of squares	F static	Significant level
1	regression	777.114	1	777.114	210.338	0.000
	Error	214.286	58	3.695		
	Total	991.400	59			

Table of regression analysis is to examine the relationship between two variables. Based on the above table, F statistic to test the goodness of fit of the regression is equal to 210.338 with a degree of freedom 1 and corresponding to it, significance level of 0.000 is calculated that is less than 0.05, resulting in significance of regression model is confirmed.

Coefficients of the regression model

Model		Non-standardized coefficients		Standardized coefficients	t static	Significant level
		B	Standard error			
1	Fix value	2.386	1.233		1.935	0.048
	management of changing operational budgeting	0.931	0.064	0.885	14.503	0.000

According to the table of regression model, dependent variable is calculated as follows.

Equation 4 $y=2.386+0.931*(\text{management of changing operational budgeting})$

Given that the regression model was confirmed and positive coefficient B for the independent variable can be concluded there is a significant relationship between management of changing operational budgeting from traditional form to operational in Iran health insurance organization using Diamond model.

The fifth sub hypothesis of research

The null hypothesis: There is no significant relationship between system of accountability and motivation in operational budgeting system and planning in Iran health insurance organization using Diamond model.

Alternative hypothesis: There is a significant relationship between system of accountability and motivation in operational budgeting system and planning in Iran health insurance organization using Diamond model.

In order to analyze the third assumption of research, regression analysis is used and method of enter variables to center method (Enter) is selected. Variable of system of accountability and motivation in operational budgeting system as the independent variable and variable of planning in Iran health insurance organization is defined as the dependent variable, the results can be seen in the table below.

Entered variables (variable related to planning in Iran health insurance organization)

Model	Entered variables	Method
1	System of accountability and motivation operational budgeting	Enter

Table indicates the method used in the regression (Enter) and entering variables.

Table 4-30 Summary of Model

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin Watson
1	0.352	0.124	0.109	1.588

Table shows correlation coefficient, coefficient of determination, adjusted coefficient of determination and Durbin-Watson statistic according to the independent variable (system of accountability and motivation of operational budgeting). In this regression test, coefficient of determination is equal to 0.124 that indicates variable of system of accountability and motivation of operational budgeting can explain 12.4 percent of the changes of dependent variable.

Analysis of variance

Model	Source of changes	Sum of squares	Degree of freedom	Mean of squares	F static	Significant level
1	regression	122.848	1	122.848	8.204	0.006
	Error	868.552	58	14.975		
	Total	991.400	59			

Table of regression analysis is to examine the relationship between two variables. Based on the above table, F statistic to test the goodness of fit of the regression is equal to 8.204 with a degree of freedom 1 and corresponding to it, significance level of 0.006 is calculated that is less than 0.05, resulting in significance of regression model is confirmed.

Coefficients of the regression model

Model		Non-standardized coefficients		Standardized coefficients	t static	Significant level
		B	Standard error			
1	Fix value	12.563	2.610		4.814	0.000
	System of accountability and motivation of operational budgeting	0.252	0.088	0.352	2.864	0.006

According to the table of regression model, dependent variable is calculated as follows.

Equation 5 $y=12.563+0.252*(\text{system of accountability and motivation of operational budgeting})$

Given that the regression model was confirmed and positive coefficient B for the independent variable can be concluded there is a significant relationship between system of accountability and motivation in operational budgeting system and planning in Iran health insurance organization using Diamond model.

The main hypothesis of research

The null hypothesis: There is no significant relationship between operational budgeting and planning in Iran health insurance organization using Diamond model.

Alternative hypothesis: There is a significant relationship between operational budgeting and planning in Iran health insurance organization using Diamond model.

In order to analyze the third assumption of research, regression analysis is used and method of enter variables to center method (Enter) is selected. Variable of operational budgeting as the independent variable and variable of planning in Iran health insurance organization is defined as the dependent variable, the results can be seen in the table below.

Entered variables (variable related to planning in Iran health insurance organization)

Model	Entered variables	Method
1	operational budgeting	Enter

Table indicates the method used in the regression (Enter) and entering variables.

Summary of Model

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin Watson
1	0.731	0.534	0.526	1.507

Table shows correlation coefficient, coefficient of determination, adjusted coefficient of determination and Durbin-Watson statistic according to the independent variable (operational budgeting). In this regression test, coefficient of determination is equal to 0.534 that indicates variable of operational budgeting can explain 53.4 percent of the changes of dependent variable.

Analysis of variance

Model	Source of changes	Sum of squares	Degree of freedom	Mean of squares	F static	Significant level
1	regression	529.057	1	529.057	606.369	0.000
	Error	462.343	58	7.971		
	Total	991.400	59			

Table of regression analysis is to examine the relationship between two variables. Based on the above table, F statistic to test the goodness of fit of the regression is equal to 606.369 with a degree of freedom 1 and corresponding to it, significance level of 0.000 is calculated that is less than 0.05, resulting in significance of regression model is confirmed.

Coefficients of the regression model

Model		Non-standardized coefficients		Standardized coefficients	t static	Significant level
		B	Standard error			
1	Fix value	0.772	2.376		0.325	0.046
	operational budgeting	0.121	0.015	0.731	8.147	0.000

According to the table of regression model, dependent variable is calculated as follows.

Equation 6 $y=0.772+0.121*(\text{operational budgeting})$

Given that the regression model was confirmed and positive coefficient B for the independent variable can be concluded there is a significant relationship between operational budgeting and planning in Iran health insurance organization using Diamond model.

Discussion and conclusion

In this study, the relationship between operational budgeting and planning in Iran health insurance organization using diamond model was investigated that analyzing data using questionnaires completed by 60 experts of budget and credits of health insurance was performed. Operational budgeting and planning in health insurance organization was investigated due to information gathered from experts answer to the questions in the questionnaire. The results show that there is a significant positive relationship between operational planning, costs analysis, performance

management, management of changing system, system of accountability and motivation of operational budgeting and planning in Iran health insurance organization using diamond model each separately. The findings of the study show that all hypotheses were confirmed.

The main hypothesis of the research: There is a significant relationship between operational budgeting and planning in Iran health insurance organization using Diamond model.

The main hypothesis states that there is a significant relationship between operational budgeting and planning in Iran health insurance organization using Diamond model. After analysis by statistical software as the table shows the test statistic value is 606.369 and significant level obtained is 0.000 which is less than acceptable error rate ($\alpha=0.05$) consequently, we reject the null hypothesis at 0.05 and thus we accept the assumption of linear relationship between the variables of research and since the results of table 4-35 coefficient of determination is equal to 0.534 that shows independent variable of operational budgeting can explain 53.4 percent of the changing of dependent variable and the linear equation (6) shows the exist of direct linear relationship between operational budgeting and planning in health insurance organization shows so that research results by King et al (2010), in a study titles investigating the ways in budgeting and performance of the minor treatment business, Pakmaram et al (2012) in a study entitled "Identify and prioritize the factors affecting the operational budgeting in telecommunications company using TOPSIS» and Frow et al (2010), in a study titled compliance with flexibility of budget with budgetary control of budgeting role in uncertainty conditions and management flexibility with the conditions mentioned and Yi Lu et al (2011) in a study entitled "operational budgeting in the United States what is required by law to implement it?", is on one side.

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