



Moderating Role of Manager Decisiveness on Policy perception: Case Study: Mashhad's Public Hospitals

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Abstract

In recent decades one of the major problems with the gradual turning into modern lifestyle, which society has suffered, is the phenomenon of Policy perception. This phenomenon is of particular importance in the industrialized world and increasingly widespread can affect the health of workers. Many studies have conducted to identify causes of Policy perception, its consequences and how to manage. The Present study with goal of examine the impact of employees' resistance to change and manager's decisiveness on Policy perception and turnover intention. The survey results indicate there is relationship positively between resistance versus change behavior of nurses to Policy perception the results also strongly suggest that manager's decisiveness can moderate effects of resistance to change on Policy perception. Assumptions of the model presented in this paper with responses collected from nurses of Mashhad's Public Hospitals were tested. Totally, of 2578 nurses in Mashhad's Public Hospitals work using the formula of Cochran 253 samples were selected in the survey from questionnaire Maliki and colleagues in 2012 used that Cronbach's alpha is 0.78.

Keywords: “Manangement decisiveness, Policy perception”.

Introduction

Guege and Bertez (1989) argued that organizational policy is an evident behavior, but actually organizational policy originates from one's perception and reaction toward to self-interest. Frez and et.al (1989) stated that because people's perception predicts specific behavioral and cognitive responses, they are important.

Political behavior in organization is often secret and affected by difference in employees perceptions and attitudes and determined in the basis of practice nature or people's perception from reality and not reality itself. Therefore, a same behavior might be interpreted as political or non-political that depends on one's former experience on his/her reference frame. According Frez and Karmal (1991), organizational policy perception include of people's perception from others political activities and themselves. This element includes of three dimensions of total political behavior, progressing for succeed and pay promotion policies Lastly, it is worth noticing that individual differences may lead to diversity on threshold of Policy perception. Glazer et al, (2004) revealed that the control focus (inner or outer) and personality (A or B) also affect Policy perception. Those with their study among nurses in several nations concluded that having a type A personality and external focus control is simultaneously the most common and the most harmful character combination that can affect Policy perception.

Literature Review

Policy perception

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Resistance to change: Resistance to change a longstanding subject of research in management, psychology and sociology is the study with more than 60 years experience. Changes include the creation of concepts, practices, and new relationships (Pardo del and Martínez Fuentes, 2003). Others highlight that employees' negative reactions to organizational change is partly natural due to fear of unknowns, job loss or adverse changes, which can cause resistance (Kan and Parry, 2004). In fact, organizational change is counted as a sustainable priority for enterprises, especially in the 1980s and 1990s, when many occurred in organizations using total quality management systems, customer service initiatives, reengineering programs, downsizings, cultural changes and management practices (Thomas and Hardy, 2011). Managing changes is difficult because of staff's traditional and general negative attitudes toward them and their tendency to continue doing current practices (Emby et al, 2002). For organizations to be able to comply with environmental changes, they must change their traditional leadership styles, traditional corporate cultures and organizational environment. Nevertheless, if an organization operates as a team with responsible members, this may improve organization's effectiveness and make members more change-friendly (McCarthy et al, 2008).

Most of organizational changes get managed in a technical perspective, without knowing or understanding how human factors affect success or failure of a change. Managers often tend to ignore afore-mentioned factors in the process of implementing changes. for instance, when executives invest a lot of money on planned changes, only a small proportion will be allocated to communication, education and implementation follow-ups (Bovey and Hede, 2001), which often results in poor desire to implement.

Furthermore, this resistance could be originated from individual's biased understanding about whether this change is self-beneficial. If authorities communicate with knowledgeable employees in the change process and consider their interests and concerns, reduced Policy perception and insecurity and increased trust are likely to happen (Klarner and Diefenbach, 2011). It is observed that employees, who have perceived more information about necessity of the change, are provided with more opportunities to participate in the change process, which consequently results in better employee-manager relationships and heightened mutual confidence. Therefore resistance to change drops as well as Policy perception level.

In most studies, factors such as cognitive processes and biases change when making- decisions are ignored. (Emby et al, 2002; Kennedy, 1995; Kahneman and Tversky, 1982). Demerouti et al (2005) investigated the role of responsibility in reducing resistance to change. They suggest that establishing accountability to staff requires decision makers' capability to understand and make decisions and be accountable and accept the legal consequences of their decision. This measure not only increase responsibility, but also may cause reduced biases, which result in reduced employees' resistance to change (Germeijs et al, 2006). In fact when the reason why people resist change is ignored, opportunities in learning new ideas, strengthening the process of change and likeliness of expected progress break (Ford and Ford, 2010). In current study we have addressed this factor among nurses. Rapid and continuous changes in the health care system lead to negative consequences such as resistance to change, job burnout and

apathy towards duty. These factors quality greatly influence quality of nurses' relationships with patients and may cause higher levels of Policy perception (Kan and Parry, 2004). so:

Hypothesis 1: resistance to change is positively relationship to Policy perception in nurses.

Management Decisiveness: Decisiveness is a personal characteristic that people feel comfortable and confident dealing with deciding and facing solving problems situations. Administrator's indecisiveness can create an environment with high levels of uncertainty, lack of supervision, concerns, anxiety and useless efforts (Mulki et al, 2012). When workers feel their supervisor's resistance to decision, they not only lose their trust to his or her ability in making right decisions, they also sense deep concerns. They may feel uncertain about their priorities and get engaged in futile things which can cause high levels of Policy perception (Germeijs et al, 2006). On the other hand, when nurses feel that their chief either spent so much time in deciding or avoids it, they perceive fear and anxiety. This causes mistrust to the manager and confusion about his or her goals which put staff in hard to understand the need to change. When employees believe that their chief is able to make decisions decisively, resistance to change impacts weaker on Policy perception.

Decisiveness is an essential feature for effective managers. Transformative Leaders having this feature are able to create more confidence in their subordinates and cause acceptance of organizational missions and goals. This acceptance, Policy perception and burnout Reduces staff (Gill et al, 2006). Charismatic leaders are a prominent factor for well-known organizational changes as well. They use rhetorical style to break, move and direct followers' ideas and norms to achieve organizational change (Charlotta, 2010). These leaders are more certain and more confident and are able to make radical changes to achieve goals. Under such circumstances workers are to foster a positive view of their supervisor and organization and are to show less resistance to change and will experience less Policy perception. In regard to the materials discussed, it can be stated that the effect of resistance change on Policy perception reduces when nurses believe their supervisor's decisiveness. So,

Hypothesis 2: Manager's decisiveness moderates influence of resistance to change on Policy perception.

Turnover Intention: Turnover refers to the desire to quit the job as a member of the organization. turnover intention forms based on two factors, first, availability of an alternative and second, monetary, social and psychological factors and other expenditures. When there is no alternative and the cost of turnover is too high, employees are likely to remain in their current jobs (Bellou, 2008). Researchers in numerous studies reviewed specific job characteristics that can cause turnover. For example, Mobley (1979, quoted by Harris et al, 2009) argues job characteristics theory: particular features of an employee's work such as skill variety, task identity, task significance, autonomy, feedback and motivations can predict mental states, work's meaningfulness, responsibility, experience, etc, well. Making job meaningful is of the main methods to reduce turnover. This can be done through important methods such as development of expertise, adding new aspects to the job, creating a strong belief in people and so forth that can lead to current job becoming more valuable, in comparison with other alternatives (Hall and Smith, 2009).

Several studies revealed that conflict between work and family can lead to staff turnover. Work-family conflict is related with the feelings of Policy perception, withdraw and turnover (Andres et al, 2012; Jones et al, 2007); also High job demands exhaust people mentally and physically which often interfere with family issues. When work-family relations are unbalanced, high levels of Policy perception occurs and can lead to turnover (Chiang et al, 2010). A supportive work environment can contribute to a high quality work-life relationship reduce the Policy perception associated with high job demands as well (Aghdasi et al, 2011). In fact downsizing and perceived threats of losing job may cause resistance to change and eventually get accompanied with an intention to leave the job (Emberland and Rundmo, 2010).

Understanding of justice by individuals is considered as an explanation for turnover. There are three types of justice: distributive, procedural and interactive which to some extent anticipate employees' cognitive dissonant and are expected to affect intention of turnover. The analysis of these three types of justice by individuals can affect their attitudes and it is a predictor of turnover intention (Nadiri and Tanova, 2010). Although with identification of variables that can impact on turnover, this phenomenon is not fully understood because of open questions and that some mental processes lies in the motivation of individuals to withdraw from the job that are not clear (Kumar and Singh, 2012). Boyas et al (2012) indicated that augmentation of the Policy perception can cause increased turnover and can significantly predict turnover. so:

Hypothesis 3: Policy perception positively affects turnover intention.

Control variables: Demographic variables such as age, gender, education and employment can influence staff turnover. For example, older workers pay greater attention to psychological investment in their organizations and thus are less likely to quit their jobs (jang and George, 2012). Gender also is related to Policy perception due to the fact that women are more willing to express emotion, interaction and communication; they experience less Policy perception than men. Furthermore, Level of education has a positive relationship with the amount of time people spend in workplace and therefore may be of Policy perception origin

Methodology and Findings

Data is collected through questionnaire Maliki and colleagues(2012) nurses in Mashhad's Public Hospitals work was completed, according to statistic in total 2578 nurses in Mashhad's Public Hospitals work is 13 people using the

formula of Cochran 253 samples were selected with chief participating distributed and many questionnaire need received, the questionnaires have 28 questions that survey Policy perception, resistance in change format, Decisiveness Manager and Turnover Intension in term of reliable of questionnaire used Cronbach's alpha. With 0.78 Chronbach's Alpha In terms of the validity of the questionnaire. Mean scores and descriptive statistics are calculated are tested through t-student test (fig. 1).

Figure 1. One-Sample Statistics and t-test

| Variables | N | Mean | Std. Deviation | Test value = 3 | | |
|----------------------------|-----|-------|----------------|----------------|-----|-----------------|
| | | | | t | df | Sig. (2-tailed) |
| Turnover Intention (TOI) | 248 | 2. 68 | 1. 386 | -3. 666 | 247 | . 000 |
| Manager Decisiveness (DEC) | 252 | 3. 29 | . 61492 | 7. 646 | 251 | . 000 |
| Policy perception (PP) | 253 | 3. 13 | . 68995 | 3. 091 | 252 | . 002 |
| Resistance to change (RTC) | 253 | 3. 06 | . 40323 | 2. 419 | 252 | . 016 |

Turnover Intension: zero hypothesis assumes that nurses are not intended to leave. The t-student statistic equals to -3.66 with 247 degrees of freedom and Corresponding p-value is zero. Therefore hypothesis is to be rejected, indicating that nurses tend to leave their jobs.

Decisiveness Management: In this test zero hypothesis is that manager's decisiveness is not significant. The t-student statistic equals to 7.464 with 251 degrees of freedom and Corresponding p-value is lower than 0.05. Therefore hypothesis is to be rejected, indicating that manager is decisive.

Policy perception: In this test zero hypothesis is that Policy perception is not significant. The t-student statistic equals to 3.091 with 252 degrees of freedom and Corresponding p-value is 0.002. Therefore hypothesis is to be rejected, indicating that nurses are to believe that their job comes with Policy perception and psychological pressure.

Resistance to Change: In this test zero hypothesis is that employees' resistance to change is not significant. The t-student statistic equals to 2.419 with 251 degrees of freedom and Corresponding p-value is 0.016. Therefore hypothesis is to be rejected, indicating that nurses blurt resistance to change.

Figure 2. Model results for direct and moderating effects

| Hypotheses | Chi-Square test | | Gamma test | | Model Summary | | Coefficients | | |
|------------------------|-----------------|------|-----------------|------|---------------|----------------|--------------------|-------------------|------|
| | Statistic value | Sig. | Statistic value | Sig. | R | R ² | B | beta | Sig. |
| H1: RTC to PP | 24.59* | .000 | .496* | .000 | .337* | .113 | | | |
| Constant | | | | | | | 2.445 [‡] | | .000 |
| STR | | | | | | | .197* | .337 | .000 |
| H2: DEC on (RTC to PP) | 106.61* | .000 | .842** | .000 | .337* | .113 | | | |
| Constant | | | | | | | 2.612 [‡] | | .000 |
| DEC | | | | | | | -0.44 | -0.6 [‡] | .268 |
| STR | | | | | | | .190* | .324 [‡] | .000 |
| H3: PP to TOI | 36.75* | .000 | .492* | .000 | .389* | .151 | | | |
| Constant | | | | | | | 2.622 [‡] | | .000 |
| TOI | | | | | | | .194* | .389 | .000 |

* Significant at the 0.05 level, ** Significant at the 0.01 level

To test whether resistance to change and Policy perception are associated and to examine the intensity of assumed relationship, we apply Chi-square test and Gamma test respectively. The Chi-square test statistic equals to 21.623 with 12 degrees of freedom and the Corresponding p-value is 0.042. Moreover, with the figures of ANOVA test, as values of unstandardized B and standardized beta reveal, we can conclude that H1 is to be accepted; indicating that assumed relationship is significant. Gamma statistics is 0.417, which reveals that there is slightly strong relationship between resistance to change and Policy perception. In Order to test H2, we add variable of manager's decisiveness to the relationship of two above examined variables. To do so, firstly we examined whether with the addition of decisiveness their relationship is still significant and to consider its intensity. Chi-square test statistic equals to 110.212 with 88 degrees of freedom and corresponding p-value is 0.055. So hypothesized significance of relationship between two variables being resistance to change and Policy perception, along with decisiveness is strongly rejected. Furthermore, with low observed partial correlation coefficient between afore-discussed variables and p-value being less than 0.05, and also considering figures of ANOVA test, we can infer that while significance

of the effect of resistance to change on Policy perception remained the same, decisiveness contributed no significant affect on above-mentioned relationship. Therefore, H2 is to be rejected, demonstrating that manager's decisiveness weakens the relationship between Policy perception and resistance to change. To examine H3, we applied a test zero hypothesis is that there is no significant relationship between turnover and Policy perception. Chi-square statistic equals to 55.06 with 16 degrees of freedom and corresponding p-value is zero. Also considering regression coefficients, still noticeable influence can be realized. So, we can conclude that H3 is to be accepted, showing that assumed relationship between Policy perception and turnover intention is significant. With Gamma statistic being 0.44, there is a slightly strong relationship.

Conclusion and Discussion

Organizations to achieve a favorable position are to coordinate themselves with changing market conditions and changing customer expectations. Achieving this coordination depends on the ability of the manager to direct change plans in a way that it hinders feelings of Policy perception in employees. Results reveal that when employees feel hesitation in manager's decision making, they lose their confidence and feel a sense of vulnerability and Policy perception. Understanding and managing nurses' resistance to change is greatly necessary because this resistance not only makes efforts inconclusive, but also triggers other negative consequences such as increased Policy perception and turnover. People deal with organizational change in different ways. Some ignore them and some others take an inactive approach and with continuing to behave as if any change never occurred. On the other hand, some individuals behave actively against changes and show harmful attitudes toward organization.

The resistance to change can be so Policy perceptionful for nurses and may also prompt them to leave the organization. New abnormalities caused by changes can be reduced through emphasizing on staff's important. Managers are a precious source of trust that can influence critical outcomes including job performance, job satisfaction, organizational commitment and turnover intention. Executives with clear decisive decisions can be effective in change management. This study indicates that employees who resist change and indecisiveness of manager can cause Policy perception and have impact on turnover intention of nurses. Having examined the first hypothesis, according to the results, it can be realized that resistance to change has an impact on Policy perception among nurses in the course of this article, which is consistent with Kan and Parry (2004). While moderating role of decisiveness was to be examined, results for second hypothesis cleared that the relationship between resistance to change and Policy perception can be weakened by manager's decisiveness, which is in agreement with Mulki et al, (2012). Among the causes for this issue, it can be noted that nurses take account of their head superior that can result in more Policy perception. Finally, in terms of third hypothesis we examined whether there is a significance relationship between Policy perception and nurses' turnover intention, which was positively accepted. This means that the more Policy perception on nurses, more likely to lose them. Another notable matter in this study is that despite that the nurses' intention to leave their jobs anticipated to be in high rate, the actual number of quitting nurses was surprisingly low. In justification, a number of factors are included such as lack of alternative employment opportunities. In Contrast with our results, LiLing et al, (2011) concluded that the pressure on Chinese hospitals on nurses actually led them to leave their jobs, which indicates variety of feelings, reactions and attitudes in different countries. Several studies have conducted to examine various aspects of Policy perception for nurses; however it is concluded that the level of Policy perception in individuals varies according to personality type or gender. For instance, Glazer et al, (2004) examined the effect of type of personality on Policy perception at work among hospital nurses in Hungary, Italy, Israel, Great Britain and US, which demonstrated different results for different countries. In another survey Tsaur and Tang (2012) tested gender effect on Policy perception which concluded that female employees have more Policy perception than their men counterparts

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