

## Impact of Demographics on Change Management and Employees' Performance in Public Hospitals

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Keywords	Abstract
Demographics, Organizational Change, Employee Performance, Nurses	<i>The main objective of this research is to analyze the impacts of organizational changes towards employee's performance in health sector nurses working in public hospitals of District D. I. Khan. Communication, leadership, procedural fairness, employee development, and tolerance to change are some of the factors that is covered. The hypotheses in this study were developed with the help of earlier studies. This research base on conclusive research design, consisting of causal and descriptive in nature. This research followed survey approach. Adopted questionnaire was distributed through convenient sample to 130 employees. A sample of 98 useable questionnaires were received providing response rate of 75%. The population of this research was Nurses working in public hospital of District D. I. Khan. The approximately strength of total nurses working in public hospitals of D. I. Khan were 700 in which 130 were selected as a sample. As a result, there was no significant mean difference were found in impact of demographic on research variables.</i>

### 1. INTRODUCTION

The objectives of change are having many aspects but the significant are increasing the organization's overall performance and productivity (M. Y. Khan, 2018). Organizational change, according to McNamara (2011), entails changes in the vision, mission, mergers, strategic, operational, and technological aspects as well as in the performance and mentality of the employees, as well as a reduce in their resistance level and a focus on the organisational objectives. According to Karreman and Alvesson (2009), change management means a number of steps, including defining new norms and attitudes, initiating stakeholder consensus, planning, and implementing the change to satisfy organisational requirements (Cummings & Worley, 2015).

Demographic changes have been identified as one factor influencing working performance (M. Y. Khan, 2018; Palakurthi & Parks, 2000). A 2009 study by Linz found no relationship between academic level and job performance. While Ariss & Timmins (1989) claim that education does influence employee performance to some extent whereas those with lower levels of education are less likely to have better employee performance. The findings of McBey & Karakowsky (2001) also

demonstrate a basic relationship between education and job performance. These results are intended to show that implementing the issues that can help increase employee work satisfaction may not be too expensive for organizations. Therefore, this study examines the independent effects of education level, marital status, and length of service on organisational commitment.

The literature revealed that gender has little effect on transactional and transformational leadership behavior, however, there were dependable contrasts in the agents' assessments of the leadership techniques due to the interaction between educational background and gender (Belout & Gauvreau, 2004). In few research, it was observed that demographic factors like age, gender, experience, and professional standing have a negative impact on how institutional workers view their organisations and how their subordinates perceive the leadership style. (M. S. Khan et al., 2020). Because of this, the literature on leadership, commitment, and demographics produced a variety of effects.

**a. Communication:** Communication is a strong source of delivering data, thoughts and knowledge to each other through various ways i.e. through speech, writing, electronic or print media (Ramos-Maçães & Román-Portas, 2021). The communication process is crucial to keep the employees satisfied and reducing their negative reaction to change.

**b. Leadership:** A good leader have the ability to guides the subordinate towards the achieving the objectives. Leadership induces to managers, supervisors and employees for achievement of objectives (I. U. Khan, Idris, & Amin, 2021).

**c. Employee development:** The use of tactics to enhance current and future job performance of employees, such as career planning, job rotation, coaching, mentoring, job training, and competence courses including technical courses and professional certifications (Anlesinya, Bukari, & Eshun, 2015). A better policy for employee's development may result in the good performance of an organization. Employee motivation for job performance and improved employee response to organisational change will result from fair treatment.

**d. Procedural Justice:** Procedural justice means justice in the organization between all employees in all aspects. It will make the employees performance batter (I. U. Khan et al., 2021).

**e. Tolerance to Change:** At the level when organizational change practice begins, the employees whose do not want to promote the organization change can show their disappointment of implementing new methods of services and information. When employees feel that there is no opportunity for them in new organizational setup, it may cause the decrease in organization and employees performance (Nikandrou, Papalexandris, & Bourantas, 2000). It enables staff members to get knowledge of ongoing changes and comprehend how to select the most effective strategies for achieving the organization's objectives.

**f. Employees Performance:** The expected job-related tasks of a worker and how well those activities were carried out (López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñeiro, 2021). The achievement of each organization depends on Internal and external factors. The employee's issues are considered to be the paramount factor for any violence in an organization. Notwithstanding with the fact that human is the basic element in every organization, who impacts the advancement of the organization (Batoool, 2013). Generally, when an organization implement changes, the employees of the organization become reluctant to acknowledge it. When all necessary steps are made to better the current situation for the future, change management refers to the process of putting change strategies into practise in order to gain the greatest benefits and determine if the organization's objectives are being met or not (Khan A.M & Hashim M).

The basic aim of the research was to explore and understand the demographic impact on the organizational change and its impacts on the employee's performance in nurses of Dera Ismail Khan. Therefore, this study investigated the impact of personal traits on change management and employee's performance. Executive District Officer (EDO) Health is head of the network that delivers healthcare. The EDO Health serves as the team's leader and is supported by the Deputy District Officers (DDO) Health, the Medical Superintendent (MS) of the District Headquarter (DHQ) Hospital, Mulana Mufti Mehmood Memorial Teaching Hospital Dera Ismail Khan, Tehsil Headquarter (THQ) Hospitals, and district coordinators of vertical programmes (EPI, MIS, NPFP & PHC).

### **1.1. Problem Statement**

The problem examined in this study relates to the group mean differences in respondents' perceptions of leadership styles, organisational commitment, and motivation in a specific environment. The interdependence of various constraints, such as employee development, leadership, tolerance to change, communication, procedural justice, and demographics (personal characteristics), those that are closely related rather than interrelated with one another, is what determines how an organisation can change. The problem highlighted in this study is the significant impact of demographic variables (personal leadership characteristics) in the relationship between organisational change attributes and employees performance.

### **1.2. Research Questions**

- Is there any effect of selected demographic on overall research variables in public hospitals of Dera Ismail Khan.

### **1.3. Objectives**

- To identify the impact of demographic on overall research variables i.e. employee development, leadership, tolerance to change, communication, procedural justice and employee's performance in public hospitals of Dera Ismail Khan.

### **1.4. Research hypotheses**

- H<sub>1</sub>:** There is significance mean difference of demographic (marital status) factor among attributes of organizational change and employees' performance.
- H<sub>2</sub>:** There is significance mean difference of demographic (length of service) factor among attributes of organizational change and employees performance.
- H<sub>3</sub>:** There is significance mean difference of demographic (highest qualification) factor among attributes of organizational change and employees' performance.

### **1.5. Significance**

- **Significance to employees:** The significance of this study is comprehensive to report full features about employee's performance. Therefore, the focuses of this study is on significant aspects about employees' performance in hospitals of Dera Ismail Khan.

- **Significance to administrator:** This study will be useful in giving a basic overview of organisational change and its likely impact on workers' performance at Dera Ismail Khan's public hospitals.
- **Significance to policy maker:** This study will help as the local type of the issue, referring the guidelines to the policy makers to decide on the basis of fact and recommendations that are expected to come up by this research.

## 2. RESEARCH METHOD

In this research, instrument comprised of three demographic and six variables (Dependent and independent variable). SPSS is used to analysis the data which is collected through well-structured survey questionnaire. For presentation of the data tables are used and description sited at the bottom of each table. This research based on cross sectional survey research design, and the items of the questionnaire were tested for reliability using Cronbach's Alpha Reliability, i.e. (Leadership, 0.762, Tolerance to Change, 0.903, Communication, 0.756, Procedural Justice, 0.707, Employee Development, 0.734, Employee's Performance, 0.790). There are approximately 700 nurses serving in public sector hospitals of District Dera Ismail Khan. Questionnaire are distributed among 130 respondents in which 98 usable responses were obtained.

## 3. DATA ANALYSIS

Decisions about the acceptance and rejection of research hypotheses were made in this section. The current study includes a test for significance and a demographic description (demographic groups' differences among). In order to help the researcher "find out answers to research questions and to reach a conclusion more comprehensively," the output tables are interpreted with the level of significance by highlighting their relevance and insignificance.

**Table 1. Frequency and Percentage of Demographic Attributes of the Respondents**

		Frequency	Percent
Length of Service	Below 1 year	19	19.2
	1-5	44	44.4
	6-10	25	25.3
	11-15	5	5.1
	16-20	3	3.0
	above 20 years	2	2.0
Highest education	F.A/F.Sc	52	52.5
	B.A/B.Sc	38	38.4
	M.A/M.Sc	5	5.1
	Other	3	3.0
Marital Status	Married	40	40.4
	Unmarried	58	58.6

The table 1 shows the frequency and percentage of all the demographics. i.e length of service, highest education and marital status. It shows that there are total 98 respondents. The length of service are classified into 6 bunches, i.e 19 are below 1 year, 44 are 1 to 5 years, 25 are 6 to 10 years, 5 are 11 to 15, 3 are 16 to 20 and 2 are above 20 years. Education are classified into 4 bunches, i.e F.A/F.Sc, B.A/B.Sc, M.A/M.Sc, and other. The table shows that the highest

educations of the 52 respondents are F.A/F.Sc, 38 B.A/BSc, M.A/M.Sc, and 3 are others. Marital status are classified into 2 bunches i.e married and unmarried. In which 40 are married and 58 are unmarried.

**Table 2. Impact of Marital Status on Research Variables**

	<b>F</b>	<b>Sig.</b>	<b>T</b>	<b>Mean</b>	<b>Sig. (2-tailed)</b>
Communication	2.113	.149	.171	3.9050	.865
			.168	3.8828	.867
Leadership	.478	.491	.302	3.9450	.763
			.300	3.9103	.765
Employees development	1.247	.267	2.604	3.8100	.011
			2.568	3.4655	.012
Procedural justice	.029	.864	.507	3.7900	.613
			.520	3.7241	.604
Tolerance to change	1.290	.259	.851	4.3350	.397
			.846	4.2241	.400
Employees performance	.613	.436	.252	3.9700	.802
			.250	3.9379	.803

The t-test procedure was used on the six variables (leadership, communication, tolerance to change, employee development, procedural fairness, and employee performance) to see whether the mean differences between married and unmarried samples were statistically significant. According to the table of mean different (table # 2.) the mean score of married and unmarried employees are 3.90 and 3.88 respectively. The t-value is 0.171, which is less than 2.50 showing no significant difference between the perception of married and unmarried regarding communication (*p*-value 0.865), leadership (*p*-value 0.763), employees development (*p*-value 0.011), procedural justice (*p*-value 0.613), tolerance to change (*p*-value 0.397) and employee's performance (*p*-value 0.802). Therefore, it is decided that there is no significant mean difference between married and unmarried respondent on all the six variables, so hypothesis#1 is rejected.

**Table 3. Impact of Length of Service (Experience) on Research Variables**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Communication	1.83	5	.37	.92	.47
	36.82	92	.40		
Leadership	2.89	5	.58	1.96	.09
	27.07	92	.29		
Procedural justice	1.69	5	.34	.85	.52
	36.71	92	.40		
Employees development	2.25	5	.45	1.03	.41
	40.35	92	.44		
Tolerance to Change	3.74	5	.75	1.96	.09
	35.15	92	.38		
	4.38	5	.88	2.48	.04

Employees performance	32.43	92	.35
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To test the mean differences between groups of experiences of respondents, F-test procedure was used to test six variables (communication, leadership, employee development, procedural justice, tolerance to change and employee's performance), according to the table of mean differences (table# 3.) the group's length of service of the respondents. Among the results of all six F-test are giving insignificant results with *p*-value ranging from 0.04 to 0.52. Therefore, it is decided that there is no significant mean difference among respondents' various lengths of service on all six variables. Hypothesis#2 therefore is rejected.

**Table 4. Impact of Qualification on Research Variables**

	Sum of Squares	df	Mean Square	F	Sig.
Communication	.22	3	.07	.18	.91
	38.43	94	.41		
Leadership	.61	3	.20	.65	.58
	29.35	94	.31		
Procedural justice	.25	3	.08	.21	.89
	38.15	94	.41		
Employees development	.34	3	.11	.25	.86
	42.26	94	.45		
Tolerance to change	.52	3	.17	.43	.74
	38.37	94	.41		
Employees performance	.33	3	.11	.29	.84
	36.47	94	.39		

According to the table of mean differences (table#4), the group with the highest qualification of responses was tested using the F-test procedure to examine the six variables (communication, leadership, employee development, procedural fairness, tolerance to change, and employee performance). Among the result of all six F-test are giving insignificant result with *p*-value ranging from 0.58 to 0.91. Hence, it is decided that there are no statistically significant mean differences in the two variables across the various respondent age groups. Hypothesis #3 is rejected.

#### 4. DISCUSSION AND CONCLUSION

In demographic analyses are used to draw an image of respondent's features. Where it was observed that the nurses of Dera Ismail Khan are completely agree that communication, leadership, employee development, procedural justice and tolerance can bring an ideal change for best performance of the nurses. To evaluate these phenomena, various hypotheses were developed.

To test mean difference between demographics i.e. marital status of the respondent, T-test procedure and length of service and qualification of the respondents, F-test procedure were used on six variables (leadership, communication, tolerance to change, employee development,

procedural justice, and employee's performance). It is decided that there is no significant mean difference of demographics of the respondents on all the six variables.

The findings of the current study indicated that there is no difference in employee response on the bases of marital status and education regarding change management & employee's performance in line with the findings of (Murtaza, Shad, Shahzad, Shah, & Khan, 2011; Shaffril & Uli, 2010), according to them, the demographic characteristic particularly marital status and education did not reflect any effect on communication, leadership, employee development, procedural justice, tolerance and employees performance and the performance of employees.

The findings of this research indicated that there is no difference in employee response on the bases of length of service regarding change management & Employee's performance in line with the findings of (Murtaza et al., 2011), according to them the demographic characteristic particularly length of service did not reflect any effect on the communication, leadership, employee development, procedural justice, tolerance and employee's performance and the performance of employees. While (Shaffril & Uli, 2010) opposed and they say that the length of service is a significant factor on employee's performance.

This study shows that qualification has no significance impact in employee response on change management & employee's performance. The result of (Shaffril & Uli, 2010) also supported with this study result. According to (Shaffril & Uli, 2010) research there is the demographic characteristic particularly qualification did not reflect any effect on the on communication, leadership, employee development, procedural justice, tolerance and employee's performance and the performance of employees.

Thus, organisations may help employees perform better by having a thorough awareness of all the aspects that influence employee performance. As a result, the firm will be able to identify the needs and preferences of its employees and identify ways to boost their performance. The world, however, is constantly evolving, thus research must be designed to reflect these changes in order to be applicable in many situations. As a result, additional variables will be found in the future that will contribute to the positive effects of organisational reforms on employee performance. In conclusion, organisational reforms will be able to enhance overall performance and become more effective and efficient.

#### **4.1. Recommendations and implications**

Data for this study were gathered from the nursing staff of Dera Ismail Khan's governmental hospitals. So, future research should be done by surveying more Khyber Pakhtunkhwa (KP) or Pakistani districts or divisions.

The focus of this study's conclusions is only on the nursing personnel employed by D.I. Khan's public hospitals. As a result, it is advised to conduct additional research in many fields of employment, such as teaching, medicine, banking, and staff members of various institutions.

Therefore, it is recommended that further study be conducted with a focus on other associated aspects. Additionally, it is recommended that you look into other antecedents including employment position and person-based characteristics like gender, marriage, and education.

According to theory, different demographic traits will affect how an organisation changes and how that affects how well its employees perform.

The finding of this research will be helpful for the professionals they can conduct seminar courses case studies conferences on change management and performance. In Pakistan's medical practitioner and academicians can also increase their skill of change management to increase performance.

The finding of this study will helpful for ministry of health in making policy regarding health sector in Pakistan especially in Khyber Pakhtunkhwa (KP) as this is backward area. So, policy maker can focus on those issues for improving health in KP Dera Ismail Khan for making policies.

Employees take benefit from policy make for them to increase the performance they should accept rules made by policy maker to bring change in management and to increase performance.

**Note:** This research paper is part of MPhil thesis of Muhammad Yaqoob Khan

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