

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

Muhammad Yaqoob Khan, *Mufti Mehmood Memorial Teaching Hospital, Dera Ismail Khan, Pakistan*

Yeo Sook Fern, *Faculty of Business, Multimedia University, Melaka, Malaysia*

Nisar Khan, *Employees Social Security Institution, Labour Department, Khyber Pakhtunkhwa, Pakistan*

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

INTRODUCTION

The objectives of change have many aspects, but the significant ones are increasing the organization's overall performance and productivity (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 reduction 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 (Khan, 2018; Palakurthi & Parks, 2000). A 2009 study by Linz found no relationship between academic level and job performance. While Ariss and Timmins (1989) claim that education does influence employee performance to some extent, those with lower levels of education are less

likely to have better employee performance. The findings of McBey and 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 a 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 (Khan et al., 2020). Because of this, the literature on leadership, commitment, and demographics produced a variety of effects.

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 keeping the employees satisfied and reducing their negative reaction to change.

Leadership: A good leader has the ability to guide the subordinate towards the achieving objectives. Leadership induces managers, supervisors and employees to achieve objectives (Khan et al., 2021).

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 et al., 2015). A better policy for employee 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.

Procedural Justice: Procedural justice means justice in the organization between all employees' in all aspects. It will make the employees performance better (Khan et al., 2021).

Tolerance to Change: At the level when organizational change practice begins, the employees who do not want to promote the organization change can show their disappointment at implementing new methods of services and information. When employees feel that there is no opportunity for them in new organizational setup, it may cause a decrease in organization and employee performance (Nikandrou et al., 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.

Employee Performance: The expected job-related tasks of a worker and how well those activities were carried out (López-Cabarcos et al., 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 the fact that humans are

the basic element in every organization, who impacts the advancement of the organization (Batool, 2013). Generally, when an organization implement changes, the employees of the organization become reluctant to acknowledge it. When all necessary steps are taken 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 & Hashim, 2014).

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 performance. Executive District Officer (EDO) Health is the 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).

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) on the relationship between organisational change attributes and employee performance.

Research Question

1. Is there any effect of selected demographics on overall research variables in public hospitals of Dera Ismail Khan?

Objective

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

Research hypotheses

H₁: There is a significant mean difference of demographic (marital status) factor among attributes of organizational change and employees' performance.

H₂: There is a significant mean difference of the demographic (length of service) factor among attributes of organizational change and employee performance.

H₃: There is a significant mean difference of the demographic (highest qualification) factor among attributes of organizational change and employees' performance.

Significance

1. **Significance to Employees:** The significance of this study is to comprehensively report full features about employee performance. Therefore, the focus of this study is on significant aspects of employees' performance in hospitals of Dera Ismail Khan.
2. **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.
3. **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 facts and recommendations that are expected to come up from this research.

RESEARCH METHOD

In this research, the instrument comprised three demographic and six variables (dependent and independent variables). SPSS is used to analyse the data which is collected through a well-structured survey questionnaire. For presentation of the data, tables are used, and descriptions are cited at the bottom of each table. This research is based on a 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), and Employee's Performance (0.790). There are approximately 700 nurses serving in public sector hospitals of District Dera Ismail Khan. Questionnaires are distributed among 130 respondents, in which 98 usable responses were obtained.

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/BSc	38	38.4
	M.A/M.Sc	5	5.1
	Other	3	3.0
Marital Status	Married	40	40.4
	Unmarried	58	58.6

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 a total of 98 respondents. The lengths 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 is 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 others. Marital statuses 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

	F	Sig.	T	Mean	Sig. (2-tailed)
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 differences (table # 2), the mean scores 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), employee development (*p*-value 0.011), procedural justice (*p*-value 0.613), tolerance to change (*p*-value 0.397) and employee performance (*p*-value 0.802). Therefore, it is decided that there is no significant mean difference between married and unmarried respondents on all six variables, so hypothesis #1 is rejected.

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

	Sum of Squares	df	Mean Square	F	Sig.
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 40.35	5 92	.45 44	1.03	.41
Tolerance to Change	3.74 35.15	5 92	.75 .38	1.96	.09
Employees Performance	4.38 32.43	5 92	.88 .35	2.48	.04

To test the mean differences between groups of experiences of respondents, the F-test procedure was used to test six variables (communication, leadership, employee development, procedural justice, tolerance to change and employee performance), according to the table of mean differences (table# 3) of the group's length of service of the respondents. Among the results of all six F-tests are insignificant results with *p*-values 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 results of all six F-tests are insignificant results with *p*-values 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.

DISCUSSION AND CONCLUSION

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

To test the mean difference between demographics, i.e., the marital status of the respondent, the T-test procedure, and the length of service and qualification of the respondents, the F-test procedure was used on six variables (leadership, communication, tolerance to change, employee development, procedural justice, and employee 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 basis of marital status and education regarding change management and employee performance in line with the findings of Murtaza et al. (2011) and Shaffril & Uli, (2010), according to them, the demographic characteristics, particularly marital status and education, did not reflect any effect on communication, leadership, employee development, procedural justice, tolerance and employee performance.

The findings of this research indicated that there is no difference in employee response on the basis of length of service regarding change management and Employee 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 performance. While Shaffril & Uli (2010) opposed this and said that the length of service is a significant factor in employee performance.

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

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.

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 Dera Ismail 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, and conferences on change management and performance. In Pakistan medical practitioners and academicians can also increase their skill of change management to increase performance.

The findings of this study will be helpful for the Ministry of Health in making policy regarding the health sector in Pakistan, especially in KP, as this is a backward area. So, policymakers can focus on those issues for improving health in KP.

Employees benefit from policy making for them to increase performance. They should accept rules made by the policymaker to bring change in management and to increase performance.

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

Conflict of Interests: The authors declare that no competing interests exist.

Author's Contributions: All the authors contributed equally to the theoretical development, data analysis, interpretation and writing of the manuscript.

Funding Information: This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.

REFERENCES

Anlesinya, A., Bukari, Z., & Eshun, P. (2015). The Effect of Employee Development on Performance of Public-Sector Organisations in Ghana: Evidence from Controller and Accountant General's Department, Accra. *International Journal of Management and Commerce Innovations*, 2, 283-290.

Ariss, S. S., & Timmins, S. A. (1989). Employee Education and Job Performance: Does Education Matter? *Public Personnel Management*, 18(1), 1-9.

Batool, B. F. (2013). An Empirical Study on Effect of Transformational Leadership. *IOSR Journal of Business and Management (IOSR-JBM)* , 38-44.

Belout, A., & Gauvreau, C. (2004). Factors Influencing Project Success: The Impact of Human Resource Management. *International Journal of Project Management*, 22(1), 1-11.

Kärreman, D., & Alvesson, M. (2009). Resisting Resistance: Counter-Resistance, Consent and Compliance in a Consultancy Firm. *Human Relations*, 62(8), 1115-1144.

Khan A.M & Hashim M. (April 3-5, 2014). *Organizational Change*

Khan, I. U., Idris, M., & Amin, R. U. (2021). Leadership Style and Performance in Higher Education: The Role of Organizational Justice. *International Journal of Leadership in Education*, 1-15.

Khan, M. S., Khan, F. U., Rehman, K., Khan, I. U., Khan, M. W., & Khan, A. U. (2020). Exploring the Demographic Impact on Leadership Styles, Organizational Commitment and Motivation. *Elementary Education Online*, 19(3), 2545-2554.

Khan, M. Y. (2018). Impact of Change Management on Employees' Performance: Case of Health Department Nurses of Dera Ismail Khan, District. (Master of Philosophy in Management Sciences M. Phil), Qurtuba University of Science & Information Technology, Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan Dera Ismail Khan.

Linz, S. (2009). Job Satisfaction Among Russian Workers William Davidson Working Paper Number 468, Department of Economics Michigan State University 101 Marshall Hall East Lansing, Michigan 48824 (517) 353-7280.

López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2021). An Approach to Employees' Job Performance through Work Environmental Variables and Leadership Behaviours. *Journal of Business Research*, 140, 361-369.

McBey, K., & Karakowsky, L. (2001). Examining Sources of Influence on Employee Turnover in the Part-Time Work Context. *Career Development International*.

Murtaza, G., Shad, I., Shahzad, K., Shah, M. K., & Khan, N. A. (2011). Impact of Distributive and Procedural Justice on Employees' Commitment: A Case of Public Sector Organization of Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 29(2), 73-80.

Nikandrou, I., Papalexandris, N., & Bourantas, D. (2000). Gaining Employee Trust after Acquisition: Implications for Managerial Action. *Employee Relations*.

Palakurthi, R. R., & Parks, S. J. (2000). The Effect of Selected Socio-Demographic Factors on Lodging Demand in the USA. *International Journal of Contemporary Hospitality Management*.

Ramos-Maçães, M.-A., & Román-Portas, M. (2021). The Effects of Organizational Communication, Leadership, and Employee Commitment in Organizational Change in the Hospitality Sector.

Shaffril, H. A. M., & Uli, J. (2010). The Influence of Socio-Demographic Factors on Work Performance among Employees of Government Agriculture Agencies in Malaysia. *Journal of International Social Research*, 3(10).