

eISSN: 2981-1554

Original Article (Quantified)

Study of surrogacy factors in the field of treatment in public and private hospitals

Anahita Hosseini Nasab¹ , Abbas Babaei¹ , Masoud Pourkiani¹ , Saeed Sayadi² 

1- Department of Public Administration, Kerman Branch, Islamic Azad University of Kerman, Iran.

2- Department of Public Administration, Kerman Branch, Islamic Azad University of Kerman, Iran

Receive:

27 February 2024

Revise:

10 May 2024

Accept:

26 May 2024

Abstract

The present study sought to design a substitution model in the field of treatment with a comparative approach. The research method is applicable in terms of its purpose, quantitative in terms of implementation, and descriptive-correlational in terms of nature and method. A standard questionnaire based on a 5-point Likert scale was used to collect research data. The content validity of the tool was confirmed by specialists and experts, and Cronbach's alpha and composite reliability were used to measure the reliability of the tool. By distributing the questionnaire, the validity of the tool was measured with three methods: construct validity (external model), convergent validity (AVE), and divergent validity. The AVE value for all variables should be greater than 0.5. SPSS and PLS software were used to analyze the data. The results of structural equation modeling with SmartPLS software showed that creativity and employee control over decision-making and communication; Decision-making on communication, motivation, and leadership, as well as communication, had a positive and significant effect on motivation and leadership. In addition, the results of the overall model fit showed that the model obtained had appropriate validity, reliability, and credibility.

Keywords:

Creativity,
Control,
Decision-making,
Communication,
Motivation and
Leadership.

Please cite this article as (APA): Hosseini Nasab, A., Babaei, A., Pourkiani, M. and Sayadi, S., (2024). Study of surrogacy factors in the field of treatment in public and private hospitals. *Journal of New Approaches in Management and Marketing*, 3(1), 141-159.



<https://doi.org/10.22034/jnamm.2025.544251.1135>



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Publisher: Research Center of Resource Management Studies and Knowledge-Based Business

Corresponding Author: Abbas Babaei

Email: management7204020@yahoo.com

Extended Abstract

Introduction

Succession planning is an advanced tool that can help you engage people in learning and development opportunities. In practice, organizations use this tool to enhance organizational capabilities through knowledge sharing, leadership development, and technological advancement (Hasehemi et al., 2021). The topic of succession planning is more often presented in the context of human resource development. This type of plan is because most organizations strive to replace committed employees (Johnson et al., 2018). Although most organizations are formally or informally involved in the succession planning process, true succession planning involves the process of identifying and developing future leaders from among employees who have already been part of the organization (Jindal et al., 2021). A study by Abdolahi et al. (2021) showed that succession planning style affects employee engagement and performance. In order to make the succession planning process happen, it is essential for senior management to engage and encourage employees to actively participate in the process (Korang et al., 2021). However, most senior managers are often concerned with achieving organizational goals and maintaining their position in the workplace, and are less likely to think about retiring and leaving the organization or finding suitable successor. (Fayzi et al., 2022).

Raeol et al. (2010) pointed out that employee growth factors can measure individual performance during the promotion process, and any development factor is effective in increasing employee performance.

In any case, succession planning refers to a systematic and long-term process of determining organizational goals, requirements, and roles; and preparing individuals or work groups for organizational job responsibilities (Ahmad et al., 2019). Gordon & Orbi (2018) also found that succession planning increases employee effectiveness by ensuring job security and shaping career paths. Hence, the question arises: what is the succession planning model in the field of treatment in hospitals?

Theoretical foundations

Creativity and succession planning

Creativity, as one of the fundamental capabilities of managers and future successors, plays an important role in the success of the organization. Successors who have creative thinking, the ability to present innovative ideas, solve complex problems and adapt to changing environmental conditions. In a situation where organizations are faced with rapid technological changes, intense competition, and diverse stakeholder needs, creativity can act as a competitive advantage and pave the way for sustainable development of succession (modresi et al., 2018). In fact, fostering creativity in the succession process allows the organization to train future leaders with a broader perspective and an innovative attitude.

Control and Succession Development

Control, as another dimension, refers to the ability of successors to monitor resources, processes, and functions. Future successors must be able to act within the framework of organizational rules and structures while being creative and ensuring stability and efficiency by creating a balance between innovation and organizational discipline. Effective control ensures that creative decisions and initiatives are properly directed and that resource diversion is prevented (yenny et al., 2018).

Decision Making and Succession Development

Decision Making is one of the most important competencies of future successors in the organization. Management decisions, especially in conditions of uncertainty and

environmental complexity, determine the direction of the organization and play a direct role in the success or failure of large-scale plans. Creative and controlling managers must be able to evaluate different options based on accurate information and make the best choice. In management literature, effective decision-making is considered not only as an individual skill but also as an organizational process that affects the development of leadership and succession planning capacities (Sina et al., 2021).

Communication and Succession Planning

Communication also plays a key role in the succession planning process as a complement to decision-making. Successors who have the ability to communicate effectively with employees, managers, and stakeholders can properly convey the decisions made and gain the support necessary to implement them. Effective communication builds trust, reduces conflicts, and increases coordination in the organization, and paves the way for future successors to accept the leadership (Daft, 2021; Robbins & Judge, 2019). In fact, without communication skills, even the best decisions will encounter resistance or misunderstanding. Therefore, communication is recognized as a critical component in the development of future leaders in the theoretical framework of succession planning.

Motivation and Succession Planning

Motivation is one of the most important tasks of future leaders, and plays a vital role in succession planning. Successors must be able to identify the intrinsic and extrinsic motivations of employees and; by creating appropriate environments, encourage them to actively participate in achieving the organization's goals. Based on motivational theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory, effective leaders are those who can increase job satisfaction and organizational commitment by understanding the needs of employees (daft et al., 2021).

Leadership and succession planning

Leadership is considered the final outcome of the succession planning process and shows the ability of future managers to guide, inspire, and create alignment between individual and organizational goals. Effective leadership means the ability to create a shared vision, facilitate collaboration, and strengthen organizational culture. In management literature, transformational leadership and charismatic leadership theories emphasize that successful leaders are those who can, through influence and inspiration, guide their followers beyond personal interests to collective interests (Yukl, 2013).

Research Background

Hajri et al. (2024) examined "Succession Planning and Leadership Development in Nursing: A Bibliometric Analysis (2000-2023)". This study analyzed 326 journal studies from Scopus database to identify research trends, key themes, and evolution of studies in the field of succession planning in nursing. The results of the bibliometric analysis provided a solid basis for conducting a systematic review and comprehensive assessment of the evidence.

Maroga et al. (2024) examined "Succession Planning, Self-Leadership, and Intention to Leave in a Public Company". This was a quantitative, cross-sectional survey study, and data were collected with a structured questionnaire. The response rate was 78.67% and the reliability of the instrument was 0.922. Data analysis was performed using correlation and multiple regression and showed that self-leadership was a significant predictor of intention to leave.

Research Methodology

This research is applicable in terms of purpose and descriptive-correlational in terms of method. The population of the present study includes all personnel of private and public

hospitals in Kerman region, the sample size was determined as 219 people based on Morgan table, and the method was simple random sampling. The findings from Cronbach's alpha test and composite reliability to measure the reliability of the research tool are reported in Table 2. To examine the validity of the tool, content validity (expert opinion survey) was used and its validity was confirmed. Then, by distributing the questionnaire, the validity of the tool was measured with three methods: construct validity (external model), convergent validity (AVE) and divergent validity. The AVE value for all research variables must be greater than 0.5. In order to test the research hypotheses, structural equation modeling was used in the context of smart pls2 statistical software.

Research Findings

The findings of this study showed that managerial factors including creativity, control, decision-making, and communication play an important and decisive role in improving the motivation and leadership of hospital staff. The results indicate that the creativity of managers facilitates the improvement of the decision-making process, and organizational control simultaneously increases the accuracy of decisions and the quality of information flow. Also, effective decision-making and clear communication improve the motivation and leadership of personnel, and ultimately lead to the optimal performance of medical units.

Discussion and Conclusion

The results showed that creativity has a positive and significant effect on the quality of managers' decision-making. This result is consistent with the studies of Amabile (1996) and Mumford & Gibson (2011), which have introduced creativity as a key factor in improving decision-making processes. Unlike some previous studies that have directly considered creativity to be effective on organizational performance, this study revealed that creativity finds meaning through the decision-making process. In other words, innovation is valuable when it leads to practical and implementable decisions in the hospital environment.

The results of the study showed that control has a positive and direct effect on managers' decision-making. This finding is consistent with the views of Simons (1995) and Anthony & Govindarajan (2007), who consider control to be a tool for ensuring that decisions are aligned with the organization's goals and policies. This study also showed that control has a positive effect on the quality of organizational communications. Clear control frameworks facilitate the process of information transfer and coordination between units and reduce ambiguity and errors in the transfer of ideas. This result is consistent with the studies of Daft (2021) and Robbins & Judge (2019).

The findings showed that managers' decision-making has a direct positive effect on the quality of organizational communication. This result is consistent with the studies of Yukl (2013) and Mintzberg (1973), who have introduced transparency and participation in decision-making as a prerequisite for improving communication.

The findings showed that managers' decision-making has a positive and significant effect on the unit variable of motivation and leadership. This result is consistent with classical motivation theories such as Maslow (1943) and Herzberg (1966), who have introduced justice and participation in decision-making as factors that increase employee motivation. Participatory and transparent decisions give employees a sense of value and commitment and strengthen managers' ability to lead the team. In hospitals where workload and complexity are high, appropriate decision-making can maintain employee motivation and prepare them for effective collaboration.

Finally, the findings showed that organizational communication also directly affects motivation and leadership. This finding is consistent with studies by Bass & Riggio (2006) and Yukl (2013), who consider effective communication a prerequisite for transformational leadership. Clear and two-way communication allows managers to convey their vision and goals and guide employees towards their realization.