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The Impact of Managers Efficiency on Quality of Strategic Decision-making under Crisis Management: An Empirical Study on Private Hospitals in Baghdad-Iraq

Prof. Mohamad A. ALnuaimi
Middle East University, P.O. Box 383 Amman 11831 Jordan

Dr. Haitham M. Alzubi
Middle East University, P.O. Box 383 Amman 11831 Jordan

Dr. Ali A. Alzoubi
Royal Police Academy, P.O. Box 935 Amman 11101 Jordan

Maisam W. AL-Shinewi
P.O. Box 383 Amman 11831 Jordan

Abstract

Managers have essential role in considering the foundation in organization, to avoid risks and crises, their efficiency and ability to minimize risks if it should occur, also they should make the right decision at crisis management, at a high qualities as a results of good experienced, education, skills, and best practice.

The main objective of this study is to explore the impact of managers' efficiency on quality of strategic decision-making directly and indirectly through crisis management in private hospitals in Baghdad/ Iraq, the study population was private hospitals in Baghdad/ Iraq, and a sample was chosen randomly which consists of (100) managers (administrative and physicians), and a questionnaire was designed consisting of (44) phrases to gather the primary data from the study sample. Data were analyzed using relevant statistical methods like regression analysis and path analysis. The study came to show a high level of importance for all study variables, and showed there is a significant positive direct impact of managers' efficiency on quality of strategic decision making also there is indirect impact (through crisis management), beside there is a significant positive direct impact of managers efficiency on crisis management rather than a significant impact of crisis management on quality of strategic decision making, in private hospitals in Baghdad/ Iraq.

Key words: Decision-making, Quality of Strategic Decision-making, Crisis Management, Efficiency.

1. Introduction

Managers realize that to prosper in the coming decade; need to turn the decisions into strategic manner, one myth of strategic decision making in high-velocity markets is that there is no time for formal meetings and no place for the careful consideration of extensive information (Abdulrahman, et al, 2015). Executives, the thinking goes, should consider limited, decision-specific data, concentrate on one or two alternatives, and make decisions on the fly (McVicar, 2015). Effective strategic decision makers use as much as or more information than ineffective executives, and they are far more likely to hold regularly scheduled, "don't miss" meetings.

As successful organization have enhanced the quality of strategic decision-making, and focused on the managers' efficiency (Felicity, et al, 2014), preparing for what may happen and dealing with what happened is no secret acquainted with the course of events, as well as crisis management have to introduce solutions to unexpected problems that could lead to disaster if not solved quickly (Ferrell et al, 2014).

Effective managers' characteristics play a key role in crisis management, out of set of attributes, like leadership, experience and efficiency both in scientific and practical life, these qualities represent variables with effective perseverance by accepting change, at the same time be capable of thinking effectively and must have the ability to imagine, percept and deal with crisis situations when they occur, efficiently and successfully (Bazerman and Moore, 2013).

2. Review of Literature

Organizations going through decision-making at crisis situations have to work with a variety of scenarios, lessons learned after any crisis may require modification when new information becomes available (Citroen,

2011), alternative wordings of the requirements for high-quality decision-making connected to managers' decisions (Dooley and Fryxell, 2003), a high quality decision-making specially in crisis situations could be followed by a favorable outcome, that outcome may depend upon certain circumstances, Balatbat et al, (2011) presented a comparative management efficiency performance within construction companies, while Helbig et al, (2009) discussed how to enhance efficiency of decisions quality by simplify planning and scheduling procedures, on the other hand Mostafa, et al, (2004) examined managers' perceptions of strategic preparation for crisis management, also Densie, (1997) explored environmental dynamism as a contingent predictor of the relationship between rational-comprehensive strategic decision-making and firm-level performance at the decision level of analysis.

Uncertainty affect Decision-making process since managers begins with a sense of doubt for the decisions results, on the part of the decision maker about what to do about a problem, and ends by choosing one of the best solutions or alternatives that are expected to remove the event of doubt and uncertainty and thus help in reaching a solution to the problem at hand (Kolen and Helsloot, 2014).

Cameron, et al, (2011) pointed that decisions are based upon an individual's morals, integrity, and values. In decision-making discussing, it is important to concentrate on one or more of three factors: (a) the decision-making process, (b) the decision-maker, and (c) the decision itself, as every individual, whatever his position, takes a series of decisions that vary in their importance and values based upon the quality of the decision and its importance and gravity, Felicity, et al, (2014) urged that managers affect the process of decision-making, good managers do efficient function of decision-making process, that is of main responsibilities greater than to be taken by a manager alone; it's the product of the efforts of many individuals in a form of groups or boards of directors, and in some cases, an output of a computer.

Crisis that we face in organizations are created mostly by human. Hence the requirements of their being 'unexpected' depend upon man failing to note the onset of crisis conditions. Some of our inability to recognize crisis before they become dangerous is due to managers' denial to better responses to crises (Kolen and Helsloot, 2014), crisis Management should introduce a solution to an unstable and dangerous situation, that may lead to, and affecting organizations, and try to get out with minimal losses and delay of the subsequent crisis that cannot be disabled. Crisis management are deemed to explain managers' efficiency to a specific situations when they occur abruptly, with little or no warning, on the other hand, it is a term meaning 'a test in time' or an 'emergency event'. Seeger, et.al, (1998) said that crisis have four defining characteristics that are specific, unexpected, and non-routine events or series of events that [create] high levels of uncertainty and threat or perceive threat to an organization's high priority goals, Venette (2003) argues that crisis is a process of transformation where the old system can no longer be maintained. Therefore the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure (Toney, et.al, 2011).

While crisis management means the possibility of dealing with any unusual condition that threatens the goals and activities of an organization, the crisis management at a corporate level also means raising the efficiency and the ability of a system of decision-making (Herbane, 2013). Shrivastava, et.al, (1988) pointed that crisis management process enable an organization to deal with a major event that threatens to harm the organization, its stakeholders, or the general public, as well as crisis management originated with the large scale industrial and environmental disasters. Seeger, et al, (1998) introduces three elements are common to most definitions of crisis: (a) a threat to the organization, (b) the element of surprise, and (c) a short decision time.

As known, efficiency means compatibility between inputs and outputs. It is saving time, money or efforts. In economics, efficiency is also defined in a number of ways. The one which is commercially used is referred as the "Pareto-Koopman's" definition which is articulated as "A Decision Making Unit (DMU)-firm, institution, hospital is efficient if and only if it is not possible to improve some of its inputs or outputs without worsening of some of its other inputs or outputs" (Cooper, et al, 2001). A Decision Making Unit is technical efficient if it "either maximizes output for a given amount of input Or minimizes input to achieve a given level of output" (Zhigir, 2013).

Modern Economists define it, as "Efficiencies require that any given output is produced at minimal cost, which means that both waste and technological inefficiencies are avoided and that appropriate input is used to find the

cost minimizing production process" (Edwards, 2001). In other words efficiency of a production unit means a comparison between the observed and the optimal values of its outputs and inputs.

Management efficiency, therefore, is the degree to which organizational resources contribute to productivity. The proportion of total organizational resources used during the production process measures the efficiency (Banker, et al,1996). Overall efficiency means that the cost of producing observed output of both technical and allocative efficiencies are assumed relative to observed cost. They used the term overall efficiency for all technical and allocative efficiencies of individual firms distinguishing from scale and scope efficiencies. It can further be decomposed into technical efficiency and allocative efficiency.

Kaplan, R. and Norton, (1996) Allocative efficiency measurement as the extent to which input choices of a firm fail to satisfy the marginal equivalences for cost minimization. While Nunamaker (1985), refer to technical efficiency as if it can produce existing level of output with at least one less unit of input, or with existing inputs it can produce at least one more output". Technical efficiency can further decomposed into scale efficiency and pure technical efficiency. Scale efficiency is explained relatively to the form of the locus of technical efficiency production plans. It is investigated by analysis of the shape of the frontier, pure technical efficiency can be obtained by dividing the technical efficiency by scale efficiency. Pure technical efficiency is composed of congestion efficiency and other effects (Zhigir, 2013).

Bass (1999) described idealized influence as the "transformational manager's ability to clearly articulate a vision to followers and the ability to motivate followers to join the visio". As a result, followers place a high degree of trust in the leader, in addition, managers who have a great deal of idealized influence are willing to take risks and are consistent rather than arbitrary. They can be counted on to do the right thing, demonstrating high standards of ethical and moral conduct (Bass and Riggio, 2006), Avolio,,et..al. (1999) referred to intellectual advice as getting followers to question the tried and true methods of solving problems by encouraging them to improve upon those methods. Intellectual advice encourages followers to challenge leader decisions and group processes, thus encouraging innovative thinking (Bass and Steidlmeier, 1999).

Rock, (1994) repeated that empowerment enable the management to delegate the authority to the employees while commanding less. In management point of view, empowerment is "giving up some control to the employees and sharing information regarding company goals and achievements of the employees, its acceptance of risk by taking more responsibility (Foxman and Polsky, 1991). Based on (Laschley, 1999; Spreitzer, 1997; Thomas and Velthouse, 1990) and interviews of 20 managers from diverse organizations, their study pointed out that empowered employees conscientiously assume their efficiency initiate changes in the quality of their decision-making.

Organizations in general and hospitals rely on managers' role in crisis situations, through redacting the damage to critical decisions (Cameron et al, 2011), characteristics like leadership, experience and there efficiency are highly expected of taking decisions especially at crisis situations, and they should have highly experience to take a quality decisions, so this study focus on the impact of managers efficiency on quality of strategic decision making at crisis management in private hospitals in Baghdad/ Iraq.

3. Methodology and Measurement Design

The researchers consider the descriptive methodology for this study, the research design chosen for the study is the survey research to collect data required in order to test hypotheses, and the researchers designed a questionnaire instrument, which consist of the following sections:

Section One: Demographic variables. The demographic information was collected with closed-ended questions, through (6) factors; (Age; Gender; Education level; Experience; Scientific specialization according to certificate and Job title)

Section Two: Managers Efficiency, which measured the managers efficiency through (25) items through (5) dimensions (Employee Satisfaction about Work, Idealized Influence, Professional Growth of Staff, Intellectual Advice & Empowerment) on a Likert-type scale.

Section Three: Crisis Management, which measured the crisis through (5) items on a Likert-type scale.

Section Four: Quality of Strategic Decision- Making, which measured quality of strategic decision- making through (15) items through (3) dimensions (Exceptional, Continuity & Guidance) on a Likert-type scale.

3.1. Significance of the study

This study try to highlight how crisis management helps to maintain the organization's property and assets in an event of a crisis, including the tasks of managers trying to avoid or mitigate this crisis, and its impact on the organization. While this study tried identifying the impact of managers' efficiency on quality of strategic decision-making in private hospitals in Baghdad/ Iraq, and identifying the impact of managers efficiency on quality of strategic decision-making at times of Crisis in private hospitals in Baghdad/ Iraq, it focused on how successful managers should be prepared to deal with the crisis, if expected in order to prevent their occurrence or minimize their effects, that will be useful to prevent any inappropriate decision, also managers should build experience from previous events to ensure a high level of awareness in the future, as managers must have successful planning in case of emergence of a new crisis. And to discover who more effective in decisions-making at crisis Management; Is it a manager who holds a management degree or a manager who holds a medical degree?

3.2. Statement of the problem

Organizations are vulnerable to crisis at various levels, by nature or degree of impact; and they differ in how they are managed from one organization to another, or from one nation to another, but how such crisis are managed is still lacked on the curriculum specialist in management of scientific management. The problem of the study revolves around the level of efficiency and crisis management in a sample of Iraqi hospitals in Baghdad and the extent of attention in managing crisis and taking advantage of the crisis and making quality administrative decisions and making administrative changes necessary to improve the performance of the organization, in line with aspirations of consumers (patients) and the public.

3.3. Study's Hypotheses

The researchers has built the measurement of study variables by using "Managers Efficiency" depend on the suggested measurement by Shaukat (2009). In the measurement of Crisis the researchers depends on Mostafa, et.al (2004). Finally, in the measurement of Quality of Strategic Decision making the researchers depends on Wheelen and Hunger (2010).

Based on the study problem and the literature review, the following hypotheses were examined:

1. $\mathbf{H_{0\text{-}1}}$: there is no statistical significant direct impact to managers' efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) in the quality of strategic decision making in private hospitals in Baghdad at level ($\alpha \leq 0.05$).

2. $\mathbf{H_{0\text{-}2}}$: there is no statistical significant direct impact to managers' efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) in crisis management in private hospitals in Baghdad at level ($\alpha \leq 0.05$).

3. $\mathbf{H_{0\text{-}3}}$: there is no statistical significant direct impact to crisis management on quality of strategic decision making (exceptional, continuity and guidance) in private hospitals in Baghdad at level ($a \leq 0.05$).

4. $\mathbf{H_{0\text{-}4}}$: there is no statistical significant direct impact to managers efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) in quality of strategic decision making under crisis management in private hospitals in Baghdad at level ($\alpha \leq 0.05$).

3.4. The study's model

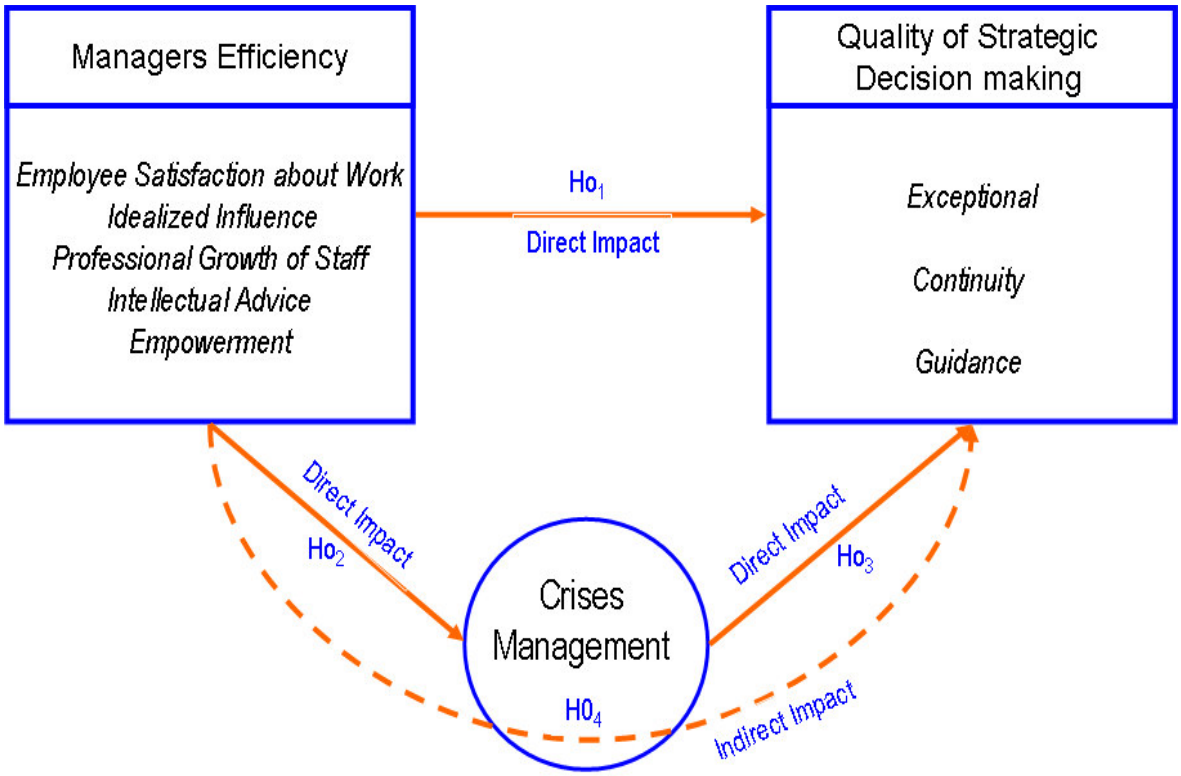

Figure (1)

3.5. The study's populations & its sample

The populations of the study are the private hospitals in Iraq\Baghdad that are (25). On the other hand, the researchers choose a random sample consists of (100) mangers (administrative and physicians) in private hospitals in Iraq\Baghdad. After distributing (100) questionnaires of the study sample, a total of (78) answered questionnaires were retrieved, of which (12) were invalid, Therefore, (66) answered questionnaires were valid for study.

4. Analysis & Discussion

4.1. Descriptive analysis of Demographic variables

Table (1) shows results of descriptive analysis of demographic variables of respondent members of the study sample which point that (56.1%) of the sample ranged below (41) years. Whereas the (43.9%) of the study sample ranged from (41) to more than (51) years. On the other side the (71.2%) of the study sample is male and (28.8%) is female. For educational level point that all members of the study sample have a scientific qualification which is a good sign in adopting the high educational qualifications to accomplish the work in the hospitals. And for the years of experience shows that the experience of 5 years or less was (47%), and experience from 6 -10 years were (21.2%), from 11-15 years (9.1%), finally above 16 more (22.7%). At the same time Scientific specialization according to certificate indicates that Medical Science (40.9%), and Managerial Science (59.1%). Finally, the analysis of the job title shows that the (34.8%) from the respondents are medical managers and (65.2%) managerial managers.

Table (1) descriptive analysis of demographic variables

No.	Variables	Categorization	Frequency	Percent
1	Age	30 years or less	6	9.1%
		From 31 – 40 Years	31	47%
		From 41 – 50 years	7	10.6%
		51 Years More	22	33.3%
Total			66	100%
2	Gender	Male	47	71.2%
		Female	19	28.8%
Total			66	100%
3	Educational level	BSc	40	60.6%
		High Diploma or Master	18	27.3%
		PhD	8	12.1%
Total			66	100%
4	Experience	5 Years or Less	31	47%
		From 6 – 10 Years	14	21.2%
		From 11 – 15 years	6	9.1%
		16 Years More	15	22.7%
Total			66	100%
5	Scientific Specialization According to Certificate	Medical Science	27	40.9%
		Managerial Science	39	59.1%
Total			66	100%
6	Job Title	Medical Managers	23	34.8%
		Managerial Managers	43	65.2%
Total			66	100%

4.2. Description analysis of study variables

Table (2) clarifies the importance level of study variables and dimensions, where the arithmetic means range between (3.72-4.22) compared with general arithmetic mean amount of (3.72). We observe that the highest mean for the dimension "Professional Growth of Staff" with arithmetic mean (4.22), Standard deviation (0.75). While the lowest arithmetic mean was for the dimension "Exceptional" with arithmetic mean (3.72), Standard deviation (0.97). In general, it appears that the Importance level of study variables and dimensions in private hospitals in Iraq under study from the study sample viewpoint was high

Table (2) Descriptive analysis of study variables

Variables	Dimensions	Mean	St.D	Importance
Managers Efficiency	Employee Satisfaction	3.84	1.07	High
	Idealized Influence	3.86	0.92	High
	Professional Growth of Staff	4.22	0.75	High
	Intellectual Advice	3.80	0.89	High
	Empowerment	3.85	0.73	High
Crises		4.04	0.88	High
Quality of Strategic Decisions	Exceptional	3.72	0.97	High
	Continuity	3.93	0.75	High
	Guidance	3.92	0.94	High

4.2. Hypotheses Testing

1. $\mathbf{H_{0\text{-}1}}$: there is no statistical significant direct impact to managers' efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) in the quality of strategic decision making in private hospitals in Baghdad at level ($\alpha \leq 0.05$).

Table (3) multiple regression to managers' efficiency in quality of strategic decision making

	r	r^2	F	DF	Sig*	B		t	Sig*
Quality of Strategic Decision making	0.573	0.328	212.582	5	.000	Employee Satisfaction	0.145	3.930	.000
				60		Idealized Influence	0.305	5.452	.000
						Professional Growth of Staff	0.189	3.508	.001
						Intellectual Advice	0.141	3.575	.001
				65		Empowerment	0.342	6.357	.000

* level of significant (α≤0.05)

Table (3) showed the R was (0.573) at level (α≤0.05), whereas the R^2 was (0.328). Which means the (0.328) of quality of strategic decision making changeability's results from the changeability in managers efficiency variables. As β was (Employee Satisfaction about Work =0.145; Idealized Influence =0.305; Professional Growth of Staff =0.189; Intellectual Advice =0.141 and Empowerment =0.342) this means the increase of one unit in quality of strategic decision making concerned will increase managers efficiency variables, Confirms significant impact F calculated was (212.582) and its significance at level (α≤0.05)

So there is significant positive direct impact of managers efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) on quality of strategic decision making in private hospitals in Baghdad at level (α≤0.05).

2. $H_{0\text{-}2}$: there is no statistical significant direct impact to managers efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) in crisis management in private hospitals in Baghdad at level (α≤0.05).

Table (4) multiple regression of impact to managers efficiency in crisis management

	r	r^2	F	DF	Sig*	B		t	Sig*
Crisis Management	0.849	0.72	109.051	5	.000	Employee Satisfaction	0.343	8.521	.000
				60		Idealized Influence	0.586	9.855	.000
						Professional Growth of Staff	0.327	2.891	.005
						Intellectual Advice	0.410	5.565	.000
				65		Empowerment	0.442	6.017	.000

* level of significant (α≤0.05)

The R in table (4) was (0.849) at level (α≤0.05), whereas the R^2 was (0.720). This means the (0.720) of crisis management changeability's results from the changeability in managers efficiency variables, As β was (employee satisfaction about work =0.343; idealized influence =0.586; professional growth of staff =0.327; intellectual advice =0.410 and empowerment =0.442) this means the increase of one unit in crisis management concerned will increase managers efficiency variables. confirms significant impact F calculated was (109.051) and its significance at level (α≤0.05)

So there is significant positive direct impact of managers efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) on crisis management in private hospitals in Baghdad at level (α≤0.05).

3. $H_{0\text{-}3}$: there is no statistical significant direct impact to crisis management in quality of strategic decision making (exceptional, continuity and guidance) in private hospitals in Baghdad at level (a≤0.05)

Table (5): simple regression to crisis management in quality of strategic decision-making

	r	r^2	F	DF	Sig*	β	t	Sig*
Decision Exceptional	0.877	0.796	213.176	1 64 65	0.000	0.760	14.601	0.000
Decision Continuity	0.839	0.704	151.938	1 64 65	0.000	0.769	12.326	0.000
Decision Guidance	0.723	0.523	70.131	1 64 65	0.000	0.836	8.374	0.000

* level of significant (α≤0.05)

Table (5) showed positive results for dimensions of quality of strategic decision-making. For, R was (decision exceptional =0.877, decision continuity=0.839, decision guidance=0.723) at level (α≤0.05), whereas in same sequence the R^2 was (0.769, 0.704, 0.523). This means the quality of strategic decision-making dimensions changeability's results from the changeability in crisis management. As β was (decision exceptional =0.760, decision continuity=0.769, decision guidance=0.836) this means the increase of one unit in crisis management concerned will increase quality of strategic decision making dimensions value mentioned. confirms significant impact F calculated was (decision exceptional =213.176, decision continuity=151.938, decision guidance=70.131) and its significance at level (α≤0.05),

So there is a significant positive direct impact of crisis management on quality of strategic decision making (exceptional, continuity and guidance) in private hospitals in Baghdad at level (α≤0.05).

4. $H_{0\text{-}4}$: there is no statistical significant direct impact to managers efficiency (employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment) in quality of strategic decision making under crisis management in private hospitals in Baghdad at level (α ≤ 0.05).

Table (6) path analysis to managers' efficiency in quality of strategic decision making under crisis management

	Chi^2	GFI	CFI	RMSEA	Direct effect		Indirect effect	Sig*
Managers Efficiency on Quality of Strategic Decision making through Crisis Management	.09739	0.968	0.91	0.047	Managers Efficiency on Crisis Management	0.658	0.598	0.000
					Crisis Management on Quality of Strategic Decision making	0.909		

* level of significant (α≤0.05)

RMSEA: Root Mean Square Error of Approximation must Proximity to Zero

GFI: Goodness of Fit Index must Proximity to One

CFI: Comparative Fit Index must Proximity to One

From table (6) we observe that there is a significant impact of managers' efficiency on quality of strategic decision making under crisis management in private hospitals in Baghdad. The Chi2 was (39.097) at level (α ≤ 0.05), whereas the GFI was (0.968) approaching to one. On the same side the CFI was (0.910) approaching to one, while the RMSEA was (0.047) approaching to zero, like Direct Effect was (0.658) between managers efficiency and crisis management, (0.909) between crisis management and quality of strategic decision making. As well as, the Indirect Effect was (0.598) between managers efficiency on quality of strategic decision making

through crisis management in private hospitals in Baghdad. So there is a significant positive indirect impact of Managers Efficiency on Quality of Strategic Decision making through Crisis Management in Private Hospitals in Baghdad at level ($\alpha \leq 0.05$)

5. Result Discussion and Conclusion

The study focused on the impact of managers efficiency on quality of strategic decision-making under crisis management. In deep, the main objective of the study is to investigate the mediating effect of crisis management on the relationship between managers efficiency on quality of strategic decision-making. Although , some scholars realized that managers efficiency have a positive relationship with quality of strategic decision-making and / or crisis management, there is still a lack of empirical evidence on its mediating effect, which this study investigate. Accordingly, our findings provide support for this relationship. In particular, we found that managers efficiency positively affect quality of strategic decision-making with the mediating effect of crisis management. These results are consistent with previous empirical studies (Dooley and Fryxell, 2003; Shaukat, 2009; Mostafa, et.al, 2004; Wheelen and Hunger, 2010). Result also prove that employee satisfaction about work, idealized influence, professional growth of staff, intellectual advice and empowerment, all have significant level of importance and affect exceptional, continuity and guidance which also have significant level of importance. What's new, our finding prove the mediating effect of crisis management between managers efficiency on quality of strategic decision-making. This evidences that the best way to account for the outcomes is by considering crisis management as a mediating variable.

Recommendations

Based on the study results and researchers conclusions, the researchers suggests the following recommendations to meet the study objectives; redesign incentive systems to increase employee's loyalty; develop managers ability to revealing the future; encourages managers to empower the staff like including them in events that will assist them in their professional growth or make the staff re-think the ideas that have not been previously discussed, also encourages employees in participating in decision-making process and delegation of power based on scientific basis; finally Take more interest about decisions taken to provide all information to make high quality decisions.

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