

INVESTIGATING THE EFFECT OF MANAGERS' POSITIVE PSYCHOLOGICAL CAPITAL ON STAFFS OPERATION IN SHAHID MOHAMMADI TEACHING HOSPITAL OF BANDAR ABBAS¹Fateme Zolfizade, ^{2*}Karim Zare and ³Shaghayegh Vahdat¹Department of Healthcare Management, Fars Science and Research Branch, Islamic Azad University, Marvdasht Iran.²Assistant Professor, Department of Statistics, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran.³Assistant Professor, Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht Iran.***Correspondence for Author: Karim Zare**

Assistant Professor, Department of Statistics, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran.

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ABSTRACT

Background and Purpose: Positivism and psychological capital is a necessity for organizations which begins from the manager of that organization and transfers as a falls to the staffs and all of the organization. The purpose of this research is to investigate the effect of managers' positive psychological capital on improvement of staffs' operation in Shahid Mohammadi teaching hospital of Bandar Abbas. **Materials and Methodology:** This study has been done by random sampling method on 200 members of Shahid Mohammadi hospitals' staffs according to Morgan Table in 1394; structural equations were used as the method. First, a theory model and hypothesis were developed among the variables. Then, by the use of structural model, research hypothesis were investigated. Data was collected by questionnaires and analyzed by use of SPSS software, regression, orbit analysis models, Kleberg-Smirf tests, variance analysis and correlation coefficient. Significant level was at 0/05. **Results:** In this research according to regression factor, no significant effect of independent variables (psychological capital, tolerance, optimism) on dependent variable (job operation) was found. With regard to strong regression model and the effect of participating level and psychological capital on job operation, just the effect of participating level variable on job operation was significant ($p\text{-value}+0/003<0/005$). Furthermore, psychological capital variable was not effective on participating level ($p\text{-value}+0/085>0/05$). **Conclusion:** According to the results of this research psychological capital in the form of tolerance, optimism and hoping was not impressive on the staffs of the hospital.

KEYWORD: Psychological capital, Hoping, Tolerance, Automaticity, job operation.**INTRODUCTION**

Management of an organization is one of the most important challenges future and recent organizations, because 1. The managers' duty and his important purpose are to sufficiently and correctly use the sources and different equipment such as staffs, capital, energy and information. In order to achieve such a purpose, correct use of the staffs and their operations is very important; because human being has the power of wisdom and liberty and manager can use of it correctly. This is related to how the ability of the manager in controlling and using of his available sources. In addition to that the psychological capital can be seen as a competitive medium among organizations.

Positivism as a notional phenomenon has a direct relation with psychology, sociology and management; so, research about that can introduce good results for every society. Positive psychological capital is a new concept which is transferred from psychology domain to

organizational behaviorism and receives the attention of the researchers in management and organization domain.

Psychological capital can be managed such as social and humanity capital and against traditional capitals and famous finance can grow with minimum of the capital. With regard to the possibility of teaching psychological capital to people, so designing the strategic teaching periods is also possible. Psychological capital is obvious and includes self-understanding, having purposes for achieving success and resistant against problems.

Psychological capital is developed positive psychological position with these properties:

1. Automaticity: this means the effort and belief of a person for achieving the success in doing duties.
2. Positivism: this means a positive belief about future and present success.
3. Hoping: this means a positive motivation because of feeling success.

4. Tolerance: be tolerated while facing problems.

Developing and surviving of each organization depends on the quality of human sources of that organization. If in one organization the managers' behaviors make the staffs to give up their jobs, so according to the current conditions training those managers who have the ability for group working and directing their staffs for achieving the goals of their organization is very important.

Appropriate setting for activity usually is identified by the level of staffs' participation. As Lotan describes the participation, it includes participating of the staffs and other groups for getting purposes. Kate Davis believes that participation as guaranteed a person's 'psychology and sentimentality in a group situation helps him for achieving success in goals and responsibility.

Totally, the concept of participation can be defined as an intellectual challenges and beliefs which make the person to have volunteer collaboration for achieving purposes. So, responsibilities and results are shared.

In presented literature about management, staffs' participation in making decisions receives special position. Job operation plays a key role in operation of that organization; it also has a close relationship with automaticity. Participation can reduce transferring of staffs among organizations, even staff prefer to stay at their first place which they started their jobs. So the managers should try to provide the chance of group working for their staffs.

Job operation is one of the variables which in many developed countries receive more attention and psychologists believe that job operation is made of human behaviors. They accept that peoples' motivation affect their operations and develop the economy. Today as you know the world is based on competition and challenges; so the managers are justified that they should put the improvement of their staffs' operation as a competitive strategy. Operation is based on some stable characteristics.

So, from Vorom point of view persons' ability and tendency are two basic properties in operation and efficiency. This means that how much a person has the ability, experience, skills and competency and how much he has tendency in doing his job. Although, organizational factors such as the manager's support, organizational structure, organizational culture and participating morale are important but a person's tendency and ability are on the focus of his success in his job operation.

Of course, personality is one of the effective factors in job operation. There are different definitions for operation and every scholar mentions special aspects of it. Really, operation is the changing of learning to obvious behavior, this means the results of learning not

learning itself and refers to obvious potential behavior and measured operation. Operation refers to do an action which is clear and measurable, so it is the result of acting. This includes the concept of acting for doing job. Armstrong (1994) defines the operation as achieving the purposes with determined quality and quantity.

Lorance and Larsen concluded that operation is not just related to acting of properties in a person, it is also related to the setting and organization. Having the maximum of motivation and skills is not enough, so, receiving the organizational support, direction and adaptation with the needs of organization is necessary. Lack of materials, energy, and technology is not the most important problem in developing countries, but whatever that is directly or indirectly related to management of human sources are among the most important problems facing the developing countries. Therefore if the people want to play a role in solving these challenges, they should use their organizational intellect and wisdom to develop. Based on the importance of management many of organizations identify the importance of the effect of psychological capital and try to administer the programs for growing the staffs.

Determining the effect of positive psychological capital of managers on staffs' operation in Shahid Mohammadi teaching hospital was the purpose for doing this research. We hope that the results of this research can be used to improve the staffs' operation.

METHODOLOGY

This study has investigated with structural equation model, correlation -describing method. In this method the relationship between one to one variables will be investigated, also, in the current research by the use of multiple regression analysis, criterion variables are anticipated.

Among the managers and staffs of Shahid Mohammadi hospital in 200 numbers were selected randomly. They were the participants of the current research, 27 of them were the managers, others were the staffs. They were selected according to Morgan Table. Before doing the study the participants were informed about the purpose of the study and they were provided with instructions and explanations for completing the questionnaires. The researcher assured them that the collected information would be kept confidential and would be used just for research purposes.

In order to gather data, 3 questionnaires were used: 1. Psychological Capital Questionnaire (PCQ), 2. Recognition of Participating Level in Making Decisions based on Psychological Capital Questionnaire, 3. Paterson Job Operation Questionnaire (PJO). PCQ was used to evaluate psychological capital (Lorance, 2007). This questionnaire uses standards for structures such as hoping, tolerance, optimism and automaticity. Validity and stability of these criterions are proved. This includes

24 questions, each criterion has 6 way for answering (completely agreed, to completely disagree). For achieving the psychological capital score, first the score of each criterion is obtained separately then the total score is obtained by collecting all of the scores.

RMSEA are 0.97 and 0.08 (Lotanz & Avlio, 2007). Also in this research the stability of 0.85 was achieved based on Kronbakh Alfa. Data was analyzed by use of SPSS software, regression model, Klogrof-Smirf test, variance and correlation coefficient. Significant level was 0.05.

The results of the analysis confirmed that the test had the factors which were determined by the test makers. 6 factoring model was more consonance with data and theory model. Error ratio in this test is 24/6. CFI and

In this research, for describing the research variables statistics characteristics such as frequency, distributed frequency, percentile and percentage were used.

Table1. Descriptive results of The Managers and Staffs

Type	variable	N	P		
Described results of staffs	Gender	Male	42	24.3	24.3
		Female	131	75.7	100.0
		T	173	100.0	-
	Age	-30	57	32.9	32.9
		30<A<40	78	45.1	78.0
		30<A<50	34	19.7	97.7
		+50	4	2.3	100.0
		T	173	100.0	-
	Year of experience	-1	8	4.6	4.6
		1.<A<5	46	26.6	31.2
		5<A<10	39	22.5	53.8
		+10	80	46.2	100.0
		T	173	100.0	-
Described results of managers	gender	Male	11	40.7	40.7
		Female	16	59.3	100
		T	27	100.0	-
	Age	-30	2	7.4	7.4
		30<A<40	11	40.7	48.1
		30<A<50	11	40.7	88.9
		+50	3	11.1	100.0
		T	27	100.0	-
	Year of experience	-1	3	11.1	11.1
		1<A<5	4	14.8	25.9
		5<A<10	20	74.1	100.0
		+10	27	100.0	-

Table2 shows a strong regression in which 4independant variables are tolerance, hoping, automaticity and optimism. Job operation considered as response variable.

The results reveled that none of 4independant variables have significant effect on response variables. P-value is more than 0.05.

Table2. The Effect of Positive Psychological Capital according its parts on Job Operation.

Variable	Strong regression coefficient			P - VALUE
	β	Criterion error		
y	62.298	7.390	8.43	<0.01
automaticity	0.086	0.	0.	0.

		2 6 7	3 2	7 4 6
hoping	- 0.3 54	0 . 2 0 8	- 1 . 7	0 . 0 9 1
Tolerance	- 0.1 07	0 . 1 2 1	- 0 . 8 8	0 . 3 7 8
optimism	0.1 54	0 . 1 6 3	0 . 9 4	0 . 3 4 7

In strong regression model the effect of participating level and psychological capital on job operation level is investigated. As it is obvious just the participating variable was effective on job operation (P-

value=0.003<0.05). Also in strong regression model the effect of psychological capital on participating level is investigated. The result shows no significant effect.

Table 3. The Effect of Participating Level and Psychological Capital on Job Operation.

Variable	Strong regression coefficient		P - V A L U E
	β		
y	73.39 6	7 . 5 0 7	< 0 . 0 0 1
Participating level	-0.07	0 . 0 2 3	0 . 0 0 3
Psychological capital	-0.084	0 . 0 6	0 . 1 6 7

DISCUSSION

Psychological capital and optimism are the necessities for all of organizations which begin from the managers of the organization and transfer as a falls to all of the staffs and whole of the organization (Lotanz & others, 1392; teaching noble behaviors to the managers). This research has been done to investigate the effect of psychological capital on improvement of staffs' operation in Shahid Mohammadi hospital in Bandar Abbas. According to the results against the significance of the

anticipated hypothesis and psychological capital based on automaticity, hoping, tolerance and optimism, no significant regression ratio was seen. Also, according to regression ratios none of independent variables (hoping, tolerance, automaticity and optimism) had significant effect on job operation. Some noticeable points are important to mention; this hospital was a teaching and governmental one, so the personnel do their jobs routinely. Furthermore in one group it seems that if they don't represent their jobs justifiable, they would face

problems. During distribution of psychological capital questionnaire, the managers said that they didn't have any knowledge about that, so, holding some teaching classes in this way can be effective. We noticed that lack of the managers' psychological capital is because of lack of their motivation. Another point to mention here was the blatancy of the only teaching hospital of the province. Which made the researcher to deliver the questionnaires to the staffs and managers and received them some days later or some of the participants completed them in that busy place, so they didn't answer the questions exactly. Therefore the results of this research are not in accordance with Khalife Soltani and others and Ahmadi & others (capital &...) about the effect of psychological capital and its components on staffs' operation.

Wang and others (2014) revealed that while lacking of positive psychological capital increasing the operation of staffs will be seen that is in accordance with the current research result. Based on fifth hypothesis there was no significant relationship between managers' psychological capital and staffs' operation. Some of the important reasons according to the field results can be the staffs' lack of knowledge about the effective relationship with managers, unjustified selection of the managers and also staffs' lack of knowledge about the psychological capital. In this case, findings of Mohebi Norivand and others (Mellat insurance), Seyed Javadin and others (capital & quality), Ahmadi and others (psychology on NAJA operation, 1394), Fateh Chetin in Turkey, Seong yun and others (2015), in Switzerland Lotanz and others were against our findings. Amrollahi Bioki and others have done a research in which managers and experts of governmental organizations in Yazd were participated. They found that there was a significant difference between managers and experts; this result is accordance with our results.

The relationship between psychological capital and characteristics of staff's participation was one of our hypotheses. According to strong regression model, positive psychological capital was not effective on the level of participation. It seems that with regard to the participating components and also because of current situation, manager's support, devolution, premium, organizational structure, assessment of operation and more important, economy and independence, weak relationship between managers and staffs, our hypothesis became negative.

According to our purpose, last hypothesis and the results, the effect of participation on staffs' operation was significant. We can deduce that the staffs do their jobs and duties because of motivation, morality, conscience, with the minimum attention to the managers. Findings of Khalife Soltani and others, Mackkool Kandi and others and Ahadi and others are in accordance with our findings.

CONCLUSION

According to the results of current research no effect of psychological capital (hoping, automaticity, tolerance, and optimism), on staffs operation was seen.

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