Predicting Employees Stress and Intention To Quit: Examining The Effects Of Leaders’ Wasteful Management Practices (Case Study-Deber Tabor Hospital)

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ABSTRACT
The purpose of this study is to assess the perception of medics of their leaders’ wasteful managerial practices and its effect on employees stresses level and intention to quit the hospital. All medical staff of Debr-Teabor Hospital South Gondar, Ethiopia was taken as a sample of the study. 73 percent of them participated in the study. Instruments used were adapted from standard instruments and Cronbach’s Alpha was used to test its reliability. The result of the study shows that wasteful managerial practices are rampant in the Hospital. Most employees are under stress at least some times in a week. Almost all of them have intention to leave the Hospital. Study reveals a slight influence of wasteful managerial practices on employees stress, but do not show on their intention to leave.

Key words: wasteful managerial practices, stress, intention to leave

INTRODUCTION
Staff members in organizations work closely with their bosses. In a large majority of organizations, leaders’ management practices are used which do not contribute to organization’s objectives (Gupta C.B. 1992). Such practices are unproductive and occur slowly and silently. Leaders also fail to recognize and control them (Ibid). Employee emotional exhaustion is common in many organizations (Maslach, Schaufelli, & Leiter, 2001).

Consequently, researchers have been studying correlates and consequences of burnout for decades. It is further understood that employee emotional exhaustion has a negative impact not only upon individual workers but upon entire organizations, including other organization’s employees and the people they serve (Garner, Knight, & Simpson, 2007).

However, although there is a growing body of literature that describes how good leadership practices and happy employees contribute to the overall success of an organization, little academic and empirical research is done about the effect of leader’s wasteful Managerial Malpractices on employee stress and their intention to leave.

Hence, this descriptive study is designed to assess the extent and relations among leaders’ Wasteful Managerial Malpractices, level of employee stress and employees’ intention to quit particularly in DebreTabor Hospital, Ethiopia.

Statement of the Problem
Most leaders are using management practices, which don’t contribute to the fulfillment organizational objectives and happiness of employees. There are numerous evidences of the rampant wasteful Managerial Malpractices and destructive employee stress and conception to leave the organization, however, few academic and empirical researches has been conducted overall, and a large portion of it comes from the business management community (Saks, 2006). This study is designed to assess how wasteful Managerial Malpractices affects employee’s stress and intention to quit in public organizations such as, Hospital.

OBJECTIVE OF THE STUDY
The main aim of this study is to examine the extent of leaders’ Wasteful Managerial Malpractices and its impact on employees’ feeling of stress and their intention to quit.
The specific objectives are
1. To assess the extent of Wasteful Managerial Malpractices (in terms of organizational politics, confusing message, unproductive meetings, hypocrisy, and withholding information) in the Hospital;
2. To examine the level of employees' stress in the Hospital;
3. To examine the level of employees' intention to leave the Hospital;
4. To investigate the effect of leaders' Wasteful Managerial Malpractices on employees' stress and their intention to leave;
5. To assess demographic variable determine level of employees’ stress;
6. To give recommendation and suggestion for policy makers

Research Questions
The research questions deemed most important for this study were narrowed down to the following four:
1. To what extent do leaders perceived performing Wasteful Managerial Malpractices in the hospital?
2. To what extent do employees are feeling stress?
3. To what extent employees develop intention to quit their organization?
4. What is the effect of leaders’ Wasteful Managerial Malpractices on employees’ stress and intention to leave the organization?
4. To what extent do demographic variables of employees differ in their report of stress and intention to leave?

LITERATURE REVIEW

WASTEFUL MANAGERIAL MALPRACTICE

Best Management Practices (BMPs) are a good collection of small efforts that leader should follow to the best of his ability. Each practice will take only a small investment in time and/or money to implement it [http://www.pprc.org]. However, in majority of organizations, managerial practices, which do not contribute to the achievement of organization’s objectives, are common. Such practices are wasteful. But people fail to recognize and control them. Quite often these practices are taken for granted as a normal feature of organizational life (Gupta C.B., 1992). According to Denis Donovan,(nd) Waste means to expend uselessly; to squander; to neglect. Practice – performance or execution, as opposed to theory; custom or habit. Placing these terms together gives Wasteful practices which mean to habitually squander or neglect. In terms of organization operations, wasteful practices occur so frequently that we become blind to them. They are “custom or habit” (Ibid). The basic cause of Wasteful Managerial Malpractice is that individuals tend to pursue their own personal objectives without contributing to organizational goals (Gupta C.B. 1992).

In this study, Wasteful Managerial Malpractice is treated in terms of organizational politics, confusing message, unproductive meetings, hypocrisy, and withholding information. These dimensions are the most common counterproductive practices that have crept into an organization and come part of its normal operations. These counterproductive practices or demodulators exist because they are allowed to and they remain because little has been done about them (Ibid). These wasteful practices in work places are briefly presented below:

Organizational politics: Organizational politics is actions by individuals, which are directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization (Kacmar and Baron, 1999).Organizational politics is usually defined as behavior strategically designed to maximize self-interests and therefore contradicts the collective organizational goals or the interests of other individuals (Ferris, Russ, & Fandt, 1989). This behavior was frequently associated with manipulation, defamation, subversiveness, and illegitimate ways of overusing power to attain one’s objectives (Ferris & Kacmar, 1992). Organizational politics is a general method for getting things and using power for personal gain in an organization (Barton, et al., 1999). It usually
operates according to unwritten rules of success that send subtle, ambiguous and anxiety-producing messages to employees about politically “correct” behaviors such as whom to fear, whom to appraise, whom to avoid, whom to blame (Ibid).

Organizational politics play a prominent role in likely influence several important work-related attitudes and behaviors (Kacmar & Carlson, 1997). For example, organizational politics perceptions have been found to be related to increased job anxiety (Cropanzano, Howes, Grandey, & Toth, 1997). It involves competition for owner, for influence, and favor and of course promotions. Employees are too scared to go against their own bosses, even when they know that their bosses are wrong and they have feasible and sometimes brilliant ideas to improve productivity. This is why there is no innovation and status quos remains for years, producing inefficient and ineffective (Barton et al., 199).

Ferris et al. (1989) also argued that when employees perceive high levels of organizational politics and feel that they have little control over these organizational processes, organizational politics likely will be perceived as a threat. Individuals with low control, perceptions of organizational politics were related with lower levels of satisfaction with supervisor than for individuals with high control (Ibid).

Confusing message: Mangers must hold nothing back of interest to employees except those very few items that are absolutely confidential. But in reality one of the most counterproductive rules in organizations is distributing information selectively and do not make their expectations known. This create a huge. Workers’ frustrate with the absence of adequate communication (Barton, et al., 1999). The problem with confusing messages is that after a while, workers realize that when everything is a priority, nothing is a priority; they waste large amount of energy and time working on the wrong task, accomplishing the wrong results, and becoming extremely frustrated in the processes and de-motivated (Ibid).

Unproductive meeting: Meetings are vital to corporate success and no one is against them. But in reality most practices show that managers in organizations attend too many meeting weekly which sometimes become a reason for resentment in the part of the managers as well as employees (Hackman & Johensin, 2004). Meetings provide a controlling factor in achieving the organizational objectives. But they can be major wasteful management practices when the attendees have nothing except being a part in the room to listen the leader on what he wants, and does not want any feedback or opinion. Most meetings are poorly planned and ineptly led anyone with responsible must make meeting short and satisfying (Ibid).

Hypocrisy: Hypocrites are people who publicly uphold strict moral norms; expecting and demanding others to follow them, but who privately violate these espoused standards in their own behavior Valdesolo, P., & DeSteno, D. (2007) and Adam, D. et.al nd). Hypocrisy is the discrepancy between what respondents think is normative and how they actually behave. The discrepancy between what respondents believe other people should do and what they actually would do themselves in such a situation (Batson & Thompson, 2001).

Witholding information: some managers feel powerful by not sharing information with their staffs. They do not take the time or care enough to pass on the information the staff need to know, or they deliberately hold back information (Barton, et al, 1999).

EMPLOYEES’ STRESS

The word ‘stress’ is now part of most people’s daily vocabulary but its meaning remain unclear. Stress is a natural part of life, and occurs whenever there are significant changes in our lives, whether positive or negative. It is generally believed that some stress is okay (sometimes referred to as “challenge” or “positive” stress) but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur (Canadian Centre for Occupational Health and Safety, 2000, Swanson, Naomi G., 2000).
According to Grimshaw, (1999), while it is not possible to draw definitive causal links, research is showing strong relationships between the experience of chronic stress and the development of illness and disease. In one survey, 60 percent of workers reported losing productivity due to stress while at work during the one month, and American workers surveyed roughly 30 percent of them reported “extreme” stress levels (American Psychological Association, 2008). It is generally accepted that untreated workplace stress is associated with increased levels of employee absenteeism and turnover, decreased levels of productivity, as well as lost workdays due to disability or sick leave (Williams, 2003). Stress can also lower the immune system and play a role in a person’s susceptibility to more colds, flu and other infectious diseases. Additionally, people who are stressed are more likely to experience pain-related conditions, and a host of other ailments, from teeth grinding and chest tightness to fatigue (Wein, Harrison. 2000). 500 Canadians were asked the question, “Thinking about stress in your life, how often do you feel really stressed, In response, 9% of Canadians said they felt really stressed all the time, 43% felt really stressed a few times a week, while 24% felt really stressed about once a Month (American Psychological Association, 2008). Researchers found that to cope with stress, 40 percent of people smoked, 41 percent gambled, 35 percent shopped and 27 percent drank alcohol (American Psychological Association,2008). An organization might wish to be seen as caring and as looking after their employees in order to raise morale or improve the company image.(Grimshaw, 1999 ). Change must come from the top, and it is therefore imperative for managers to recognize that they have a legal and moral responsibility to protect the physical and mental wellbeing of their workers (Clark, 2002), instrumental support may offer the resources to resolve a problem or stop it from arising in the first place (Wichert, 2002). one of the research questions of this study assess this issue.

INTENTION TO LEAVE
Quitting of an employee means quitting of tacit knowledge and loss of social capital (Ongori, 2007). If job is dissatisfying, the withdrawal process is activated and individuals begin thinking about quitting and start searching for alternative positions, before forming an intention to quit and then actually leaving the organization (Amah, 2008). According to a recent Gallup Organization study of approximately 2 million workers at 700 companies, the number one reason people leave their jobs is because of “bad bosses.” 3/4 of people voluntarily leaving jobs don't quit their jobs; they quit their bosses (Herman, Roger, 1999). The other research question of the present study inquires the relationship between wasteful managerial Malpractices and their intention to quit.

METHODS OF STUDY
Population and Sample: The population of the study is 74, the total of medical staffs of Debretabor Hospital, South Gondar, Ethiopia. To examine leaders’ Wasteful Management Malpractices, employees’ stress level and their intention to leave in this study group, the total population is taking as a sample. Questionnaires were distributed to all 74 medical staffs, and 54 workable questionnaires were returned.

The study Instruments: To measure “Wasteful Management Malpractices” an instrument, containing 22 items is developed from literatures of (C.B.Gupta, 1992, C.N.parkinson, 1957, Barton,et al,1999, Hackman &Johensin, 2004). The item was presented to the respondents as a statement to which they were asked to indicate the extent to which they agree/disagree along a five-point Likert response scale (1 = strongly disagree, 5 = strongly agree). The reliability of the instrument, Cronbach’s Alpha is used as a measure of internal consistency, to determine if all the items within the instrument measure the same thing Reliability Statistics of organizational malpractice is.914. The stress self reporting test” was adapted from Canadian Mental Health Association Newfoundland and Labrador Division (August 2005) containing 12 items. The item was presented to the respondents as a statement to which they were asked to indicate the extent to which they agree/disagree along a five-point Likert response scale (0 = rarely, 1 = a few times a week, 2 = almost always). Reliability Statistics of Reliability Statistics of job stress is.0.885. The questionnaire included one item measuring respondents’ inclination to leave
their job. Which is adopted from, Zaman Khalid et al, (June 2010). The item was presented to the respondents as a statement to which they were asked to indicate the extent to which they agree/disagree along a five-point Likert response scale (1 = strongly disagree, 5 = strongly agree).

**DATA ANALYSIS AND DISCUSSION**

**Descriptive statistics of Wasteful Management Malpractice & Intention to Leave**

As it is revealed in Table 1 the mean of the Wasteful Management Practice is (M=3.52, SD .657). The means of all components of Wasteful Managerial Practices are more than (M=3.5). The mean rate Employees intention to leave the organization is (M=4.31).

This analysis indicates that the respondents perceived the prevalence of Wasteful Managerial Practices in the Hospital. The medical staffs of the hospital have a strong desire to leave the organization whenever they get a better job.

**Table 1: Wasteful Management Malpractice & Intention to Leave**

<table>
<thead>
<tr>
<th>J</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>wasteful Management malpractice</td>
<td>3.52</td>
<td>.657</td>
</tr>
<tr>
<td>1. Organizational politics</td>
<td>3.50</td>
<td>.944</td>
</tr>
<tr>
<td>2. Confusing message</td>
<td>3.58</td>
<td>.773</td>
</tr>
<tr>
<td>3. Unproductive meeting</td>
<td>3.51</td>
<td>.865</td>
</tr>
<tr>
<td>4. Hypocrisy</td>
<td>3.68</td>
<td>.885</td>
</tr>
<tr>
<td>5. Withholding information</td>
<td>3.71</td>
<td>.893</td>
</tr>
<tr>
<td>Employees intention to leave</td>
<td>4.31</td>
<td>.886</td>
</tr>
</tbody>
</table>

**Extent of Employees Stress**

Table 2 shows that 46.2 percent of the respondents confirm as they are under stress “a few times a week”, 34.6 present are “rarely” in stress while the rest and 19.2 percent of them experience stress “almost always”. In general almost 65.4 percent of medical staff of Debre-Tabor Hospital is under stress.

**Table 2: Stress frequencies of employees**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rarely</td>
<td>18</td>
<td>34.6</td>
</tr>
<tr>
<td>a few times a week</td>
<td>24</td>
<td>46.2</td>
</tr>
<tr>
<td>almost always</td>
<td>10</td>
<td>19.2</td>
</tr>
</tbody>
</table>

**Extent of Wasteful Management practices, Stress level, and intention to leave by profession**

Table 3 clearly shows that almost all respondents perceived the existence of Wasteful Management Practices in the hospital. Except Midwifery the rest professionals have higher intention to leave the organization. Regarding to the level of stress in employees all of them are experiencing stress a few times a week but it is sever among Pharmacy technicians.

**Table 3: extent of Wasteful Management Malpractices, intention to leave and Stress level by profession**

<table>
<thead>
<tr>
<th>Profession</th>
<th>Wasteful Management Malpractices</th>
<th>intention to leave</th>
<th>Stress level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M</td>
<td>Std. D</td>
<td>M</td>
</tr>
<tr>
<td>Nurse</td>
<td>3.57</td>
<td>.632</td>
<td>4.67</td>
</tr>
<tr>
<td>Lab Tech</td>
<td>3.34</td>
<td>.832</td>
<td>4.00</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>3.55</td>
<td>.917</td>
<td>4.17</td>
</tr>
<tr>
<td>Midwifery</td>
<td>3.40</td>
<td>.311</td>
<td>3.29</td>
</tr>
</tbody>
</table>
The relationship among Wasteful Managerial Practices, Employees’ stress and intention to leave

The following Table 4 clearly reveals that Wasteful Managerial Practices has significant positive relationship with feeling of stress \(r=0.331^*\) and intention to leave \(r=0.286^*\). Regarding to components of Wasteful Managerial Practice “Confusing message” and “Unproductive meeting” are significantly and positively correlated with both “employees feeling of stress” and “intention to leave”. But organizational politics have significant relationship with employees’ intention to leave but has no with “feeling of stress” while Hypocrisy is significantly correlated with “feeling of stress” but not with employees “intention to leave”. But Withholdings information is not significantly correlated with employees feeling of stress and employees’ intention to leave the organization. Feeling of stress is found have not significant correlation with employees’ intention to leave.

<table>
<thead>
<tr>
<th>Wasteful Managerial Malpractices</th>
<th>intention to leave</th>
<th>feeling of stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational politics</td>
<td>0.618</td>
<td>0.113</td>
</tr>
<tr>
<td>Confusing message</td>
<td>0.317*</td>
<td>0.442*</td>
</tr>
<tr>
<td>Unproductive meeting</td>
<td>0.317*</td>
<td>0.276</td>
</tr>
<tr>
<td>Hypocrisy</td>
<td>0.250</td>
<td>0.404*</td>
</tr>
<tr>
<td>Withholding information</td>
<td>0.081</td>
<td>243</td>
</tr>
<tr>
<td>feeling of stress</td>
<td>0.139</td>
<td></td>
</tr>
</tbody>
</table>

Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

Extent of Influence of Wasteful Managerial Practices on employees’ stress and intention to leave

As table 5 reveals The linear combination of the independent Wasteful Managerial Practices variable was significantly related to the dependent variable employees stress, \(R^2 = 0.110\), Adjusted \(R^2 = 0.092\), at Sig. 0.018 and an estimated 9.2 percent of variance in employees stress index can be accounted for Wasteful Managerial Malpractices’ dimensions predictor. However, this study failed to show a significant influence between Wasteful Managerial practices and employees intention to leave and as well as between employees stress and their intention to leave.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.331</td>
<td>0.110</td>
<td>0.092</td>
<td>0.018</td>
</tr>
</tbody>
</table>

CONCLUSION

The purpose of this study was to assess the extent of wasteful managerial practices in public hospital as perceived by its medical staff and, examine the level of their stress and intention to leave the hospital and the relationship among them. The result of the study reveals that wasteful managerial practices are perceived as it is common in the hospital. This finding also shows almost all of the medical staffs are more or less under stress. Whenever there is an opportunity to get a better job all of most of them have a strong desire to leave the hospital. The result of the study also shows that as there is a positive relationship between wasteful managerial practices and employees stress and between wasteful managerial practices and employees to leave. But there is no a significant relationship is found between employees stress and employees to leave.
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