
Nunnally 1978 Psychometric Theory Pdf Download EXCLUSIVE

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definition of organizational readiness for change (orc) in this article, i conceptually define organizational readiness for change and develop a theory of its determinants and outcomes. although readiness is a multi-level construct, i focus on the supra-individual levels of analysis because many promising approaches to improving healthcare delivery entail collective behavior change in the form of systems redesign--that is, multiple, simultaneous changes in staffing, work flow, decision making, communication, and reward systems. two initial hypotheses guided this investigation. first, i theorized that higher levels of organizational readiness for change would be associated with greater success in implementing change efforts. second, i hypothesized that greater levels of organizational readiness for change would be associated with greater organizational effectiveness in implementing change efforts. according to the theory of implementation, organizational effectiveness is the collective use of change efforts to implement change. to operationalize organizational readiness for change, i used existing measures that tap organizational members' levels of support for and commitment to change [5, 6, 11, 28, 46, 50, 51, 57]. i conducted a cross-sectional, exploratory study of organizational readiness for change and associated variables in community health centers. i linked organizational readiness for change measures to organizational effectiveness indicators from the national implementation science network (nison) database [52]. the nison measures include indicators of organizational effectiveness: total budget, budget as a percentage of total revenue, clinical quality performance score, and health status/accessibility. i also used data from the centers for disease control and prevention's health resources and services administration to determine whether the majority of the centers were federally qualified health centers (fqhcs) or not. i also examined organizational readiness for change measures to the nunnally scale [5, 6], measures of organizational members' support for and commitment to change.

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for the nunnally scale [5, 6], i used a median split to group organizational members' readiness for change scores. table 1 presents means for each organization's readiness for change measure. on average, organization members reported higher levels of readiness for change in the low readiness for change group compared to the high readiness for change group. although these mean differences are small, they are statistically significant. the means in table 1 were higher than those reported by nunnally and colleagues [6] for implementation of evidence-based practices. in response to a set of recently increased job security fears, the american psychological association commissioned a survey of employees' attitudes toward organizational change (elliott and gaskell 1998). a total of 1,303 employees completed a questionnaire that assessed employees' attitudes toward a number of dimensions of change, including job security, workload, and organizational performance. using a composite score of employees' attitudes toward change, they found that those employees whose level of job security was strongest were also the most confident that they would be able to cope with change, that the change would be successful, that there would be no negative effects on workload, and that they would be able to cope with any problems that arose in implementing the change. in addition, the employees reported that if their level of job security was high, their level of job satisfaction was high, and their level of organizational commitment was high. in short, the employees who were the most confident that they would be able to cope with change reported higher levels of job security. this finding is consistent with a line of theorizing based on social cognitive theory, in which cognitive appraisal of the extent to which change will be difficult, and therefore stressful and threatening, predicts perceived change efficacy. thus, organizational members in whom the task demands appear overwhelming, and the available resources seem insufficient to cope with those demands, are less confident that they can cope with change. in this same vein, those organizational members who are more concerned with the positive or negative impact of the change on their workload and organizational performance, or who express less concern for organizational performance and workload, are less confident that they can cope with change. 5ec8ef588b

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