

Pharmacophore

ISSN-2229-5402

Journal home page: <http://www.pharmacophorejournal.com>



INVESTIGATING THE RELATIONSHIP BETWEEN RISK-TAKING AND RESISTANCE AGAINST CHANGE IN MANAGERS OF THE MINISTRY OF HEALTH AND ITS SUBORDINATE DEPARTMENTS(CASE STUDY: MODERN FINANCIAL SOFTWARE)

Mehdi Kazemi Pour Dizaji¹, Rahim Roozbehani², Shiva Ehsan Maleki^{3*}, Shima Ehsan Maleki⁴

1. *Mycobacteriology Research Center, Research Institute of Tuberculosis and Lung Diseases, National Research Institute of Tuberculosis and Lung Diseases in Masih Daneshvari Hospital, Shahid Beheshti University of Medical Sciences and Health Services*
2. *Mycobacteriology Research Center, Research Institute of Tuberculosis and Lung Diseases, National Research Institute of Tuberculosis and Lung Diseases in Masih Daneshvari Hospital, Shahid Beheshti University of Medical Sciences and Health Services*
3. *Mycobacteriology Research Center, Research Institute of Tuberculosis and Lung Diseases, National Research Institute of Tuberculosis and Lung Diseases in Masih Daneshvari Hospital, Shahid Beheshti University of Medical Sciences and Health Services*
4. *Azad University of Central Tehran Branch, Young and Elite Researchers Club, Tehran, Iran*

ARTICLE INFO

Received:

03th Jun 2017

Accepted:

29th Nov 2017

Available online:

14th Dec 2017

Keywords: *risk, risk-taking, resistance against change, cash accounting, accrual accounting*

ABSTRACT

Converting cash accounting to accrual accounting is one of the changes needed for any organization in the world. Ministry of Health and its subordinate departments changed the traditional method of accounting to modern method of accounting in Iran for the first time. Any change in the organization has always been faced with resistance, either by employees or by managers. Despite considering new items in software to prepare management reports and use of this software by managers, efforts have not been so much to use it, as it was predicted in the beginning of the plan. Therefore, the current study was conducted to examine the relationship between risk-taking of managers and resistance against change such as reports of modern financial software. This study was a descriptive and survey type of research, and its population included 180 budget managers and senior and financial managers of organizations, which 123 of them were selected as sample of study using Morgan Table. Sampling was performed in financial and budget managers meeting held in Chabahr University of Medical Sciences in 29 and 30 April 2016. After theoretically studies, researcher examined the relationship between variables of resistance against change and risk-taking of managers using modern financial software. He also examined the relationship between risk-taking of managers and resistance against accounting change in the health ministry. Results showed that resistance against change has impact on use of modern financial software by managers, but managers' risk-taking is not effective in using modern financial software. However, at 95% confidence level, it could be concluded that risk-taking of managers has negative and significant correlation with resistance against change in accounting type in the health ministry.

Copyright © 2013 - All Rights Reserved - Pharmacophore

To Cite This Article: Mehdi Kazemi Pour Dizaji, Rahim Roozbehani, Shiva Ehsan Maleki*, Shima Ehsan Maleki (2017), "Investigating the relationship between risk-taking and resistance against change in managers of the Ministry of Health and its subordinate departments(Case study: modern financial software)", *Pharmacophore*, 8(6S), e-1173121.

Introduction

Nowadays, in the competitive economy, economical effectiveness and efficiency are considered among the most important objectives of managers and as a key for organization survival. In such competitive environments, organization management is obliged to identify the performance improvement opportunities and to resolve the shortcomings of the system under their management. Operational auditing is a useful tool to modify the system and guide the organization toward its goals.

Corresponding Author: Shiva Ehsan Maleki, Mycobacteriology Research Center, Research Institute of Tuberculosis and Lung Diseases, National Research Institute of Tuberculosis and Lung Diseases in Masih Daneshvari Hospital, Shahid Beheshti University of Medical Sciences and Health Services

Operational auditing has been considered by experts in recent years. Despite large number of studies conducted in Iran, it seems that operational auditing concepts and principles have not been welcomed so much by managers of economic units. The present study aims to examine the awareness and knowledge of executive managers and board members of companies on concepts and requirements of operational auditing and its vital role in improving the management performance, and establishment and implementation of corporate governance system in Iran. Investigations revealed that executive managers and board managers have no complete knowledge of operational auditing concepts and requirements and these concepts are vague and non-tangible for most of them. In addition, research results indicated that executive managers and board managers' knowledge of operational auditing concepts and requirements has crucial role in improving the management activities of corporate governance system.[33 , 28 ,27]

One of the important responsibilities of managers at all levels of management is "decision-making". The quality of decisions is effective on achievement and realization of organization's goals. In other words, the future of organization depends on managers' decisions and its results. Increasing developments in technology, globalization of economy and trade, the severity of the environmental changes, and increased uncertainty in the process of these changes have caused that risk and uncertainty to be considered as inherent elements in the decision making process in the organization. As a result, the management of organizations nowadays is more complicated than any time. In such an environment, managers as decision-makers of the organization show different reactions and responses. The desire for risk-taking and attitude of managers to take risk, as one of the specific personality traits, determines the risk-taking or risk aversion behavior of them in making decisions. In organizations and institutions, risk-taking behavior is very important at high-level of management.

It should take risk, develop new strategies, and transform these ideas into reality to achieve success [20].

In the 1940s, a social psychologist known as Kurt Lewin proposed the idea of managing and eliminating the resistance to change occurred in organizations for the first time. His early studies focused on individual behavior aspects that it was considered for effective organizational change [35, 6]

The first study published on resistance to change within an organization belonged to study conducted in 1984 by Lester Cache and John French, titled as to overcome resistance to change. Their research was based on employees' involvement in decision-making and it was conducted in pant manufacturing plant in Virginia. This study focused on the fundamental question of why people resist strongly against change, and how we can overcome this resistance. In 1950, Alvin Zander conducted a study in this regard titled as resistance to change. His article revealed primary difference between resistance symptoms like hostility or poor effort and the underlying causes for this behavior. As resistance against change is a relatively new concept, there is no internationally accepted definition for it, and different experts have offered several definitions for it. Alvin Zander was one of the first researchers in this field who defined resistance against change as behavior that its aim is protecting people against the real or imaginary effects of change [48 , 7].

Zaltman and Duncan (1977) define resistance against change as any movement that its goal is to protect the current status against any pressure that wanted to change the current status [36]. Argyris and Shan (1987) believe that resistance against change arises from the failure and defensive movements. Emotional resistance of employees is created due to the uncertainty faced by employees and loss of their control over the affairs [39].

According to studies conducted by Dent and Goldberg, people do not really resist against change, but they resist against lack of status, low pay, and lack of comfort [24].

According to Piderit, resistance against change should include a wider scope. He says a review of past empirical research reveals that there are three different emphases in conceptualizing resistance: as a cognitive state, as an affective state and as a behavior. Piderit claims that although the conceptualizations are somewhat overlap, they vary in different cases. Finding one way to bring these different emphases together should deeper our understanding of employees' resistance against imposed changes in the organization. Each of these three conceptualizations of change as a behavior has a merit feeling or belief and provides important part of experience of resistance against change. Thus, any definition that focuses on point of view while ignores others is incomplete [39].

Various research and studies have been conducted on reasons of employees' resistance against organizational changes. Davis considered resistance against change from two emotional and rational dimensions. Therefore, he classified emotional and rational dimensions into three categories: economic, psychological, and group dimensions [9]. Robbins has divided resistance reasons into two individual and organizational categories. He considers five reasons of habit, security, economic factors, fear of the unknown phenomenon, and closing your eyes to the reality as among the individual reasons of resistance against change. Six sources of organizational resistance in this view include structural mechanism, small changes, group norms, expert's threats, to threat authority of managers, and threat arising from allocation of resources.

Based on Valdring perspective, lack of understanding of the managers' views of change by employees, lack of enough time of managers on values governing on change, and lack of ability to do task in new situation are some of the reasons for resistance against change. According to Stark's view, the main reasons for employee resistance against organizational change include fear of failure, habits, lack of obvious need, losing control, fear of a support system, closed mind, lack of desire to learn, the fear that new method may not be better, fear of the unknown, and fear of personal effects [9].

Managing change is not easy task. Identification, detection, and prosecution of uncertain path of changes are difficult, because in this path neither we can focus on specific change nor we can wait for future. However, we should create a balance between status quo and future [21].

According to Peterson quoted by (Myrohes, 2003) "It is clear that the tolerance will be one of the valuable features of managers in the third millennium" [44]. Following research on resistance against change, two theories are obtained Kashanian, (2010)

A) Resistance is not related to change itself, but it is related to its presentation. In this theory, people have no willing to see their life change that is out of their environment and cannot control it. Informing people of change and making them involved in decision-making are more probably welcomed by them, and they may propose other changes and modifications.

B) Making people involved in changes in technology is useful, but other issues should be considered:

-Change in the administrative organization may treat their wages.

-lose his job now or in the future.

-Feeling that they can learn new skills.

-He is forced to report to person who was in lower rank.

In this case, even participation in decision-making will not be useful.

Robins & Disenzo (2000) refer to three reasons for resistance:

(1) Uncertainty against known events and things exaggerated in changes.

(2) Fear to lose something that already belongs to them: most of people have invested in the existing system and they have the fear of losing of their status, money, power, friendship, personal comfort and so on in new situation. Most of senior employees resist against change compared to new employees, because they generally have invested more in the current system.

(3)The person's belief that change is incompatible with the objectives and organizational resources

Types and severity of human factors affecting the process of change have shown that various reactions of people are exaggerated when change develops over time. This change and reaction to it could be called as dynamic response of people to change.

Some authors, especially human relations school owners have suggested that if people realize that are owner of change, they will feel that they can have some control over the situation. In the same way, if the person is allowed to involve and influence the process of change, he will feel some sense of ownership and control.

However, if the perceived level of the person's control on the process is low, it may suggest that he will show great amount of elements of his mental and social sub-system as resistance against change.

In addition to the people resistance against change, organizations also resist against change actively. Organizations are conservative according to their nature.

Organizations and governmental institutions will always have the tendency to do tasks in a way that they are doing them for many years, and it is not important for them if these services are required anymore or not. Educational organizations and universities that put importance for open and creative thoughts resist strongly against change [44]. The main source of resistance at the level of the organization [44] includes:

1. The structural mechanisms: to maintain stability, organizations create structural mechanism:

-Educational programs and the dominant organizational culture emphasize on specific requirements and skills

- Official rules define the job description and type of regulations to observe them.

2- Small changes: organizations are composed of interdependent sub-systems, change in one sub-system affects other systems.

3- The norms of group: even if people want to make a change in behavior, norms, standards and values governing groups will prevent it.

4- To threat managers' authority: changes in decisions might threat the existing organization's management authority. Providing participatory decision-making practices or independent working groups threat junior supervisors and managers of organization.

5. The threat resulting from resource allocation: groups or units of an organization controlling large amounts of resources consider change as a threat for themselves. They are satisfied from existing financial situation and do not see a need to change it.

One of the barriers resisting against change is "technology". There are five common barriers to use technology:

1. The fear of technology;

2. Cost;

3. The security of people information (victims of crime);

4. The need to manage change;

5. IT policies of the government and the judicial system

1. The fear of technology: This fear is caused by the use of new technologies. The criminal justice system has been traditionally used on paper. The volume of information on crime in general is found on paper and in procedures. Some

service providers are equipped with personal computers and can communicate through fax machine and access through the Internet, while the some of them do not use "information super highway" and technology in their daily activities.

-Of course, there are real fears of using technology: if computer files will not be lost?

-What will happen if the power fails and the device fails? Does it protect people's confidentiality?

-Of course, all these fears and other fears can be resolved and removed by careful planning, training, technical assistance and the use of technology.

2 - Costs: the costs of technology are apparently obstacle to implement, but this problem can be removed with the efforts of the private sector in the field of technology.

3. The information security of people: confidentiality of people is priority of service providers. More information of crime victims in the criminal justice system is confidential by law or policy organizations. Access to confidential information in computers could be controlled by giving the password for allowed people through special software. Using encryption or "mixing" documents that are transmitted and planning for specific information security should be in priority.

The need to manage change: management of change is a means in which organizations integrate successfully technology with individuals. The goal is not merely to obtain the most advanced technology. If the best system is not accepted by people who are working with technology might lead to failure. There are four key elements to manage the change:

-Leadership: Creating and clarifying the vision, mission and heading of plans to change and then clarifying and following this commitment.

-A sense of ownership: creating a space for attitude, motivation and commitment of individuals and groups within the organization leading to a sense of ownership to change from early intervention to all the processes of change.

-Empowerment: providing knowledge, skills, processes, technologies, structures, tools and recommendations for the implementation of new roles in the workplace and discipline changing for specialists.

-Guidance: to provide an environment for the management, coordination and integration of various initiatives of change.

5. Technology sensitivities of government and judicial system: Most of the time, policy makers, government, and judicial officials must enact laws and regulations to guide the use of technology. Accepting data, imaging and electronic signature with legal provisions accepted in official documents in the criminal justice system (in the US).

Almost all of the police service organizations today are looking for technology that provide benefit for human, since due to resource constraints, they seek to expand the delivery of services to their community. It is obvious that citizens who drowned in a sea of endless electronic exchange, communication, and information expect that police organizations to make use of these technologies to remain effective and efficient.

Although it is not possible that all of the technologies provided for public and developing and changing continuously in the competitive market to be provided for all sectors and police organizations. However, citizens expect that police managers to choose the type of technology accurately and use it for providing service in the long-term. Systems such as a system recording police events or dispatching computer force (officer) are vital.

Schultz (2008) suggests that when ordering technology in police, the following criteria should be considered:

-Cost-effectiveness: if the technology is used sufficiently to order it?

-Education: What level of education is required so that officers to apply technology appropriately?

Repair and maintenance needs: how much is the costs and expenses associated with the repair and maintenance contracts?

-Operational needs: Does developed technology facilitate job and task of police officers and make them safer and more effective?

Change strategies in organizations are in the following forms:

1. Changing technology strategy: in terms of diversity and increasing growth of technology in modern societies, prediction of changes and developments in the area of developed use of its varieties will be impossible in future. The adoption of this strategy involves new knowledge and expertise on organizations. In addition, one who is in charge of change should have the capability to assess the effect of this change on structure, tasks, and attitude of people continuously to lead change results toward increased efficiency and finally organizational perfection.

2. Changing structure strategy: as organizational structure is affected by numerous factors, including communication, monitoring areas, the level of authorities and responsibilities, concentration or lack of concentration, any change in organizational structure will lead to a change in any of the above factors. Due to the sensitivity of the structure and its immediate effect on other organizational variables, any change in it requires adequate attention to accuracy and paying enough attention to effects between these variables with other variables.

3. Task changing strategy: Redesigning jobs and tasks is one of the change tools in the organization, in which it is tried that motivation, morale, satisfaction and willingness to work of employees on one hand, and diversity, autonomy and freedom of action of job on the other hand to be increased. It will lead to greater willingness to work by employees causing desired results.

4. Individuals change strategy: This strategy emphasizes on the development of the organization through change of behavior of its members. Changing people in the organization does not mean transferring or dismissing of them, but the goal is to apply necessary changes in attitudes, values, motivations, skills, and individual behavior of them.

As every company has a special environment, appropriate techniques to promote and accept change and to facilitate the change problems to new system varies from one organization to another. However, the key for success of applied strategies to institutionalize change depends on ability of management in showing support to employees who are under undesired effect of the change. It also depends on showing the understanding and awareness of tensions and concerns caused by change.

O'Brien (2001) knows that participation of end users as the most important success factor to implement change in an organization. He also considers appropriate training for personnel as another a key factor in overcoming the resistance of users against informational technologies. For this reason, cooperation of end users and those affected by the change is very important in this regard. Accordingly, users and employees of organization will find the sense of ownership to informational systems and consider its implementation in line with meeting their needs. Some of the strategies and techniques that could be used in successful implementation of change will be discussed later [23].

Determine the right need for change: To determine the level of problem or the created opportunity, we should obtain accurate recognition of the existing conditions.

If people who are affected by the changes are not satisfied by the applied change, the process of change should not continue with employees until the analysis and establishment of communication.

Find a solution compatible with current needs: usually, finding an appropriate solution requires consulting with other managers, allocating the relevant working group, close relations with suppliers, and generally participation of employees, and this is proper opportunity to make employees involved and to receive their feedback and to gain their satisfaction.

Get the support of senior management: Successful change requires senior management support. To bring fundamental changes requires direct involvement and support of senior management and t of middle managers in the case of minor changes.

Develop plans to overcome resistance against change: many of good ideas in organization management are not implemented, since it cannot predict the resistance of employees and to make itself ready for it.

Here, we refer to some of strategies to overcome resistance:

1. Coordination with needs and goals of employees
2. Communication and education: to prevent misunderstandings and to reduce concerns on new roles
3. Participation: This is very important in environments affected by IT
4. Forcing: as the final solution, and usually when the immediate applying of change is required. Applying change requires using resources and energy.

Formation of task teams, innovative organizational units, and energy working groups are required to create and implement the change.

Develop a solution defender: an effective weapon in the change war is the use of a solution defender. The best defense is the volunteer who is committed to change. This person monitors correctly and completely implementation of the changes (Ibid).

As the use of accrual accounting was considered as a change in the Ministry of Health and it was provided for employees and managers of this ministry, many effective parts and capabilities of this software are not used still after the passage of several years.

Despite doing some reforms in accounting and reporting system of public sector, moderated cash accounting is still used to record financial events in Iran's public organizations. In cash-based accounting, revenues and expenses are recorded at the time of the exchange of cash. Therefore, financial statements based on cash accounting shows traditional sources of receiving the cash and allocation to cash expenses, and compares it with budget expenses (Babajani, 25, 2006)

A brief review on related literature shows us considerable differences in among different definitions of the word "risk". The word risk in the Oxford dictionary is defined as the possibility of occurrence of adverse event in the future, a situation that might be dangerous or bring undesirable consequences or events. In Amid Persian Dictionary, the word risk has been defined as danger and the probability of a harm or to do a work that result is unknown involving danger.

The most common definitions of risk are as follows:

1. The probability of loss
2. Risk means possibility of uncertainty
3. Risk means uncertainty
4. Risk mean deviation of actual results from expected results
5. Risk is the probability of any outcome other than what we expected.

It seems that all definitions, regardless of which traits are used to explain it, involve a situation. Three components characterize this situation:

1. The probability of more than one outcome
2. Uncertainty of results obtained by the achievement, and
3. Undesirability of at least one of the outcomes. Therefore, uncertainty constitutes the theme of risk.

Definitions 1 and 2 are close the concepts that are used in everyday conversations, while they cannot represent all situations involving risk. In the third definition, risk and uncertainty have been considered equal. Uncertainty is doubt arising from lack of information, so it is subjective concept. However, the risk is a combination of inconclusive results measured by probability distribution range, so it is objective concept. With such understanding, we reach to the forth definition and assess the risk with standard of deviation of data distribution.

However, making a distinction between distribution and standard of deviations of equal will be impossible in this case, unless we consider other components of risk. According to the fifth definition, by increasing the probability, risk coefficient should also increase, while uncertainty reduces in such situations and we are faced with paradox.

Hillson & Murray – Webster have defined risk as "uncertainty that can leave both positive and negative effects on one or more goal" [34]. According to American Insurance and Risk Association Terminology Committee, the word risk is defined as "uncertainty of outcome of an event involving two or more probability" [3].

In issues related to financial theories and investment decisions, risk means "the difference between the actual return in an investment and the expected return" [10]. It noteworthy that different definitions have been provided in different books and texts, indicating the complicated nature of this concept. Researchers and scholars have offered various dimensions of behavior and action against risk. Latifi (1990) defined risk-taking as "to accept the risk or to accept the probability of loss to achieve the goal.

According to Yates and Stone (1994), risk means any activity involving at least one uncertain outcome. This outcome might be positive and bring a benefit for the person or it could be negative and bring loss for the person. In addition, from the decision-making point of view, risk-taking is "a deliberate selection of a risky behavior". Fischhoff (1944) proposed concepts and the role of willingness to risk-taking in the form of two major frameworks related to decision-making under risk conditions . These two frameworks include:

Expected utility: according to this view, when a person is faced with risky situations along with some alternatives, he selects an alternative that has the highest expected value. In such a situation, "utility theory" can explain and predict the behavior of people. This theory states that people try to make relationship between utility and wealth in order to optimize their expected value known as expected utility.

Utility theory reforms the methods that consider optimization of expected revenues in risky. According to this theory, people expect utility rather than expected revenue in the optimization [46].

In utility theory framework, the utility function curve is plotted according to people attitude and divides them in three groups of risk-taking, risk aversion, and neutral. When people are faced with two alternatives with the same expected value but different risk, they choose the project with high risk. This group of people accepts the risk to gain more benefits in future. Risk-averse people choose the alternative involving low risk. These people are not willing to take risks at the current time in order to gain more benefit in the future. Neutral people also show behavior different from risk-averse and risk-taking people [16] (it noteworthy that many papers have been conducted on management, while they have less discussed on this issue (*).

Methodology

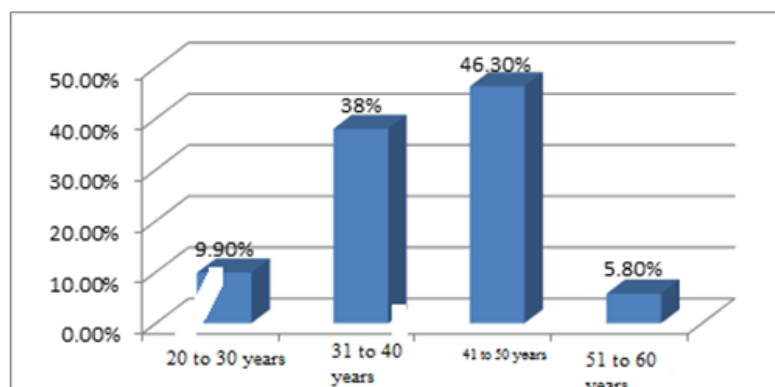
As it was necessary in this study to conduct a preliminary interview and ultimately data to be collected through the questionnaire, it is considered as field and survey type of research. Thus, researcher used field and survey method to collect data by referring to samples of population in written and non-written form. Therefore, data collection tool in this study was questionnaire in which items were scored on a five-level Likert scale. The research population included budget managers, financial managers, and senior managers of universities and subsidiary units of the Ministry of health that their number was 180 people. The sample size was determined to be 123 people based on Morgan table, who were selected among the subjects participated in financial and budget managers meeting held in Chabahar University of Medical Sciences in 29 and 30 April 2016

Descriptive and inferential statistics were used to analyze the data using SPSS software.

Findings

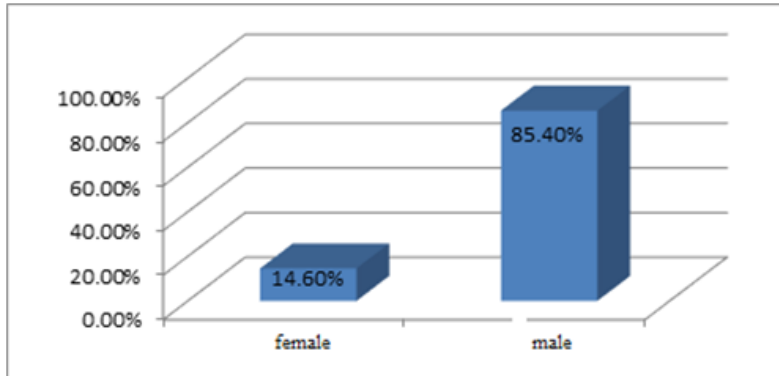
Descriptive and inferential statistics were used to analyze the data. Results of the descriptive analysis are shown as follows:

Chart 1. percentage chart of workers' age



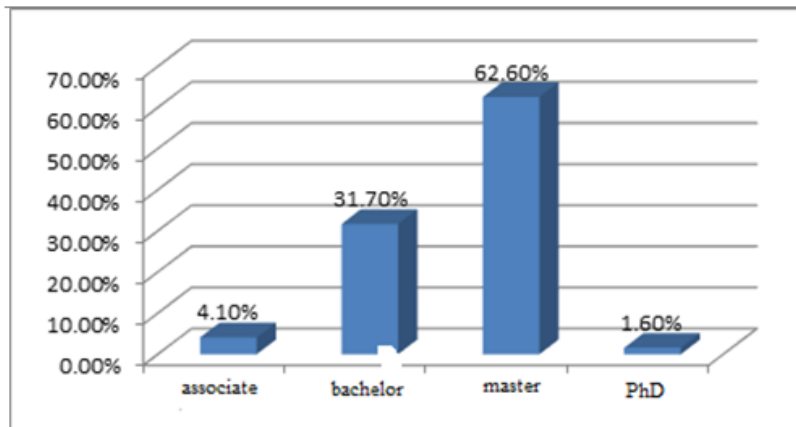
According to the above Chart, 12 employees (9.9%) aged 20 to 30, 46 of them (38%) aged 31 to 40 years, 56 of them (46.3%) aged 41 to 50 years, and only 7 of them (5.8%) aged 51 to 60 years.

Chart 2. Percentage chart of employees' gender



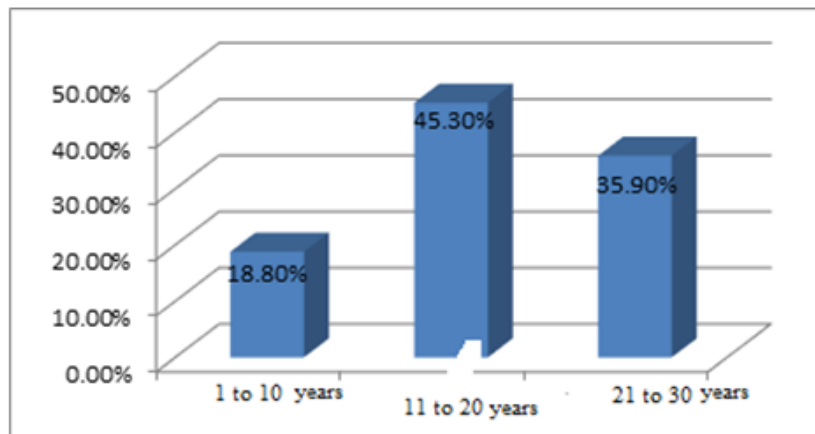
According to the results shown in Chart above, 18 of employees (14.6%) were female, and 105 of them (85.4%) were male.

Chart 3. percentage chart of employees' education level



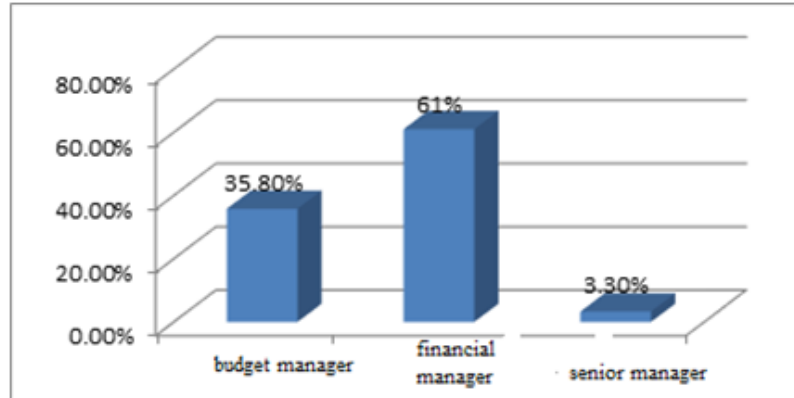
According to the results of Chart above, 5 people (4.1%) had associate degree, 39 people (31.7%) had the bachelor degree, 77 people (62.6%) had the master degree, and only 2 people (1.6%) had PhD DEGREE.

Chart 4. percentage chart of employees' work experience



According to the results of Chart above, 18.80% of respondents had the work experience between 1 and 10 years, 45.30% of them had the work experience between 11 and 20 years, and 35.90% of them had the work experience between 21 and 30 years.

Chart 5. percentage chart of respondents' organizational rank



According to the results contained in the above Chart, 44 (35.8%) of respondents were budget manager, 75 of them (61%) were financial manager, and 4 of them (3.3%) were senior manager.

Table 1. Variables frequency table

items	Very high		high		moderate		low		Very low	
	f	%	f	%	f	%	f	%	f	%
	Resistance against Change	-	-	1	0.8	18	14.6	76	61.8	28
Risk level of managers	47	38.2	64	52	12	9.8	-	-	-	-
The managers use of financial reports	2	1.6	31	25.2	65	52.8	16	13	9	7.3

Approximately, 85 percent of respondents showed lower resistance against change, while more than 90 of them showed higher risk. More than 78 % of managers used modern financial software at moderate and high level.

Additionally, in the inferential analysis part of study, regression analysis was used to examine the hypotheses of study that its results are shown in table below:

Table 2. correlation and regression test of variables

Variables	r correlation coefficient	Significant level of correlation (M)	F	Significant level of regression	The coefficient of determination
Resistance against change / managers use of new financial software	-0.339	0.00	14.478	0.00	0.107
Risk-taking of managers / managers use of new financial software	-0.033	0.707	0.293	0.589	0.002
Risk-taking of managers / managers' resistance against change	-0.189	0.049	4.906	0.029	0.039

Results of hypotheses testing suggest that:

1. At confidence level of 99%, it could be concluded that managers' residence against change affects the managers use of modern financial software, and 10.7% of managers' use of this software can be predicted by managers' resistance against change.
2. Risk-taking of managers has no impact on managers' use of modern financial software.

3. At confidence level of 95%, it can be concluded that risk-taking of managers has significant and negative impact on managers' resistance against change. By increased managers' risk-taking, their resistance In examining the mean difference test, among the variables of age, gender, level of education, work experience, and organizational rank, significant mean difference was found only among work experience and organizational rank groups in using management reports of modern financial software.

Significant level on means difference significance of using financial reports based on work experience showed that these differences were significant at the 95% level, and in the more work experience group, this software is used highly. In addition, Significant level on means difference significance of using financial reports based on organizational rank showed that these differences were significant at the 95% level, and in the lower organizational rank group, this software is used highly.

Discussion And Conclusion

Some managers are looking for risk and they are risk-taking managers, while some others are avoiding of risk and they are risk-averse. In addition, a group of them is indifference to accept or reject the risk, considered as neutral people.

The importance of the risk-taking is so that it is considered as one of the most important success factors in decision of managers in risky and uncertain conditions. March and Shapira (1987) examined a number of research results in the field of risk-taking of higher executive managers. The results show that the high executive managers believe that risk-taking is one of the key success factors considered in making decision process. Majority of them have stated that there is a positive correlation between risk-taking and return. These managers believe that risk-taking is very important in management jobs. According to them, risk-taking is associated with fear, anxiety, motivation, and pleasure. In risky situations, the pleasure of success increases by threatening people to failure. In other words, the satisfaction with success is directly correlated with risk-taking degree of people.

Results of studies conducted by Dess & Davis and Nohria & Ghoshal in 1989 and Kendall & Roth in 1992 showed that there is significant difference between managers' risk-taking and return on all assets, and this relationship is high in organizations with risk-taking managers. However, this relationship was not found in the case of sales growth process.

Patillo & Soderbom (2000) also examined the impact of risk aversion managers of manufacturing companies on performance and profitability of manufacturing companies. In this study, to measure performance (profitability) of companies, the ratios of earnings to sales and earnings to equity were used. The results showed that there is a negative relationship between risk aversion of managers and profitability of companies. When companies with risk-averse managers are faced with risk involving and uncertainty situations changes and earning mean in these companies reduce, since these managers accept lower earnings to experience low level of risk. The spirit of risk-taking in managers causes that they show no willingness to choose investment plans with high profitability and high risk, leading to reduced investment rate. In addition, risk-averse managers choose activities with lower risk and profitability and avoid of accepting new technologies associated with high risk. In such a situation, efficiency of the organization might decrease. Additionally, findings of Ding & Wermers (2004) show that risk-taking does not directly affect the performance of companies and there is high correlation between risk-taking and other variables such as work experience and other factors. In fact, a strong correlation between risk-taking and other variables is a factor causing an effect in performance of companies. In an investigation the relationship between risk-taking and resistance against change in managers, Ding & Wermers (2004: 89) showed that reverse and significant relationship between risk-taking of managers of health ministry and subsidiary units and resistance against managers' use of modern financial software.

After conducting this study, the researcher provided some recommendations for future studies due to importance of this issue as developmental cases leading organization for higher efficiency.

- To conduct comparative studies on dimensions of resistance against change and risk-taking of managers;
- Analytical investigation resistance against change;
- Qualitative evaluation of factors involved in managers' resistance against change
 - Comparative investigation of performance of Health Ministry and affiliated centers before and after using accrual accounting;

References

1. Agvami, D, Babajani, J , principle and application of accounting principles in public and non-profit organizations, eighth edition, Tehran: Organization of Study and Compilation of Humanities Books of universities.2013.
2. Abdel Nasser Hemmati and Ali Dehghani, Tehran, Iran Central Insurance Company.2003.
3. Atroieel, Jean-Francois. , the theoretical and practical principles of insurance, translated by Babajani, J., accounting and domestic financial controls, first edition Tehran, Allameh Tabatabai University Publications.2003.
4. Babajani, J., accounting and reporting system accountability of the Islamic Republic of Iran Studies, Accounting,2004, No. 6, p. 26-54.
5. Babajani, J, accounting and public financial control. The second edition, Tehran Allameh Tabatabai University Publications.2006.

6. Iranzadeh S, Chakherlouy, F. Pathology and measurement of effective factors on knowledge management in organizations. 2010, Article number 5657630, Pages 391-399.
7. Iranzadeh S, Chakherlouy, F. RETRACTED ARTICLE: A unique approach to multi-factor decision making by combining hierarchical analysis with error analysis. Volume 3, 2010, Article number 5552872, Pages 694-698.
8. Iranzadeh S, Chakherlouy, F. RETRACTED ARTICLE: Designing and formulating organization performance evaluation model in AHP method based on EFQM criteria (case study). Volume 1, 2010, Article number 5553098, Pages 606-609.
9. Jafarpoor, M, studying the dimensions and role of individual resistance against commitment to planned organizational changes, to *Military Psychology Quarterly*, 2010, Issue 4, pp 56-46.
10. Jones, Ch. , *Investment Management* (Reza Tehrani and Asghar Noorbakhsh), Tehran, Negahe Danesh Publications. 2003.
11. Hassas Yegane, Y, *Principles of Accounting (2)*, third edition, Tehran: Shahid Said Mohebi Publications. 2001.
12. Daft, RL, *organization theory and design of the structure*, translated by Ali Parsaeian and Seyed Mohammad Arabi, Volume II, Tehran, Institute of Business Studies and Research. 1995.
13. Daft, R L., *theoretical principles and organizational design*, translated by Parsaeian and Arabs, Tehran, Cultural Research Bureau. 1999.
14. Robbins, S.P . *Organizational theory (structure, design and applications)* Translated by Mehdi Hassan Alwani and Hasan Danaeefard. Tehran, 2010.
15. Robbin, SP. *Organizational Behavior: Concepts, Theories and Applications, Volume I*; (Mohammad Ali Parsaeian and Seyed Mohammad Arabi), Tehran: Cultural Research Bureau. 2005.
16. Salvatore, D. *economics, management*, translated by Hamid Reza Hosseini and Hamid Reza Nnasirizadeh, Yazd, Nour Kosar Publications. 2000.
17. Sabouri, M., budget transparency and the role of public accounting, *Audit Journal*, 2007, Issue 37, pp 55-50
18. Talebnia, G, Alborzi, M; and Zarei, B, Providing a contingency model for the transition process from cash accounting to accrual accounting in Iranian public accounting, *Journal of Accounting*, 2011, Vol. II, No. 5. pp 73-51
19. Latifi, F. risk and risk-taking, *Tadbir Magazine*, 1990, Issue 10, 22-20
20. Mardiat. J; Nelson, W and Nick, Ph. *Entrepreneurship*, Tehran, Institute of Labor and Social Security, 1998.
21. Miss, E, and Urtmayer, PJ. , *leadership, ethics and policing, the challenges facing the police in twentieth century*, translated by Hossein Shakeri, Tehran: Police force, NAJA Studies and Research Organization. 2001,
22. Babajani, J. and M. Rasoli. "Identifying the Obstacles and Problems Hindering the Establishment of Operational Budgeting in Executive Agencies of the Country". *A Quarterly Journal of Empirical Research of Financial Accounting*, 2011, Vol. 1, No. 1, pp. 33-51. [In Persian]
23. Daft, Richard L. *Organization Theory and Design*. South-Western College Publishing, a division of Thomson Learning. USA. 7Th Edition (2001) . PP: 350-377
24. Dent, E. B. , & Goldberg, S. G.. *Challenging resistance to change*. *Journal of Applied Behavioral Sciences*, 1999, 35 (1): 25-41.
25. Dianne Waddell, Amrik S. Sohal, " Resistance : a Constructive Tool for Change Management" , *Management Decision* , 1998, Vol. 36, No. 8, pp. 543-548.
26. Ding, B. & Wermers, R., *The Performance and Risk – Taking Behavior of Mutual Funded Managers and the Role of Fund Directors*. [July 20, 2004]. [On Line]. <http://www.rhsmith.umd.edu> [February 24, 2005].
27. Eishi Oskuie A, Valizadeh N. Acinar cell carcinoma of pancreas associated with plasma cell dyscrasia, a case report . *Shiraz E Medical Journal*. JANUARY 2011 , Volume 12 , Number 1; Page(s) 52 To 54.
28. Eishi Oskuie A, Valizadeh N, Ilkhanizadeh B. A case of type 1 Gaucher's disease associated with nonhodgkin lymphoma. *Shiraz E Medical Journal*. 2010 April; 11(2): 105-108.
29. Fischhoff, B. *Risk Taking: A Developmental Perspective*. In J.F. Yates (Ed.), *Risk – Taking Behavior*. John Wiley & Sons Ltd. 1994.
30. Jefre, M. and M. Roshenasan. "The Comparison of the Annual Budgeting Process with an Operational Budget in the Registration Organization of Iran". *Financial Knowledge of Securities Analysis*, 2010, Vol. 3, No. 8, pp. 163-189. [In Persian]
31. *Generally Accepted Accounting Principles* (SSRN Scholarly Paper No. ID 1181802). Social Science Research Network, Rochester, NY
32. Guthrie J. «Application of Accrual Accounting in the Australian Public Sector: Rhetoric or Reality?» , *Financial Accountability and Management*, 1998, 14 (1);
33. Gheibi S , Mahmudloo R, Eishi-Oskuie A, Valizadeh N. Multiple gastrointestinal stromal tumors (GISTs) of stomach in a healthy 13 year-old girl . *International Journal of Hematology-Oncology and Stem Cell Research*. 2011. 5(4):30-33.

34. Hillson, D. & Murray – Webster, R., Understanding and Managing Risk Attitude. [2004]. [On Line]. <http://www.risk-doctor.com>. [September 29, 2005].
35. Lewin, K. Frontiers in group dynamics: Concept, method, and reality in social science: Social equilibria and social change. *Human Relations*, 1947, (1), 5-41.
36. Oreg, S. Resistance to change: Developing an individual differences measure. *Journal of Applied Psychology*, 2003, (88), 680-693.
37. Ouda H. , «Accrual Accounting in the Government Sector», *Public Fund Digest*, 2003, 3 (2);
38. March, J.G. & Shapira, Z. Managerial Perspectives on Risk and Risk Taking. *Management Science*. 1987, Vol. 33, No. 11, pp. 1404-1418.
39. Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A
40. multidimensional view of attitudes toward an organizational change. *The*
41. *Academy of Management Review*, 2000, (25), 783–794.
42. Pattillo, C. & Soderbom, M., Managerial Risk Attitudes and Firm Performance in Ghanaian Manufacturing: An Empirical Analysis Based on Experimental Data. [July 2000]. [on Line]. <http://case.ox.ac.uk>. [November 10, 2004].
43. Rafie, A. “Examining the Government Accounting and Budgeting System Development in Central and Eastern Europe”. *Hesabres*, 2011, No. 55, pp. 90-100. [In Persian]
44. Robinson, M. “Accrual Accounting and the Public Sector”. Working Paper, School of Economics and Finance Queensland University of Technology. 2002.
45. - Rajabi, A. “Goal Programming: An Effective Approach in Budgeting and Optimal Financial Resource Allocation (Case Study: The Budget Allocation in Ministry of Health and Medical Education to Countries’ Provinces)”. *Journal of Health Accounting*, 2012, Vol.1, No. 2, pp. 1-16. [In Persian]
46. Swalm, R.O. Utility Theory – Insights into Risk Taking *Harvard Business Review*. 1966, Vol.44, No.6, pp. 123-136.