IOSR Journal of Business and Management (IOSR-JBM)
e-ISSN:2278-487X, p-ISSN: 2319-7668. Volume 25, Issue 8. Ser. 8 (August. 2023), PP 43-57
www.iosrjournals.org

The Influence Of Intra-Departmental Cohesion In The Consensus With The Formal Strategy

Renato da Costa dos Santos [1]
Robson de Faria Silva [2]

ABSTRACT
Social network analysis, as well as network analysis methods, has been the subject of discussions and interest of most researchers in the social sciences. The intra-organizational networks and the strategic consensus were analyzed. The analysis occurred at the level of the dyad because the consensus begins between pairs of organizational actors. Managers of the private hospital were interviewed, and 113 structured questionnaires were collected. To verify the relationship patterns between dyads was used the index E-I indicator that evaluated the quantity and density of the bonds with and between categories. We tested these hypotheses using the MRQAP (Multiple Regression Quadratic Assignment Procedure) to evaluate the relationship between the matrices was used. Observations of 11,722 dyads were generated from a private hospital unit. The results obtained with the regression analyzes showed significant evidence for association of links established by both friendships as by ties of counseling between pairs of actors.
Keywords*: Intraorganizational networks. Homophily. Consensus. Strategy.*

Date of Submission: 20-08-2023 Date of Acceptance: 30-08-2023

I. Introduction

Studies on intra-organizational networks have been gaining strength in recent times, especially due to the fact that the nature and intensity of relationships are responsible for establishing hierarchy, power relations, learning, innovation, knowledge transfer, and diffusion of practices, as well as the informational flow (GRANOVETTER, 1985; LAZEGA; DUIJN, 1997; SHAH, 1998; FERRIS et al., 2009; LEE; MONGE, 2011; TASSELLI; KILDUFF; MENGES, 2015; MACIEL; NETTO, 2020; ERTUG et al.; 2021).

Dimensioning the effects of structural characteristics of networks of relationships on the consensus in relation to the strategy performed is important to know how the network influences organizational consensus. In this way, social networks "constitute an important methodological resource for studies that take organizations as systems of meanings built on the relationships and connections between organizational members" (BASTOS; SANTOS, 2007, p. 29).

In the approach to social networks, studies indicate that people need to belong to certain groups, which encourages the formation of lasting and significant bonds (FERRIS et al., 2009; LEE; MONGE, 2011; ERTUG et al.; 2018). In this sense, the connections established in organizations can have a positive and negative connotation. Positive from the point of view of mutuality, brief, short or long term with strong characteristics bringing benefits to the organization and to the individual. Negative from the point of view of the formation of specific groups within the organization. At first, expectations about the quality of the relationship established based on affection, similarity, affinity grow. Soon after, the role agreements between the dyads where the actors involved seek information about behavior and build trust, and respect is established (FERRIS et al., 2009; LESZCZENSKY; PINK, 2015; MACIEL; NETTO, 2020; ERTUG et al.; 2018; ERTUG et al.; 2021).

When it comes to consensus in organizations, the concept is defined as the degree of agreement between the members of a management team on the importance of individual goals and competitive methods (ENZ; SCHWENK, 1991). The level of analysis adopted is that of the dyad, as consensus begins between the pairs of organizational actors. The intention to help, to cooperate, the interest in the continuity of the network, the identification with the community, are examples of attitudes that are primarily influenced by the dyads, in their structural and spatial aspects (BELL; ZAHEER, 2007; KILDUFF; BRASS, 2004). The constitutive definition of consensus used in our research is that of shared vision of employees on the strategic objectives of

[1] Professor do Programa de Mestrado Profissional em Administração. Universidade do Contestado (UNC). E-mail: renato.santos@professor.unc.br. PhD in Business Administration.
[2] Professor do Programa de Mestrado Profissional em Administração. Universidade do Contestado (UNC). E-mail: robson.silva@professor.unc.br.

organization, as a result of understanding and commitment to the strategy (FLOYD; WOOLDRIDGE, 1992; ENZ; SCHWENK, 1991; PAPPAS; RAPERT et al., 2002; WOOLDRIDGE, 2003; KELLERMANNS et al., 2005; MAHTO; DAVIS, 2012).

Building strategic consensus is generally known as one of the first steps in strategy formation. It requires a joint effort to achieve strategic priorities, inducing cohesion among members and reducing uncertainty (KNIGTH et al., 1999; WOOLDRIDGE; FLOYD, 1989). "Organizations that fail to achieve considerable levels of strategic consensus suffer in strategy formulation and implementation" (PAPPAS; WOOLDRIDGE, 2003, p. 15). Consensus requires understanding, commitment, and interest to carry out the strategy, and can contribute to achieving competitive advantage. In addition, the lack of shared understanding of the organization's strategic objectives makes it difficult to formulate the strategy (PAPPAS; WOOLDRIDGE, 2003). The presence of uncommitted professionals or without sufficient information about the strategic objectives, for example, can compromise the expected results (MAHTO; DAVIS, 2012). On the other hand, Casciaro and Lobo (2008, p. 666) emphasize that the choices of ties in intra-organizational networks "are restricted by the formal structure of the organization and by its informal network structure". There is still a lack of consistent empirical studies that address how the network influences the consensus with the strategy performed. Until then, what was presented in terms of studies was a perspective of consensus as a mechanism for reaching a decision, rather than necessarily a result of decision making (RAPERT; LYNCH; SUTER, 1996; RICHARD; MURTHI; ISMAIL, 2007). The purpose of this article is to increase the scope of research by examining consensus with the strategy performed. It is not intended here to defend the idea that consensus is necessary for the strategy, but rather to understand the importance of such a relationship. Thus, the research objectives were defined from the dimensions of the network and the dimensions and strategic consensus. It is also considered that consensus may be more important for one type of strategy than for another, considering environmental uncertainties (HOMBURG; KROHMER JR., 1999; FLOYD; WOOLDRIDGE, 1992). From the perspective of group interaction, the fact is that every action is immersed in a network of social relationships. People make transactions with those they trust, even so, behaviors considered to be opportunistic can arise and that end up causing bad faith on the part of some members of the network (GRANOVETTER, 1985).

The relationships immersed in intraorganizational networks were developed based on studies on two aspects of social immersion: the relational and the structural (GRANOVETTER, 1985). The meaning of the term represents the relationship of people with similar characteristics, with a greater tendency to maintain contact between them due to these characteristics (MCPHERSON; SMITH-LOVIN; COOK, 2001; LEE; MONGE, 2011; MACIEL; NETTO, 2020; LAWRENCE; SHAH, 2020; ERTUG et al.; 2021). Such relationships may or may not, depending on the circumstances, imply the establishment of the organizational actors' consensus regarding the strategy performed. Some studies have already shown that homophily facilitates coordination, trust, affection, and communication at the individual level (KADUSHIN, 2012; OPPER et al., 2015; ERTUG et al.; 2018; MACIEL; NETTO, 2020). When we interact with people like us, we end up reinforcing our position on facts, shared perceptions of things, phenomena and understanding about things (MCPHERSON; SMITH-LOVIN; COOK, 2001; LEE; MONGE, 2011). In this article, we propose to discuss the characteristic types that affect the behavior of organizational actors immersed in the network of intra-organizational relationships (MCPHERSON; SMITH-LOVIN; COOK, 2001). This paper refers to the influence of intra-departmental cohesion in the consensus with the formal strategy through the organizational actors involved. By testing this proposed relationship, it is possible to understand how the study contributes to our understanding of the role of intra-organizational networks for developing strategic consensus within organizations.

II. Intraorganizational Networks and Strategy Implementation

Interest in the study of networks has grown in recent times because many of the companies' actions take place as a result of interactions in informal relationship networks (MCPHERSON; SMITH-LOVIN; COOK, 2001; LEE; MONGE, 2011; DAHLANDER; MCFARLAND, 2013). These informal channels end up helping the circulation of information within the organization by completing the formal channels and influencing organizational behavior (BASTOS; SANTOS, 2007). In this sense, the problems end up being resolved in the dynamics of interaction of informal networks, forming a network of knowledge and information to achieve an acceptable result (LEE; MONGE, 2011; DAHLANDER; MCFARLAND, 2013; LAWRENCE; SHAH, 2020). Informational networks, for example, are responsible for sharing meanings in relation to organizational change. These considerations are in line with the studies by Granovetter (1985), who point out that relationships are kept strong from weak ties, which mean more distance and longer connections than those with strong ties. Weak ties are what promote the flow of new information and where work-related topics usually flow. Weak ties are even more likely to connect members of small groups, while strong ties are concentrated in specific groups. Thus, it can be considered that strong ties according to Granovetter (1985) play a role of social cohesion, as they provide opportunities for individuals to integrate into society. The feeling of belonging makes people seek lasting and

positive interpersonal relationships. When group members have the same perceptions about how to act, they contribute to reducing the uncertainties and misunderstandings that may arise. Thus, it is possible to combine resources and integrate different parts of the organization (TSAI; GHOSHAL, 1998). Hence the fact that the ties established within organizations are responsible for sharing these views.

Regarding the importance of social relationships in the implementation of the strategy, it is necessary to understand how the effect of the attitudinal similarity of agents in a network influences their behavior (GRANDORI; SODA, 1995). Regarding network analysis, social actors, individuals or groups and companies, for example, has its actions seen as interdependent and their relational ties as reproduction plumbers (BAUM; ROWLEY, 2008). It is also suggested that networks, in theory, affect the performance and behavior of the actors involved, and that their position in the network will determine their access to information, resources, and reputation, for example (ERTUG et al.; 2018; ERTUG et al.; 2021)

Regarding the intra-organizational aspect, the principle of between the actors must be considered. Thus, it is understood that friendship based on similarities usually starts with an attraction of similar ones, being more related to personal issues. On the other hand, counseling relationships are more related to resource allocation, or even power in organizations (YAN, 2007; BAPNA; UMYAROV, 2015). "In the organizational context there is the competition factor among co-workers, a fact that implies the formation of personal relationships and the relationship between superior and subordinates" (YAN, 2007, p. 5). Homophily can help explain the emergence of collective action in large groups. It is also considered that "weak ties and moderate levels of can be very effective in helping to promote the spread of social cooperation" (CENTOLA, 2013, p. 5).

The Analysis of Social Networks (ARS), as a method, is characterized as "a set of techniques used particularly in the treatment of relational data (variables of ties between social actors)" (REINERT; MACIEL, 2012, p. 3). The article makes use of (ARS) to work the network. In this sense, the analysis of networks is of paramount importance to understand the implementation of the strategy because it is related to cognition, that is, whether people think the same thing about the strategy or not. Another important issue is that ARS uses relational data and not attributes. The analysis at the dyad level was done by considering this specific place of reproduction and transformation of social patterns, which affect the network system and even the societal level (MIZRUCHI; MARQUIS, 2006).

When it comes to realized strategy, empirical studies suggest two basic reasons why realized strategies differ from intentions. One of them concerns internal factors, which include existing capabilities and commitments that can end up resulting in unfulfilled intentions. The other deals with the unexpected challenges and opportunities presented by the organization's external environment, causing the strategy to emerge in a different way than expected (WATERS, 1985; MINTZBERG, 1992; CANALES; WOOLDRIDGE, 2009). These studies showed as a result that both the cognitive basis and the normative basis were coherent with the intended strategy and the performed strategy.

III. Intraorganizational Networks and Consensus on Strategy

Empirical studies conducted in organizational settings were less interested in consensus building. Instead, they focused on the degree of consensus in top management teams and its relationship to organizational performance, without taking into account the nature of consensus development (KNIGTH et al., 1999; MARKOCZY, 2001; MAHTO; DAVIS, 2012). Social networks are characterized as the set of contacts that connect various actors and that can be of different types, structural properties, and distinct contents. Therefore, it is understood that network analysis can be considered a great strategy for investigating social structures (BELL; ZAHEER, 2007; YAN, 2007).

Internal social relations have been the object of study and research over the last decades, due to the need for the involvement of the entire organization at its different hierarchical levels to achieve its goals. With no intention of exhausting the studies or giving definitive answers regarding the theme of intra-organizational networks and consensus with strategy, the article focuses on the analysis of networks to understand their relationship with strategic consensus. Networks, therefore, can be defined as a "set of relationships, in the effort of the predominance of cooperative actions, based on trust and commitment and on formal and implicit rules" (GIGLIO; PUGLIESE; SILVA, 2012, p. 59).

The types of "relationships between people, the intensity and frequency with which they happen, are presented as influencers of the exchange of ideas, favoring the generation of knowledge and the identification of opportunities" (CENERINO et al., 2013, p. 2). In the case of a network, it is made up of patterns of individuals and links between them. The links between pairs of individuals can be represented between them by a wide range of connections, which include activities such as friendship, seeking advice, informational communication and transferring materials (KRACKHARDT; STERN, 1988).

Studies on consensus in strategic decisions consider that its existence helps in building a commitment to the decision itself (DOOLEY; FRYXELL; JUDGE, 2000). Consensus means an agreement between all parties involved on the best decision of what can be done in the organization, and which can facilitate the

successful implementation of the strategy (DOOLEY; FRYXELL; JUDGE, 2000). The consensus process generates commitment, which in turn influences the speed and success of strategy implementation.

Intradepartmental cohesion is one of the forms of suggested in this article to establish links between organizational actors. Thus, the greater and more consistent this cohesion in the departments of the hospital targeted by this research, the more homophily will influence the consensus with strategic actions. Given the relationships between and consensus constructs with the organization's formal strategy, they allow the establishment of the following research hypothesis:

H1: More similar dyads in intra-departmental cohesion will be more similar in evaluating the pattern of resource allocation in staff development.

In order to obtain good results in strategic decision-making, it is necessary the involvement of all organizational actors and that consensus is established (DOOLEY; FRYXELL; JUDGE, 2000). This can be achieved by stimulating creativity and group discussions, which enables everyone to learn in the process. When there is cohesion in intra-departmental relationships, there is a greater chance of consensus on the perception of the actions taken by the organization. Considering that strategic consensus requires knowing the organization's internal resources and capabilities, the following hypothesis was formulated:

H2: More similar dyads in intra-departmental cohesion will be more similar in the assessment of the perceived performance of training and employee improvement.

As Yuan and Gay (2006) consider, it is important to create relationship bonds in organizations to facilitate communication between people, the exchange of ideas and the expression of opinions. The term, immersed in social networks, assumes that people feel more comfortable when they are interacting with their peers and constantly seeking homogeneity. Even so, organizational actors may be well-informed about the organization, but insufficiently linked to the internal social network of structural management, making it impossible to reach consensus (PAPPAS; WOOLDRIDGE, 2003).

Given the considerations of Yuan and Gay (2006), the term homophily brings together all possibilities of interaction based on similarities of characteristics between people. Common characteristics enable better conditions to reach consensus on a given subject. In organizations, for example, it is necessary to reach consensus regarding the decisions to be taken, to obtain the cooperation of employees in carrying out activities. From these considerations, the following research hypothesis was established:

H3: More similar dyads in intra-departmental cohesion will be more similar in assessing the variety of resource allocation in services offered.

The lack of consensus in an organization can be due to the lack of interest or commitment in relation to the strategy, even having available the necessary information, the definition of tasks, and the necessary means (FLOYD; WOOLDRIDGE, 1992). It is understood that a direct exposure of strategic priorities at all levels of the organization can mean a greater possibility of reaching consensus (FLOYD; WOOLDRIDGE, 1992). Without the interaction and sharing of meanings among the employees of an organization, attitudes and behavior would be blurred, disorganized and ineffective (MAHTO; DAVIS, 2012). As a result, issues involving strategic decisions may be related to the proximity between the actors (dyadic homophily) as a way to reach consensus in relation to the strategy carried out.

H4: More similar dyads in intra-departmental cohesion will be more similar in evaluating the pattern of resource allocation in the hospital structure.

Achieving consensus in the organization requires commitment, interest and understanding. Furthermore, informal networks seem to be more effective in channeling information, trust, and relationships. Such relationships can help speed reaching high levels of consensus (PAPPAS; WOOLDRIDGE, 2003). One of the main characteristics of consensus is its value within work teams, its importance to members, which can directly reflect on their performance (ENZ; SCHWENK, 1991). It can be, for example, “that employees are more effective in internal communication, more efficient in decision making and more likely to follow similar behaviors of their co-workers” (ENZ; SCHWENK, 1991, p. 79).

Regarding attitudinal similarity at the dyad level, it is understood that it may represent a greater possibility of consensus with the organization's processes. The question that arises is that the intention to cooperate through the identification of similar characteristics, creates a sense of identification of the agents involved. The concepts that address the resource-based management point that efficiency in obtaining resources

influences, for example, the yield of the outputs (products / services) (BARNEY, 1991). Resource allocation includes, among other things, materials, technology, employee knowledge, as well as equipment and facilities. Consequently, they support and support strategic decisions. Social relationships generate different perspectives and information builds the sharing of meanings about organizational change. The content of the information circulating on the network can be about work, technical, behavioral aspects, environment, and change processes (BASTOS; SANTOS, 2007). Based on this information, it is stated that cohesion in intra-departmental relationships is positively related to the degree of dyadic consensus in assessing resource allocation.

H5: More similar dyads in intra-departmental cohesion will be more similar in evaluating the pattern of resource allocation in information technology.

Considering that in the initial phase of the strategy the level of consensus may be low due to changes in the external environment, it is intended to broaden the view on the structural characteristics of the network and consensus in relation to the strategy. This perspective points to the fact that the relationships immersed in the relationship networks influence the economic action of the organization, as well as the search for indispensable resources for its growth. In this sense, it is possible to affirm that the degree of attitudinal similarity of the actors involved can be effectively associated with the consensus regarding the way in which the hospital allocates its resources (FLOYD; WOOLDRIDGE, 1992).

H6: More similar dyads in intra-departmental cohesion will be more similar in evaluating the pattern of resource allocation in marketing.

In relation to human capital resources, managerial practices have played a more collective than individual condition in organizations and work teams are being considered vital in this context. With the emergence of structural, technological, management changes, among others, it is increasingly sought to reach consensus among the actors involved to achieve the proposed objectives. Confidence in management enables greater involvement of everyone with the organization's goals. Due to dyadic, interactions can lead to greater commitment, cooperation and participation in the organization's affairs. Therefore, this effect may be associated with the consensus with the strategy performed by the hospital. This discussion raised the following research hypothesis:

H7: More similar dyads in intra-departmental cohesion will be more similar in assessing employees' mindset change.

Regarding the perception of organizational actors regarding the firm's resources, the social network approach classifies individual actors as us, and the relationships between actors are represented by ties (GRANOVETTER, 1985). The proposition is that the strength of the bond is based on "time, the emotional intensity, intimacy (mutual confiding) and reciprocal services" (FERRIS et al., 2009, p. 1383). This proposition suggests that ties provide resources for information and influence, serving as a bridge between different social groups. Even knowing the existence of several research on in networks, it is not so easy to identify which dimension of “similarity” will manifest itself in each organizational context. In this case, it is worth noting that similarity is a relational concept (an individual can only be considered similar in relation to another individual) and to other dissimilar individuals. This means that the interaction process is influenced by the degree to which an individual is similar to other individuals and the degree to which he is similar to all others (BRASS et al., 2004).

In the case of similarity between organizational actor and his personality, it indicates that his interactions within organizations are voluntary. However, the dyadic homophily forms the organizational structure of networks. It is known that work is divided, and the hierarchy occurs both vertically (through the formal hierarchy) and horizontally (workflow and tasks). Certainly, there are the means of coordination between the different positions that are specified in the structure. The interaction patterns produced end up being institutionalized and shared throughout the organization, becoming routine and may facilitate interactions or even cause embarrassment. It is also considered that the results on the organizational structure end up restricting friendship relationships and instrumental ties. Considering the consensus with the strategy and based on the dyadic among the organizational actors, it is possible that this relationship exists.

H8: More similar dyads in intra-departmental cohesion will be more similar in evaluating the perceived performance of hospital accreditation.

The development of relationships within organizations can be facilitated by the aspect of information

and the expectation to cooperate and behave properly in the relationship (FERRIS et al., 2009). Accurate and accessible information at all organizational levels generate trust, more positive attitudes and contribute to the establishment of more similar relationships. Interactions occur in different circumstances of the environment, and the bonds that are established over time will determine the interrelationships of the network. A change in attitude is possible with social interaction, where individuals compare their attitudes to others becoming more similar (BRASS et al., 2004). Social networks can affect the attitudes of the actors involved, and people can be expected to compare their attitudes with those of others who perform similar actions. Recognizing that others agree with what we are thinking reinforces our beliefs and increases our self-esteem. Based on this assumption pointed out by the authors, it can be said that the strengthening of these relationships is positively associated with the assessment made by organizational actors on issues involving instability in hospital management.

H9: More similar dyads in intra-departmental cohesion will be more similar in assessing organizational management instability.

Still regarding the dyadic consensus in relation to organizational management, it is considered that is often a dominant feature of the general structure of the network. The influence of relational embeddedness (through the perspective of cohesion as a mechanism to gain refined information, legitimacy, and consensus) works as an element of behavior control and cooperation of actors in the network (GRANOVETTER, 1985). Faced with the proposal that the implementation of the strategy relates to cognition, and that the principle of homophily may be associated with dyadic consensus of the actors in relation to organizational management, it formulated the following hypothesis:

H10: More similar dyads in intra-departmental cohesion will be more similar in assessing managerial job turnover.

The maintenance of relationships is based on the opinions of the actors and on the resources of their closest contacts, where exchanges take place and the relationships between them end up emerging. People develop relationships with whom they identify, and each actor has their own networks (MARK, 1998). Some considerations are also relevant regarding patterns of relationships, since viewing the individual in isolation does not contribute to the perspective of network performance. Knowing that relationships affect the performance of organizational actors, it is necessary to understand in depth the structural characteristics of the network. Thus, considering that dyadic in relation to cohesion in intra-departmental relationships is related to the degree of dyadic consensus in relation to perceived performance, the following hypothesis was formulated:

H11: More similar dyads in intra-departmental cohesion will be more similar in assessing customer service quality.

Understanding the structure of the network of relationships can be considered a strategic issue for organizations, at the time that the actors involved interact based on the perception of the other, reinforcing the behavior of each one. "The more individuals who are part of social networks prioritize the same dimensions of values, the easier it will be for them to reach a consensus on the various themes of organizational life" (KIMURA; TEIXEIRA; GODOY, 2006, p. 46). Consensus can also be influenced by the speed with which decisions are implemented. Informal information sharing between social ties can create a learning process that accelerates the process of consensus among individuals (PAPPAS; WOOLDRIDGE, 2003). Thus, it is admitted that the involvement of employees with the hospital management is based on the consensus regarding the strategy. In addition, the channeling of information provided by informal network relationships allows managers to learn much more through their connections at work.

The ties themselves constitute critical and at the same time dynamic systems that continually change and evolve due to accumulation because of small changes within the dyad. The dyadic system is considered a multidimensional fact that creates the basis for a wide range of dyadic variations (BAUM; ROWLEY, 2008). Considering that behaviors are affected by social relationships, and that individuals seek to approach those who are most similar to each other, it reaffirms the results of many empirical studies that there is cognitive similarity in this process (GRANOVETTER, 1985; WOOLDRIDGE; FLOYD, 1989; BAUM; ROWLEY, 2008).

H12: More similar dyads in intra-departmental cohesion will be more similar in assessing employee involvement in hospital management.

In order to understand how an organization is able to make use of its resources, making them a competitive advantage, it is necessary to pay attention to issues involving the network of relationships.

According to the empirical studies presented so far, individual actors present objectives, experiences, orientations, and act differently, affecting relational ties (WOOLDRIDGE; FLOYD, 1989; WASSERMAN; FAUST, 1994; PAPPAS; WOOLDRIDGE, 2003; BAUM; ROWLEY, 2008; LEE; MONGE, 2011; TASSELLI; KILDUFF; MENGES, 2015; MACIEL; NETTO, 2020; LAWRENCE; SHAH, 2020). In this sense, they also differ in their form of response, choices, and preferences, interfering with changes in the network to facilitate adaptation to the internal and external environment.

The resource-based view aims to increase the control and efficiency of a rooted domination system and follows the logic of analyzing the internal environment and opposition to the external environment, and then create and implement the strategy. The human capital resources are seen as a valuable resource as the individual remains in the organization providing its services. As a result, it can be inferred that the cohesion between individuals in their intraorganizational relationships may be related to the consensus between the dyads on the pattern of allocation of hospital resources. From these arguments, the following hypothesis was elaborated:

H13: More similar dyads in intra-departmental cohesion will be more similar in the assessment regarding the costs faced by the hospital.

By anticipating the adversities that arise from the instability of the environment, an organization learns to establish more objective criteria and prepare its employees as to what must be done. Therefore, based on the dynamics of social relations and their integration to reach strategic consensus, it is able to provide a plausible justification for this relationship to be established. "The study of consensus can and should be measured, analyzed and managed" (PAPPAS; WOOLDRIDGE, 2003, p. 21).

RBV also considers that, when there are changes in the economic structure of the industry, what were previously considered resources from sources of competitive advantage, become no longer or that new resources emerge (BARNEY, 1991). As a result, a company may lose its previously sustained competitive advantage. On the other hand, according to Barney's studies (1991), a sustained competitive advantage can never be nullified by its competitors. As for the allocation of resources, considering that they may have an impact on the organization's strategic processes, the following hypothesis was established:

H14: More similar dyads in intra-departmental cohesion will be more similar in the assessment regarding the allocation of resources in equipment.

The role of management and its position in the structure can directly affect the consensus with the strategy. Some studies have indicated that the consensus in hospitals can be achieved based on the attention to informal networks, because social ties can help build a learning process that accelerates the strategic consensus (WOOLDRIDGE; FLOYD, 1989; WASSERMAN; FAUST, 1994; PAPPAS; WOOLDRIDGE, 2003). Only through the formal channels of the organization it is not sufficient to disseminate all information. “[…] managers who are well connected to their social networks are more likely to reach higher levels of consensus with the company's strategic priorities" (PAPPAS; WOOLDRIDGE, 2003, p. 21).

H15: More similar dyads in intra-departmental cohesion will be more similar in the assessment regarding the democratic management of the hospital.

Social actors behave and make decisions within a given social context and consensus is especially important in an extremely fragmented society. The network's influence on strategic consensus, new work settings, leadership, and the use of technologies, for example, are the result of the existence of social connections (KIMURA; TEIXEIRA; GODOY, 2006). From empirical studies on social networks, it is possible to formulate the following hypothesis:

H16: More similar dyads in intra-departmental cohesion will be more similar in the assessment regarding the scarcity of resources as a limitation of the managers' work.

Individuals establish their connections considering the perspective presented to them. Studies of social relations emphasize three aspects, namely: “the constitutive elements; the benefits obtained by individuals through their participation in groups or social networks and the forms of reproduction of this type of capital" (BOURDIEU, 1980, p. 41).

When friendship and counseling networks (dyadic homophily) are stronger to influence consensus regarding the assessment of decision-making and investment in resources, it is suggested that the theory is confirmed. Therefore, the volume of social capital of an individual depends on the extent of the network mobilized by him in addition to the other forms of capital (economic and cultural) in the network (BOURDIEU,

1980). Therefore, the following research hypothesis is presented:

H17: More similar dyads in intra-departmental cohesion will be more similar in the assessment regarding resource investment decision making.

Due to the connections established between the organizational actors, there is significant evidence that the strategy is related to cognition due to the sharing of points of view. As a result, the maintenance of closer social relationships (dyadic homophily) generates trust in the exchange of resources between group members. Homophily characterizes network systems and homogeneity characterizes personal networks. Attitudes, personal aspirations, and behavior influence the actors of a network in their practices and actions towards colleagues and the organization (MCPHERSON; SMITH-LOVIN; COOK, 2001). Thus, the perception of changes is also influenced by the issues described above, which makes it a focus of research and interest on the part of managers of organizations. From these considerations, the following hypothesis was formulated:

H18: More similar dyads in intra-departmental cohesion will be more similar in the assessment regarding organizational structure change.

People usually discuss the problems of the work environment with their department or sector colleagues; however, they seek advice from friends, enabling mobility in the environment and its configurations, reflecting the nature of the relationship itself. Social influence through the friendship network can be seen as a reflection of the values of each participant's friends, while the counseling networks make it possible to maintain the organization's goals and values (GIBBONS, 2004). Therefore, if the similarity in the assessment regarding the change in the organizational structure is correct (the dyadic consensus regarding the strategy carried out by the hospital), then the bonds of friendship and counseling have a prominent influence on the consensus with the strategy.

IV. Methodological procedures

The study was carried out in a private hospital unit in southern Brazil. The organization was founded in the 1980s and is currently managed by a group of entrepreneurs. At the time of data collection, it employed 181 people, of which 113 participated in the survey. The aim was to understand the influence of departmental cohesion on the consensus with the formal strategy. To this end, a survey with a qualitative and quantitative approach was used, which facilitated the analysis of networks by obtaining relational data. The analysis took place at the dyadic level, as they affect the network system. "They represent a supra-individual level of analysis, which makes it possible to analyze relational variables where the objective is not to understand the isolated behavior of an individual [...]" (REINERT; MACIEL, 2012, p. 86). For analysis, the E-I index (generated from Ucinet 6.0) was used, which "allows to assess the quantity and density of internal and external ties in relation to the total" (ROSSONI; GUARIDO FILHO, 2012, p. 201). According to the method, when compared to the volume of internal and external links in relation to the total generating an index for each of the categories as well as for the entire network in which the amplitude varies from -1 to 1. This means that when values are closer to 1 they indicate the tendency of external relationships (different categories), while values closer to -1 indicate a tendency to establish internal relationships within the division itself (ROSSONI; GUARIDO FILHO, 2012).

For the hypothesis test, the MRQAP was used (*Multiple Regression Quadratic Assignment Procedure*), which is a non-parametric technique available in the Ucinet 6.0 program that tests the effects of variables at the dyad level (REINERT; MACIEL, 2012). UCINET is a social network analysis software that was used in the research tests and that generates a binary matrix for the purpose of some analyses. For this study, the data obtained from the questionnaires applied were then tabulated with the aid of SPSS (*Statistical Package for Social Science*) and submitted to statistical analysis. Subsequently, the hypotheses were tested based on dyadic relationships for the correlation between relational and similarity and attribute difference matrices using the MRQAP. It was also sought to verify how much each of the hypothetical formal networks conditioned the relations in the consensus with the strategy via the *Multiple Regression Quadratic Assignment Procedure* (MRQAP) method.

The calculation of the E I-Index test (KRACKHARDT; STERN, 1988) was performed, which is generated from Ucinet, to assess the degree of externality/internality of relations between groups. To test the hypotheses, the Double Dekker MRQAP (Multiple Regression Quadratic Assignment Procedure) was used, a non-parametric technique available in Ucinet 6.0 for the observation of 11,722 dyads in a single hospital unit. "This technique enables the analysis of the relationship between square matrices" (REINERT; MACIEL, 2012, p. 2). Thus, it is possible to deepen the research and conclude through the statistical tests of relationships of similarities and differences with the relationship networks. The QAP (*Quadratic Assignment Procedure*) technique presented in the studies by Dekker, Krackhardt and Snijders (2007), debated the best way to use the

MRQAP and reached the conclusion that this technique is the most robust and secure. MRQAP is used to test variable relationships when the data collected are dyadic measures, that is, when it is a relationship between two actors. The index resulting from the calculation of the E I-index has a range ranging from -1 to 1, so that values closer to 1 indicate a trend of relationship between external actors, while values closer to -1 indicate the actors' propensity to become relate within their own class or group that they are part of.

QAP multiple regression data analysis (DSP)

In addition to relational data, some individual attributes of the respondents were identified, such as age, length of service, education, gender, and work shift. Table 1 presents the descriptive statistics of the 18 variables, containing the N, the mean ( ) and the standard deviation (S).

Table 1- the descriptive statistics of the variables that describe the research sample:

Table 2 - Sample description

Table 3 - Multiple Regression Models QAP (DSP) – Models 1 to 9

Initially, it can be inferred, according to the multiple regression models, that the variables education, function, gender, and work shift did not present a significant relationship to contribute to the models presented. As shown in Table 3 of QAP Multiple Regression (DSP), the model 1 indicator referring to the variety of services offered by the hospital in the Table, did not present significance, having the (p-value = 0.07). The results were negatively associated with the consensus and the tendency of homophily to influence the consensus on the services offered was not confirmed. In the second model, the perceived performance relationship in training and development was tested, having (B= -0.02, p-value = 0.104), and, in this case, the hypothesis was not confirmed. In the following test (model 3), the relation of resource allocation in services offered was verified. The hypothesis (H3) was confirmed (B= 0.263, p-value= 0.003) for friendship ties (which indicates a tendency towards external relationships). The variable time at organization was statistically significant, but with a negative beta, so the hypothesis was not confirmed. In the model, dyadic showed a significant association regarding the friendship ties of the actors involved.

Model 4 presents the indicator that involves pattern of resource allocation in the structure. The hypothesis (H4) was not confirmed in relation to attitudinal data, but an association with a positive value for (B= 0.230, p-value = 0.004) regarding the age of the actors involved. However, the R^2 was only 0.067, which means that the variable explains only 6.7% of the proposed model. The bonds of counseling and friendship were not significant in this model. These results lead us to believe that, in order to generate synergy in the organization, it is necessary to share actions and objectives, which reduce the uncertainty of the environment and lead to the achievement of results. Otherwise, little can be expected in relation to the consensus on the allocation of the firm's resources by the employees, given the low participation of actors (RAPERT; LYNCH; SUTER, 1996). Models 5 and 6 respectively (H5 and H6) allocation of resources in information technology and allocation of resources in marketing were not confirmed.

Model 7 considers the indicator that deals with hospital accreditation. The hypothesis was also rejected (p-value=0.077), therefore not statistically significant. Hospital accreditation is known as a guarantee that the hospital unit follows safety and quality standards in the care of its patients, in addition to assuming a commitment to the qualification of its staff. It is used to rationalize the use of financial, technological, and human resources, it is also a continuing education program and a management methodology aimed at changing the mentality of employees. The results, if related to theory, demonstrate that there is significant evidence that, by not understanding the information that circulates in the organization, it is difficult to reach consensus (WOOLDRIDGE; FLOYD, 1989).

Model 8 deals with the hypothesis of evaluating the perceived performance of the hospital accreditation process, in this case, it was not statistically significant (p-value=0.037). The hospital accreditation process requires a change in behavior, change in habits, perspectives, and improvement in the level of service offered. Regarding the hypothesis related to management instability, model 9 showed a significant relationship (B = 0.313, p-value <0.05) indicating the influence of counseling ties in relation to the assessment of hospital management instability. The bonds of friendship were statistically significant, but presented negative beta, that is, proving that one is associated with differentiation from the other. Regarding the analysis of networks and consensus with the strategy, it is necessary to consider the positive associations in relationships and interactions in the presented model. A constant change in organizational management can harm processes, so trust in the actions of the organization's management is essential for everyone's involvement, minimizing the climate of instability (FOSNAUGTH, 1999).

It is important to note that the E-Index test does not consider the direction of the loop, only identifying the internality or externality of the relationships. When information is obtained from different sources and trends, this affects cognition and increases the incidence of internal conflicts, mainly due to lack of trust. However, at certain times conflicts involving tasks may be considered more appropriate for solving complex

problems (OLSON; PARAYTAN; BAO, 2007). In agreement with the empirical evidence, the idea that the reach of the strategic consensus is due to the close relationships in the relationship networks, is confirmed (PAPPAS; WOOLDRIDGE, 2003).

Table 4 - Multiple Regression Models QAP (DSP) – Models 10 to 18

Further, it was verified the significance of management instability due to the turnover in positions, that is, cohesion in intra-departmental relationships and their relationship with management dyadic consensus. Model 10 was statistically significant (p-value <0.001), but the beta sign was negative, and the hypothesis was not confirmed.

Model 11 exposes the consensus relationship between the dyads regarding the quality of customer service (H11). The only variable that showed statistical significance was age in the proposed model. For the variable age presented (B = 0.280, p-value <0.001) and the R^2 was 0.094, which indicates that the variable explains only 9.4% of the model. This leads us to believe that age can partially account for the quality of hospital care.

In the next test, models 12 and 13 were verified, which dealt with indicators aimed at employee involvement with the hospital's strategy, as well as hospital costs. For (H12) the variable age showed low statistical representation, R^2 was 0.048, accounting for only 4.8% of the proposed model.

The hypothesis (H13) was not confirmed. The bonds of friendship or counseling could bring another perspective in the assessment of employee involvement with the hospital's strategy. Also, in relation to the costs and problems faced by management, as they relate to tasks and resource allocation. The lack of an integrated vision of strategic objectives and interests makes it impossible to formulate a unified strategy (PAPPAS; WOOLDRIDGE, 2003). Regarding the strategy carried out, the lack of participation at all levels of the company in the hospital's management not only limits the reach of a competitive advantage but can also interfere with the involvement with the strategy and the performance of the actors involved (PAPPAS; WOOLDRIDGE, 2003).

In model 14, the hypothesis was not confirmed. In model 15 (H15), the results showed statistical significance. The bonds of friendship were significant to confirm the proposed hypothesis (B = 0.280, p-value < 0.01), tendency of external relationships to partition, that is, between different categories. As observed in the test, the bonds of friendship were associated with the degree of dyadic consensus regarding the democratic management of the hospital. The results also showed statistical significance for counseling ties, but with negative beta, so the similarity was not proven based on this relationship. Evidence suggests that the significant association between pairs of organizational actors can establish consensus with the strategy performed. In this case, friendship includes intimacy and trust that is lacking in the counseling network and, in these conditions, affects the positions towards the changes as well as the responses to the events. Intimate communication, trust and social similarity strengthen the principles, professional values and friendly relationships (GIBBONS, 2004; YAN, 2007).

Hypothesis 16 on the consensus regarding the pattern of resource allocation presented the standardized coefficient for this relationship (B = 0.246, p-value < 0.01), that is, (positive EI-index, tendency of relationships external to partition). The aim was to understand the cohesion relationship between the hospital's scarcity of resources and the limited work of managers. The evidence was significant and showed that counseling ties can influence consensus, supporting our argument. Empirical studies consider that work relationships, performance, power, and accomplishment of tasks are more associated with relationship ties than friendship ties (BRASS, 2004; GIBBONS, 2004; YAN, 2007; LEE; MONGE, 2011; BAPNA; UMYAROV, 2015). In this sense, dyadic homophily in relation to cohesion in intra-departmental relationships was positively related to the degree of dyadic consensus in hospital resource allocation.

The results showed that the age variable was statistically significant (B= 0.197, p-value < 0.01). As this indicator concerns the scarcity of resources limiting the work of managers in each sector (resource allocation), the age variable showed that it has the potential to partially explain this relationship.

Regarding hypothesis 17 (H17), the results pointed to the trend of friendship ties. The standardized coefficient for this relationship is (see positive EI Index, (B = 0.255, p-value < 0.01) significant to validate the hypothesis about dyadic consensus (in relation to organizational management) and investment decision making from hospital. The statistical results for the bonds of friendship allow us to infer that there is significant evidence that informal social networks can answer questions related to organizational management. This is because the actors involved share similar views, perspectives, and ways of acting and thinking. The variable time at organization was statistically significant, but with a negative beta sign, not confirming the similarity for this relationship.

Hypothesis 18 (H18) was confirmed (see positive EI Index (B = 0.291, p-value < 0.01) showing that attitudinal similarity can facilitate consensus between the dyads regarding the view of organizational structure change by hospital management. In short, when we tested this relationship at the level of the dyad, it identified

significant consensus-based relations in bonds of friendship (between different categories). "Friendship has been associated with sensitive and personal issues within or outside organizations, while counseling relationships are related to power, task and performance in organizations" (YAN, 2007, p. 4). When it comes to friendship and counseling relationships, Gibbons (2004) explains that they are considered different in their role and that they can also overlap in an organization.

V. Conclusions

The empirical studies presented showed that when we share beliefs, values, and attitudes, we reinforce our choices and preferences, influencing our decision-making and attitude towards situations that arise. Recognizing the intricate relationships between the homophily, consensus and strategy, the article examines the effects within a hospital unit and because the social ties formed between actors explain their similar behavior. The evidence showed that it is necessary to look more broadly at the influence of dyads in strategic networks. The results of our research showed significant evidence that the consensus with the strategy carried out by the private hospital is influenced by the structural characteristics of the network (OPPER et al., 2015; MACIEL; NETTO, 2020; LAWRENCE; SHAH, 2020; ERTUG et al.; 2021).

It is important to highlight that a hospital unit "is one of the most complex models of organization where several areas with multiple goals are interrelated" (MARCONDES, 1980, p. 40). We emphasize that, in particular, the hypothesis that dealt with the strategic decisions was positively associated with the consensus among peers. A likely reason for this may come from the fact that organizational actors are more sensitive to issues involving strategic management decisions. In this context, the model was better explained from the perspective of counseling ties, as empirical studies are more related to task, power, and resource allocation.

According to Mcpherson and Smith-Lovin (1987), friendship dyads are as heterogeneous as if pairs were formed by a general population without any kind of structure. Previous empirical studies have found that bonding with people from the same group, as well as with people outside the group, are important sources for exchanging resources related or not to the task (GIBBONS 2004; YUAN; GAY, 2006; YUAN, 2007; BAUM; ROWLEY, 2008; OPPER et al., 2015). The results of our study provide significant evidence that and network analysis can explain the consensus regarding the strategy performed. The interaction between individuals affects the opinions of others in collective decisions, so the behavior of everyone in the network cannot be underestimated.

Regarding the management of the researched hospital unit, evidence suggests that the consensus among peers regarding “management instability” can indeed compromise development and influence the organization's strategic directions. Any change in the human order, for example, implies an attempt to renew the psychological contract between the individual and the organization. Thus, dimensions such as trust, respect, faith, authority, justice, among others, will also be renewed and once again put to the test (BRASS, 2004; BELL; ZAHEER, 2007; KILDUFF; OPPER et al., 2015; LAWRENCE; SHAH, 2020).

The results obtained with the E-Index (which allows evaluating the quantity and density of ties within and between) of the categories of analysis, showed that the frequency of counseling ties is related to resource allocation decisions, that is, power in organizations (BRASS, 2004; YAN, 2007). It is also important to highlight that is able to interfere in relationship ties through the competition that exists within organizations, which leads to the formation of relationships between superiors and subordinates. The result is the establishment of power relations where actors better positioned in the network, obtain more easily access to key information and resources, making other actors become increasingly dependent on their actions (BRASS et al., 2004). Therefore, the research results showed that the consensus can be influenced by dyadic homophily even in a highly complex environment such as the hospital.

The fact that they are associated with people with similar characteristics (the principle of homophily) reflects the environment in which the individual is inserted. Their aspirations or frustrations arise among other things the relations established in the networks and the number of connections that it can establish. The perception of people in these terms is directly associated with the time and energy spent to understand certain actions. This decreases in relation to those actions that are not being understood, that is, it has to do with the availability of time (MCPHERSON; SMITH-LOVIN; COOK, 2001). The research results are in agreement with the empirical studies that constitute the principle of considered in the relationship networks. The bonds of counseling and friendship constitute what the theory considers favorable to the establishment of connections. In some moments, the relationships are more likely to exist inside the partition itself (see explanation E-Index negative) in others, (E-Index positive) outside the partition depending on each situation (KRACKHARDT; STERN, 1988). In our research, the hypotheses predicted similarity (dyadic homophily), not the other way around. In cases where the results of the beta indices were negative, they showed an association with the differentiation from the other.

Therefore, the main contribution of this article was precisely the analysis of the relationships immersed in intraorganizational networks in a complex organization, such as a hospital unit. How it responds to changes in

the environment, based on the consensus with the strategy carried out, expanding discussions on the structural characteristics of the network.

Other consensus research has not found consistent relationships about performance at certain organizational levels, so this study suggests that future research will address other types of networks. In this way, they can identify consensus with the strategy on other perspectives. Considering these theories, it is about seeking to analyze and explain in greater depth the relationship between intraorganizational networks and consensus in relation to strategy, based on a certain hierarchical level. In this case, it is suggested that consensus can be studied at the lowest levels of the organization, which have been neglected until then in research (WOOLDRIDGE; FLOYD, 1989; MAHTO; DAVIS, 2012).

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Table 1 - N, Mean, Standard deviation of variables

	N	$\bar{x}$	***S***
P1- Variety of services	113	3,11	1,07
P2- Training and improvement	113	3,23	0,97
P3- Customer satisfaction	113	4,07	0,69
P4- Outdated structure	112	3,02	1,02
P5- Information Technology	113	3,10	0,92
P6- Marketing actions	113	3,70	0,92
P7- Accreditation process	113	2,81	0,76
P8- Hospital accreditation	113	2,80	0,79
P9- People change	113	3,03	0,89
P10- Unstable management	113	2,90	0,94
P11- Quality service	113	4,03	0,86
P12- Strategic involvement	113	3,35	1,00
P13- Hospital costs	113	3,27	0,81
P14- Lack of equipment	113	2,97	1,23
P15- Democratic management	113	2,88	0,95
P16- Escassez de recursos	113	2,88	1,04
P17- Tomada de decisões	113	3,18	0,68
P18- Mudança estrutura organizacional	113	3,13	0,74

$\bar{X}$ is the mean and *S* is the standard deviation.
N is the number of respondents for each question.

Table 2 - Sample description

	N	**%**	$\bar{x}$	***S***
Age	113		36	8,34
Company time	113		28	52,56
Gender				
Female		81,4		
Male		18,6		
Schooling				
Complete first degree	13	11,50		
Incomplete first degree	4	3,54		
Complete High-school	37	32,74		

Incomplete High-school Incomplete higher education Complete higher education Technical course	4 22 21 12	3,54 19,47 18,59 10,62		
Nursing Nursing technician		 ,3		
Marital status Single Married		 42 58		
Occupation/role Function Technical position Supervisor Coordinator Manager Director Specialist (doctors not managing)		 51,3 35,4 5,3 1,8 ,9 1,8 3,5		
Department	113			
Administrative sector Maintenance Nursing Ambulatory Diagnostic support service Pharmacy Safety Hospitalization		10,6 1,8 2,7 3,5 3,5 4,4 5,3 7,1		
Health, nutrition and diet Hotel services Workstation 1		10,6 11,5 18,6		
Workstation 2 Physician Operational management		14,2 4,4 1,8		

To test the hypotheses, 18 models were developed according to Table 3 of multiple regression - *Multiple Regression Quadratic Assignment Procedure Double Dekker SemiPartialling* (QAP).

Table 3 - Multiple Regression Models QAP (DSP) – Models 1 to 9

	Model 1	**Model 2**	**Model 3**	**Model 4**	**Model 5**	**Model 6**	**Model 7**	**Model 8**	**Model 9**
	P 1	**P 2**	**P 3**	**P 4**	**P 5**	**P 6**	**P 7**	**P 8**	**P 9**
Intercept	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000
Age	-0,0959	0,0976	0,1236	0,2309*	-0,1546	-0,1561	0,1129	0,1208	0,0370
Time at organization	0,0831	0,0409	-0,3243**	-0,1405	-0,1209	0,0633	-0,1377	-0,0278	0,1148
Schooling	0,0000	-0,0000	-0,0000	0,0000*	0,0000	0,0000	-0,0000	-0,0000	0,0000
Function	-0,0000	0,0000	0,0000	0,0000	-0,0000	-0,0000	0,0000	0,0000	-0,0000
Sex	-0,0000	0,0000	-0,0000	-0,0000	-0,0000	-0,0000	-0,0000	-0,0000	0,0000
Work shift	0,0000	-0,0000	-0,0000	0,0000	0,0000	0,0000	-0,0000	-0,0000	0,0000
Counseling ties	0,0000	-0,0000	-0,0000	0,0000	0,0000	0,0000	-0,0000	-0,0000	0,0000
Friendship ties	-0,0000	0,0000	0,0000	-0,0000	-0,0000	-0,0000	-0,0000	0,0000	-0,0000
E-I Sector x Counseling ties	0,2285	-0,0245	-0,1753	0,1780	0,2141	0,0891	-0,0372	-0,1171	0,3139*
E-I Sector x Friendship ties	-0,0329	0,0097	0,2631*	-0,0282	-0,1913	-0,0051	0,0574	0,1998	-0,3271*
R^2	0,054	0,015	0,098	0,068	0,076	0,028	0,018	0,030	0,061
R^2 Adjusted	0,054	0,014	0,097	0,067	0,075	0,027	0,018	0,029	0,060
P-value	0,007	0,104	0,003	0,004	0,002	0,041	0,077	0,037	0,007
No. of observations	11772	11772	11772	11556	11772	11772	11772	11772	11772

Standardized coefficients.

* p < 0,05. ** p < 0,01.

Table 4 - Multiple Regression Models QAP (DSP) – Models 10 to 18

	Model 10	**Model 11**	**Model 12**	**Model 13**	**Model 14**	**Model 15**	**Model 16**	**Model 17**	**Model 18**
	P 10	**P 11**	**P 12**	**P 13**	**P 14**	**P 15**	**P 16**	**P 17**	**P 18**
Intercept	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000	0,0000
Age	0,1307	0,2804**	0,1896*	0,0621	-0,0457	0,0911	0,1970*	0,1136	0,0809
Time at organization	0,1512	-0,2874**	-0,0440	-0,0129	-0,0904	-0,1509	0,0015	-0,2370*	-0,1914*
Schooling	0,0000	-0,0000	-0,0000	0,0000	-0,0000	-0,0000	0,0000	-0,0000	-0,0000
Function	-0,0000	0,0000	0,0000	-0,0000	0,0000	0,0000	-0,0000	0,0000	0,0000
Sex	0,0000	0,0000	-0,0000	0,0000	0,0000	-0,0000	-0,0000	-0,0000	-0,0000
Work shift	0,0000	-0,0000	-0,0000	0,0000	-0,0000	-0,0000	0,0000	-0,0000	-0,0000
Counseling ties	0,0000	-0,0000	-0,0000	0,0000	-0,0000	-0,0000	0,0000	-0,0000	-0,0000
Friendship ties	-0,0000	0,0000	0,0000	-0,0000	0,0000	0,0000	-0,0000	0,0000	0,0000

E-I Sector x Counseling ties	0,2216	-0,0311	-0,1857	0,1999	-0,2588*	-0,2701*	0,2464*	-0,2448	-0,3056**
E-I Sector x Friendship ties	-0,3756**	0,0159	0,2094	-0,2169	0,1404	0,2809*	-0,1137	0,2559*	0,2916**
R^2	0,103	0,095	0,049	0,024	0,046	0,049	0,071	0,068	0,066
R^2 Adjusted	0,102	0,094	0,048	0,023	0,046	0,048	0,070	0,067	0,065
P-value	0,001	0,001	0,014	0,055	0,010	0,007	0,002	0,004	0,006
No. of observations	11772	11772	11772	11772	11772	11772	11772	11772	11772

Standardized coefficients.

* $p < 0,05$. ** $p < 0,01$