

# “Impact of Team Characteristics on Team Performance” (Hospitals of Lahore Pakistan)

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## ABSTRACT

**Objective:** The main objective of the study to find out the relationship between team behaviors characteristics and team performance. This article is helpful to explore the relationship between team behavior, characteristics and performance of the in terms of role clarity, openness to change, goal motivation and cohesion.

**Study Design:** Observational / descriptive / cross sectional study

**Place and Duration of Study:** This study was conducted in Global Institute (CFE Campus) Lahore from January 2015 to July 2015.

**Materials and Methods:** Samples were collected from the medical directors of public and private hospitals of Lahore. Questionnaire was conducted in the form of closed ended question. Survey was conducted from June. During the survey, overall 35 questionnaires were distributed. Participant responded the questionnaire on scale of 1 to 5.

**Results:** The overall adjusted R-square is (0.739) its mean that the team performance is 73.9% depends upon these factor in this research we also analysis the factor individually. Cohesion is only variable that contributes only (0.100) 10%, Role Clarity (0.421) 42.1%, Goal Motivation (0.403) 40.3% and openness to change is (0.264)26.4% respectively. All the variables are highly significant other than cohesion.

**Conclusion:** Medical Directors of Public & Private Hospitals are agreed with the statement regarding team performance, role clarity, goal motivation, openness to change.

**Key Words:** Team Performance, role clarity, openness to change, goal motivation and cohesion

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## INTRODUCTION

Strategies are the backbone to operate the organization because it clearly create the road map how to work. Organization function work together to achieve its goals and these functions are operated by the group of people who work together to get things going. These people work in group to achieve its goals that is why a good team will last you a good result. Both the factor are responsible for the success of a team one is internal factor and other is external factor.<sup>1</sup> Every team have some characteristics which are responsible for their success some times its norms and sometime its cultural

implication which lead them not to perform their work but if a person need to grow they should know that the effectiveness will come when they work as a team.<sup>1,2</sup>

A decade ago it was consider that the individual can work more efficiently and effectively because of their capabilities, but now a days the team approach were more effective in working environment than a single man approach. Now a days the world is becoming globalized and due to technologya team can be perform regardless of country specification. According to Beckman (1972) there are four areas which make the team more effective in today’s world these four characteristics are consider to be the main roles in the team.<sup>1,2,4</sup>

In this study we are exploring the relationship between team characteristics (behavioral perspective) impact on hospital performance. Team out comes will be achieve by the help of every team member. Team work increase the synergy effect which helps the team to complete its work.<sup>4,5</sup> In Pakistan the team characteristics in a behavioral perspective were not investigated that is why this paper will help the research empirically that how team will performance will affect the hospital outcomes. The RBV (Resource Base View) also support the theoretical model because it deals with the internal resources of the organization. The main

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features are role clarity, goal motivation, cohesion and openness to change.<sup>2, 3, 4</sup>

According to Hackman (1990) they investigated that the group decision makes a positive impact on hospital performance they also empirically investigate that leadership style, cohesiveness and coordination were play a part in the hospital overall performance.<sup>5,6</sup>

According to Levine & Moreland (1990) they gave us the model which shows group effectiveness and group structure useful for performance evaluation.<sup>5</sup> another author Cohen & Ledford (1994) empirically test the twelve features which comprises of some behavioral characteristics which included that all the group or team member clearly know what's their role in this group, they know they have to contribute, two way of communication will increase the effectiveness, Leadership role should be clear, motivation level must be high, synergy effect reduces the workloads<sup>7</sup>. According to Anderson & Sleaf(2004) empirically drive that the responsibilities and authorities clearly define in a team otherwise the desire goals can't be achieved<sup>8</sup>.

**MATERIALS AND METHODS**

Many researcher empirically work on these variables which includes the team characteristics (behavioral perspective) which shows the director relationship between them but in the context of healthcare sector it was not investigated. Peoples are different from each other they have different thoughts and have different style of doing work that is why conflict arise. In organization different people came from different background and they all have to work for their organization because the common goal of all the employee is the growth of that organization where they work but due to different personality characteristics it's very difficult to manage all the people at one place. If all the works are correlated with each other and they have some common characteristics than they work with more motivation and the task will be completed before time.<sup>10, 11</sup>

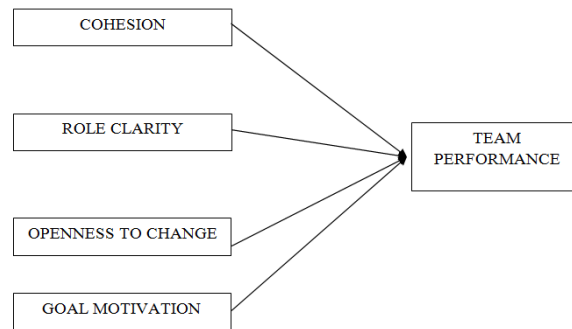
It is understood that if you hire a right person for a right job than the individual performance will increase and if the performance of an individual increase it increase the team performance in which this person is working. It's very difficult to build a team which have all the characteristics because of the behavior of individual some person carries the dominant behavior some carries compromising behavior.<sup>12</sup>

Time resolve all the matters, when developing the team it is necessary to give them a little time to know each other if there is a conflict between them it is only resolve by passage of time and the collective approach by each member of the team. If they resolve the problem with in the team then they show you the most achieving targets as by the time passing by<sup>13</sup>.

Previous researcher investigated that behaviors characteristics are very critical and different

organization have different behavioral features. In developed countries team characteristics are the basic factor discuss while making the team because its outcomes will affect the hospital performance<sup>17</sup> we may call cohesiveness as a positive group member who work positively and it is linked with the hospital performance. It is empirically prove that the performance and cohesion have a relationship.<sup>16, 17</sup> Group cohesion and group performance is also investigated in pervious studies<sup>19,21</sup>.

**Theoretical Framework:**



**Figure No.1: Dependent & Independent Variables**

**Hypothesis:** H0=Evaluation of team performance on the basis of team characteristics is possible.

H1=Evaluation of team performance on the basis of team characteristics is not possible

In this paper the dependent and independent variables relationship will be checked the dependent variables is team performance and the independent variables are openness to change, role clarity, cohesiveness and goal motivation in the hospital sector of Lahore Pakistan. Questionnaire as a data instrument and cross sectional method is used for this study.

**RESULTS**

**Table No.1: List of the Hospitals - Hospitals Details**

		Frequency	%age	Valid %age	Cumulative %age
Valid	Services Hospital	10	28.6	29.4	29.4
	Jinnah Hospital	2	5.7	5.9	35.3
	Sheikh Zaid Hospital	2	5.7	5.9	41.2
	Hijaz Hospital	6	17.1	17.6	58.8
	Farooq Hospital	6	17.1	17.6	76.5
	Sadan Hospital	8	22.9	23.5	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Before analyzing the data the normality of data is checked. The reliability value is 0.746 which is almost equal to 75% that shows the data is highly reliable. The questionnaire consist of 26 items adapted from the article siok sim agatha heng<sup>20</sup>

In this study the questionnaire were distributed to different medical directors through convenient

sampling. Total six hospitals were contacted and questionnaire was given to 34 medical directors. The above table summarizes the number of medical directors contacted in each hospital. The highest frequency of the medical director is from Services Hospital as seen in the table.

**Table No.2: Summary of correlation of variables**

Correlations (n=34)					
Details	Cohesion	Role Clarity	Goal Motivation	Openness to Change	Team Performance
Cohesion	1 34				
Role Clarity	-0.1723 Sig= 0.3321	1 34			
Goal Motivation	0.4573** Sig= .0071	0.1897 Sig= .2845	1 34		
Openness to Change	0.1544 Sig= .3842	0.3591* Sig= .037	0.4612** Sig= .0061	1 34	
Team Performance	0.3165 Sig= .697	0.6491** Sig= 0.0	0.6357** Sig= 0.0	0.514** Sig= 0.02	1 34

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

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

**Table No. 3: Model Summary**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.859a	0.739	0.7032	0.27965		
<b>a. predictor: (constant), Openness to change ,Cohesion, Role Clarity , Goal Motivation</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.316a	0.1	0.0723	0.4941		
<b>a. predictor: (constant),Cohesion</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.649a	0.421	0.4034	0.39621		
<b>a. predictor: (constant),Role Clarity</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.635a	0.403	0.3845	0.40236		
<b>a. predictor: (constant),Goal Motivation</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.514a	0.264	.2416	0.44665		
<b>a. predictor: (constant),Openness to change</b>						
Anova <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.866	1	0.866	3.548	.0691a
	Residual	7.813	32	0.244		
	Total	8.679	33			
<b>a. Predictor : Constant Cohesion</b>						
<b>b. Dependent Variable : Team Performance</b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.655	1	3.655	23.29	.0000b
	Residual	5.023	32	0.157		
	Total	8.679	33			
<b>a. Predictor : Constant :Role Clarity</b>						
<b>b. Dependent Variable : Team Performance</b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.498	1	3.498	21.61	.0000a
	Residual	50181	32	0.162		
	Total	8.679	33			
<b>a. Predictor : Constant : Goal Motivation</b>						
<b>b. Dependent Variable : Team Performance</b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.295	1	2.295	11.5	0.0021a

	Residual	6.384	32	0.199	
	Total	8.679	33		
<b>a. Predictor : Constant : Openness to change</b>					
<b>b. Dependent Variable : Team Performance</b>					

**Table No.4: Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	2.6341	0.7331		3.594	0.001
	Cohesion	0.3801	0.2021	0.316	1.884	0.069
a. Dependent Variable : Team Performance						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
2	(Constant)	1.0672	0.6132		1.74	0.091
	Role Clarity	0.7322	0.1522	0.649	4.826	.000
a. Dependent Variable : Team Performance						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
3	(Constant)	1.7433	0.4923		3.546	0.001
	Goal Motivation	0.6133	0.1323	0.635	4.648	.000
a. Dependent Variable : Team Performance						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
4	(Constant)	1.7584	0.6674		2.636	0.013
	Openness to Change	0.5914	0.1744	0.514	3.392	0.02
a. Dependent Variable : Team Performance						

The Table 4 analyses are given below:

All the models show the constant variable in regression line are 2.6341, 1.0672, 1.7433 and 1.7584 respectively and the change variables values are cohesion (0.3801), role clarity (0.7322), goal motivation (0.6133) and openness to change (0.5914).

Table 2 shows the relationship between the dependent and independent variables, Team performance is significant with openness to change, goal motivation & role clarity and the cohesion value is more than 0.05 its mean that it is not correlated with the team performance.

Adjusted R square tells us the strength of the model over all the value is 0.7032 which means a strong relation exist between the variables in other words we can say 70% of the dependence is due to these variables “goal motivation, role clarity, openness to change and cohesion”.

If we divide these variables one by one we found that cohesion (7%), role clarity (40%), goal motivation (38%) and openness to change (24%) of the change in team performance is attributed by these variables individually. Anova value show the significant values which shows us the correlation of variables. If the value is less than 0.05 its mean it’s correlated with each other if greater than this its mean that correlation not exist between the variables. In this study the significant value of role clarity, goal motivation and openness to change are 0.00, 0.00, and 0.0021 respectively these values are

less than 0-05 its mean they all are significant to team performance. Only cohesion value is 0.0692 which is greater than 0.05 which mean they are not significant to team performance.

## DISCUSSION

Previous research support the relationship between the independent and dependent variables used in this study. After the empirically test we came to know that our three variables (role clarity, openness to change and goal motivation) got support from the analysis perform in this study only the cohesion is not found significant and we may suggest that this variables can’t support the team performance. Other than these variables there are many other variables that support the firm performance due to lack of resources and time constrains we can’t take the more variables but as the result support us the future direction should be more on other variables to check the team characteristics.

## CONCLUSION

After the finding of this empirical paper we came to know that the team behavioral characteristics play a

vital role in the team performance but it also depends upon the leadership style of the leader. It is understood that time will create the harmony with the team members and they know about the capabilities of the group members so they adjust themselves in such a way that there exist a relationship between we can't measure that relationship because of the integration of work between the team members. Pakistan is a developing country so we need to support each other to gain a competitive edge in terms of empirical research this research is a baby step towards the development of research atmosphere in the country.

In any country the healthcare sector of Pakistan is one of the most important areas to be developed so that research help the future researcher to explore more options in terms of cognitive development of team characteristics and the impact of these behavioral approaches and cognitive approaches which lead us towards the healthcare development or firm performance.

**Conflict of Interest:** The study has no conflict of interest to declare by any author.

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