

## **DETERMINING THE ROLE OF TEAMWORK, LEADERSHIP COMMUNICATION, COMMITMENT, SELF EFFICACY AND ITS IMPACT ON ORGANIZATION**

Zunnoorain Khan, Saqib Shahzad, Nasir Karim and Amjid Amin

### **ABSTRACT**

*This paper aims to examine the combined effects of self efficacy and organizational commitment on employees' transfer of knowledge/skills acquired through teamwork. The questionnaires were distributed to 200 permanent doctors and staff nurse employees working in a health care sector of Peshawar comparative analysis of RMI and North West Hospital. Each of the independent variables examined added incrementally to the prediction of teamwork and its impact on organization. Moreover, self-efficacy was found to act as an important factor in the communication of an organization. High self-efficacy was found to strengthen both achievement commitments, whereas low self efficacy weakened these relationships. The study has practical implications by providing insights into ways of engaging employees in transferring the skills acquired during. This investigation extends previous research by demonstrating that self-efficacy acts as an accentuating factor in the relationship between organizational communication and organizational commitment orientations. The comparison between the teamwork of both hospitals showed that the RMI's teamwork is less effective and efficient than the teamwork of northwest hospital in which leadership role play significant position for better outcomes and for more effectual achievement of organizational goals.*

**Key Words:** Teamwork, leadership, Commitment, Communication, Self-efficacy.

### **INTRODUCTION**

The world in which healthcare professionals practice is changing and patient-care is becoming team based rather than managed by individuals. The increasing trends in specialization and division of labor in health professions training and practice, as well as the expanding scope of the concept of health and the corresponding interdisciplinary work it thus encompasses, have resulted in the emergence of such team based healthcare (Nagi, 1975; Baldwin Jr, 1996). In this background, successful teamwork is being recognized as a necessity for many aspects of effective healthcare, from acute care settings to shared care in primary or chronic care settings

Hospitals play an imperative role in the economy of any country because they are the parts of basic infrastructure of any area. So better health care facilities can improve work force and growth of the region. In Khyber Pukhtunkhwa, the two leading private hospitals RMI and Northwest General Hospital provide state of the art health care facilities to the people of whole province with friendly environment, safety, quality care

with compassion, dignity and respect.

Northwest's mission is to raise the long-term health status of our community by providing personalized and quality care with compassion, dignity and respect. We aim to do this by offering world class treatment by experienced staff and faculty. Whereas RMI's mission is providing quality medical care and education to the population of the region. Teamwork in any organization is like everyone doing their respective jobs but also dependent upon each other like a human body. Teamwork provides specialized personals to perform their tasks and also with accordance with the other members of team. Teamwork includes efficiency, communication and sustainability. Less work load upon every member of the team. Every member is only responsible and as well as dependent upon each other.

Teamwork depends upon many variables but the most focused ones are; self-efficacy, leadership, commitment, communication.

### **Significance of The Study**

This study is significant for hospitals and policy makers of the organizations. It tells us the importance of teamwork in organization and aware us from the working body and managing mechanism of both hospitals. Also enlightens us the role of these two hospitals in the region and in the private health care sector of the province.

### **Objective of Study**

The core objective of the study is to understand and find the comparison between teamwork and its four major components, leadership, commitment, communication, self-efficacy and its impact on private health sector.

### **Problem Area**

It is a vital belief in human resource management to develop and retain employees because employees are the most important determinants for success of the organization. It is true in service organizations that greatly rely on good behavior and efforts of employees (Shah, Memon, & Laghari, 2011). The increasing demand for competent employees has forced organizations to design such strategies of keeping their valuable employees. A revolutionary change in the health sector has created several challenges for hospitals to compete in the quality and quantity. In order to fulfill the quality demands of medical care, hospitals need highly knowledgeable and skillful doctors

## **LITERATURE REVIEW**

Since this research study intends to analyze whether private hospitals have adopted certain special measures for teamwork interventions and whether such measures have turned out in to positive employees commitment toward their organizations, also this research analyze the role of self efficacy and communication. It seems necessary that relevant literature on four aspects of this study – team work, employees' commitment,

self efficacy, and organizational communication- is presented and studied; accordingly, this section concentrates mainly on presentation and discussion of the four stated concepts, and their related aspects.

### **Team Work**

The role of effectual teamwork is critical to the achievement of any industry. The positive effects of productive teamwork can energize an entire organization, just as the negative effects of a lack of teamwork can cripple an organization. An essential ingredient to effective teamwork is attracting and keeping the right team members. No matter how hard a group of people try to work together and create an effective team, without the right people for the job, the team will inevitably fail. Whether you are a team leader or a team member, teamwork is important (Steve Jaros, 2007).

### **Communication**

Communication can be defined as the exchange of an information, thought and emotion between individuals of groups, in other words, communication plays a fundamental role in balancing individual and organizational objectives (BOYACI, 1996)

### **Commitment**

Commitment has been broadly explored because it affects individual's mind-sets and behaviors towards the place of work. Theorists advocate that commitment determines behavior autonomously of other objectives or attitudes it might compel to the line of action or behaviors even if motives are in conflict with their behaviors. Thus the phenomena, commitment can direct people to behave in ways that, from the view of impartial observers, on the other hand they might be in contrast to their own self-interests (Meyer & Herscovitch, 2001).

### **Self-Efficacy**

Self-efficacy has been found to predict skill acquisition and maintenance (Chen et al., 2006; Ford et al., 1992; Gist et al., 1991; Tannenbaum et al., 1991), while it has also been associated with overall work performance (for example, Judge & Bono's, 2001, meta-analytic study). In regard to training transfer, numerous studies have demonstrated that self-efficacy is positively related to transfer, or at least to intention to transfer (for example, Axtell et al., 1997; Chiaburu & Marinova, 2005; Gist et al., 1989; Saks, 1995; Stevens & Gist, 1997). Similarly, according to Switzer et al. (2005), trainees with low self-efficacy are less open to new situations and thus less likely to benefit from their participation in a training program. Self-efficacy is thus associated with the existence, or absence, of self-aiding thought patterns that determine the level and persistence of effort; for instance, trainees with confidence in their own skills are likely to redouble their efforts when faced with challenges (for example, Bandura, 1997); on the contrary, trainees with low task competence have been found to tend to withdraw

their efforts (Elliott & Dweck, 1988). As regard training, employees with high confidence in the skills they possess are more likely to learn the contents of the training have positive expectations about it and also have the intention to apply the newly acquired skills on the job (Quiñones, 1995).

## METHODOLOGY

### Research Design & Sampling:

It is a causal research, to investigate the relationship between leadership, self-efficacy, organizational commitment. The primary data is collected from permanent doctors, staff nurses, providing their services in Rehman medical institute and northwest hospital. The results and analysis are based on data collected by the pre-specified questionnaires. The data has been collected in such a way that it covers the issues related to the topic. Systematic sampling technique is used in the conduct of present research. The sample size was 200, 100 each for equal distribution of sample, questionnaires were distributed to doctors, staff nurses of RMI, North West Hospital

### Hypotheses

- H1:** *Leadership has positive and significant relationship with Teamwork.*
- H2:** *The role of Self-Efficacy has positive and significant Relationship with teamwork.*
- H3:** *Organizational Commitment has positive and significant relationship with team work.*
- H4:** *The role of communication in an organization will have positive and significant relationship with teamwork.*

## DISCUSSION & ANALYSIS

**Table 1:** Correlations

	Leadership	Self-efficacy	Commitment	Communication
Teamwork	.083**	.401**	.360*	.575**
	.513	.001	.003	.000

Correlation analysis shows the strength of association between two or more variables. In the above table the value of correlation between Teamwork and Leadership is .083 with  $p = .513$  representing that there is 8.3% association between these two variables. This association is insignificant.

The value of correlation between Teamwork and Self-efficacy is .401 with  $p = .001$  representing that there is 40.1% association between these two variables. This association is significant.

The value of correlation between Teamwork and Commitment is .360 with  $p = .003$  representing that there is 36.0% association between these two variables. This association is significant.

And the value of correlation between Teamwork and Communication is .575 with  $p = .000$  representing that there is 57.5% association between these two variables.

**Table 2: Regression**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>Leadership</b>	.050	.081	.058	.617	.539
<b>Self-efficacy</b>	.384	.123	.304	3.124	.003
<b>Commitment</b>	.226	.086	.256	2.616	.111
<b>Communication</b>	.338	.078	.437	4.343	.023
<b>Dependent Variable: Teamwork</b>					

The above table of Regression shows the value of  $\beta = .050$  representing that one unit increase in Leadership will cause 50% increase in Teamwork. The value of P is = .539 which shows that Leadership has insignificant effect on Teamwork.

And the value of  $\beta = .384$  representing that one unit increase in Self-efficacy will cause 38.4% increase in Teamwork. The value of P is = .003 which shows that Self-efficacy has significant effect on Teamwork.

And the value of  $\beta = .226$  representing that one unit increase in Commitment will cause 22.6% increase in Teamwork. The value of P is = .111 which shows that Commitment has insignificant effect on Teamwork.

And the value of  $\beta = .338$  representing that one unit increase in Communication will cause 33.8% increase in Teamwork. The value of P is = .023 which shows that Communication has insignificant effect on Teamwork.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	.686a	.470	.435	.27298
a. Predictors: (Constant), Communication, Leadership, Self-efficacy, Commitment				

$R = .686$  show strong positive correlation between Teamwork, Leadership, self-efficacy, commitment and communication.

Adjusted R square = 0.435 show that 43.5% variation in Teamwork is explained by Leadership, self-efficacy, commitment, communication.

**Table 4:** ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.967	4	.992	13.308	.000b
	Residual	4.471	60	.075		
	Total	8.438	64			

a. Dependent Variable: Teamwork

b. Predictors: (Constant), Communication, Leadership, Self-efficacy, Commitment

The ANOVA shows that P-Value of overall model is less than 0.05 so therefore the model is significant.

### Correlations

**Table 5:** Northwest General Hospital Analysis

	Leadership	Self-efficacy	Commitment	Communication
Teamwork	.444**	.631**	.526*	.624**
	.000	.001	.050	.003

Correlation analysis shows the strength of association between two or more variables. In the above table the value of correlation between Teamwork and Leadership is .444 with  $p = .000$  representing that there is 44.4% association between these two variables. The value of correlation between Teamwork and Self-efficacy is .631 with  $p = .001$  representing that there is 63.1% association between these two variables. This association is significant.

The value of correlation between Teamwork and Commitment is .526 with  $p = .050$  representing that there is 52.6% association between these two variables. This association is significant.

And the value of correlation between Teamwork and Communication is .624 with  $p = .003$  representing that there is 62.4% association between these two variables.

**Table 6:** Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Leadership	.040	.074	.042	.752	.046
Self-efficacy	.362	.152	.333	2.266	.004
Commitment	.336	.125	.298	5.745	.009
Communication	.365	.065	.526	3.158	.031

Dependent Variable: Teamwork

The above table of Regression shows the value of  $\beta = .040$  representing that one unit increase in Leadership will cause 40% increase in Teamwork. The value of P is = .046 which shows that Leadership has significant effect on Teamwork.

And the value of  $\beta = .362$  representing that one unit increase in Self-efficacy will cause 36.2% increase in Teamwork. The value of P is = .004 which shows that Self-efficacy has significant effect on Teamwork.

And the value of  $\beta = .336$  representing that one unit increase in Commitment will cause 33.6% increase in Teamwork. The value of P is = .009 which shows that Commitment has significant effect on Teamwork.

And the value of  $\beta = .365$  representing that one unit increase in Communication will cause 36.5% increase in Teamwork. The value of P is = .031 which shows that Communication has insignificant effect on Teamwork.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724	.321	.532	.36512
a. Predictors: (Constant), Communication, Leadership, Self-efficacy, Commitment				

R= .724 show strong positive correlation between Teamwork, Leadership, self-efficacy, commitment and communication.

Adjusted R square = 0.321 show that 32% variation in Teamwork is explained by Leadership, self-efficacy, commitment, communication.

**Table 8: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	3.967	4	.992	14.365	.003
	Residual	5.471	60	.075		
	Total	9.438	64			
a. Dependent Variable: Teamwork						
b. Predictors: (Constant), Communication, Leadership, Self-efficacy, Commitment						

The ANOVA shows that P-Value of overall model is less than 0.05 so therefore the model is significant.

## CONCLUSION

This study discovered the role of team work, communication, organizational commitment and self-efficacy; results concluded that role of team intervention in RMI is relatively less than North West hospital however the role of communication shows insignificant relationship in both the cases. Only one factor leadership has shown significant contribution to enhance organizational commitment in doctors and staff members. Support oriented culture significantly interacted with the Job characteristics

and hence proved that supportive organizational context is essential with the job content or work design. Job cannot be performed well with freedom and varied skills without supportive culture of organization from the leader. It means support oriented culture holds an important position and can turn into a valuable asset for hospitals to get better and prosper results and gain commitment in return. The role of self- efficacy give freedom to doctors use varied skills in hospitals methods, formulating effective communication and granting career opportunities within the organization are needed in health care sector of Pakistan.

### **LIMITATIONS AND FUTURE REASERCH**

This study has some following limitations and directions for future research. The sample size of 200 is not that large to reveal the accurate image of the health care sector of Pakistan, particularly in the framework of measuring the relationship between teamwork and organizational commitment, self-efficacy. To strengthen the research more sample size could be taken from this sector. The research is limited to only two hospitals. For broader perspective it should be done on more hospitals of different cities of Pakistan as there are cultural differences observed on other regions of country. The study is limited to only teamwork. There are more factors identified in health sector. In conclusion, this research presents solutions to some of the issues regarding the role of team work with the significance of self-efficacy of permanent doctors and staff nurse of RMI and North West Hospital of Peshawar region. Others are encouraged to examine these and other factors and commitment constructs both theoretically and empirically.

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**Zunnoorain Khan:** Lecturer at City University of Science and information technology. Currently enrolled as PhD Scholar at Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology (SZABIST) Islamabad; area of specialization is HRM, published five research papers in HEC and International Journals; presented one paper at international conference.  
Area of Interest; Organizational Development, Change Management  
Email; zunnoorainkhan@yahoo.com



**Saqib Shahzad:** Lecturer at Management Sciences Department, City University of Science and I.T, Peshawar. PhD Scholar at Institute of Management Sciences, Peshawar. MBA and MS (HRM) from Mohammad Ali Jinnah University, Islamabad. Published 07 research papers. More than 04 years of teaching experience at university level as a lecturer. Area of Interest: Organizational Behavior, Workplace Behaviors, Organizational Justice, Job and Work Stress. Organizational Conflict and Job Attitude.  
Email: saqibshahzad26@gmail.com



**Dr. Nasir Karim:** Associate Professor and currently work as a Dean of (IMIS) Cecos university Peshawar. More than eight years of teaching experience at public and private universities of Peshawar. Published more than 15 HEC and international research papers; areas of expertise are Entrepreneurship, HRM, Management  
Email: nasirbss@hotmail.com



**Dr. Amjid Amin:** Assistant Professor at Economics Department University of Peshawar. More than 7 years teaching and research experience in Public Universities as Lecturer.  
Email: amjideconomist@yahoo.com