Analysis of Teamwork, Organizational Commitment and Organizational Performance: A Study of Health Sector in Turkey

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ABSTRACT— *The aim of this study is to examine the effects of teamwork and organizational commitment on organizational performance in the health sector. This study sought to investigate specifically, the mechanism through which teamwork and organizational commitment influence employee's performance to their job schedules as well as to the organization. In the context of the study, the introduced model was tested by a questionnaire instrument with 27 items excluding the demographic variables. The study focused on the employees of public and private hospitals in Diyarbakir. The results suggest that there is a positive linear relationship between team work, organizational commitment and organizational performance variables. The findings of the study demonstrate that the employees of private hospitals have higher teamwork, organizational commitment and performance scores than public hospital employees. Also, some disparities were observed according to the demographic variables of the study.*

Keywords— Team working, Organizational Commitment, Organizational Performance, Health Sector

1. INTRODUCTION

One of the most important measures of efficiency in business life is employees' individual skills which are used in the organization. It can be pointed out that higher individual skills increase substantially the efficiency, effectiveness and achievements. However, at this point, teamwork is a core issue to be considered along with individual skills. Individual skills cannot positively affect the efficiency and success in every organization. Some organizations, where individual skills are limited, can still reach the goals of the organization by concentrating on teamwork.

From the teamwork perspective of the subject, health sector jobs which have vital risks are gaining more importance. That is to say, teamwork is vital at all levels of employees in the health sector. Teamwork can be expected to positively affect the organizational performance, increasing employee commitment to the organization.

Jobs in health care institutions rely heavily on teams[1]. Division of labor between doctors, nurses and other health care staff illustrate that health services cannot be done with a single professional group[2].

This case illustrates that the existence of an interdisciplinary health care system and health care institutions are dependent on teamwork in service delivery[3]. Therefore, effective teamwork is the basis of delivering health services.

The objective of this study is to determine hospital employee's thoughts about teamwork in the health sector. In this context, the level of teamwork background and organizational factors will be explained by the employees of hospitals in which the survey was carried out.

Although the concepts of teamwork, organizational commitment and performance are examined in different variations, only few studies have jointly dealt with these three different concepts. It is thought that the data obtained in this study will be useful for all levels of managers and academics who want to conduct research on this subject.

Thus, the research sought to answer the following major questions: Is there any difference between teamwork,

organizational commitment and organizational performance in public and private hospital employees?

2. LITERATURE REVIEW

2.1. The Concept of Team and Teamwork

Referring to earlier research on teamwork, efforts were made to the socio-technical goals in 1940-1950. However, effective work was made primarily on individual targets, and for social objectives in the subsequent years. In the 1960's and 1970's, social psychology laboratory studies examined the effects related to team interaction and processes. Later, team research became more interdisciplinary and pragmatic, and qualitative methods were used to evaluate team performance[4,5].

The "team" concept is often used as synonymous with the concept of "group". Many definitions have been made in order to explain the team concept in the literature. Although little difference is found between definitions, it is observed that the definitions convey many common points. Some of the definitions are given briefly below.

Team is a small group which focuses on a common goal, roughly performance targets exhibit a collective approach on jobs as they feel themselves responsible, and alleviate deficiencies of members by other members to achieve objectives[6]. Team is a group of people with different areas of expertise, set to achieve a common goal by combining knowledge and skills[7].

Team is a collection of individuals that govern the relationships within organizational boundaries. Team is interdependent in the task, shares responsibility of output, and members acknowledge themselves in one or more large social systems within an entire social system. Team is a unit of two or more people who interact in a coordinated manner to achieve a specific objective. There are three main elements in the concept of team. The first is that to be able to speak of the existence of a team, at least two or more people are required. Secondly, people of the team should act together in a regular interaction. Thirdly, members of the team should work together to accomplish a common objective[8].

Some researchers used the concept of team, instead of using the concept of group. However, some different researchers have revealed certain differences between concept of team and concept of group[9]. Tjosvold and Tjosvold (1991) defined a workplace team as members who support each other for a common cause in order to be effective and successful[10].

Katzenbach and Smith (1993) define the concept of team as a small group of people who are partners and responsible for a common objective, and dedicate themselves to the achievement of goals. Moreover, a team consists of people who have skills that complement each other[11].

Mohrman et al. (1995) defined team as a group of individuals who came together to produce and provide services in a common way. Team members typically share goals and complete common tasks to achieve them. Team members are interdependent in achieving the objectives and influence the results through interactions with each other. Team is also defined that the integration with other members is among the liabilities of each member, and members hold a common liability for the results[12].

Cohen and Bailey (1995) described a team as a collection of individuals who adopt interdependence in tasks and divide responsibility for outcomes that govern the relationship of organizational boundaries, and apprise themselves within an entire social system that is also perceived in the same way by others[13].

It is possible to point out the types of team in numerous ways. In many studies, different types of team are referred which vary depending on the environmental aspects, functions, goals, and elements. These are official teams, informal teams, parallel teams, project teams, continuous teams, functional teams, task forces, action and planning teams, management teams and more broadly discussed in the form of work teams[13,14,15,16,17,18,19].

A variety of definitions can be found in literature on the subject of teams. Teamwork has been defined by Hageman, (1995) as a way to produce permanent and constant clarifications to the crisis, collectively with people who decide together in joint decision-making. People are motivated through innovative and participatory methods in teamwork. If team members cannot be motivated sufficiently in line with the targets of growth and development, the members of the team cannot exist in an efficient and productive working environment. One of the key motivational factors is a person's sense of belonging to a group and a goal[20].

Another definition is that teamwork is a common vision, and the ability to work towards organizational goals[21]. Team work is a set of information, features and flexible conducts that ensure compliance with changing internal and external environments that interact with each other to achieve the desired objectives. Teamwork consists of capabilities, features, and released information with the support of teammates, goals and missions. Basically, the team is the body of coordinated and consistent performance that combines completion of the mission's objectives, and interrelated ideas, actions and emotions[22].

According to Garner, Salas's (2009) definition of team work emphasizes spontaneous and repetitive establishment which contributes to the performance outputs. Teamwork is noted as a process rather than an output[9,22].

In many studies, a number of factors which affect the team work were mentioned. These factors are fundamentally listed as, communication, culture, education, leadership, management support, and conflicts[23,24,25].

2.2. Organizational Commitment

In literature, it is seen that there are many different definitions for organizational commitment. The main reason for this fact is comprised of the structure of the relationship between the employee and the organization, and the holding of different views on how it develops

Organizations require commitment to survive and to achieve the objectives. Furthermore, organizations should continually invest in the human work force to achieve these objectives. Also, the developed and invested human resources should be preserved in the organization. In some research, employees with high organizational commitment expose higher performance than the employees with lower commitment achieving the organization's objectives. It was found that more committed employees had higher satisfaction, and therefore, the rate of absenteeism and staff turnover was lower[27,28].

There are different definitions by researchers from different fields in organizational commitment [29,30,31,32]. For instance, Morrow et al (1985) defined organizational commitment as the commitment of the employee to remain in the organization as a result of psychological commitment to the employer and adoption of the values and goals of the organization. When all the definitions are considered, three fundamental factors of organizational commitment are observed: employees believing wholeheartedly in the objectives and values of the organization and accept them, to exhibit all the abilities in favor of the organization, and to set up a sturdy mind-set in terms of organizational commitment[33,34].

Organizational commitment can be described as "the rank of individual's linkage with the organization and way of thinking to occur as an essential component of the organization"[35].

Organizational commitment can be summarized as a desire to remain a member of the organization, willingness to demonstrate a high performance within the organization, and confidence in the organization's goals and values[36].

With respect to the organizational commitment in the literature, three dimensional commitment model, developed by Allen and Meyer (1991), are frequently used. For emotional commitment, employees identifying and incorporating their own personality with an organization; in normative commitment, employees feel personally obliged with responsibilities and ethical concerns. People with normative commitment exhibit appropriate behavior by displaying loyalty to the organization and perform with the motivation to accomplish what is optimal for the organization. In the context of commitment, if employees leave the organization, they should bear the concern of cost and the lack of alternative employment[32,37].

Employees with organizational commitment strongly believe in the organization's goals and values and comply willingly with orders and expectations. Also, these members are putting a lot of effort on the minimum expectations for the realization of the desired goal, and demonstrate commitment to remain in the organization. Committed employees are internally motivated. Their intrinsic rewards come from the acts and positive outcomes rather than the conditions that are controlled by others[38].

Commitment to organizational goals is raising a particular role's level of achievement in terms of quantity and quality. Commitment is not only contributing to the reduction of absenteeism and labor turnover it is also when individuals are dedicated to organizational life and many voluntary actions which are necessary for the success of the system at the highest level[39].

The international field research conducted on organizational commitment demonstrated that organizational commitment increases the employees' performance, job satisfaction, and organizational productivity and decreases rate of staff turnover and absenteeism. Similar to this, personal characteristics, roles and job characteristics, structural characteristics, work experience, and status of the working environment are expressed as factors affecting the degree of organizational commitment[40].

2.3. Performance

Performance issues in the literature are divided into two parts, as individual performance and organizational performance. In this study, the focus was on the reason behind organizational performance. Organizational performance can be defined as the level of success in achieving the organization's objectives[41,42]. Performance is the consideration of the result, qualitatively or quantitatively of predetermined objectives, and the activities carried out in accordance with a plan. In other words, performance is a concept that refers to the measurement of whether an organizational goal is

achieved or not[43].

There may be many factors to capture at this level for an organization that exhibits a high level of performance. For instance, a flexible organizational structure is one of the most important elements of communication within an organization. Another main aspect for interior communication is management support within the organization[44]. Employees with the manager's support exhibit a higher concentration and performance in achieving organizational goals[45,46].

The main reason for preferring the teamwork-oriented performance is to ensure the realization of business objectives with high returns in a short period of time. Hence, high performance teams are formed with a mission. In other words, teams with high performance level reveal why they exist as a team by establishing their own set of rules and norms over time[47]. Teams with high performance positively affect efficiency as well as the motivation of its team members[8].

As a result of many studies, it is determined that plenty of mistakes have been made and the realization of having a positive outcome with teamwork is not simple. Moreover, organizations are unable to sufficiently receive benefits from the synergy of the emerging power of teamwork. Some of the results might be summarized as an effective technique to receive benefits from teamwork[47,48,49,50,51].

These are;

- Closely monitoring technology,

- Increased quality and production,

- Effective use of resources,

- Reduction of costs

- Quick decision-making process

- Ensuring a more comfortable, and safe working environment

- Gaining success in jobs that require high performance

- Making effective dialogue rather than arguments

- Decrease productivity and motivation and increase labor turnover rates and absenteeism.

If a team progresses in line with the objectives of the organization as planned, it can be stated that the team reveals successful and effective performance. A team enables the organization to meet its needs by outputs as well as satisfaction of the organization. These two results demonstrate the effectiveness and success of the team[52].

2.4. The Relationship between Teamwork, Organizational Commitment, and Organizational Performance Concepts

In literature, the number of studies that have dealt with the concept of team work, organizational commitment and performance is limited. However, a considerable numbers of studies that have dealt with organizational commitment and organizational performance, or organizational commitment and teamwork, can be found.

The success of an organization does not depend on maximizing the capabilities of the employees; it also depends on employees encouraged to be committed to the organization. With a skilled workforce, employee's commitment is a significant criterion for the accomplishment of an organization. To ensure its success, an organization needs to focus on both economic and social performances, and investing in employee loyalty is required instead of employee complaints[53].

A high or low degree of employees' organizational commitment is a crucial pathfinder for the success of the organization. For that reason, employees' commitment to the organization is extremely important for all sectors and all organizations[54]. In terms of the health sector, a multidisciplinary team approach is to find out how to cooperate for the elimination of repetition and gaps in the services of the members of health professions. However, employees should be in collaboration with other health disciplines, and support services, without compromising its essential mission[55].

Activities in the health sector are carried out mostly with professionalized employee groups, and their harmonious and functioning members. The success of a health care organization might be achieved by mobilizing willingly, available human resources toward the objectives of the organization. However, regardless of ownership, structure, and mode of production, no matter how much technology has advanced in all organizations, the objective is to not perform unless by affecting enthusiastically the human to use technology. Human resources are a fundamental and decisive input of all organizations. Therefore, it can be stated that the major factors affecting the hospital staff commitment and motivation are the leadership style that the management exhibits[56].

Organizations are more efficient when employees have high organizational commitment. Probability of exhibiting negative behaviors such as absenteeism, dismissing, and work delay of employees with high commitment is less than employees with lower commitment. The employees, who adopt the organization's objectives and work collaboratively as expected of them, increase the competitiveness of the organization. Besides, employees with higher commitment express positive opinions to the environment. This facilitates organizations to drag the qualified staff members of the organization[57,58,59]. When employees take action with the insight of commitment, it produces satisfaction and a reduction in burnout. In addition, it leads employees to perform with higher performance[60,61,62].

Based on the proceeding reviewed literature concerning teamwork, organizational commitment, and organizational performance, the following research hypotheses were formulated for this study:

H1: There is a positive linear relationship between teamwork and organizational commitment.

H2: There is a positive linear relationship between organizational commitment and organizational perfromance.

H3: There is a positive linear relationship between teamwork and organizational performance.

H4: Teamwork and commitment are key factors in organizational performance.

In view of the reviewed literature and the hypothesis, the following conceptual model can be developed (Figure 1). According to the model, there is a positive linear relationship between teamwork and organizational commitment. In addition, there is a positive linear relationship between organizational commitment and organizational performance. Moreover, there is a positive linear relationship between teamwork and organizational performance.
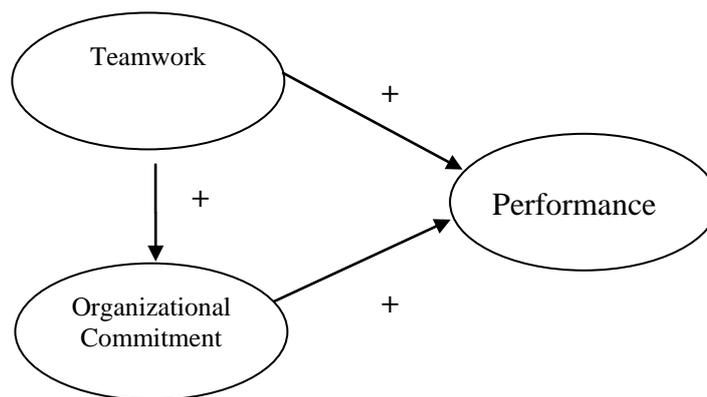

Figure 1. Conceptual Model

3. METHODOLOGY

Study Design and Sample: The research was conducted at public and private hospitals in Diyarbakır. The instrument consisted of 27 items. Approximately, 300 questionnaires were delivered randomly to the employees of public and private hospitals in Diyarbakır. Subsequently, all the participants were revisited to collect the completed questionnaires. A total of 268 completed questionnaire forms were evaluated for further analysis.

The survey instrument: The survey instrument consisted of questions derived from the literature. Three different scales were used in the collection of the data in order to identify the levels of employees' teamwork, organizational commitment, and organizational performance.

Demographic Information: Information about the demographic characteristics of the participants was collected, covering their age, gender, marital status, education level, occupational rank and total working years.

Teamwork Scale: The scale, developed by Starcevich (2010)[63], has been translated to the Turkish language by Celen (2011)[64]. To be used in numerous studies have confirmed its validity and reliability as a measure of organizational justice. A five-point Likert scale was used for each of the questions, scored from 1 to 5 where the number (1) means Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, and (5) Strongly Agree. The Cronbach's alpha score for

teamwork was found 0.90. Also, Skewness and Kurtosis scores are between -1 and +1, which indicate that the distribution is normal.

Organizational Commitment Scale: The scale was adapted by Bakiev (2011)[65] from Nyhan (2000)[66] and Porter-Smith (1970)[67]. A five-point Likert scale was used for each of the questions, scored from 1 to 5 where the number (1) means Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, and (5) Strongly Agree. The Cronbach's alpha score for teamwork was 0.85. Also, Skewness and Kurtosis scores are between -1 and +1, which indicate that the distribution is normal.

Organizational Performance: The scale was adapted by Bakiev[65] (2011) from Nyhan (2000)[66] and Sahin (2010)[68]. A five-point Likert scale was used for each of the 6 questions, scored from 1 to 5 where the number (1) means Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, (5) Strongly Agree. The Cronbach's alpha score is 0.78. Skewness and Kurtosis scores are between -1 and +1 which indicate that the distribution is normal.

SPSS 18.0 software was used to analyze the data using descriptive statistic, parametric test (t-test, ANOVA), correlation, and regression tests. Evaluation of the data was performed on the total scores of the participants' responses to each question. The level of significance was accepted as $p<0.05$.

4. FINDINGS

To test the hypothesis, demographic variables (Table 1), correlation (Table 2) and regression analysis (Table 3) were used.

Table 1 demonstrates the demographic information concerning the respondents. As shown in the table 1, 215 respondents participated from public hospitals, while 53 respondents participated from private hospitals to the research.

Table 1: Demographic Variables

Variables	Public Hospitals	Private Hospitals
	Frequency (%)	Frequency (%)
	n=215	n=53
Gender		
Male	99 (46)	19 (35,8)
Female	116 (54)	34 (64,2)
Age		
20-30	87 (40,5)	28 (52,8)
31-40	86 (40,0)	12 (22,6)
41-50	30 (14,0)	13 (24,5)
51+	12 (5,6)	-
Marital Status		
Married	143 (66,5)	36 (67,9)
Single	72 (33,5)	17 (32,1)
Education Level		
Primary School	5 (2,3)	-
Secondary School	42 (19,5)	16 (30,2)
University	146 (67,9)	21 (39,6)
Master	22 (10,2)	16 (30,2)
Title		
Doctor	18 (8,4)	16 (30,2)
Nurse	111 (51,6)	26 (49,1)
Medical Secretary	33 (15,3)	9 (17,0)
Administrative Staff	53 (24,7)	2 (3,8)
Working Experience		
1-5	85 (39,5)	18 (34,0)
6-10	40 (18,6)	13 (24,5)
11-15	34 (15,8)	13 (24,5)
16-20	28 (13,0)	4 (7,5)

21+	28 (13,0)	5 (9,4)

n: 268

Table 2 demonstrates that there is a positive significant linear correlations between teamwork, organizational commitment, and organizational performance ($p<0.01$). According to the correlation analysis results, research hypothesis one, hypothesis two, and hypothesis three (h_1, h_2, h_3,) were accepted.

Table 2: Correlation Analysis of Teamwork, Organizational Commitment, and Organizational Performance

Variables	**1**	**2**	**3**	**Mean**	**SD**
1. Teamwork	1	,644**	,760**	56,5037	11,8
2. Organizational Commitment		1	,655**	13,7201	3,88
3.Organizational Performance			1	21,2761	5,23

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

As shown in Table 3, the teamwork and organizational commitment variables explain 64% of total variance (Organizational Performance). Hypothesis four (h4) was also supported.

Table 3: Regression Analysis of the Teamwork, Organizational Commitment, and Organizational Performance

Dependent Variable	**R^2**	**Independent Variable**	**B**	**β**	***t***	**p**	**VIF**
Organizational Performance	**0.64**	Teamwork	.257	.580	11,72	0.000	1.81
		Organizational Commitment	.386	.286	5,78	0.000	1.81

In this model, there is no auto-correlation because the Durbin Watson scores were: $1.5 <d = 1.95 <4$.

Analyses by some demographic variables are as follow;

- The teamwork, organizational commitment and the organizational performance scores of private hospital employees are higher than public hospital employees (t: -3.83, $p<0.001$; t: -4.61, $p<0.001$; t: -4.02, $p<0.001$).

- Employees of 40 years and older indicate higher teamwork and organizational commitment scores than younger employees (F: 3.17, $P<0.05$; F: 5.23, $P<0.005$).

- High school graduates reported higher commitment scores compared to university graduates (F: 6.23, $P<0.001$).

- The employees with 6-10 years working experience indicated higher performance scores compared to employees with 11-15 years working experience (F: 3.31, $P<0.05$).

5. DISCUSSION

The result of this study suggested that significant relationships were identified between teamwork and organizational commitment, organizational performance and organizational commitment, and finally, between teamwork and organizational performance. The result is consistent with the results of the previous research[59,69,70,71].

The results of the study indicated that when the team activities of employees increase, the level of organizational commitment and organizational performance is expected to increase. Furthermore, it can be expressed that due to increased organizational commitment, the organizational performance of employees is expected to be positively affected. Another result suggests that the teamwork and organizational commitment significantly influence organizational performance. From this result, today's organizations, particularly the health sector, should provide additional weight to employees' teamwork for effective organizational performance. Moreover, management can arrange activities for enhancing employee's organizational commitment to increase employees' job performance.

Team work can be predicted as one of the effectively adopted of the health services and the application that is used to improve the performance of employees. In the organizations where teamwork is effectively implemented, adopting effective management practices such as employees' innovation, providing confidence, to engage in organizational performance-enhancing activities, managing by objectives and so on can come to the forefront.

Another result of this study revealed that private hospital employee's teamwork, organizational commitment, and performance scores were higher than of state hospital. This situation may be due to the low number of employees in private hospitals in this study. Another approach is that this case is affected by employees who worry about losing their job, capturing career and promotion opportunities, performance-based wage system or senior management support.

In this study, 40 years and older employees indicated higher teamwork and organizational commitment scores than younger employees. It can be interpreted from this result that experienced employees pay importance to teamwork, so that; their commitment to the organization can be increased depending on the experience. Another approach indicates that depending on experience, the sense of ownership of the job increases both the commitment and team spirit.

However, the employees with higher working experience indicated higher performance scores compared to the employees with lower working experience. This fact has arisen due to the age of the new hired employees. It is acceptable that average performance scores of an employee might be higher in the early years of working, compare with the following years.

The research also revealed that high school graduates reported higher commitment scores compared to university graduates. This case may depend on high school graduate's fear of losing their job, and due to low potential of alternative work. It can be interpreted that these concerns possibly may bring to the individuals a strong instinct of ownership of the job.

The main constraint in this study is that the research was limited to public and private hospitals operating in the Diyarbakır province. Furthermore, a limited number of surveys were applied in the study. Consequently, depending on the intensity of employees who work in the health sector, the probability of inadequate assessment of questionnaires is another constraint.

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