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The Role of Team Diversity and Work Cognition Inventory on Team Performance in the Healthcare Sector of Pakistan

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ABSTRACT

Diversified teams empower development; they additionally require team members to have strong social affiliations with their colleagues and leaders to help them perform at their best. Pakistan's healthcare system is currently facing many challenges. This study investigated the impact of team diversity and work cognition inventory on team performance in the healthcare sector of Pakistan. The research was carried out by using a quantitative methodological paradigm, followed by a positivist approach, in which respondents were selected via purposive sampling. The sample was taken from all eleven class-A Combined Military Hospitals (CMH) throughout Pakistan. Team satisfaction was taken as a mediator, while individual team members' creativity was taken as a moderator between the link of team diversity and team performance. Structural equation modeling (SEM) and Preacher and Hayes' regression approach were applied to measure the effects of mediators and moderators. This research explained that diversified teams performed better than homogenous teams if team members were satisfied while working with each other.

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INTRODUCTION

Background of Study

A meta-investigation of a team's viability has indicated that uniqueness and similarity both can increase a team's performance (Stahl et al., 2010). Differences present dissimilar concepts (Cramton & Hinds, 2014), while similarities among group-associates lead the group around mutual targets. Diversity pressures are vibrant and likely include persuasive procedures (Cramton & Hinds, 2014); they are not effortlessly uncovered without questioning teams working in organizations. However, focus and firmness in some teams created a sense of struggle as an unintended outcome of corporate standards coordinated crosswise in teams (Hajro et al., 2017). Therefore, greater social connections among team members result in high competence in team tasks.

Diversified teams empower development; they additionally require team members to have strong social affiliations with their colleagues and leaders to help them perform at their best (Hajro et al., 2017; Holvino et al., 2004). Investigating similar procedures is vital as they might mediate employees' perspectives regarding their organization (Jackson et al., 2003), which is the most significant yet additionally most argumentative procedure of diversified teams (Gibbs et al., 2013; Harvey & Kou, 2013). Thus, social capital has the ability to mediate the link between work cognition inventory and team performance.

Rationale of Study

Pakistan's healthcare system is currently facing many challenges. Although, from the face of it (in the documentation), healthcare facilities are flourishing in Pakistan. However, if we look deep inside, we observe poor management, low-quality services, and shortage of resources, i.e., drugs, un-trained staff, and scarcity of female staff. Moreover, it is seen as a 'New Normal' that doctors give more time to their private clinics to make more money in comparison to their primary assignments (Kurji et al., 2016). This research was carried out to find diversified teams' performance in the healthcare sector in Pakistan, and therefore, combined military hospitals (CMHs) working all over Pakistan have been selected as the population for the research. Due to the transfer of employees every 2 to 3 years in CMHs, it was suitable to get diversified team members working together in CMHs and investigating whether the team members share the information (social capital) regarding new research in the field, i.e., coronavirus vaccine. It is to analyze whether or not when working in newly made teams, the employees have the right to work in their own preferred style.

Undoubtedly, resource constraints are also one of the major hindrances to the effectiveness of Pakistan's healthcare system. Still, mal-governance, injustice, negligence, and unaccountability are deadly poisons that hamper not only the further allocation of resources but also the existing ones (Khalid & Abbasi, 2018). This gives rise to the following problem statement:

> "Due to no freedom to work creatively, diversified teams are unable to work together, resulting in decreased satisfaction & performance of healthcare employees."

LITERATURE REVIEW

Team Diversity and Team Performance

Existing research infers that team diversity is a twofold-edged sword: it appears to enhance the nature of group choice-making. However, it additionally improves the probability of process issues (Vanderheyden & De Baets, 2015; Horwitz & Horwitz, 2007). Two extraordinary ideal models are utilized to clarify these evidently opposing outcomes: the supplemental opinion and the integral opinion. The supplemental view involves the fact that social relations-oriented diversity negatively affects an assortment of results since individuals like to work with others like themselves (their 'supplements'). This view expands on the similarity-attraction worldview (Byrne, 1971), attraction–selection–attrition hypothesis (Schneider & Enste, 2000), social personality hypothesis (Tajfel, 1979) and self-classification hypothesis (Turner, 2012). The corresponding perspective view argues that task-oriented diversity is an asset instead of a weight. This view expands on the subjective asset assorted variety hypothesis (Horwitz & Horwitz, 2007) and data-preparing point of view (van Knippenberg & Schippers, 2007) or the correlative theory (Harrison et al., 2002), likewise named esteem in-decent variety speculation (Nakui et al., 2011). Thus confirming team performance to be linked with team diversity so that it can be assumed that;

H_1: *There is a positive relationship between team diversity and team performance.*

Team Diversity and Team Satisfaction

Cohen and Levinthal (1990) concluded that the absorptive limit and critical thinking capacity of people are probably going to increase with the assortment of learning arrangements, as echoed in different instructive majors. Despite the fact that there is an overall thought that team adequacy can be incredibly enhanced by diversified individuals, as conjectured by the psychological diversity worldview, firm deductions cannot be made from the present writing. One conceivable explanation behind these irregularities is that there might be a variety of connections between team diversity and team satisfaction. Costa (2003) argued that establishing cooperative relations and faith between individuals is the base of satisfaction within teams. However, team diversity has been suggested to have a more significant effect on team satisfaction and performance (Bell, 2007; Hollenbeck et al., 2004). So, it can be assumed that;

H_2: *There is a positive relationship between team diversity and team satisfaction.*

Team Satisfaction and Team Performance

Though teams are considered regularly as solitary units, any individual who has encountered life in a team can bear witness to the truth that individual colleagues can vary in incalculable ways. As indicated by social character and self-order speculations, heterogeneity makes it more troublesome for singular individuals to recognize and incorporate with a team (Turner, 1979). Yet a typical reason often connects colleagues, who may hold varying, and maybe contending, singular objectives (Brett & VandeWalle, 1999). These objective contrasts can possibly influence people's collaborations with their colleagues, at last forming their encounters and affecting team performance.

Gevers and Peeters (2009) guarantee that "because of a general spotlight on team performance factors in team diversity (heterogeneity), little is thought about the impact of (heterogeneity) on singular level satisfaction results, for example, colleague satisfaction". Given the predominance of work teams, colleague satisfaction is an essential thought since cooperation encounters will increasingly affect singular employee's satisfaction and other business-related behaviors and practices, e.g., responsibility, turnover, and relevant execution (Gevers & Peeters, 2009). Disappointed colleagues may limit their exertion, pull back from the team, or turn into a source of interruption for other colleagues (de la Torre-Ruiz et al., 2014). Furthermore, colleague satisfaction can be viewed as a critical individual result in its own particular right and a vital supporter of general prosperity. Thus, it can be assumed as,

H_3: *There is a positive relationship between team satisfaction and team performance.*

Moderating Role of Individual Team Member Creativity

Teams are utilized in regular work configuration to upgrade the development of innovativeness in organizations since the aggregate of learning, encounters, viewpoints, and thoughts of a group are considered to be bigger and wealthier than that of an individual laborer. In any case, past research on conceptualizing demonstrates that with regards to delivering thoughts, bunches are not generally as effective in creating thoughts as the same measure of people are (Diehl & Stroebe, 1987; Mumford et al., 2002). However, in spite of the fact that people generally create more

thoughts, the thoughts delivered by groups tend to be more imaginative (Mumford et al., 2002). One reason for this might be that group individuals can, on the whole, prevail upon, assemble, and encourage a common thought, and, in doing this, they think of novel ideas that are profoundly unique (Paulus & Brown 2007).

Past research contains an extensive variety of particular developments that are thought to be 'group inventive procedures', e.g., conceptualizing, successful correspondence (Bissola & Imperatori 2011); learning sharing (Kessel et al., 2012); point of view taking, data elaboration (Hoever et al., 2012); group reflexivity (West, 2012); and errand struggle (Fairchild & Hunter 2014). Thus, it can be hypothesized that;

H₄: *Individual team member creativity moderates the association between team diversity and team performance.*

METHODOLOGY

This examination concentrated on cross-sectional research design in light of the fact that in this investigation, the researcher needs to investigate the connection between team performance, team diversity, and work cognition inventory of the CMH staff working in Pakistan. The deductive approach is followed by a survey technique in which data has been collected via a mono-method approach using quantitative methodology.

Data is further collected through the survey technique as proposed by Sapsford (2007) for obtaining rich statistical data, in which a mono-method and cross-sectional design were used to distribute questionnaires among respondents.

The unit of analysis of this study is professionals from different departments working in Combined Military Hospitals, i.e., gynecology, surgical, dental, neurology, radiology, cardiology, dermatology, urology, gastrology, pulmonology, pathology, orthopedic, pedes, emergency, physiotherapy, eye, operation theatre, administration, ear nose & throat (ENT), Blood department, outpatient department (OPD), family wing, intensive therapy care (ITC), surgical ITC, nutritionist, anesthetist, psychiatrist, laparoscopy, officers ward and officers family ward. These professionals preferably include the head or the senior representative of these departments, who can give accurate data regarding the teams working in that department.

RESULTS

Assessment of Team Diversity Measurement Model

The standardized estimates of the Team Diversity measurement model are statistically significant and contribute to determining other factors. Multiple squared correlation coefficients (R^2) indicated strong internal consistency and uni-dimensionality of the scale. The standardized estimates (λ) of the TD measurement model also come as statistically significant. Moreover, all four items were loaded on specified constructs and showed significance in factor loading and squared correlation. Furthermore, the standardized estimates come within the threshold level. Figure 1 shows first order CFA of team diversity model.

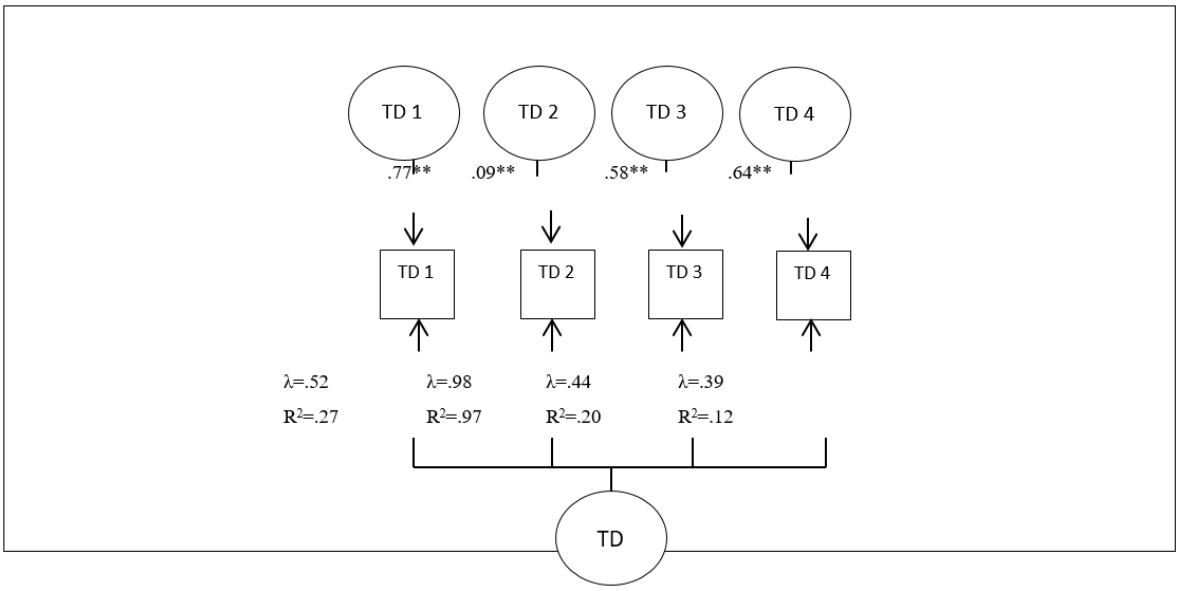

Figure 1: First order CFA of Team Diversity Model

Table 1 shows the assessment of TD measurement model fitness, indicating that all standards of goodness and fitness have been approximately attained.

The value of normed chi-square is 2.681, which is lower than the cut-off value. RMR value is well lower than the threshold level; CFI, GFI, and NFI also support the model fitness as these values also meet the threshold level standards. RMSEA value lies within the threshold level, which supports the model's goodness and fitness. Thus, overall, the model has shown no measurement issues.

Table 1: Fitness Level of TD Measurement Model

Index	Threshold Level	Statistics	Fitness Level
χ2/df	≤ 5.0	2.681	Adequate
RMR	≤.08	.016	Adequate
CFI	≥.90	.994	Adequate
GFI	≥.90	.997	Adequate
NFI	≥.90	.99	Adequate
RMSEA	≤.10	.065	Adequate

Assessment of Team Satisfaction Measurement Model

The standardized estimates of the Team Satisfaction measurement model are statistically significant and contribute to determining the other factors. All five items are loaded on specified construct and show significance in factor loading and squared correlation. Figure 2 shows the first-order CFA of the team satisfaction model.

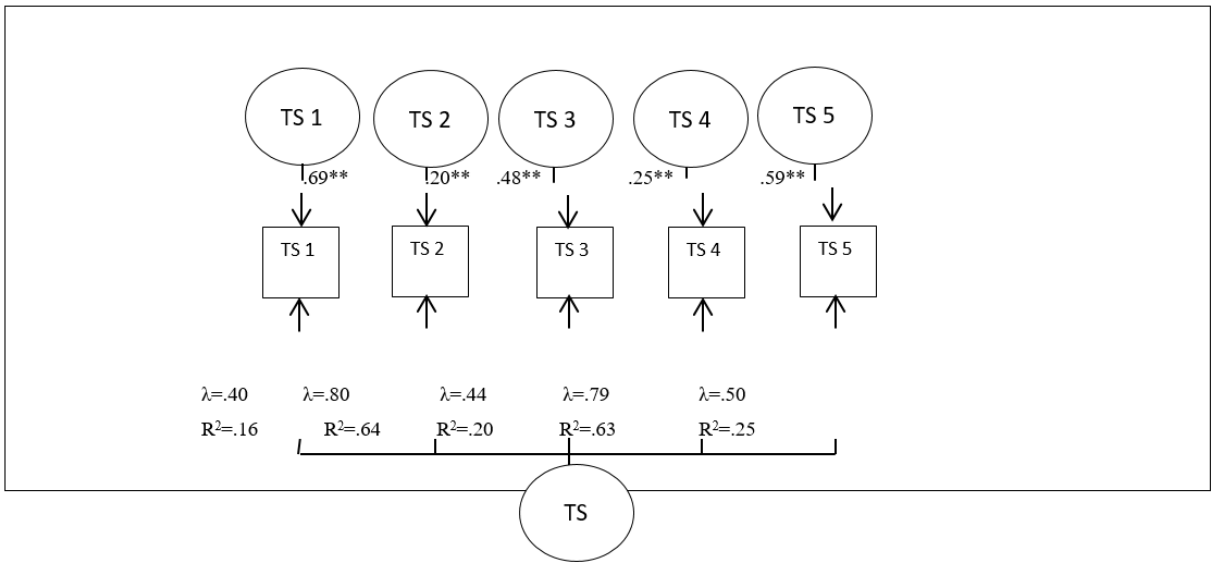

Figure 2: First order CFA of Team Satisfaction Model

Table 2 of the assessment of measurement model fitness indicates that all standards of goodness and fitness have been approximately attained.

Table 2: Fitness level of TS measurement model

Index	Threshold Level	Statistics	Fitness Level
χ2/df	≤ 5.0	1.749	Adequate
RMR	≤.08	.011	Adequate
CFI	≥.90	.997	Adequate
GFI	≥.90	.998	Adequate
NFI	≥.90	.994	Adequate
RMSEA	≤.10	.043	Adequate

The value of normed chi-square is 1.749, which is less than the cut-off value. RMR's value is also lower than the threshold level, which supports the goodness and fitness of the measurement model. CFI, GFI, and NFI also support the model fitness as these values also meet the threshold level standards. RMSEA value lies within the threshold level, which supports the model's goodness and fitness. Thus, overall, the model has shown no measurement issues.

Assessment of Measurement Model of Individual Team Member Creativity

The standardized estimates of individual team member creativity measurement models are statistically significant and contribute to determining the other factors. All four items are loaded on specified construct and show significance in factor loading and squared correlation. Figure 3 shows the first-order CFA of the Individual Team Member Creativity Model.

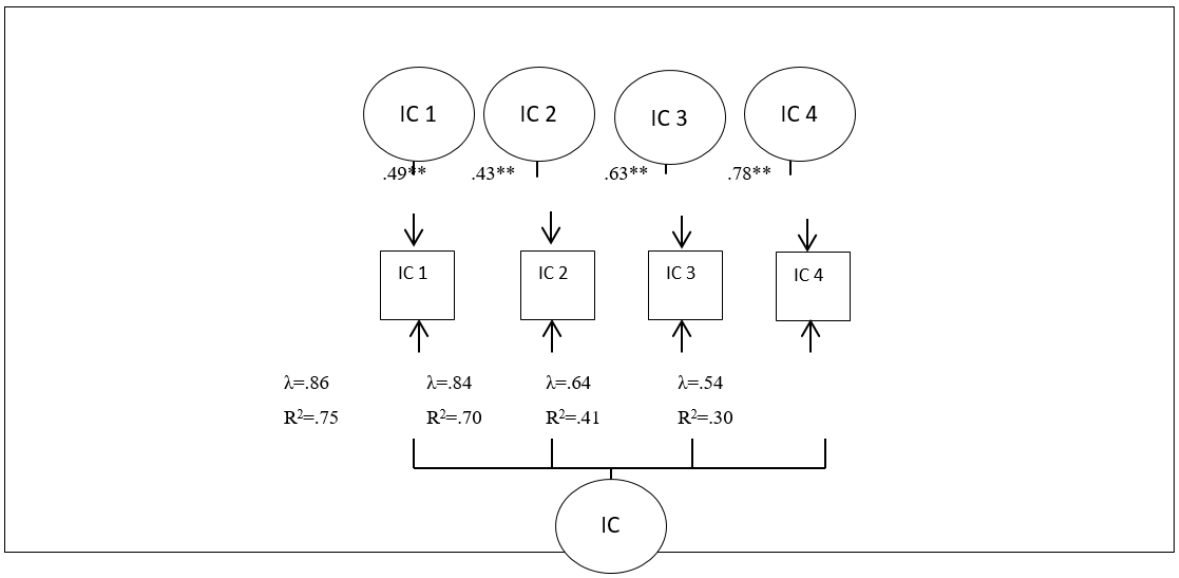

Figure 3: First order CFA of Individual Team Member Creativity Model

Table 3 shows goodness of fit indices by comparing the values with desirable threshold levels.

Table 3: Fitness level of IC measurement model

Index	Threshold Level	Statistics	Fitness Level
χ2/df	≤ 5.0	.713	Adequate
RMR	≤.08	.011	Adequate
CFI	≥.90	1.00	Adequate
GFI	≥.90	.998	Adequate
NFI	≥.90	.998	Adequate
RMSEA	≤.10	.000	Adequate

Values of RMR, CFI, GFI, and NFI show good fitness because these match the threshold level (Steiger, 2000; Shevlin & Miles, 1998). While the RMSEA value of 0.000 matches the cut-off level, which is best fitted, there exists no issue in the measurement model.

Assessment of Measurement Model of Team Performance

The standardized estimates of the team performance measurement model are statistically significant and contribute to determining the other factors. All four items are loaded on specified construct and show significance in factor loading and squared correlation. Figure 4 shows the First-order CFA of the Team Performance Model.

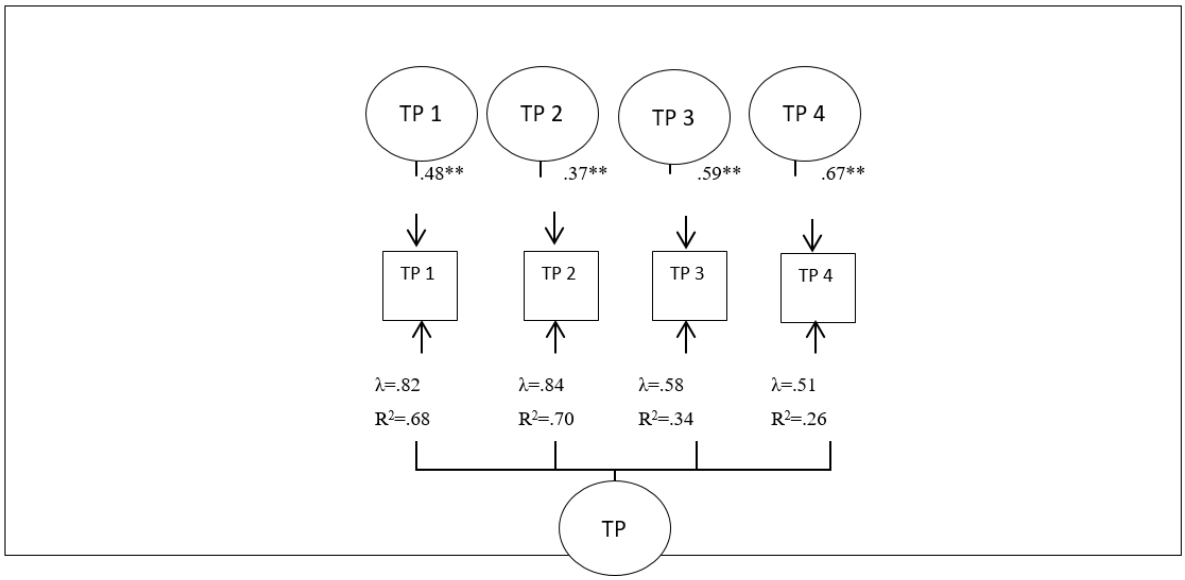

Figure 4: First order CFA of Team Performance Model

Table 4 shows goodness of fit indices in comparison with the threshold levels.

Table 4: Fitness level of TP measurement model

Index	Threshold Level	Statistics	Fitness Level
χ2/df	≤ 5.0	3.113	Adequate
RMR	≤.08	.020	Adequate
CFI	≥.90	.991	Adequate
GFI	≥.90	.993	Adequate
NFI	≥.90	.987	Adequate
RMSEA	≤.10	.072	Adequate

The value of normed chi-square is 3.113, which is less than the cut-off value. RMR, CFI, GFI, and NFI also support the model fitness as these values also meet the threshold level standards. RMSEA value is also less than the threshold level, which supports model goodness and fitness. Generally, it is presumed that there are no issues in the data that could lead to measurement model goodness and fitness.

Assessment of Overall Structural Model Fitness

Multiple squared correlation coefficients (R^2) indicated strong internal consistency and uni-dimensionality of the scale. First-order CFA indicated that the values of the chi-square and the normed chi-square show relevancy. The value of the chi-square is 683.45, and the normed chi-square is 2.55, which is small preferred and better to be less than five respectively (Schumacker & Lomax, 2004).

Overall, it is presumed that there exist no issues in the data, which could possibly create problems in the measurement model of goodness and fitness. The estimations of Chi-square, normed chi-square, CFI, GFI, NFI, and RMSEA meet the criteria of their cut-off or threshold level, which demonstrated that the current study model is a good and fit. Table 5 shows the results of the mediation of scale by sample.

Table 5: Results of Mediation of Scale by Sample

Independent Variable	Dependent Variable	Coeff	Se	T	P	Remarks
TD	TP	.084	.028	2.93	.003	H1= Accepted
TD	TS	.110	.036	3.02	.002	H2= Accepted
TS	TP	.162	.039	4.15	.000	H3= Accepted

The regression-based approach of Hayes (2017) is used to measure the mediation effect. Table 5 represents a constructive link between team diversity and team performance (coeff= 0.0841, t= 2.9337, p= 0.0035), so accepting H_1. Moreover, team diversity is a significant forecaster of team satisfaction, i.e., there is a positive relationship between team diversity and team satisfaction (coeff= 0.1108, t= 3.02, p= 0.002), thus confirming the acceptance of H_2. Furthermore, it portrays that TS is a significant predictor of TP, i.e., there is a significant link between TS and TP (coeff= 0.1629, t= 4.1575, p = 0.0000), so endorsing the approval of H3, also the effect shows the mediating role of TS on the association between TD and TP, (se= 0.039). Overall, the standard error testified to be low in all equations.

DISCUSSION

This study can be summarized as diversified team members frequently agreeing with those who have some similar characteristics to them. At a point when a young doctor prefers laser treatment of a patient, an old doctor may vote for a detailed manual surgery, i.e. open-heart surgery and angioplasty in cardio patients. Due to diversity in age groups, all the young doctors go with the opinion of angioplasty, and all aged doctors prefer open heart surgery. This is similar to the findings of Srikanth et al. (2016), who argued that despite the fact that reverence can be a result of different statistical qualities, respect because of convictions about undertaking commitment upgrades, while concession because of social liking brings down group execution. Existing conceptualizations delineate reverence as streaming just from low-status to high-status group individuals. A colleague may concede to another colleague whose statistic properties are moderately more noteworthy.

CONTRIBUTION OF THE STUDY

This research offers a novel clarification: why interactional procedures hidden in social chains of command in groups are now and then used and, in different circumstances, become useless.

Practical Contribution for Policy Makers

Some of the practical implications of the current study include it helped policymakers to make need-based teams, i.e. for information-based tasks, making diversified teams, so they may achieve the task by information sharing, as suggested by Srikanth et al. (2016). It aided in making a nexus between the organization, job, and people, along with cognitive abilities and geographic diversity, to increase satisfaction for better performance in groups. This study helped policymakers to provide employees the right to be innovative in their capacities while working in teams and to make team members, as suggested by Sung and Choi (2019). Likewise, it assisted HR policymakers and professionals in making strategies and practices for segregating individual and team performance. Moreover, it benefits practitioners by preventing them from repeating the same mistakes, i.e., if diversified or similar teams are not performing well for some task. They are not making such teams again or trying to make them satisfied.

Theoretical Contribution to Researchers

A few of the theoretical implications of the study include new insight into individual team member creativity as a moderating variable, as proposed by Sung & Choi (2019). Likewise, it gave a new aspect of social capital not as an independent or dependent variable but as a mediating variable, as suggested to be studied by Adler and Kwon (2002). It also helped in making policies regarding balanced team composition on the basis of social relation-oriented diversity and task-oriented diversity. Moreover, this study helped investigate employees' cognitive features' influence on their performance, as proposed for study by Nimon et al. (2016).

Managerial Contribution to Administration

The researcher contends here that joining-centered arrangements empower aggregate individuals to hold their unique points of view and personalities, yet in addition, adequately incorporate them into unrivaled arrangements (Srikanth et al., 2016). Administrative remedies in view of the developing point of view in this manner give a chance to accommodate the conflicting impacts of team diversity by enhancing previously emerged relational difficulties without trading off the data benefits of team diversity.

STUDY LIMITATIONS

Background factors like power dynamics, corporate strategies, and control mechanisms are expected to affect the think tanks within CMHs. This direction has not been investigated in the current study. Exploration of time perspective is seen as promising in relevance to the collaboration of diverse members of an organization (Gibson et al., 2007).

FUTURE RESEARCH AVENUES

This research proposes to take the data longitudinally and see the difference in their responses at the start of when the teams were recently formed. Then, the same respondents will be asked to fill out the same questionnaires after the formation of their teams. Another proposed way for doing further research is to differentiate and compare the data department-wise in any organization. This may help in knowing the wise impact of team diversity on the performance of that specific department.

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