



Moderating Effect of Individual Team Member Creativity on the Link of Team Diversity and Work Cognition Inventory with Team Performance

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ABSTRACT

This study investigated the impact of team diversity and work cognition inventory on team performance. Quantitative methodological paradigm was selected, following a positivist approach, probability sampling was done in which respondents were picked through simple random sampling and a survey-based questionnaire was used as an instrument for research. The sample was taken from all eleven class-A Combined Military Hospitals (CMH) throughout Pakistan. Individual team member creativity was taken as a moderator between the link of team diversity and work cognition inventory with team performance. Structural equation modeling (SEM) was applied for measuring the effect of the moderator. This study explained employees' individual creativity to significantly moderating team diversity and work cognition inventory link with team performance. Thus it aided in understanding diversified teams and taking optimum performance from all members by increasing their social connections and coordination among members and appreciating their individual creativity within the team, so to enhance their satisfaction with the team.

Keywords: Work Cognition Inventory, Individual Team Member Creativity, Structure Equation Modeling

JEL Classifications: M140, Y80

1. INTRODUCTION

Continuous wave of change in the last leg of the 20th century stirred our societies and transformed the basic conditions of organizations across the globe. Top management of many organizations acknowledged the benefits of the diversified workforce but most of them lack the competencies to transfigure their organizations accordingly. In this regard team, diversity and work cognition is one of the approaches organizations are considering to gain competitive advantage and accomplish organizational goals. Therefore, the focus has been shifted from static organizational entities to continuously transforming systems, with the increasing importance of diverse teamwork for catering the need of flexible organizations (Kannan et al., 2016).

Past research has distinguished team diversity into social relation oriented diversity (SROD) and task-oriented diversity (TOD).

Social relation oriented diversity (SROD) is often categorized into age, gender and race which are universal, absolute and can be accessed cognitively (Van Knippenberg et al., 2004). These societal features are associated with team member's position or status and therefore become a reason for clashes among members that results in a decline of performance. Task-oriented diversity (TOD) is mainly associated with skills, education, abilities and information dissimilarity between team members. Task-oriented diversified teams ensure informational edge because of multiple viewpoints on the task at hand (Mannix and Neale, 2005). It describes occasions in which members vary in comprehension and perceptions which they brought to the team.

Team performance is also claimed to be affected by work cognition inventory (WCI), (Nimon and Zigarmi, 2015), that represents employees' internal satisfaction and commitment

features from their workplace. Nimon et al. (2011) established work cognition inventory-revised (WCI-R) to evaluate twelve cognitive features of employees' workplace practices that immensely effect their performance, both individually as well as teams. Prior research has examined creativity as an outcome variable of individual or teamwork, as individual team member creativity or innovative style that enhances team performance' (Anderson et al., 2014; Shalley and Gilson, 2004). Thus if individuals are provided with the right of being creative while working in a team, i.e., performing the assigned task in their own style and giving the required outcome, they will become more satisfied and thus perform better while working for that team and vice versa. In the instance of a psychological rebel, individuals may have totally unique ways to deal with an undertaking, and have clashing desires or objectives, coming about in various practices with respect to exertion, objective setting, arranging, performing and correspondence (Karlien and Shari, 2015).

1.1. Problem Statement

With respect to altering health care needs, conveyance models require a change to raise the serviceability of health care workforce particularly in light of differences, so to quantify the improvement in this zone (Hofmarcher et al., 2016). While working in teams the health sector staff does not get the freedom to work in their own innovative way, rather they have to follow the directions given by hospitals management. Therefore most of the team members are found dissatisfied with team works. This lead to the following problem statement;

“Waning diversified teams' performance due to lack of individual creativity and within teams in health care sector.”

2. LITERATURE REVIEW

According to the social categorization perspective (Turner et al., 1994), teams function more efficiently when is homogeneous rather than diverse teams (Van Knippenberg and Schippers, 2007). In diverse teams, members perceive others as less reliable, less skilled, and less supportive than similar team members (Choi, 2009). However, the value in diversity theory presented diverse teams as a better performer due to multiple skills and experience (Williams and O'Reilly, 1998). While similarity-attraction perspective (Byrne, 1971) argues that team diversity with respect to age, gender, race, and personality may effects member insights to decisions for making more effort or not, for the accomplishment of interdependent tasks. Nevertheless, Cronin et al. (2011) found that the best performing teams were those that advanced contrasts in points of view and considering.

2.1. Team Diversity and Team Performance

The current writing on different teams proposes that team diversity is both useful to groups in making more data accessible and empowering imagination and harming to groups in decreasing union and data sharing. Consequently, the surviving writing recommends that assorted variety inside groups is a twofold edged sword that prompts both positive and negative impacts simultaneously (Kannan et al., 2016).

2.1.1. Task-oriented diversity

Team diversity is dichotomized into two classes to unite the refinements attracted the team literature: task oriented diversity (TOD) is obtained singular properties (e.g., practical aptitude, instruction, and authoritative residency) (Sujin and Irwin, 2007). Specialists have speculated that colleague heterogeneity prompts more powerful critical thinking through extending bunch filtering capacities and elective thought with respect to homogeneous teams (Cox and Blake, 1991). Specifically, TOD, for example, the difference in practical ability and instruction, was found to enhance team satisfaction as it encouraged a more extensive scope of subjective aptitudes. Consequently, struggle emerging from part heterogeneity has been found to have both valuable and unsafe impacts on team basic leadership. However, Aida et al. (2017), claimed that just making a particular diversified team does not naturally yield effective performance. As if this information is not correctly processed by team members then it may result in stress and conflicts among members. Therefore proper balance should be maintained between information and team members' differences for improving team performance.

2.1.2. Social relation oriented diversity

Another kind of team diversity is called as social relation oriented diversity (SROD), which represents demographic differences, (Joon, 2010), i.e., nationality, team tenure, firm's tenure, gender and race (Chatman, 2010). Past research showed that this kind of diversity is inversely related to team performance (Harrison and Klein, 2007; Jackson et al., 2003), arguing to achieve this balance to be tough. Thus indicating diverse teams to be lower in satisfaction and performance than homogenous teams, suggesting social categorization cost to be greater than informational benefits, this literature leads to the development of following hypotheses;

H1. Team diversity is positively related to team performance.

H1a. SROD is positively related to team performance.

H1b. TOD is positively related to team performance.

2.2. Work Cognition Inventory and Team Performance

Work cognition inventory (WCI) represents employee's perspectives of their workplace features, both about work and organizational aspects, based on a cognitive appraisal of the workplace (Zigarmi et al., 2009). It is stemmed on social cognitive theory, which states human behavior to be “agentic” (Deci and Ryan, 2002), as they are able to regulate themselves, their choice and their future anticipations. WCI describes people are equipped for planning, vicarious expectation, self-direction, symbolization, and self-reflection, people are fit for settling on decisions and in this way impacting how they act and what occurs later on (Deci and Ryan, 2002).

Team performance has been found to be linked with work cognition inventory constructs, i.e., (autonomy, collaboration, connectedness with colleagues, connectedness with leader, growth, and meaningful work) Nimon et al. (2011) indicating team performance to be affected by the variation of these constructs among team members. Even after a longstanding investigation in past researches, no consensus has been attained for the effects of diversified teams with respect to work cognition inventory on

team satisfaction and performance (Joshi and Roh, 2009; Mannix and Neale, 2005; van Knippenberg and Schippers, 2007). By the above literature, it can be hypothesized that,

H2. There is a positive relationship between work cognition inventory and team performance.

2.3. Individual Team Member Creativity

Researchers mostly examined creativity as an outcome variable of individual or teamwork, as individual team member creativity or innovative style that enhances team performance' (Anderson et al., 2014; Shalley and Gilson 2004). Individual team member creativity is theorized as the generation of innovative ideas, resolution of problems and insights that are not only innovative but also accurate for enhancing team performance, (De Dreu et al., 2011; Kurtzberg and Amabile, 2001). Notwithstanding that most of the individual team member creativity models didn't provide any understanding of the procedures that actually take place within a team. Existing models explain the phenomena of how to be creative, (e.g., team members must be provided security, appreciative culture for being innovative and team members must be hired after recognition of specific skills); but they failed to explain the process of being creative within a team and what steps should be taken by the team for enhancing every team member creative skills. However, the internal communication processes in teams can lower or enhance the ability to be creative within a team (Barczak et al., 2010). Thus it can be summarized as the internal communication and coordination of diverse team members play the key role in establishing a creative environment in any organization.

There is accordingly a considerable measure of equivocalness concerning the particular practices that can grow a group's imagination. In request to address this point, increasing reasonable clearness on group imagination is first required. Hence, this investigation begins with tending to the present absence of conjecturing and structure working in imagination writing (Anderson et al., 2014) and giving a review of the team learning structure. This brought about an applied inventiveness structure that can be contrasted with the team learning system group inventive forms as all procedures that develop in a team amid task performance, and that prompt a yield that is at any rate inventive, (i.e., new and proper) for the colleagues themselves. Thus it can be hypothesized that;

H3. Individual team member creativity moderates the relationship team diversity and team performance.

Anderson et al. (2014) gave a review of all procedures that can prompt inventiveness or advancement. On a group level, the accompanying group forms were demonstrated to emphatically influence imagination or advancement in groups: data trade, critical thinking style, group interest, and reflexivity, higher group interest could prompt higher gathering imagination (Baer et al. 2012). Correspondingly, through a procedure in which all bunch individuals are engaged with assessing an arrangement of imaginative thoughts may deliver a negative domain for thought era in innovative gatherings, looking at the smaller

scale procedures of the aggregate imaginative process uncovers numerous cases of evaluative conduct that upgrade and in reality is imperative for assemble imagination (Harvey and Kou, 2013). Moreover, contrasted with team creativity, which requires group union procedures, individual creativity is prone to be benefited by the alternate points of view and methodologies of other colleagues without the further requirement for great interpersonal relations. Individual creativity can be benefited by psychological assets by being less powerless against social categorization process than team creativity forms (Shung et al., 2012). Introduction to creativity may fortify team members to perform well by affiliation with colleagues and leader (Perry-Smith and Shalley, 2003) and rouse them to join and adjust the alternate points of view and thoughts they experience. An individual team member may in this manner relate decidedly to performance since it is liable to furnish team members with an expanded scope of learning and points of view. Thus it can be assumed that;

H4. Individual team member creativity moderates the relationship between work cognition inventory and team performance.

3. METHODOLOGY

The research fell in epistemological philosophy in which under objectivism there was an outer perspective point from which it was conceivable to see the association and performance of the reliably genuine process and structures. Therefore positivist philosophy was selected, in which hypotheses were generated and tested for obtaining answers to the research questions. Cross-sectional data were collected at one period of time due to the short time span for completing the research. Questionnaires technique was followed for data collection and analysis, in which questionnaires were distributed among participants by simple random sampling, as the research done by (Shung et al., 2012) who opted positivist paradigm and distributed questionnaires among 68 teams from a Chinese company for concluding their research.

The population of this study comprised of professionals from all, i.e., thirty-nine Combined Military Hospitals (CMH) all over in Pakistan, so to have generalized findings from all provinces of Pakistan. CMHs are easily accessible to the general public; both poor and rich can have access to the CMH near their locality. As indicated by the official site of CMH-Lahore (2017), the total number of CMHs working in Pakistan is 39, with a professional staff of 2739. These hospitals are further categorized into class A, B, and C, on the basis of technological advancements and treatment facilities.

Consulting to the table given by Krejcie and Morgan (1970), it was chosen to take a specimen of 460 CMH staff members, constituting a team of doctors, nurses and administrative staff working during operations, including radiologists, ECG, and X-ray staff. Probability sampling has been done in which respondents were selected through simple random sampling technique in which every staff members working in teams in CMHs during operations or other routine tasks has equal chances of getting the questionnaire.

Cronbach’s alpha coefficient estimate of the overall research instrument was 0.746. In Table 1 it is described that the Cronbach’s alpha coefficient estimates for develops ranges from 0.694 to 0.788. Sekaran (2006) state “the nearer the reliability coefficient gets to 1.0, the better” (p. 307). When all is said in done, estimation of 0.60 esteemed the lower furthest reaches of adequacy (Hair at al., 2006). In other words, the higher the Cronbach’s an estimation of a construct, the higher the reliability.

Data cleaning was done through all eleven class-A Combined Military Hospitals of Pakistan for getting data from diversified teams of CMH staff working together in complicated operations and researches, (Table 1). For collecting reliable data, the researcher personally visited and distributed the questionnaires among respondents by hand as well as through email and social media. Friends and other references were also used to get the questionnaire filled in.

4. FINDINGS AND RESULTS

The findings and results obtained from statistical software’s, i.e., SPSS and AMOS and statistical technique used for analysis i.e., SEM are as under;

4.1. Correlation Analysis

Table 2 portrays that work cognition inventory is positively and significantly correlated with team performance as the value of the correlation coefficient for team performance is 0.293 at 5% level of significance. Further, it reveals that work cognition inventory is positively and significantly correlated with individual team member creativity as the values of the correlation coefficient for individual team member creativity (0.396 at 5%) level of significance.

Table 1: Internal reliability of scales

Scales	Cronbach alpha	Number of items
Team performance	0.729	4
Team diversity	0.694	4
Work cognition inventory	0.746	8
Individual creativity	0.788	4

Table 2: Correlations

Construct	WCI	TP	TD	IC	TS	SC
WCI						
Pearson correlation	1					
Sig. (2-tailed)						
N	395					
TP						
Pearson correlation	0.293**	1				
Sig. (2-tailed)	0.000					
N	395	395				
TD						
Pearson correlation	0.096	0.256**	1			
Sig. (2-tailed)	0.056	0.000				
N	395	395	395			
IC						
Pearson correlation	0.369**	0.402**	0.336**	1		
Sig. (2-tailed)	0.000	0.000	0.000			
N	395	395	395	395		

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

Likewise, Table 2 reveals that team performance is positively and significantly correlated with work cognition inventory as the value of the correlation coefficient for work cognition inventory is 0.293 at 5% level of significance. Furthermore, it portrays that team performance is positively and significantly correlated with team diversity, individual team member creativity, as the values of the correlation coefficient for team diversity (0.256 at 5%), individual team member creativity (0.402 at 5%), level of significance.

Moreover, Table 2 reveals that team diversity is positively and significantly correlated with team performance as the value of the correlation coefficient for team performance is 0.256 at 5% level of significance. Furthermore, it portrays that team diversity is positively and significantly correlated with individual team member creativity as the values of the correlation coefficient for individual team member creativity (0.336 at 5%), level of significance.

Furthermore, Table 2 reveals that individual team member creativity is positively and significantly correlated with work cognition inventory as the value of the correlation coefficient for individual team member creativity is 0.402 at 5% level of significance. Further, it portrays that individual team member creativity is positively and significantly correlated with team performance & team diversity, as the values of the correlation coefficient for team performance (0.396 at 5%), team diversity (0.336 at 5%) level of significance.

Figure 1 show the theoretical framework of the current study

4.2. Moderation Effect of the Scales by Sample

The moderator, i.e., individual team member creativity has been found to affect the relationship between team diversity and team performance but has shown no effect on the relationship between work cognition inventory and team performance.

Table 3 portrays that IC strongly moderates the relation between TD and TP (coeff = 0.0901, se = 0.0310 and t = 2.9087) thus confirming the acceptance of H3. Nonetheless the table reveals no significant moderation of IC between WCI and TP (coeff = 0.1461, se = 0.1700 & t = 0.8592) thus rejecting the hypothesis H4.

5. DISCUSSION AND CONCLUSION

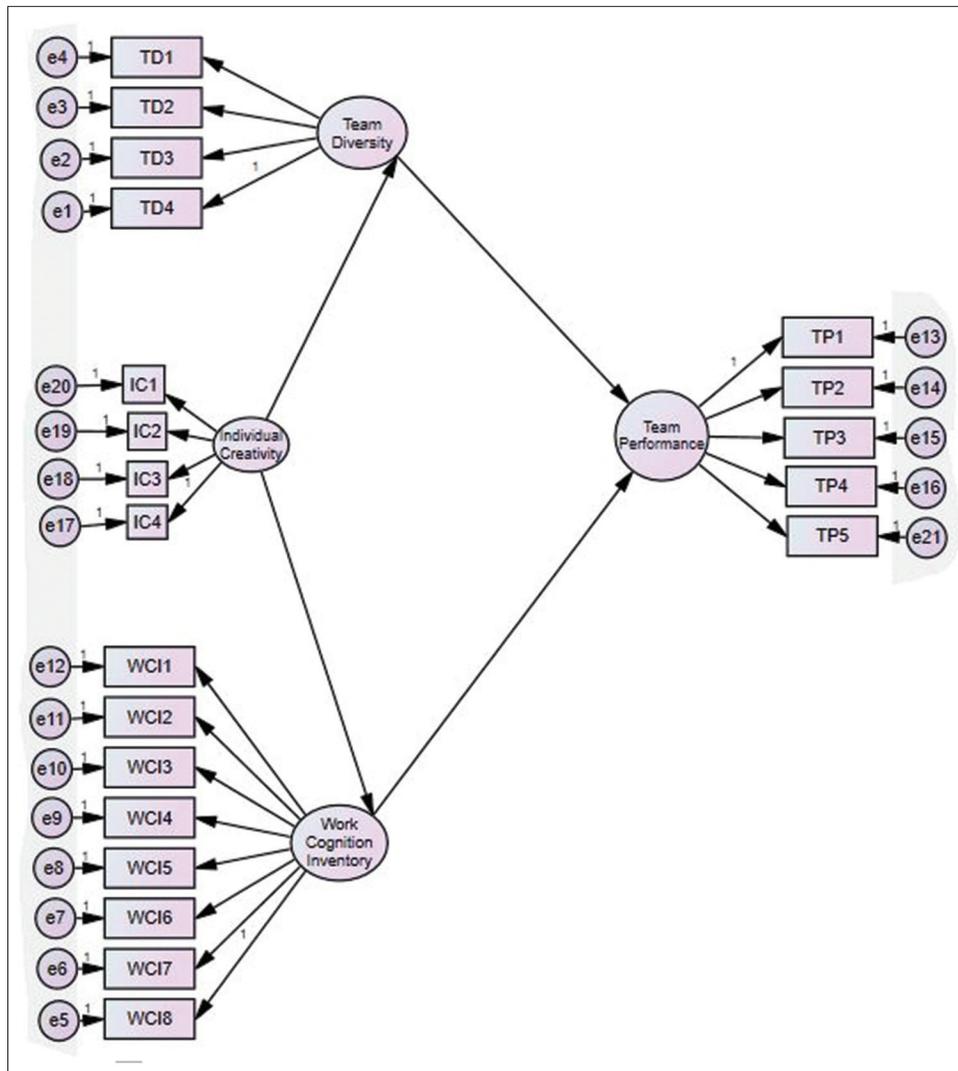
5.1. Discussion

This research can be summed up as team members usually concede to those with whom they feel social fondness. At the point when a doctor concedes to an accomplice in light of creativity and social fondness, the group might be presented to problematic feelings and viewpoints. While statistic characteristics have essentially been seen as status prompts, in persevering workgroups, this research concluded that they likewise work as a reason for proclivity and

Table 3: Model

	coeff	SE	t
IC	0.2040	0.1811	1.1264
WCI	0.1461	0.1700	0.8592
TD	0.0901	0.0310	2.9087

Figure 1: Model



shared regard. While statistic properties, for example, instructive level, residency, sexual orientation, and ethnicity unquestionably fill in as status signals, they additionally anticipate corresponding social fondness and concession at the dyad level of investigation. This is aligned with the findings of (Aida et al., 2017), who argued that despite the fact that reverence can be a result of different statistic qualities, respect because of convictions about undertaking commitments upgrades, while concession because of social liking brings down, group execution.

Another finding was that task-oriented diversity on the basis of information alone results in better performance, (i.e., after controlling for statistic variety). As Bunderson (2005) found that groups different in profound level educational qualities like aptitude have better execution just when assemble individuals distinguish emphatically with the group; else they have poor execution. One clarification for this amazing discovering, which is conflicting to the outcome of the dual results of diversity, i.e., both positive and negative, is that profound level differences are regularly joined by social relation level differences, which may make unintended relational impacts (Harrison and Klein, 2007) for instance, a few specialized topics may likewise be more profoundly

esteemed on the group and in this way make a rank requesting of individuals in light of their practical or instructive foundation.

5.2. Conclusion

This research concluded that albeit surface-level factors among diversified team members, i.e., age, gender, ethnicity, are regularly viewed as less occupation related, they still can impact team performance, though adversely, through social procedures, as concluded by (Suzanne et al., 2011). A group made out of individuals from differing utilitarian foundations ought to have a more extensive scope of points of view and learning to draw on, and they ought to have the capacity to beat groups with individuals from homogeneous foundations.

In spite of the fact that team diversity explore is flourishing, misty outcomes and blended conclusions are unavoidable. The researcher believes that the absence of clearness might be credited to a steady distortion of team diversity. This study outcome bolsters a few topical conclusions. To begin with and most vital, the quality and heading of the connection amongst team diversity and team performance were subject to the particular statistic variable (Suzanne et al., 2011).

5.3. Contribution of the Study

In particular, this study proposes that concession emerging from the impression of task performance and yielding emerging from social partiality have a distinctive base up suggestions for diversified teams. As Nishii and Mayer (2009) exhibited that the constructive outcome of SROD on a group's turnover is directed by pioneer part trade, and Karen and Katerina (2004) found that utilitarian team diversity positively affected execution in associations with a people-situated culture. Correspondingly, speculations that attract on strife to clarify the impacts of diversity in groups frequently give models that incorporate both undertaking struggle as the wellspring of educational impacts and relationship strife as the wellspring of gathering process misfortunes (Choi and Sy, 2010).

5.4. Recommendations

This study recommends new inquiries and bearings for examining on team diversity, for example, how changes in piece influence team performance (Van der Vegt Bunderson, 2005), and how part team diversity influences ensuing gathering improvement after some time. The new point of view additionally stresses the requirement for concentrates to analyze differing bunch associations on a brief timeframe scale, in light of the fact that the key hypothetical components of the new viewpoint, for example, coordination disappointments and misattributions, may be noticeable through a watchful procedure investigation of connections among amass individuals (Susannah et al., 2011).

The investigation with respect to creative style recommends a comparative execution change when the group is heterogeneous, in light of the fact that each colleague has one of a kind quality that is essential to the group. Individuals with a high score on creative style variable ordinarily have a high level of process center, which implies they distinguish the particular assignments that should be finished, the assets accessible for doing as such, and the coordination of assignments and assets among colleagues and after some time (Wouter et al., 2009; Cools and Van cave Broeck, 2007; Woolley, 2009).

5.5. Limitations

This research didn't cover the double sword perspective of diversity with respect to team formation duration. Thus there is a need to reassess the twofold edged sword similitude and investigate the more powerful and time-delicate gathering forms related to various gatherings (Kannan et al., 2016).

One of the basic shortcomings of existing research is cross-sectional nature of data, results might vary if data will be collected after some time interval and compared. The respondents belong to one cultural setting, i.e., Pakistan; outcomes may vary in other contexts. Another limitation is that due to purposive sampling, results cannot be generalized.

5.6. Future Research Avenues

A moment suggestion for future research in various teams is for team diversity researchers to refocus their scan for the mental impacts of TOD, and also conceivable purposes of mediation, (Kannan et al., 2016). Another suggestion for future research on diversified teams is for the developing collection of the grant on

how information is coordinated in teams (Benjamin et al., 2012). Next ramification for future research on diversified teams is to answer the calls to explain the dynamic idea of team forms (Cronin et al., 2011). The dynamic point of view better comprehends why a few gatherings show a high minded cycle of data incorporation and prevalent decision making, though others are gotten in an endless loop of expanding sub-bunch identification, conflict, and absence of correspondence.

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