Mediating Effect of Social Capital on the Link Between Team Diversity, Work Cognition Inventory and Team Performance

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Abstract

Hospitals strive to get maximum output from their workforce in this competitive environment. This study investigated the impact of work cognition inventory on team performance in the healthcare sector of Pakistan. A quantitative methodological paradigm was selected, following a positivist approach, and non-probability sampling was done; respondents were picked through purposive sampling and survey-based questionnaires were used as an instrument for research. The sample was taken from all eleven class-A Combined Military Hospitals (CMH) throughout Pakistan. Social capital was taken as a mediator, while individual team members' creativity was taken as a moderator between the link between work cognition inventory and team performance. Structural equation modelling (SEM) and Preacher and Hayes' regression approach were applied to measure mediators and moderator effects. This research concluded that employees' creativity significantly moderates work cognition inventory linked to team performance. While it rejected the idea that employees' cognitive features are directly connected with their performance, social capital may increase or decrease their performance associated with work cognition inventory.

Keywords: Work Cognition Inventory, Team Satisfaction, Team Performance, Social Capital.

Introduction

In this competitive environment, organizations are striving with their best to get maximum output from their workforce. Work cognition is the latest approach that organizations are considering to gain competitive advantages and accomplish organizational goals. Therefore, the focus has shifted from static organizational entities to continuously transforming systems to cater to flexible organizations' needs (Srikanth et al., 2016). Team performance is also claimed to be affected by work cognition inventory (WCI) (Nimon et al., 2015), representing employees' internal satisfaction and commitment features from their workplace.

Work cognition inventory stemmed from social cognitive theory, which states human behavior to be "agentic" (Deci & Ryan, 2002) because they can regulate themselves, their choices and their future anticipations. Nimon et al. (2011) established work cognition inventory-revised (WCI-R) to evaluate twelve intellectual features of team members' workplace practices that immensely affect their performance, individually and collectively. The work cognition inventory-revised (WCI-R) includes autonomy (AU), connectedness with colleagues (CC), connectedness with the leader

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(CL), collaboration (CO), distributive justice (DJ), feedback (FB), growth (GR), meaningful work (MW), performance expectations (PE), procedural justice (PJ), task variety (TV) and workload balance (WB). These constructs are linked with employees' work passion model, thus affecting employees' enthusiasm for the tasks assigned to them and their level of satisfaction and performance in the team.

Social capital means sharing information in which individuals' viewpoints, knowledge, and experience go into team collaborations (Gibson, 2001). Past writings have accentuated the requirement for research on information-sharing forms in diverse teams (Gibson & McDaniel, 2010; Hajro & Pudelko, 2010; Hinds et al., 2011). The actual concentration of past investigations has been mainly on assessing the execution of the group, and less consideration has been paid to factors like team members' satisfaction while performing the task (Pang et al., 2011). Therefore, The current study is intended to inspect the mediating role of team satisfaction on the performance of Pakistan's healthcare sector employees when assigned some group task.

The key reason behind conducting this research is the decline in the performance of diversified teams, especially in the healthcare sector, i.e., existing conflicts between old and young doctors that lead to the loss of several human lives. Concerning altering healthcare needs, conveyance models require a change to raise the serviceability of the healthcare workforce, particularly in light of differences, to quantify the improvement in this zone, as the gap identified by (Hofmarcher et al., 2016). Quality of service (quality of service), patient safety and satisfaction are 'inversely proportional' to doctors and nursing staff's workload. As the workload increases, quality of service and patient safety/satisfaction decreases (Khalid et al., 2018).

This gives rise to the following problem statement; "due to non-recognition of employees' cognitive features, employees are unable to work together which hampers employees' freedom to work creatively, resulting in decreased satisfaction & performance of healthcare employees".

Literature Review

Work Cognition Inventory and Team Performance

Work cognition inventory is taken as a composite variable instead of dividing into the above three facets, i.e. organization cognition, people cognition and job cognition, as explained by Kim Nimon and Zigarmi (2015). Due to the least work on this variable and for making the readers familiar with the full name of this variable that may accurately represent employee's perspective of their workplace features, both about work and organizational aspects, grounded on an intellectual assessment of the place of work (Zigarmi et al., 2009) this variable is taken as a composite variable in the current study.

It is rooted in the social cognitive theory that human behaviour should be "agentic" (Deci & Ryan, 2002) as they can regulate themselves, their choices and future anticipations. WCI describes that people equipped for planning, vicarious expectation, self-direction, symbolization, and self-reflection are fit for settling on decisions and, in this way, impacting how they act and what occurs later on (Deci & Ryan, 2002). Nimon et al. (2015) presented a revised form of their primary work on WCI in the form of a work cognition inventory (WCI-R). WCI-R concretely evaluates twelve cognitive features of employees' workplace practices that hugely affect their performance, individually and collectively.

Team performance is generally determined by the degree to which a group achieves its objectives (Devine & Philips, 2001). It represents how effectively team members contribute to each other to achieve organizational goals (Plaut, 2010; Schullery & Schullery, 2006). Team performance is 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. Based on the above literature, it can be hypothesized that:
H1: There is a positive relationship between work cognition inventory and team performance.

Social Capital and Work Cognition Inventory
Portes (1998) explains it "as the capacity of on-screen characters to anchor benefits by uprightness of enrollments in informal communities or additional societal structures." A remarkable objective of social capital is to accomplish a very coordinated team to achieve an assignment viably. Along these lines, abnormal amounts of the social mix have been inspected as a marker of effective team foundation (Gully et al., 1995; Smith et al., 1994). Lin (2001) characterizes social capital as an asset derived from the connections among people, associations, groups, or social orders. Researchers have connected social capital with team adequacy, characterized most fundamentally as the degree to which a team achieves its targets (Mathieu et al., 2008). In particular, investigators concluded that the fundamental differentiator in this procedure is whether the team has built up a relaxed atmosphere characterized as an environment set apart by open and strong correspondence (Gibson & Gibbs, 2006; Metiu & Rothbard, 2013).
Moreover, Leana and Van Buren (1999) proposed that social capital is identified by a team's capacity to arouse the dedication of its members to be adaptable for working with colleagues and leaders to oversee aggregate activities for growth. At the same time, they collaborate and enhance their intellectual capital and performance, which aligns with the WCI-R constructs presented by Nimon et al. (2015). Thus, it can be assumed that;
H2: There is a positive relationship between work cognition inventory and social capital.

Social Capital and Team Performance
For instance, Nahapiet and Ghoshal (1998) utilize the resource-based perspective of the firm to clarify how social capital is prone to upgrade organization-level performance. It depicts a firm as a package of sources that are the basis of different abilities (Barney, 1991). As indicated by this perspective, significant, uncommon, matchless, and non-substitutable assets give the organization the capacity to persevere over its adversaries. Predictable with this thought, Nahapiet and Ghoshal (1998) contended that firms described by elevated amounts of social capital are prone to be more effective than contenders with a generally lower level of social capital.
Thus, colleagues with comparative statistic properties, rather than contrasting statistic characteristics, might be more pulled into and may coordinate more with each other, which recommends that homogeneous teams ought to beat heterogeneous teams (Suzanne et al., 2011). Research scholars recommend that social capital is significant because it tackles issues of coordination, diminishes exchange costs, encourages the stream of data between and among people, and enhances their performance (Lazega & Pattison, 2001; Lin, 2001). Past studies suggested that social capital adds fundamentally to a firm advantage in terms of increased performance (Adler & Kwon, 2002).
Associations progressively depend on groups to create information and speed up developments (Wuchty et al., 2007). With a specific goal to improve development and understand complex logical issues, colleagues need to reach over information storehouses and build a common learning base. Doing so requires reducing the coordination misfortunes that regularly accompany team diversity in learning, abilities, and skills (Kotha et al., 2012). Learning in teams or community-oriented knowledge has been connected to enhanced wisdom, more excellent request-considering

abilities, more excellent evaluations and improved performance in the work environment (Horsburgh et al., 2001; Shimazoe & Aldrich, 2010). Thus, it can be assumed that;
H3: There is a positive relationship between social capital and team performance.

Mediating Role of Social Capital

Past researchers have proposed that individual statistical characteristics, for example, sex, race and ethnicity, instructive foundation, and residency, work as status markers that flag skill over a diversified setting (York & Cornwell, 2006) and foresee the yielding that people get from others (Bunderson, 2005) thus linking social capital with constructs of work cognition inventory. Intriguingly, few investigations look at understudy teams taking a shot at progressing class to extend. At the same time, very few propose that task-oriented diversity may experience the ill effects of poor execution given the absence of coordination, as opposed to the view of social relations order forms.

An overarching supposition in existing hypotheses of status in groups is that the essential component by which statistic contrasts convert into status progressions, which is through the view of assignment capability that people create around each other; that is, statistic traits fill in as signs of skill or ability (Barton & Bunderson, 2013). Yet, as noted above, statistical qualities are not just flags of ability but also a reason for social liking. Van Knippenberg et al. (2004) propose that striking nature will rely upon cooperation between the intellectual availability of people, the comparability of individuals inside a class or team concerning the distinction between individuals from different statuses, and the coherence among their status convictions and qualities, that can be changed with time completely or gathering residency.

The social order hypothesis foresees that higher results and objective relationships will likely join colleagues to progress toward a shared objective and spur them to throw away contrasts (Gaertner & Dovidio, 2000). Assignment-based relationships may encourage inter-team contact, which is helpful for decreasing order-based procedures in teams (Pettigrew, 1998). The creators noticed that, over time, various teams' colleagues might ascribe clashes to social contrasts, and the inspiration and readiness to determine contrasts through more prominent correspondence may disintegrate. Temporarily, individuals from various groups will probably impart crosswise over contrasts to achieve the teams' undertakings (Schippers et al., 2007). The investigations on the enlightening advantages of team diversity have not generally recognized the data coordination issues confronted by different gatherings since they concentrate on errands in which no collaboration among a bunch of individuals is essential (Harvey, 2013). thus, it can be assumed that;
H4: Social capital mediates the relationship between work cognition inventory and team performance.

Moderating Role of Individual Team Member Creativity

Representatives innovativeness and advancement are the keys to enhancing future organizations (Martins & Terblanche, 2003; Gumusluoglu & Ilsev, 2009). Tierney (1999) described inventiveness as a one-of-a-kind and helpful provision of representatives because of business concerns, given the links' objectives and thoughts. George and Zhou said, "Inventive conduct is the generation of novel and valuable thoughts by representatives, which can be the beginning stages of advancement." The investigation of Slatten et al. (2011) about interactional methodologies and George and Zhou's (2001) for comprehending innovativeness guessed that forefront workers in benefit ventures who need to be more inventive in their connections with

clients create thoughts and arrangements that are more common However, imaginative bleeding-edge representatives will convey more original thoughts.

Hanke (2006), for instance, explores four group practices that could prompt innovativeness: parallel considering, specific encoding and correlation, analogical considering and struggle. Others, for example, Goh et al. (2013), concentrate more on the 'experimentation' practices of the thought era and examine the practices of 'arranging, authorizing and checking. Moreover, Gilson and Shalley (2004) explore group imaginative practices, i.e. recognizing issues, proposing speculations, examining thoughts, not dithering to misuse logical inconsistencies, and so forth. Anderson et al. (2014) reviewed all procedures that can prompt inventiveness or advancement. On a group level, the accompanying group forms were demonstrated to influence imagination or advancement in groups: data trade, critical thinking style, group interest, and reflexivity. Higher group interest could prompt gathering imagination (Baer et al., 2010).

Zhou and Shalley (2003) characterized creativity as the emergence of innovative and valued concepts regarding matters, organizations, processes, and procedures by a worker. These thoughts can be new in one place or just for a specific hospital. Shung et al. (2012) concluded that creativity is the process of engagement in innovative acts that occurs repetitively amongst individuals and teams. The intelligent nature of team creativity requires individuals to participate in individual-level creativity. According to Lipman et al. (2012), teams can be a source of every member's creativity that permits individuals to gather data and points of view from people with various information, abilities, thinking styles, and perspectives.

Correspondingly, a procedure in which all bunch individuals are engaged in 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, are imperative to assemble imagination (Harvey & Kou, 2013). Moreover, in contrast with team creativity, which entails group union procedures, individual creativity is prone to benefit from other colleagues' alternate points of view and methodologies without the further requirement of excellent interpersonal relations. Psychological assets can help individual creativity, such as being less powerless against the social categorization process than team creativity (Shung et al., 2012). Introduction to creativity may fortify team members to perform well by affiliation with colleagues and leaders (Perry-Smith & Shalley, 2003) and arouse them to join and adjust the alternate points of view and thoughts they experience. In this manner, an individual team member may 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;

H5: Individual team member creativity moderates the association between work cognition inventory and team performance.

Methodology

The research fell into epistemological philosophy (Norris, 2005). Under objectivism, there was an outer perspective from which it was conceivable to see the association and performance of reliably genuine processes and structures. Therefore, Shung et al. (2012) selected positivist philosophy in a similar study in which hypotheses were generated and tested to obtain answers to the research questions.

Cross-sectional data were collected at one time due to the short period needed to complete the research, as Anne Boon et al. (2016) collected in similar research. The questionnaire technique was followed for data collection and analysis, in which questionnaires were distributed among

participants by purposive sampling, as the research done by Shung Shin et al. (2012), who opted for a positivist paradigm and distributed questionnaires among 68 teams from a Chinese company for concluding their research. Similarly, the study performed by Anne Boon et al. (2016) also adopted the questionnaire technique and distributed the questionnaires among 540 employees to conclude their work.

The total number of Class-A CMH staff is 2739, according to the table given by Krejcie and Morgan (1970). Therefore, 450 CMH staff members, constituting a team of doctors, nurses, and administrative staff working during operations, including radiologists, Electrocardiogram (ECG), and X-ray staff, were chosen to take a specimen.

Of the 450 questionnaires, 40 were distributed among each of the eleven Class-A Combined Military Hospitals; other than CMH Rawalpindi, 50 questionnaires were distributed. Non-probability sampling has been done in which respondents were selected through a purposive sampling technique in which every staff member working in teams in different departments, i.e. gynae, surgery, neurology, radiology, child ward, officers' family ward and intensive care unit in CMHs have equal chances of getting the questionnaire. After obtaining approval from the (OIC) officer in command of each CMH, the researcher visited all the departments mentioned above, distributed the questionnaires by telling the respondents the background of this research, and requested them to fill out the questionnaires.

Results

Hypotheses Testing

A total of ten hypotheses were tested in the current research using suitable statistical techniques. Structural equation modelling, principal component analysis, confirmatory factor analysis and correlation were used to test this section.

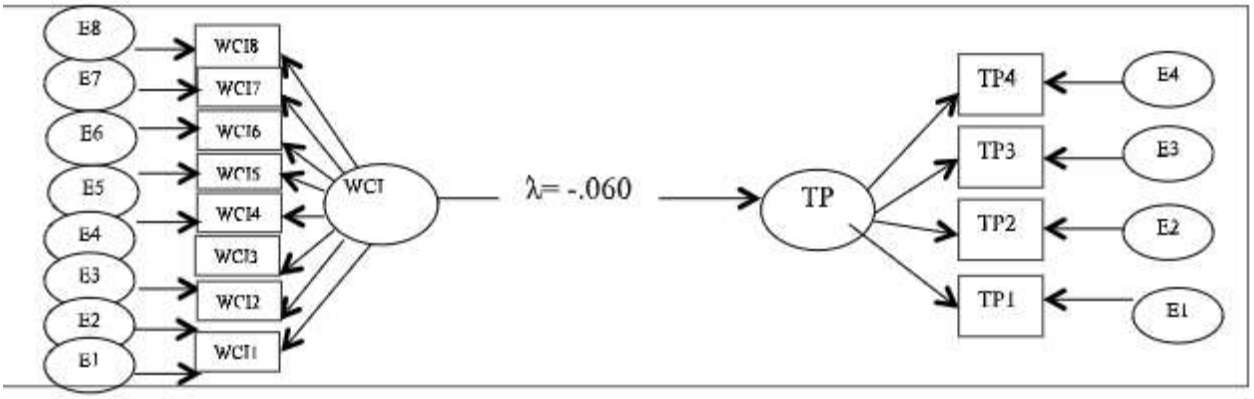
Direct Relationships

A direct relationship is investigated to check the amount of variation incurred in one variable due to variation in another variable. This relationship can be negative, positive, or unrelated.

Hypothesis H1

The first hypothesis argued for the constructive relationship between work cognition inventory and team performance.

Figure 1: Impact of Work Cognition Inventory on Team Performance



The coefficient of work cognition inventory indicating negative results, indicating no positive impact of WCI on TP.

Table 1: Team Diversity and Team Performance

IV	DV	B	S.E	T	P
WCI	TP	-.060	.040	1.48	1.38

Both the probability value and the t-statistics are out of the range of significance level, indicating WCI not to be a contributing factor in team performance, thus rejecting H_1.
Furthermore, the hypothesis 1 is also tested through various tests performed during analysis, a tabular summary of those tests regarding hypothesis 4 is as under;

Table 2: Results of statistical tests performed for confirming hypothesis H_4

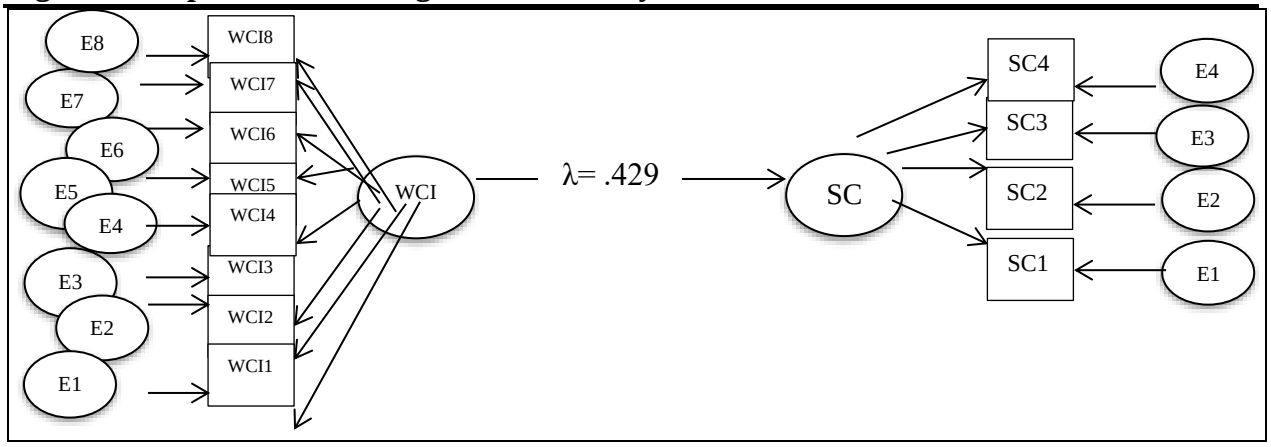
H_1	R	KMO	BTS	Eigenvalue	X^2/df	CFI	GFI	NFI	RMSEA
WCI > TP	.380	.761	584.5	2.91	5	.76	.84	.73	.109

The KMO (Kaiser Meyer-Olkin), BTS (Bartlett's test of sphericity) & Eigenvalues for work cognition inventory are greater than standard values but the hypothesis is rejected on the basis of non-acceptable value of CFI, GFI, NFI & RMSEA. Also table 4.2 represents work cognition inventory not to be a significant predictor of team performance, i.e. there is no significant association among WCI and TP, (coeff= 0.060, t= 1.485, p= 0.138), since all the values are insignificant, therefore, rejecting H_1. Nimon et al. (2011) have also reported no significant association between work cognition inventory and team performance.

Hypothesis H_2

The second hypothesis supported the link between work cognition inventory and social capital.

Figure 3: Impact of Work Cognition Inventory on Team Performance



The coefficient of WCI indicated that a unit change in WCI will lead to an increase of .429 units in team performance.

Table 3: Work Cognition Inventory and Social Capital

IV	DV	B	S.E	T	P
WCI	SC	.429	.056	7.66	.000**

Both the probability value and the t-statistics are in the range of significance level, indicating WCI to be a good contributing factor in social capital, thus accepting H_5. Furthermore the hypothesis 5 is also tested through various tests performed during analysis, a tabular summary of those tests regarding hypothesis 5 is as under;

Table 4: Results of statistical tests performed for confirming hypothesis H_5

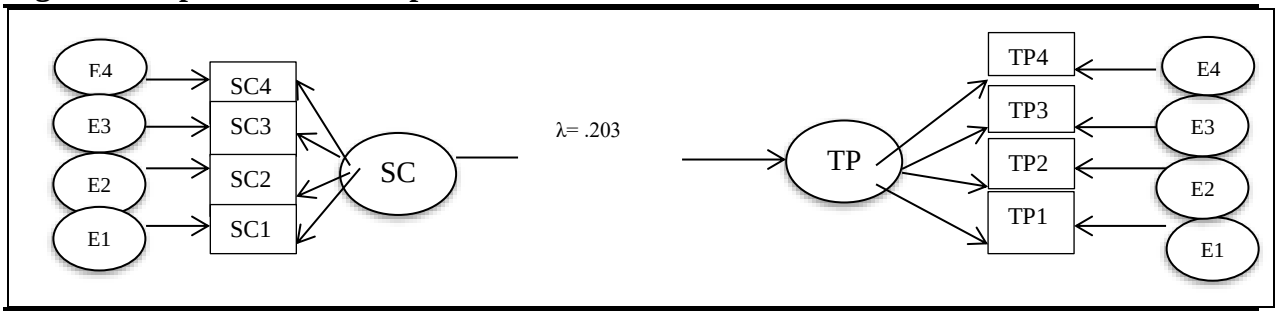
H_2	R	KMO	BTS	Eigenvalue	X^2/df	CFI	GFI	NFI	RMSEA
WCI ➢ SC	.372	.761	584.5	1.002	3.213	.86	.945	.833	.100

Results of the statistical tests revealed acceptance of this hypothesis as work cognition inventory is found to be positively correlated with social capital. As the values of correlation, KMO (Kaiser Meyer-Olkin), BTS (Bartlett's test of sphericity), Eigenvalues, normed chi square (χ^2/df), CFI, GFI, NFI & RMSEA are all in acceptable range. Table 4.12 further depicts WCI to be a significant predictor of SC, i.e. there is a significant association among WCI and SC as the values of (coeff= 0.429, t= 7.66, p= 0.000) are all in acceptable range, hence confirming the link of social capital with WCI, thus accepting H_2.

Hypothesis H_3

The sixth hypothesis supported the relationship between social capital and team performance.

Figure 4: Impact of Social Capital on Team Performance



The coefficient of social capital indicated that a unit change in SC will lead to an increase of .203 units in team performance.

Table 5: Social Capital and Team Performance

IV	DV	B	S.E	T	P
SC	TP	.203	.032	6.233	.000*

The probability value and the t-statistics are in the range of significance level, indicating SC to be acting as a contributing factor in team performance, thus accepting H_6. This finding provided an evidence of improving performance of healthcare sector of Pakistan by increasing knowledge sharing between diversified teams.

Furthermore, the hypothesis 6 is also tested through various tests performed during analysis, a tabular summary of those tests regarding hypothesis 6 is as under;

Table 6: Results of statistical tests performed for confirming hypothesis H_3

H_3	R	KMO	BTS	Eigenvalue	X^2/df	CFI	GFI	NFI	RMSEA
SC➢ TP	.448	.692	512.4	2.43	3.213	.994	.945	.833	.088

Results of the statistical tests revealed acceptance of this hypothesis as social capital is found to be positively correlated with team performance. As the values of correlation, KMO (Kaiser Meyer-Olkin), BTS (Bartlett's test of sphericity), Eigenvalues, normed chi square (χ^2/df), CFI, GFI, NFI & RMSEA are all in acceptable range.
Furthermore, table 6 explains SC to be a significant predictor of TP, i.e. there is a significant association among SC and TP (coeff= 0.203, t= 6.232, p= 0.000), consequently confirming the acceptance of H_3

Mediating Hypothesis: H_{3a}
Mediation is a phenomenon which distinguishes an unseen relationship between forecasted and forecasting variable by introducing another variable, known as a mediator.

Hypothesis H_{3a}
During mediation analysis, secondly, it is verified that work cognition inventory is influencing social capital positively and standardized regression weight is 0.224.

Figure 6: Social Capital acting as Mediator between Work Cognition Inventory & Team Performance

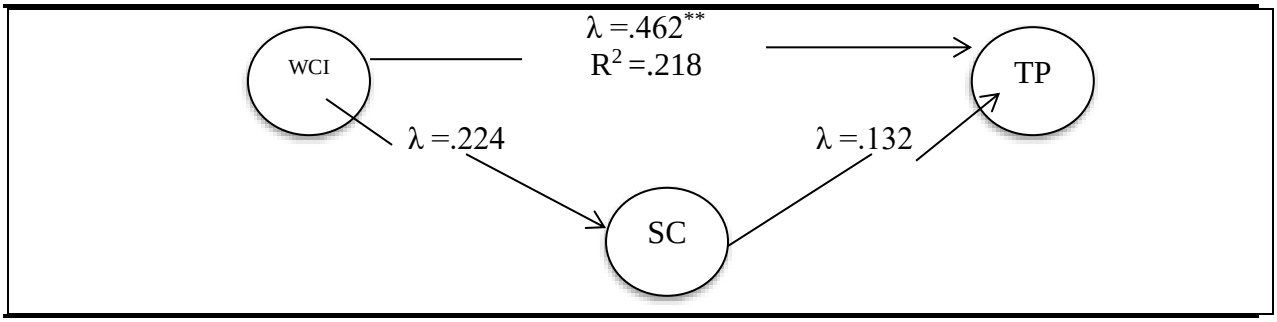


Figure 6 shows that one unit change in WCI will lead to 0.224 unit changes in SC. The significance of this relation confirms that mediation is possible (Baron & Kenny, 1986). Then the impact of SC is verified on TP. Results revealed that social capital is significantly contributing to team performance, i.e. SC is positively contributing to 0.132 variations in TP.

Table 7: Mediation I

	IV	DV	B	S.E	T	P	LLCI	ULCI
1	WCI	SC	.224	.038	5.825	.000	.148	.299
2	SC	TP	.132	.033	4.044	.000	.068	.195
3	WCI	TP	.462	.052	8.915	.000	.360	.563

Table 7 explained that social capital carried 46% of the total effect of work cognition inventory on team performance. Preacher and Hayes Model 4 is used for this mediation analysis.

Indirect Effect of X on Y

The indirect effect of X on Y reveals the positive mediating role of SC in the link between WCI and TP.

Table 8: Indirect effect of X on Y

	Effect	Se	Hypothesis Acceptance/ Rejection
SC	.087	.018	H_4= Accepted
Total	.1602	.025	

Table 8 shows the result of indirect effects, i.e. the mediation among work cognition inventory (WCI) and team performance (TP) via social capital (SC) was found significant for TP. Effect size at 95% confidence interval indicated good mediation effect of SC (0.087). Noteworthy variances among mediation effects were therefore obtained, indicating acceptance of mediating hypotheses H_4. Nonetheless Overall the standard error testified in all equations is low.

Moderating Hypothesis: H_5

The researcher applied Preacher and Hayes (2004) method of testing for moderation analysis. Preacher and Hayes model 1 was used for this analysis.

Moderation I

Preacher and Hayes (2004) method was applied to test hypothesis of moderation. Firstly, it was tested that work cognition inventory is not influencing team performance significantly as the standardized regression weight is -0.06. Impact of individual team member creativity was then tested on team performance. Interaction term showed a non-significant and negative relation which means moderation is not affecting. The empirical analysis concluded that individual team member creativity is not significantly establishing the work cognition inventory and team performance relationship.

Table 9: Moderation-I

IV	DV	B	S.E	T	P	LLCI	ULCI
WCI	TP	-.06	.041	1.126	1.38	.260	.463
IC	TP	.011	.121	.926	1.17	.161	.321
Int-1	TP	.146	.170	.859	1.11	.120	.142

In the context of conditional effect, the relationship between work cognition inventory and team performance came negative. As the influence of individual team member creativity moderates, the relationship strengthens a bit and the value of the coefficient slightly raises but not upto a significant level. Even in the end, when the moderator is influencing completely, the coefficient increases a bit. Thus proving individual team member creativity not to has a significant moderating effect on the relationship between work cognition inventory and team performance.

Overall Moderation Effect of the Scales by Sample

Table 10: The moderation effect of scales by sample

	Coeff	S.E	T	Hypotheses Acceptance/ Rejection
IC	.204	.181	1.126	
WCI	.146	.170	.859	H_5= Rejected

Table 10 portrays that IC strongly moderates the relation between TD and TP (coeff= 0.090, se= 0.031 and t= 2.908) thus confirming the acceptance of H_{7a}. A positive and significant relationship was found in such a way that higher the individual team member creativity higher will be the association among team diversity and team performance. Nonetheless the table reveals no significant moderation of IC between WCI and TP (coeff= 0.146, se= 0.17 and t= 0.859) thus rejecting the hypothesis H_{7b}, as reported by Nimon et al. (2011) not to find any significant link among work cognition inventory and performance, due to which the moderator has insignificant effect on their relation.

Discussion

With an end goal to see how to accomplish the exercise in careful control suggested by the double process display, researchers have adopted one of two expansive strategies to settle the obvious exchange between the educational advantages and attachment challenges made by diversified teams. In order to achieve the set goals and objectives in healthcare sector of Pakistan, hospital management should ensure quality infrastructure, priority to robust information system, integrated delivery of healthcare, strict compliance of policies and recommendations given by international organizations like WHO (Khalid et al., 2018). There exists a communication gap between federal, provincial and district level managements of health care system. This is mainly because there is no participation of stake holders and community in formulation of health policies and planning. Moreover, there are other weaknesses too i.e. lack of implementation, duplication of resources, zero outcome programs etc. (Kurji et al., 2016).

Weak governance is responsible for the many feeble results in healthcare sector, including lack of implementation, evaluation of policies, lack of analysis and lack learning shortcomings for future maturity. Implantation on ground is managed by Doctors but they are not given any authority to take actions against the corruption or malpractices. Feeling of humiliation is also very common for the doctors by the administrative people like EDHOs (Executive Director Health Officers) and Nazims. Decrease in the trust and confidence of people in public health providers is also because of the poor governance and inefficient system (Wajid & Massoud, 2002; Kurji et al., 2016).

Training of health professionals is generally ignored by those who are making the health policies. They focus on increasing number of health facilities, laboratories, ambulances and modern equipment. But they do not bridge the gap of training of concerned people to optimally utilize these facilities and equipments. Policy makers take references from developed countries, but they miss out the fact that they have a complete infrastructure that can easily engage the latest developments (Health policy in Pakistan, 2016). Therefore, training and counseling must be provided to all the staff members to work together for the betterment of hospital instead of felling in differences issues.

Concluding Remarks

There can be two approaches for accurate measurement of knowledge sharing in teams, by asking team members to describe the extent to which they share explicit or tacit knowledge with their colleagues and using a round-robin design or taking social networks (Warner et al., 1979). It will require every team member to assess his experience of sharing knowledge with other team members followed by aggregation of results at team level as suggested by Huang et al. (2014).

It is recommended that understanding why individuals concede to each other in work teams that are; unloading the basic wellsprings of yielding may resolve equivocalness in the writing that limit situations using social progressions in diversified teams. 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. A conceivable clarification can be found in the procedure versus result center, portrayed by Woolley (2009). Individuals with a high score on creative style variable ordinarily have a high level of process center, which implies; it distinguishes the particular assignments that should be finished, the assets accessible for doing as such, the coordination of assignments and assets among colleagues (Cools et al., 2009; Woolley, 2009). It is recommended, for instance, that teams are at first aroused to utilize their various educational assets. Though, these have least impact at assimilating and synchronizing the resources.

Future Research Avenues

This exploration is an outline of the significance of a multidimensional model of subjective styles, whereby the explanatory measurement is part of a knowing and an arranging style which plainly have diverse impacts. Moreover, future research ought to likewise take process factors into account. The connection between assembled assorted variety, group fulfillment and execution has ended up being extremely intricate. Including process factors e.g., simplicity of correspondence, clash, or trust into the model may give critical extra bits of knowledge (Roberge & van Dick, 2010). An encouraging direction of investigation is to consider moderators, (e.g., group sort, errand multifaceted nature, reflexivity, the recurrence and span of connections) that may impact the connection between assorted variety furthermore (Horwitz, 2005). Existing exploration discoveries unequivocally recommend that diversity research is, however, to completely observe; how to deal with the attachment hindrance related to different groups without risking the enlightening preferred standpoint.

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