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The Elements of Organizational Factor in Inter-Professional Teamwork and Inter-Professional Collaboration Practice

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ABSTRACT

Today's healthcare labours are being asked to work in collaboratively among team members to achieve goal of the company and to deliver good and effective services to the citizens. Inter-professional Teamwork (IPT) is necessary in healthcare working environment and team has known as an essential factor that can make an organization more success. However, there is a limited research has been conducted to evaluate the important elements in inter-professional teamwork (IPT) and inter-professional collaboration practice (IPCP). The purpose of this paper is to examine the relationship between inter-professional teamwork and inter-professional collaboration practice. The framework suggests four elements of organizational factors in inter-professional teamwork: empowerment, leadership, fairness, and job resources towards inter-professional collaboration practice among healthcare professionals.

Keywords: Inter-professional collaboration, teamwork, leadership, empowerment, fairness, job resources, healthcare, healthcare providers.

INTRODUCTION

Inter-professional teamwork has known as one of the essential factor that can contribute to positive inter-professional collaboration (IPC) practice and it has poorly conceptualized among healthcare providers. There are a few studies have suggested that inter-professional teamwork and collaboration improve patient outcomes and access to healthcare (Archer et al. 2012; WHO 2010; Zatzick et al. 2014). According to Haire (2010), introducing inter-professional collaboration within health care organizations affords the potential for health care professionals to work collaboratively to provide high quality patient care. However, inter-professional collaboration requires continuous interaction, coordinated efforts and knowledge sharing among health care professionals. Among the

issues, the inter-professional teamwork has considered as a silent issue in the IPC between physicians, nurses, and allied health professionals. Research suggests that the inter-professional teamwork and collaboration improve patient outcomes and access to healthcare (WHO, 2010). Thus, the aim of this study is to review the relationship between elements of organizational factor in inter-professional teamwork and collaboration.

METHOD
A comprehensive search was conducted of peer reviewed articles publish in English from 2000 to 2016 using several relevant databases including Medline, Research Gate, Emerald, Pubmed, and Science Direct. Prior researchers used the key words in this review interchangeably with few others established words. Therefore, this paper included a range of terms in the search strategy to describe the review objective and capture relevant literature. The terms searched include inter-professional collaboration, inter-professional teamwork, leadership, empowerment, fairness, job resources, healthcare workers, healthcare providers and healthcare professionals. There were 122 studies regarding of inter-professional collaboration (IPC) practice and inter-professional teamwork were identified and only those 29 studies that related specifically to IPC and 32 studies of inter-professional teamwork were applicable for this review. This paper is highlights on the important elements of inter-professional teamwork in organization factor of IPT that influence the inter-professional collaboration practice among healthcare professionals. The literature screening process has done primarily through literature topics and abstracts. Thus, the study is related to inter-professional collaboration practice and inter-professional teamwork among those professionals who are working in hospital facilities.

INTER-PROFESSIONAL COLLABORATION PRACTICE (IPCP)
World Health Organization (2010) described inter-professional collaboration practice as "The multiple health workers from different professional backgrounds who are work together with patients, families, caregivers, and communities to deliver the highest quality of care". Collaboration and teamwork has been known as key elements between healthcare professionals in the delivery of cost effective healthcare, provide satisfaction among professionals, enhanced and give positive outcomes to patient (Jacobson, 2012; Zwarenstein, Goldman, & Reeves, 2009; Barret et al, 2007). Researchers at WHO have found that health care workers who are team players are the ones who succeed in austere situations dealing with extremely complex issues (WHO,2010). However, to enhancing healthcare outcomes, healthcare professionals could gain many benefits from implementing inter-professional collaboration within a healthcare environment.

INTER-PROFESSIONAL TEAMWORK (IPT)
Inter-professional teamwork is defined as the different health and/or social professional who share a team identity and work closely together in an integrated fashion and interdependent manner to solve problems and deliver services (Reeves et al., 2010). Teamwork has also shown to provides more comprehensive and effective services for patients (Hartgerink et al., 2014; West & Lyubovnikova, 2013; Khan, McIntosh, Sanmartin, Watson, & Leeb, 2008; Campbell et al., 2001) and it also advantageous for health professionals (Borrill et al., 2001; Clements, Dault, & Priest, 2007) and more

cost effective for healthcare organizations (Bodenheimer & Berry-millett , 2009; Lowe & O'Hara, 2000). From the other studies, inter-professional teamwork and collaboration improve patient outcomes and access to healthcare (WHO, 2010; Archer, Bower, Gilbody et al., 2012; Zatzick, Russo, Lord, et al. 2014) and those health care workers who serve as part of a team are more effective and have higher job satisfaction than those who do not (Raab, Will, Richards, O'Mara, 2013). This study will discuss four elements of organizational factor and there is empowerment, leadership, fairness, and job resources.

EMPOWERMENT
There are a few of studies have been stated that employees' psychological empowerment is very important for any organization to achieve the higher levels of employee involvement, flexibility and market responsiveness (Mathieu et al., 2006; Kozlowski and Klein, 2000). Empowerment in organization will make work easier and every activity in organization will be smooth. Empowerment is one of the benefit that employees can perform in their work and contribute their creativity and innovative ideas to the organization. Volmer et al. (2012) has pointed out any organization that provide their employees with greater autonomy and allow them to make their own decision in control results can increase their higher levels of creative process engagement. In addition, psychological empowerment also can positively influence creative engagement, managerial effectiveness and intrinsic motivation (Shalley, Zhou, & Oldham, 2004). On the another hand, in the study of Management Scholars, they have stated that effective leadership acts through empowering employees to engage them and improve work outcomes (Castro et al., 2008). Previous research found that psychological empowerment is a key of enhancing employee's commitment to the organization since it enhances the match between employee's work roles and their personal value system; confidence in an individual's ability to carry out task effectively, which encourages employees to make more efforts for the benefit of the organization and to engage in decision-making (Janssen, 2004). Hence, the relationship between transformational leadership and psychological empowerment provide outcomes such as job satisfaction and effective commitment to the organization (Barroso Castro et al., 2008).

AUTHENTIC LEADERSHIP
Leaders are viewed as an essential element in healthcare settings to influence clinical team practice, patient safety and quality care (Reeves, Lewin, Espin, & Zwarenstein, 2010). The study by Cho & Park, (2011) were stated that trusted leaders spread job satisfaction, organizational and individual performance, organizational commitment, and employees' discretionary skills. Thus, the benefits of shared and distributed leadership have shown that a positive association between these forms of leadership and team performance (Bergman, Rentsch, Small, Davenport, & Bergman, 2012; Pearce & Sims, 2002; Ensley, Hmieleski, & Pearce, 2006; Wang, Waldman, & Zhang, 2014). According to Macey & Schneider (2008), employee engagement is very important as a competitive advantage that can helps organizations cope with challenges, such as increasing productivity and workplace performance and also affect job performance among employees (Xu & Cooper Thomas, 2011). A good team leader should have good elements in their work such as skills, and ability to help their followers by combine

skills, attitudes, being professional in their work, have a lot of knowledge, and regulatory obligations into their practice (Day, Gronn, & Salas, 2004; Ellis et al., 2003).

FAIRNESS

Fairness in organization is known as another key element that can affects behaviours and can improve the effectiveness functioning in organization (Cropanzano, Bowen, & Gilliland, 2007). Fairness can improve job performance and emotional responses in organization. There are some evidence from researchers in human resources management arena has found that fairness in organization can lead to attitude adjustments, organization citizenship behaviours (Hosmer & Kiewitz, 2005) and changes to individual or teamwork and job performance (Aryee et al., 2004; Zapata-Phelan et al., 2009; Cohen-Charash & Spector, 2001). There are some previous research were focused on examining the relationship between fairness at organization and health (Elovainio, Kivimäki, Steen, & Vahtera, 2004; Elovianio, Kivimaki, & Vahtera, 2002; Kivimäki, Elovainio, Vahtera, & Ferrie, 2003; Kivimäki, Elovainio, Vahtera, Virtanen, & Stansfeld, 2003; Kivimaki et al., 2004). In addition, injustice also contributed with other emotional responses, it includes depression and anxiety (Kivimäki, Elovainio, Vahtera, Virtanen, & Stansfeld, 2003; Ylipaavalniemi et al., 2005).

JOB RESOURCES

In organization, social supports from top management, supervisors, and among employees may affect the job outcomes in organization. San Martín-Rodríguez, Beaulieu, D'Amour, & Ferrada-Videla (2005) have mentioned the key conditions for a successful collaborative practice are availability of time to interact and of spaces to meet, and sharing space in the same team. A good support from co-worker can refers to the degree of assistance enacted among their work colleagues (Liao, Joshi, & Chuang, 2004) and it includes the information that they sharing together, the way they caring among each other, and tangible aid (Ducharme & Martin, 2000; Parris, 2003). Moreover, job resources also known as key elements of motivational states that can improve work engagement (Schaufeli, Bakker, & Salanova, 2006). The conflicts between supervisors or top management with their subordinates can promote stressful environment because they lose important resources (Bruk-Lee & Spector, 2006). there are lack of safety, employees will feel lack of motivation towards their job because workplace models safety is focus on motivational processes (Christian, Bradley, Wallace, & Burke, 2009; Neal & Griffin, 2004). Fortunately, the workplace safety environment is important for employees in term of working individuals because it can affect their job autonomy, it can give a positive workplace climate, and improve co-workers support (Crawford et al., 2010). The great deal research were done in hospital settings that demonstrate that job resources create a motivational process which is it can motivate employees toward higher engagement (Bakker & Demerouti, 2007; Demerouti et al., 2001).

AIM AND HYPOTHESIS

The aim of this study is to examine the relationship between the elements of organizational factor in teamwork and inter-professional collaboration practice among healthcare professionals. Thus, the study also wants to find out the most contribution element of inter-professional teamwork towards inter-professional collaboration practice. We hypothesised that health professional who perceived

the higher level of elements of organizational factor: empowerment, leadership, fairness, and job resources in inter-professional teamwork would have higher perceived of inter-professional collaboration practice.

DISCUSSION

The issues of medical errors have caught the attention of public and authorities, since a large number of deaths are caused by medical error (Baker, Amodeo, Krokos, Slonim, and Herrera, 2010). The statistic has reported about 3,526 medication errors with 248,307 near misses in the same period by Patient Safety Unit of Health Ministry in year 2014 to 2015. On the other hand, there are five top cases that resulted in severe harm in Malaysia, which were 191 cases in patient falls, 86 cases with medication error, 62 cases of adverse outcome of clinical procedure, 46 cases of dislodgement of catheter, and 39 cases of injury to neonate (Aishah & Bakar, 2017). However, there is no official data statistic of medical errors in Malaysia (Milton L, 2018; Siti Naaishah and Solmaz, 2014). Thus, the health providers need to prevent these cases from becoming worse by finding what are the factors that contribute the most to this problem and effective solutions to these matters.

According to Green & Johnson, (2015), collaboration between healthcare professionals has shown to have great efficiency, decreased costs, and more comprehensive approach to care. In this case, the government, healthcare decision makers and health professionals' associations have identified IPC as an important policy to focus in patient safety issues, health human resource shortage and transforming the healthcare system (Canadian Nurses Association, 2011; World Health Organization, 2010; National Research Council, 2000).

Therefore, developing a conceptual framework is a big step to understand the real picture of inter-professional collaboration practice on how healthcare providers can understand the best elements that can be applicable when it comes to work. Inter-professional collaboration may give potential negative implications for health care delivery, but this concept is not completely understood among healthcare providers. Understanding about each roles and responsibilities among healthcare providers will produce great collaboration. There is evidence that stated healthcare providers have different or limited knowledge of responsibilities, practices, and values (Kramer & Schmalenberg, 2008). Besides, they also have different beliefs for solutions and problems on their work responsibilities(Manojlovich, Antonakos, & David, 2009).

A study by General Medical Council (2013) has suggested that good collaboration and relationship among healthcare providers can improve health care and reduce patient harm when health providers successfully cooperate across professional boundaries. However, patient care cannot be delivered by individual healthcare professional only but it should be in teamwork if they want to get better outcomes and results. The negative aspects of care may decrease due to improved inter-professional collaboration, such as duplications in medical testing, healthcare costs, length of stay within a healthcare facility, medical complications and errors, mortality rates, and tension on healthcare teams (Connolly et al., 2010; Sandberg, 2010; WHO, 2010).

In response to this problem, the study will explore the degree of elements that contributes to the process of collaboration among healthcare providers in Malaysia. Some studies have described few

key elements that may affect the success and failure of collaboration among healthcare providers, but which one is the best elements that have to focus if they want to fix it. Thus, researchers want to find out what are the relationship of each elements of inter-professional teamwork and inter-professional collaboration practice. Apart from that, this study also helps to guide healthcare providers to understand more about the concept of collaboration.

CONCLUSION

There is a limited study of inter-professional teamwork and collaboration practice in Malaysia. We also encourage other researchers to widen the study scope by looking at the elements under inter-professional teamwork with more specific and focus on the overall healthcare professionals such as physicians, hospital administrators, nurses, therapists, and other allied health staff.

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