



Group composition and innovation in health-care teams: analysis of team climate in hospitals' teamwork



Complutense University of Madrid

Francisco Gil, **Angel Barrasa**, Ramon Rico, M. Teresa Martinez & Miriam Sanchez

Management, Leadership & Developing Work Groups. Teamwork Research Unit



TEAM SIZE

Group size influences team performance and innovation, so teams are effective when they have an adequate number, when they aren't under neither up dimensioned.

Previous research on group structure suggests a curvilinear relationship between group size and innovation.

Small teams lack the diversity, whereas large teams enable interaction (Guzzo & Shea, 1992; West & Anderson, 1996).

TEAM TENURE

Group longevity is associated with negative effect on team innovation.

Newcomers improve methods, accumulated knowledge, and communication; in this way, smaller levels of time working together will have positive influence on team innovation.

Without changes in membership, groups may become less innovative over time (Kozlowski & Hulst, 1986).

Longer tenure might be associated with increasing homogeneity and consequent deleterious effects on team innovation (Jackson, 1996).

TEAM CLIMATE OF INNOVATION

Team Climate is defined as shared perceptions referring to the 'proximal work group'.

Support for Innovation is defined as the expectation, approval and practical support of attempts to introduce new and improved ways of doing things in the work environment (Anderson & West, 1998).

Support for innovation has been confirmed as the most consistent predictor of team innovations in external evaluations (Bunningham & West, 1995).

METHOD

SAMPLE

89 teams random selected from 27 hospitals throughout Spain (406 subjects)

MEASURES

The Team Climate Inventory (Anderson & West, 1994)
38-items Questionnaire ($\alpha=0.96$; ICC=0.55) with 5-point Likert responses (disagree-agree) grouped in 4 factors

- Scales
- GROUP GOALS (11 items; $\alpha=0.93$)
 - PARTICIPATION (12 items; $\alpha=0.96$)
 - TASK ORIENTATION (7 items; $\alpha=0.96$)
 - SUPPORT FOR INNOVATION (7 items; $\alpha=0.96$)

INFLUENCE IN OTHER PROCESSES:
Leadership (Gil, Rico, Alcover, & Barrasa, 2005; Kozlowski & Doherty, 1989)
Group potency (Gully, Joshi, Incalcaterra, & Beaubien, 2002)
Team Effectiveness (Pearce, Gallagher, & Ensley, 2002)

EMPIRICAL EVIDENCE:
Original version in English (Anderson & West, 1994, 1998; Kivimaki et al., 1997; Loo & Loewen, 2002)
Swedish version (Agrell & Gustafson, 1994)
German version (Brodbeck & Maier, 2001)
Norwegian version (Mathisen et al., 2004)
Spanish version (Barrasa, Gil, et al., in progress)

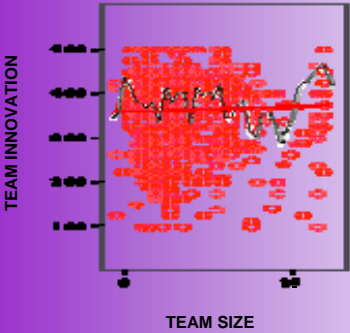
ANALYSIS STRATEGY

Hierarchical Regression analysis was used to evaluate influence from group composition

Criterion variable:
TEAM CLIMATE OF INNOVATION

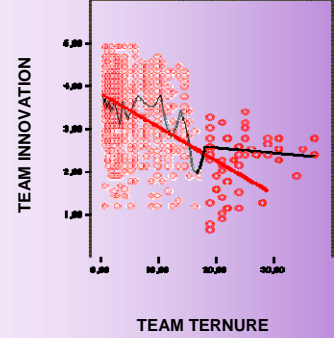
Predictor variables:
-Team Size
-Team Tenure

RESULTS & DISCUSSION



These results show that collective climate of innovation as a group level phenomenon... There is no direct influence by team size, maybe curvilinear since it is higher for less than 5 and more than 20 team members.

There is a remarkable negative effect by team tenure.



For health care teams in particular, and teams in general, the results suggest a need to ensure adequate group tenure in teams when innovation is a desirable team performance outcome.

These findings are supporting the model and the relational basis of group composition on team innovation

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