

A Study of Relationship Between Teamwork and Organizational Agility of Treatment Management Staff of Social Security of North Khorasan

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Abstract: The aim of this research is the study of relationship between teamwork and organizational agility of treatment management staff of social security of north Khorasan. For this purpose, a wide range of theoretical foundations about teamwork and organizational agility is examined. The analytical model of the research is formed based on this studies and referring to expert's opinions. All the assumptions of this study is based on the analytical model and according to this model, the organizational agility is analyzed in four dimensions of: accountability to customers, preparation for dealing with changes, valuing human knowledge and skills, and constitution virtual partnership. The statistical population of this research is consisting of all the treatment management staff of social security of north Khorasan inclusive 163 people. Data was collected using a questionnaire and analyzed with SPSS statistical techniques and analyzed both descriptive and inferential. The results show that there is a significant relationship between team work and organizational agility so that team work is effective on the organizational agility. Finally, the research is focused on providing practical recommendations.

Keywords: Organizational agility, Teamwork, Accountability to customers, Preparation for dealing with changes, Valuing human knowledge and skills, Constitution virtual partnership.

INTRODUCTION

Change is the greatest specifications of organizations and institutions in the field of competitive. At the beginning of the twenty-first century organizations have experienced significant changes to their surroundings. This success has led to the issue that a lot of organizations revise about their strategic priorities and business outlook and that organizations emphasis on adapting to changes in the business environment and responding to customer needs through the modern methods of cooperation and virtual organization. In order to find a response for this business challenges, organizations has developed a new approach named agility. When an organization is able to coordinate with other organizations through lever aging the knowledge and internal cooperation and quickly and efficiently create, produce and support all the required resources, it will be an agile organization.

According to Goldman et al., staff skills, knowledge and experience is them a invariable in an agile competitive environment in a firm. Therefore continuous education and training of workforce is an integral part of operational and investment symbol for

success in the future. Due to the lack of discussions and theoretical research on teamwork and organizational agility at the university level of country and as well as the weakness of these items at the level of executive organizations and the lack of paying researchers to study the explicit relationship between teamwork and organizational agility are the reasons that the research has selected this subject. Also the importance of agility and teamwork in the organizational processes and service companies led to the issue that the studied population nbe considered the treatment management of social security of north Khorasan. In this study, taking into account the factors and parameters influencing each of the two categories of teamwork and organizational agility and assessment of correlation and the impact of each of them, the relationship between them will be investigated. Thus, the main objective of this study is to investigate the relationship between teamwork and organizational agility of treatment management staff of social security of north Khorasan province [1].

LITERATURE

By the end of 1970, based on the division of labor, various activities were conducted separately, but

gradually between 1970 and 1980, various activities in businesses integrated and comprehensive jobs were created. And then at the end of 1980 and 1990 was the peak of the formation of operational teams at different levels of the organization. From the 1990s onwards, almost 78 percent of organizations were done based on team work. The literature of teamwork has a history to the size of society's organization. The family is also a team structure, in which the members of the group are dependent to each other, see each other almost constantly, and generally pursue a common goal. Of course, this ideal is not always true in reality, because existence of a program of counseling to solve family problems specifies that sometimes families also become a team that a tribulation may appear in their operation. However, ideal items maintain impeccable. So, team is a familiar structure to get things done. This concept is strengthened by our culture. Legends and myths are full of examples of teamwork. The legend of Arthur and the Knights is a sample with a warning about the fact that if the team lost its main target, the competitor will find an opportunity to overcome it. Teams are considered as the most basic organizational units and before industrialization; teamwork was one of the basic components of domestic economy. All the family members had enforced to work in the farms or work in the field of industry [2].

Team Formation Steps:

1. Preparation,
2. Formation,
3. Chaos,
4. Balance,
5. Implementation.

Types of teams from the perspective of Katznyk and Smith:

1. Teams that are causing or carrying out work,
2. Teams that are working recommender,
3. Teams those are responsible for managing and directing work.

Types Of teams according to the purposes:

1. Solver team,
2. Autonomous team,
3. Expert team.

Manufacturing industry has always been on the verge of change. This change was from handicraft to lean mass production and in the current era has been in transition with agile manufacturing. Throughout history there have been three changes in manufacturing.

First period: Manufacturing has been handmade.

Second period: Has been the mass manufacturing era.

Third period: the philosophy of lean production (productive system) what Taiichi Ohno was its establisher and mastermind behind.

Fourth period: This is the agile manufacturing that aims to the enrichment of the customer, leveraging the impact of information and people, dominating on the changes and increasing competitiveness through cooperation [3].

METHOD OF STUDY

In terms of the nature and objectives, this study is functional. And in terms of collecting data for hypotheses test is descriptive and correlation and survey.

Statistical population and sample size

The statistical population of this research is consisting of all the treatment management staff of social security of north Khorasan inclusive 163 people. And the number of samples is 113, according to Kerjencie and Morgan table.

Sampling method

The sampling method is simple random sampling. In this way, the principle of equal chance for choosing the community members to join in the sample is observed. And the results of the samples can be generalized to the whole desired community [4].

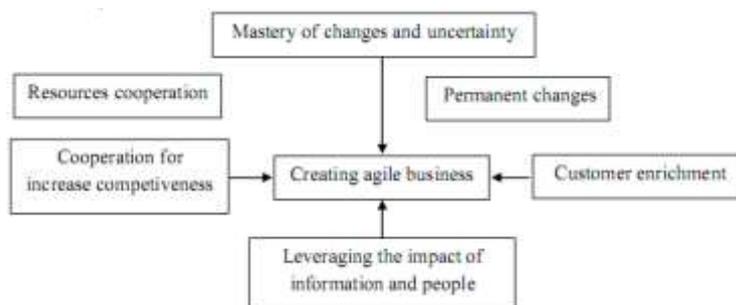
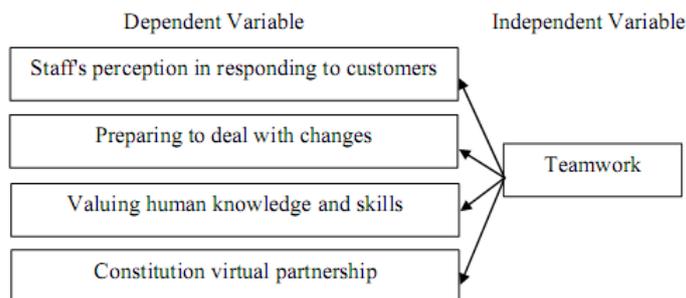


Fig. 1: The quadruplet model of organization agility (Atkinson, 2005)



FINDINGS

Findings for Hypotheses test

Table 1: Spearman's test results about the relationship between teamwork and organizational agility

	Teamwork	Organizational agility
Spearman's rho Teamwork	1.000	0.604**
Sig. (2-Tailed)	0	0.000
N	113	113
Organizational agility	0.604	1.000
Sig. (2-Tailed)	0.000	0
N	113	113

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

According to table 1, the obtained correlation coefficient between variables is $r = 0.604$ that its level of significance is $sig = 0.000$. And since the level of

significance is smaller than 0.01, it can be realize that there is a significant relationship between teamwork and organizational agility.

Table 2: Spearman's test results about the relationship between teamwork and staff's perceptions in responding to customers

	Teamwork	Staff's perception in responding to customers
Spearman's rho Teamwork	1.000	0.538**
Sig. (2-Tailed)	0	0.000
N	113	113
Staff's perception in responding to customers	0.538	1.000
Sig. (2-Tailed)	0.000	0
N	113	113

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

Table 3: Spearman's test results about the relationship between teamwork and Preparing to deal with changes

	Teamwork	Preparing to deal with changes
Spearman's rho Teamwork	1.000	0.510**
Sig. (2-Tailed)	0	0.000
N	113	113
Staff's perception in responding to customers	0.510	1.000
Sig. (2-Tailed)	0.000	0
N	113	113

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

Table 4: Spearman's test results about the relationship between teamwork and Valuing human knowledge and skills

	Teamwork	Valuing human knowledge and skills
Spearman's rho Teamwork	1.000	0.525**
Sig. (2-Tailed)	0	0.000
N	113	113
Staff's perception in responding to customers	0.525	1.000
Sig. (2-Tailed)	0.000	0
N	113	113

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

Table 5: Spearman's test results about the relationship between teamwork and Constitution virtual partnership

	Teamwork	Constitution virtual partnership
Spearman's rho Teamwork	1.000	0.505**
Sig. (2-Tailed)	0	0.000
N	113	113
Staff's perception in responding to customers	0.505	1.000
Sig. (2-Tailed)	0.000	0
N	113	113

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

Prioritizing Hypotheses based on the correlation coefficient

Table 6: Prioritizing Hypotheses

Rows	Components	Correlation coefficient
1	Staff's perception in responding to customers (first secondary hypothesis)	0.538
2	Preparing to deal with changes (second secondary hypothesis)	0.525
3	Valuing human knowledge and skills (third secondary hypothesis)	0.510
4	Constitution virtual partnership (fourth secondary hypothesis)	0.505

RESEARCH LIMITATIONS

The obtained results of this study is valid for treatment management of social security of north Khorasan and generalizing to other devices or other provinces should be treated with caution.

Results based on the study findings

Teamwork means working together for a common purpose. For creating teamwork in a working field the group members must agree on the purpose and method of achieving it. Teamwork needs a lot of preparation and its software aspect should be particularly attended. Usually in operating systems, transmission of knowledge and skills to team members is not a difficult task, but the problem is the method of operating and team members interact with each other and form of team leadership.

One of the most important factors for survival and development of enterprises and organizations is agility. And their operation is in a changing environment and has uncertainty. Companies in this

environment, how to act while retaining their own, they can gain maximum benefit from the changes and progress? Agile manufacturing system is a new solution to deal with this challenge [5].

Suggestions of study findings

According to the results of the first hypothesis, the following suggestions are offered:

1. Formation of work teams at the organization level, particularly in customer-facing activities.
2. Develop and impart strategies to respond to customers based on teamwork actions.
3. Using different methods of getting feedback from customers.

According to the results of second hypothesis:

1. Deployment of a transformation management system in the organization.
2. Involving employees indecision-making and giving delegation of authority to them.
3. Encouragement and special welcoming from teamwork and creative activities.

4. Define the teams and emphasize to their position in the organization structure.
5. Establish a transparency in the mission and goals of the teams and provide flexible schedules for them.
6. Discussing the changes and ideas between staff.
7. Creating the context and culture of collaboration between staff.
8. Training the staff to cope with emergency and critical situations and forming a crisis team.

According to the results of third hypothesis:

1. Establishment of a knowledge management system in the organization.
1. Dynamic training planning in order to update staff's information in technologies and equipment and new software.
2. Creating systematic view with an approach of continuous improvement in all working processes among all personnel by establishing new management systems.
3. Encouraging staff to innovation and ingenuity in work teams by motivational matters and...
4. Developing and creating projective and gyration structures in working processes.
5. Preparation of necessary hardware and software contexts for improving the interaction between staff and creating the context of exchanging and transferring the skills and science of team members to each other.
6. Defining the roles and responsibilities of each individual in specialty manner in each working team.
7. Providing a mechanism to identify and resolve conflicts between team members.

According to the results of forth hypothesis:

1. Applying an integrated and systematic management for creating coordination and consistency between teams and different working parts of integrated and systematic management.
2. Create a friendly environment and interaction between staff and customers to exchange expectations and demands of customers and evaluates the performance of staffs.
3. Improve the responsibility morale by senior management entrusting to staff.
4. Establishment of successor breeding between managements and staff.
5. Creating an accessible electronic context for all of the staff in order to establish an absentia partnership for staff and a wee information exchange between them.

6. Create an environment which is based on trust to encourage staff for doing teamwork.

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