
Teamwork Skills, Organizational Culture and Job Performance of Medical Professionals at Kenyatta National Hospital, Kenya

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Festus Joram Osinde¹; Prof. Joshua Kwonyike²; Dr. Neddy Soi³

Abstract:

Purpose: The study aims to investigate the impact of teamwork skills on the job performance of medical professionals at Kenyatta National Hospital (KNH), with a particular focus on the moderating role of organizational culture.

Material/methods: The study is grounded in Human Capital Theory and employs an explanatory research design. The target population consists of 2,698 medical professionals at KNH. A combination of stratified and simple random sampling techniques was utilized to determine the sample proportion, yielding a sample size of 349, calculated using Yamane's formula. Data collection was conducted through structured questionnaires, and hypotheses were tested using a hierarchical regression model.

Findings: The analysis revealed that teamwork skills have a positive and statistically significant effect on job performance ($\beta = 0.739, p < 0.01$), demonstrating that effective teamwork enhances medical professionals' performance. Furthermore, organizational culture was found to be a significant moderating variable in this relationship ($\beta = 0.660, p < 0.01$), with an R-squared change of 0.054. This indicates that a culture supportive of teamwork strengthens the positive influence of teamwork skills on job performance.

Conclusion: The study concludes that teamwork skills are a crucial determinant of job performance among medical professionals. Additionally, organizational culture plays a significant role in reinforcing the relationship between teamwork skills and job performance.

Value: The study provides empirical evidence supporting the need for healthcare institutions, particularly KNH, to cultivate a collaborative work environment. The findings suggest that fostering teamwork through institutional policies, continuous training, and leadership strategies can enhance job performance and improve patient care outcomes. Additionally, integrating teamwork metrics into performance evaluations and leveraging technology for team-based communication are recommended strategies for optimizing teamwork effectiveness in healthcare settings.

Keywords: Teamwork skills, Job performance, Organizational culture, Medical professionals, Hospital

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¹ MBA student, Moi University

² School of Business & Economics, Moi University

³ School of Business & Economics, Moi University

1. Introduction

The healthcare sector plays a pivotal role in ensuring the well-being of populations by providing essential medical services, promoting disease prevention, and enhancing overall public health. The effectiveness of healthcare institutions is largely dependent on the performance of medical professionals, whose responsibilities extend beyond clinical expertise to include collaboration, communication, and adaptability (World Health Organization, 2021). Job performance among healthcare professionals is crucial for optimizing hospital operations, improving patient outcomes, and ensuring the efficient delivery of services. However, various factors influence job performance, with teamwork skills emerging as one of the key soft skills required for effective healthcare service delivery. Understanding how teamwork skills impact job performance is essential for enhancing hospital efficiency and improving healthcare outcomes.

Teamwork skills refer to the ability of individuals to work collaboratively, communicate effectively, and coordinate their efforts toward achieving a common goal. In the healthcare context, teamwork is fundamental, as it facilitates efficient task execution, reduces medical errors, and enhances problem-solving capabilities. According to Salas et al. (2015), effective teamwork correlates with improved patient care, enhanced decision-making, and reduced adverse events. Moreover, cohesive teams with strong communication channels tend to perform better under complex and high-pressure environments, leading to increased productivity and job satisfaction (Cohen & Bailey, 1997). The importance of teamwork in healthcare settings has been widely recognized globally, as it directly impacts patient safety, staff morale, and hospital efficiency.

Organizational culture serves as a crucial moderating variable in the relationship between teamwork skills and job performance. Organizational culture encompasses shared values, beliefs, and practices that shape workplace behaviors and influence employee interactions. A supportive organizational culture fosters collaboration, encourages open communication, and facilitates professional development, thereby amplifying the positive effects of teamwork on job performance. Conversely, a restrictive or hierarchical organizational culture may hinder teamwork effectiveness, leading to inefficiencies and workplace dissatisfaction. Boyatzis (2008) emphasizes that while teamwork skills are essential, their effectiveness is contingent on the organizational culture in which they are applied. Understanding this moderating effect is crucial in tailoring interventions that enhance teamwork and job performance within healthcare institutions.

In Kenya, national hospitals such as Kenyatta National Hospital (KNH) face significant challenges related to job performance, despite having highly trained medical professionals. Ineffective teamwork has been associated with fragmented patient care, delays in service delivery, and miscommunication among healthcare workers (Smith et al., 2018). Jones and Peters (2019) further highlight that poor teamwork skills lead to diminished patient satisfaction due to unclear interactions and a lack of coordination in service provision. Additionally, Adu-Gyamfi and Asare (2020) note that a deficiency in collaborative problem-solving and innovative thinking among medical professionals constrains their ability to adapt to evolving healthcare demands. These issues

underscore the necessity of structured teamwork training programs tailored to the specific needs of medical professionals within national hospitals.

Despite extensive global research on teamwork skills and job performance (Pang et al., 2019), studies examining the interplay between teamwork skills, organizational culture, and job performance in healthcare settings remain limited. Specifically, there is a lack of empirical data on how organizational culture moderates the influence of teamwork skills on job performance at KNH. This gap in knowledge hinders the development of targeted training interventions that align with the hospital's operational culture, as noted by Cameron and Quinn (2011). Addressing this research gap is crucial for optimizing training strategies, improving healthcare service delivery, and positioning KNH as a leader in patient-centered care. Therefore, this study seeks to explore the influence of teamwork skills on the job performance of medical professionals at KNH, with organizational culture as a moderating factor. The findings will contribute to the enhancement of healthcare training programs, leading to improved patient outcomes and overall hospital efficiency.

2. Theoretical and Literature Review

Human Capital Theory, developed by economists Gary Becker (1964) and Theodore Schultz (1961), emphasizes the role of education, training, and skills in enhancing an individual's productivity and economic output. The theory posits that investment in human capital—through education and skill development—yields long-term benefits by increasing an individual's economic value and overall productivity. Becker (1993) argues that just as physical capital (e.g., machinery and technology) enhances productivity, so too does human capital, which includes acquired knowledge, expertise, and competencies. In the context of workplace performance, Human Capital Theory suggests that employees who undergo continuous skill development contribute more effectively to their organizations, leading to improved efficiency and economic growth.

Scholars have applied Human Capital Theory to analyze the influence of teamwork skills on job performance, particularly in high-pressure environments such as healthcare. Salas et al. (2015) highlight that teamwork skills, including effective communication, collaboration, and adaptability, are critical for enhancing patient care and reducing medical errors. Similarly, Jones and Peters (2019) argue that investments in teamwork training programs lead to better coordination among healthcare workers, ultimately improving hospital efficiency and patient outcomes. Furthermore, Blundell et al. (1999) assert that skill acquisition enhances an individual's ability to perform tasks efficiently, reinforcing the idea that training in teamwork skills enhances professional competence and job performance. These perspectives underscore the necessity of investing in teamwork skill development as a form of human capital accumulation, with direct implications for organizational success.

Applying Human Capital Theory to this study, the research seeks to examine how teamwork skills influence job performance among medical professionals at Kenyatta National Hospital (KNH), with organizational culture as a moderating factor. By investing in teamwork training programs, KNH can enhance collaboration among healthcare professionals, leading to improved patient care and operational efficiency. Additionally, organizational culture plays a crucial role in determining how well these teamwork skills translate into better job performance. A supportive culture that promotes open communication, shared decision-making, and professional development

amplifies the benefits of teamwork skills, while a restrictive culture may limit their effectiveness. This study contributes to understanding how teamwork skill development, viewed through the lens of Human Capital Theory, can optimize job performance and improve healthcare service delivery at KNH.

2.1. Empirical Review

A substantial body of empirical literature supports the positive relationship between teamwork skills and job performance across various professional domains. Smith and Jones (2018) found that effective teamwork is significantly correlated with enhanced job performance, emphasizing the critical role of collaborative abilities in achieving organizational goals. Similarly, Brown et al. (2019) examined the healthcare sector and reported that medical professionals with strong teamwork skills demonstrated improved patient outcomes and overall job performance.

These findings align with Tannenbaum, Mathieu, Salas, and Cohen's (2012) meta-analysis, which highlighted the pervasive influence of teamwork on job performance across diverse industries. Additionally, Johnson and Smith (2017) and Lee et al. (2020) underscored the role of teamwork in fostering innovation and problem-solving, both of which directly enhance job performance. In contrast, Anderson (2016) emphasized the negative consequences of poor teamwork, noting its detrimental impact on job performance and organizational efficiency, thereby reinforcing the importance of addressing teamwork deficiencies in professional settings.

In the healthcare industry, where collaboration is paramount, Wilson and Davis (2015) stressed that teamwork skills are essential for optimal patient care and the overall job performance of medical professionals. Empirical evidence consistently demonstrates that effective collaboration leads to improved problem-solving, increased efficiency, reduced workplace conflict, and a more positive work environment. By fostering teamwork skills, healthcare institutions like Kenyatta National Hospital (KNH) can enhance patient care outcomes and overall institutional success. Thus, this study hypothesizes that:

H₁: Teamwork skills have a significant effect on the job performance of medical professionals at KNH.

Teamwork is a fundamental aspect of healthcare, as multidisciplinary teams must collaborate effectively to ensure quality patient care. The literature highlights that a collaborative organizational culture is essential for facilitating effective teamwork. According to West, Borrill, and Unsworth (1998), an organizational culture that supports teamwork not only strengthens team cohesion but also enhances outcomes such as patient satisfaction and safety. Furthermore, West et al. (2003) argue that when healthcare institutions prioritize teamwork as a core value, they experience better coordination, reduced medical errors, and increased innovation. This is because a teamwork-oriented culture fosters mutual respect, shared goals, and collective accountability among healthcare professionals.

Additionally, Zaccaro, Rittman, and Marks (2001) emphasize that team performance is significantly enhanced in organizational cultures that promote interprofessional collaboration. In such settings, medical professionals can effectively leverage their

diverse expertise, leading to improved decision-making and better patient outcomes. A culture that values teamwork strengthens the application of teamwork skills, thereby enhancing job performance in healthcare institutions. Thus, this study hypothesizes that:

H2: Organizational culture moderates the relationship between teamwork skills and job performance of medical professionals at KNH.

3. Material and methods

This study adopted an explanatory research design. An explanatory design is ideal for this study because it allows for a clear exploration of cause-and-effect relationships. This design helps in identifying teamwork skills impacts various aspects of job performance, providing detailed insights into the effectiveness of training interventions in a real-world healthcare setting. Additionally, this design will be used to explore causal relationships between variables, and test hypotheses which will provide a more in-depth understanding of a phenomenon under study (Shah & Kothari, 2015).

Sampling And Data Collection

The target population for this study comprised all 2,698 medical professionals at Kenyatta National Hospital (KNH), categorized as medical physicists, clinical officers, medical specialists, dental specialists, pharmacists, and nurses (KNH-HR Department, 2023). Using Yamane's (1973) formula, a sample size of 349 was determined, and stratified sampling was employed to ensure proportionate representation. Data collection was conducted through a structured questionnaire with a five-point Likert scale, containing closed-ended questions designed for efficient data capture. Both hand-delivered and online questionnaires were used to maximize participation, leveraging the advantages of ease in coding, interpretation, and data analysis (Cooper & Schindler, 2011). A pilot study involving 35 respondents (10% of the sample) from Moi Teaching and Referral Hospital (MTRH) in Eldoret was conducted to assess reliability and validity, excluding these participants from the final study to avoid bias. Reliability was evaluated using Cronbach's Alpha, with all computed values exceeding the acceptable 0.7 threshold, confirming strong internal consistency (Tavakol & Dennick, 2019). Content validity was ensured through expert reviews and feedback from supervisors and pilot participants, refining the questionnaire for accuracy and alignment with study objectives (Creswell & Creswell, 2023). The pilot study at MTRH identified and resolved minor ambiguities before the main data collection, ensuring the effectiveness of the research instrument.

Data Analysis And Models Specification

Given the nature of the investigation, a quantitative data analysis approach was adopted using SPSS version 26.0, a widely recognized analytical tool in research (Pallant, 2020). The data analysis process employed several descriptive statistical techniques to summarize and describe the characteristics of the data. Specifically, measures such as mean, median, mode, and standard deviation were calculated to assess central tendency and variability within the dataset (Field, 2013). Furthermore, to explore the relationships between the study variables, both correlation and regression analyses were conducted.

The model to be used is demonstrated below:

$$Y = \beta_0 + \beta_1 \chi_1 + \epsilon \dots \dots \dots (i)$$

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 M + \epsilon \dots \dots \dots (ii)$$

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 M + \beta_3 (\chi_1 * M) + \epsilon \dots \dots \dots (iii)$$

Where:

Y = Job performance, **β_0** = Intercept (constant), **β_1** = Regression coefficients, **χ_1** = Teamwork skills, **M** = Organizational culture (moderator), **ϵ** = Error term

4. Findings and Discussion

This section contains the analysis of the data and its interpretation. A total of 108 questionnaires were disseminated, 93 were fully filled and returned giving a response rate of 86.11%. Mugenda & Mugenda (2013) established that response rates above 50% are acceptable, while rates surpassing 60% are considered good, and those exceeding 70% are very good. Hence, this approach proved efficacious and provided substantial evidence for comprehensive examination across various dimensions of the researched subject matter.

This chapter presents the analysis of the data and the corresponding findings from the study. The findings are organized into distinct sections, each focusing on a key variable of interest: teamwork skills, skills, organizational culture, and job performance of medical professionals. The chapter proceeds by presenting the findings in the sections corresponding to each of the study's main variables, with both descriptive and inferential statistics guiding the discussion.

Descriptive statistics

The analysis of Teamwork skills reveals a generally positive inclination toward teamwork among respondents. The highest mean score is for the statement "I find it easy to cooperate with my colleagues during patient care activities", with a mean of 4.31, indicating that most respondents strongly agree with this aspect of teamwork. Other statements related to active participation and trust within teams also show high mean scores, such as "I regularly contribute ideas and suggestions during team discussions" and "I trust my colleagues to perform their duties effectively when working in a team" with a mean of 4.15 and 4.12 respectively, suggesting a strong belief in collaborative efforts and mutual trust. The mean score for the overall teamwork skills variable is 4.14 ± 0.812 , reflecting a generally positive response, indicating that respondents perceive teamwork to be an integral and effective aspect of their work environment at KNH and job performance. This is in line with a study Johnson and Smith (2017) and Lee et al. (2020) emphasized on the impact of teamwork skills on innovation and problem-solving, directly influencing job performance. Further, the above findings also agree with a study by Wilson and Davis's (2015). The study

emphasized that teamwork skills are essential for optimal patient care and overall job performance of medical professionals.

Table 1: Teamwork skills

N=278	Mean	Std. Dev
I actively participate in team meetings and collaborative efforts	4.07	1.035
I find it easy to cooperate with my colleagues during patient care activities	4.31	1.001
I regularly contribute ideas and suggestions during team discussions	4.15	0.925
My team members respect my input and consider my contributions valuable	4.1	0.924
I trust my colleagues to perform their duties effectively when working in a team	4.12	1.043
Teamwork is an integral part of the work culture at KNH	4.07	1.047
Mean	4.14	0.812

The study on organizational culture at Kenyatta National Hospital reveals a generally positive but somewhat moderate inclination toward key aspects of workplace culture, as reflected by the mean scores on a Likert scale. The overall mean score of 3.57 indicates that, on average, employees perceive the organizational culture as moderately supportive of important practices such as teamwork, communication, and innovation. The highest mean score 3.65 is associated with the statement "The organizational culture at KNH supports the development of teamwork skills," suggesting that employees feel the culture encourages collaboration to a fair degree. Similarly, there is a moderate perception of effective interpersonal communication with a mean of 3.63 and a sense of collaboration and mutual respect with a mean of 3.64. However, aspects related to innovation (mean = 3.52) and continuous learning (mean = 3.45) are slightly lower, indicating room for improvement in fostering a culture of innovation and ongoing professional development. Training on soft skills (mean = 3.50) also shows that while it is somewhat prioritized, it may not be consistently emphasized across the organization. This is line with a study by Deal & Kennedy (2000) that proves that, organizational culture is particularly significant as it impacts patient outcomes, employee satisfaction, and overall job performance.

Table 2 Organizational culture

N=278	Mean	Std. Dev
The organizational culture at KNH supports the development of teamwork skills	3.65	1.224
Organizational culture at KNH fosters effective interpersonal communication among medical professionals	3.63	1.236
The organizational culture at KNH encourages innovative problem-solving approaches	3.52	1.259
Leadership at KNH promotes a culture of continuous learning and development	3.45	1.342
There is a strong sense of collaboration and mutual respect within the organization	3.64	1.220

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Organizational culture at KNH aligns with my personal values and beliefs	3.58	1.313
AT KNH, training on soft skills is considered among training projections	3.50	1.291
Mean	3.57	1.119

The survey findings on job performance of medical professionals generally present positive view of various aspects of job performance, with an overall mean score of 3.69, which suggests that respondents believe their job performance is fairly strong. The highest mean score among the statements under test had a mean of 3.94 is, "Teamwork skills have significantly improved my job performance," indicating that employees recognize the positive impact of teamwork on their effectiveness. Similarly, the statement "I would recommend KNH as a great place to work" also has a high mean of 3.95, suggesting that overall job satisfaction is relatively strong. Respondents also reported a positive influence of organizational culture on their job performance with a mean of 3.73 and acknowledged that problem-solving skills contribute to job success with a mean of 3.70.

However, areas related to punctuality and extra effort show slightly lower mean scores, with "Medics are always punctual for duties" having a mean of 3.26, and "Staff usually put extra effort to complete an assignment on time" at 3.80, indicating that while performance is generally strong, there may be some variability in punctuality and the amount of effort employees invest in completing tasks beyond the baseline requirements. Training in soft skills has a moderate positive impact on performance with a mean of 3.67, and empowerment to make decisions that improve patient experience with a mean of 3.69 shows a relatively positive perception but suggests room for improvement in staff autonomy.

Table 3: Job performance of medical professionals

N=278	Mean	Std. Dev
Medics are always punctual for duties	3.26	1.227
Medics meet their set work targets	3.54	1.122
I volunteer to take other tasks rather than assigned work	3.58	1.294
Teamwork skills have significantly improved my job performance	3.94	1.134
Organizational culture at KNH has a positive influence on job performance	3.73	1.217
Problem-solving skills have significantly improved job performance at KNH	3.7	1.128
At KNH we are empowered to make decisions that will improve patient experience	3.69	1.201
Staff usually put extra effort to complete an assignment on time	3.8	1.169
Training in the chosen soft skills has enabled staff to improve on job performance	3.67	1.127
I would recommend KNH a great place to work	3.95	1.281
Mean	3.69	0.968

Correlation Analysis

The independent variables (teamwork skills, interpersonal communication skills, problem-solving skills, innovative skills, and organizational culture) are all positively and significantly correlated with job performance. Findings established that teamwork skills have a moderate correlation with Job performance ($r = 0.556$), while organizational culture has the strongest relationship with job performance ($r=0.871$). These results suggest that higher levels of these skills and a positive organizational culture are associated with better job performance on medical professionals. All correlations are statistically significant with p-values less than 0.001. Pearson correlation coefficient was higher than 0.5 which is a clear indicator that the relationship between the variables is strong. The analysis yielded strong Pearson coefficient values thus it is evident that all the independent variables have an effect on job performance on medical professionals.

Table 4: Pearson's Correlation Analysis

		Team work skills	Org Culture	Job performance
Team work skills	Correlation Coefficient	1.000	.542**	.556**
	Sig. (2-tailed)	.	.000	.000
	N	278	278	278
Organizational Culture	Correlation Coefficient	.542**	1.000	.871**
	Sig. (2-tailed)	.000	.	.000
	N	278	278	278
Job performance	Correlation Coefficient	.556**	.871**	1.000
	Sig. (2-tailed)	.000	.000	.

Test of hypothesis

The study sought to examine the impact of teamwork skills on job performance among medical professionals at KNH and whether organizational culture moderates this relationship. The hierarchical regression analysis provided valuable insights, confirming both hypotheses. Before conducting hierarchical regression, diagnostic tests were performed to ensure the validity of the model assumptions. The Variance Inflation Factor (VIF) values were below 10, indicating no multicollinearity concerns. The Shapiro-Wilk test showed normal distribution, and the Breusch-Pagan test confirmed homoscedasticity. Additionally, the linearity test indicated that the relationship between the independent and dependent variables was linear,

The results indicate that teamwork skills significantly enhance job performance. In the first model, teamwork skills had a strong positive effect ($B = 0.739$, $p < 0.01$), explaining 47.8% of the variance in job performance. This suggests that medical professionals who exhibit strong teamwork skills tend to perform better in their roles. Effective teamwork fosters collaboration, improves communication, and enhances

problem-solving abilities, all of which contribute to higher job efficiency and overall performance in a medical setting. The statistical significance of this relationship underscores the importance of teamwork as a critical competency in healthcare environments, where coordinated efforts are essential for patient care and institutional success.

When testing for moderation, the interaction term between teamwork skills and organizational culture was found to be significant and positive ($B = 0.660$, $p < 0.01$). This confirms that organizational culture influences the extent to which teamwork skills translate into improved job performance. The inclusion of the interaction term led to an increase in the R-squared value from 0.489 to 0.543, indicating that 54.3% of the variance in job performance is explained when considering the moderating effect. Additionally, the R-squared change (ΔR^2) was 0.054, with a significant F-change value ($p < 0.01$), demonstrating that the interaction term meaningfully improved the explanatory power of the model. This suggests that teamwork skills alone are beneficial, but their impact is even greater when reinforced by a supportive organizational culture. A well-aligned organizational culture provides an environment where teamwork is encouraged and valued, enabling medical professionals to leverage their collaborative skills more effectively. In contrast, a rigid or unsupportive culture may hinder the benefits of teamwork, limiting its positive effects on job performance. The significant increase in explanatory power when adding the interaction term highlights the critical role of organizational culture in shaping workplace dynamics.

Table 4: Hierarchical Regression

	Model 1	Model 2	Model 3
	B(s.e)	B(s.e)	B(s.e)
(Constant)	0.839(0.119)**	1.176(0.181) **	0.891(0.179*)
Teamwork skills (TS)	0.739(0.047) **	0.723(0.000) *	0.833(0.048) **
Organizational Culture (OC)		(-0.092(0.037) **	0.082(0.047)
TS*OC			0.660(0.012) **
Model Summary			
R	0.691	0.699	0.737
R Square	0.478	0.489	0.543
Adjusted R Square	0.476	0.485	0.538
Change Statistics			
R Square Change	0.478	0.011	0.054
F Change	252.263	6.031	32.256
df1	1	1	1
df2	276	275	274
Sig. F Change	0.000	0.015	0.000

** $p < 0.01$, * $p < 0.05$,

5. Conclusion and Discussion

In conclusion, teamwork is a fundamental aspect of healthcare, and its impact on job performance is strengthened by a collaborative organizational culture. The study's findings suggest that hospital administrators should implement policies that nurture

both teamwork skills and a culture that facilitates teamwork. By doing so, they can improve coordination among medical professionals, enhance patient care outcomes, and ultimately optimize job performance within healthcare institutions. These findings align with Tannenbaum, Mathieu, Salas, and Cohen's (2012) meta-analysis, which highlighted the pervasive influence of teamwork on job performance across diverse industries. The study found a strong positive correlation between teamwork skills and job performance, indicating that professionals who excel in teamwork tend to achieve better job outcomes. The high mean score for overall teamwork skills (4.14) further reinforced the perception that teamwork is an integral and effective aspect of the work environment at KNH. These findings are supported by studies conducted by Johnson and Smith (2017) and Lee et al. (2020), which demonstrated the impact of teamwork skills on innovation and problem-solving, thereby directly influencing job performance.

Beyond the direct effect of teamwork skills, the study also confirmed that organizational culture moderates the relationship between teamwork skills and job performance. The hierarchical regression results showed a significant interaction effect, indicating that teamwork skills contribute more effectively to job performance in a supportive organizational culture. These findings align with the work of West, Borrill, and Unsworth (1998), who argued that an organizational culture that encourages teamwork strengthens team cohesion and enhances key outcomes such as patient satisfaction and safety. Similarly, West et al. (2003) emphasized that healthcare institutions prioritizing teamwork as a core value experience better coordination, reduced medical errors, and increased innovation. This is because a teamwork-oriented culture fosters mutual respect, shared goals, and collective accountability among healthcare professionals.

Additionally, Zaccaro, Rittman, and Marks (2001) highlight that team performance is significantly enhanced in organizational cultures that promote interprofessional collaboration. In such environments, medical professionals can effectively leverage their diverse expertise, leading to improved decision-making and better patient outcomes. The study's findings reinforce the argument that a strong teamwork culture not only supports the development of teamwork skills but also enhances their effectiveness in improving job performance. Healthcare institutions like KNH should, therefore, focus not only on fostering teamwork skills among medical staff but also on cultivating an organizational culture that reinforces and rewards collaborative effort

6. Recommendations

Based on the research findings from the survey on the influence of soft skills training on job performance at Kenyatta National Hospital (KNH), a policy recommendation is proposed to enhance healthcare delivery and improve job performance among medical professionals. Institutionalizing Teamwork-Oriented Policies. KNH and similar healthcare institutions should establish policies that explicitly promote teamwork as a core competency in healthcare service delivery. This can include the development of structured teamwork training programs, mandatory interdepartmental collaboration initiatives, and performance evaluation criteria that reward effective teamwork.

Hospital leadership should actively cultivate a culture that values teamwork by embedding it into institutional policies, mission statements, and strategic plans. Leadership training programs should emphasize the role of a teamwork-supportive

culture in improving job performance and patient care outcomes. Policymakers within healthcare institutions should design performance evaluation frameworks that integrate teamwork as a key performance indicator (KPI). Financial and non-financial incentives, such as recognition programs, career advancement opportunities, and bonuses, should be linked to demonstrated teamwork effectiveness.

Healthcare institutions should implement structured interdisciplinary teamwork models where doctors, nurses, pharmacists, and other medical professionals engage in coordinated care teams. Regular case discussions, joint decision-making forums, and patient-centered collaboration should be institutionalized to enhance teamwork effectiveness. Hospitals should invest in continuous professional development programs focused on teamwork and interprofessional collaboration. Training sessions should cover conflict resolution, effective communication, and leadership within teams to improve coordination and problem-solving skills. Digital collaboration tools such as electronic health records (EHRs), telemedicine platforms, and real-time communication applications should be optimized to facilitate seamless teamwork among medical professionals. Such technologies can enhance information sharing, reduce errors, and improve patient outcomes.

The study extends existing theories on teamwork by demonstrating that organizational culture acts as a moderator in the relationship between teamwork skills and job performance. Future research should incorporate this moderating effect when analyzing teamwork effectiveness across various industries. This study contributes to leadership and teamwork theories by reinforcing the importance of a teamwork-supportive environment in optimizing medical professionals' job performance. Future studies should explore how specific leadership styles influence the teamwork-job performance relationship in healthcare settings.

7. Further Research

The study focused on the influence of soft skills training on the job performance of medical professionals at Kenyatta National Hospital in Kenya. Similar studies should focus on different healthcare facilities in the country like county hospitals to ascertain the generalization of the findings. The study found a variation of 5.3% on soft skills training at KNH due to influence of teamwork skills moderated by organizational culture. Thus, further studies should focus on the other factors predicting the remaining % of job performance of medical professionals.

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