



# Impact of employees character strengths of wisdom on team work

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## ABSTRACT

To success in work environments and in response to challenges that organizations are facing, it is essential to combine knowledge, skills, experiences, and views of all employees of an organization. Only by doing so organizations could hope to have the ability of solving problems, meanwhile teamwork is one of the cases that has many things to do in order to achieve the goals of an organization, because it is by team working and the use of various expertise to carry out a project that organizations can survive in the present tempestuous world. Also the presence of individuals with knowledge and wisdom who help organizations to achieve their goals is obviously a matter of great importance. This study is carried out with the aim of answering this question: Do the employees character strengths of wisdom affect teamwork. For this purpose, the medical staffs of Zanjan hospitals were chosen as the statistical population. Group-random sampling method was used to take samples from this population and 200 persons were chosen to collect data through questionnaires. Before distributing the questionnaire its validity was confirmed by the content validity and its reliability was confirmed through Cronbach's alpha which was equal to 0.83. In this study inferential statistics were used to analyze data and review questions, also every individual parameters and their importance were evaluated by confirmatory factor analysis. And finally, the proposed questions and model were investigated according to the research objective using factor analysis and Root Mean Square Of Approximation(RMSEA), absolute fit indices and relative indices of model and the results showed that the considered wisdom characteristics, including love to learning, perspective, judgment, originality and curiosity affect teamwork .

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## Introduction

According to history, in the past, each of the stakeholders and experts in medicine supported patients based on their experimental and educational fields and from their own perspective and even they may have had different view in some cases. These attitudes and individualisms confused and upset patients and their companions in many cases. So what is needed for a comprehensive and coordinated treatment is forming a multidisciplinary team with the aim of finding the best treatment method, a coordinated team with a specific purpose that could support patients in order to adapt to the present situation and regain the previous abilities using special medical techniques and skills as well as the principles of consultation. In the meantime multiplicity of treatment approaches, multiplicity of needs to different expertise and displacement of people in different teams are the requirements of a good medical center in order to serve patients in the best way using all the experts' abilities. This formation of several teams and displacement of people reveal the need to train and apply the correct methods of communication and participation between group members.

A participation which should lead to a safe and healthy atmosphere to each team member simply and confidently can make the right decisions in critical situations. Studies show that difficulty of decision making in the absence of safe atmosphere in the health sector is 17.5 percent and in the security industry (which needs to have high reliability) is 5.6 percent and the experience of decision making in these situations by health workers is 12 times more than security organizations staffs'. So,

major changes to achieve a safe atmosphere in health centers are very important. Achieving this safe atmosphere requires effective communication between team members (Pronovost , Sexton,2005). Studies also show that there is a significant direct relationship between the culture of teamwork in health centers and patients' satisfaction of health cares (Meterko et al, 2004). And hospitals which used the teamwork in health cares presented better care results to patients and had better performance in the field of human resources management compare to the traditional models of care (Sexton 2006). Among the results of teamwork we can refer to reducing time of patients' stay, reducing the likelihood of readmission, increasing the ability of communication and collaboration between doctors and members of care provider team, and physician's delegating care responsibility to other team members (Kevin,2008). Although the benefits of teamwork have been studied in different studies and even in health centers and its importance has been stressed repeatedly, but still because one of the team members' failure in doing responsibilities would endanger the lives of patients and challenges the team, so some experts are reluctant to do teamwork. However, given the high level of education and expertise of these individuals, members of the health care centers especially doctors are introduced as successful, knowledgeable, and wise people in society, the people who are curious and creative and measure all aspects of a subject before making any decision, and in studies these signs are attributed to wise men (Andreas, 2015). Now in this article we seek to know that "are people with these characteristics not

willing to do teamwork or these characteristics lead them to teamwork.” Because by answering this question we can simply understand that if the personal characteristics makes them reluctant to form a team in health centers or the teamwork responsibility and fear of teammates’ mistakes makes them not willing to participate in teams. And by determining this point the organization can either make them interested in attending teams by educating people and reminding them the benefits of teamwork or prevent their frustration and inconvenience from taking part in the team by changing organizational culture and type of penalties of possible mistakes, doing so the organization would enjoy motivated employees who simply put their expertise at the disposal of other team members while benefit from the advantages of teamwork.

#### **Describing the problem**

One of the major problems and dilemmas in modern societies, especially in developing countries, is poor decision-making of staff in dealing with complex and multi-dimensional issues of contemporary society and world, which in some cases, such organizational decisions of the organization make the states and nations facing with new problems, while, in today's world, the staff expertise comes first, and the vast majority of staff have their own knowledge, expertise and skills in their work fields (Andreas, 2015).

The current turbulent world requires that all employees will be prepared against unexpected events, and that the issue goes beyond management, which is the managerial wisdom of staff. If we can efficiently use the knowledge, experiences and characteristics of our staff, we would be able to take a long step towards achieving the goals of our organization.

In the studied organization, due to the working nature of health care staff and sensitivities in the medical field, "Necessary attention to preserve the lives of individuals and considering the health and safety issues", the frequent seen attitude is unwillingness to cooperate with the team and doing teamwork. While it should be noted that in medical care, cooperation and team-working can provide the possibilities to save the lives of thousands. So in this article, we discussed this issue whether the characteristics of wise and knowledgeable people, which seems to be present in the educated and capable class, would have any impact on their willingness to do team work or not? In this case, given that the majority of scholars have studied the wisdom from philosophical perspective, little research has been done. However, in the area of personal individual wisdom, one research to be mentioned is the study of Avey et al (Avey, 2011, 1) evaluating the Impact of employees' character strengths of wisdom on stress and creative performance. The results indicated the effectiveness of wisdom characteristics on creative performance. In this study, the creative performance dimension was excluded, since in the research community, due to the nature of medical work, no high expectations can be made regarding creativity, and instead, the teamwork dimension, as a necessity for medical work and tasks, and also the problem of the studied organization, was replaced. In addition, the stress dimension was also omitted due to lack of time and resources required for control procedures and performing tests related to stress. To address the subject of study and to achieve answers for the research questions, in this paper, we first reviewed the theoretical issues of the subject; then, the research methodology was described, and ultimately, the research results were discussed and the conclusions were made.

### **Theoretical issues**

#### **Wisdom**

Wisdom or reasonability involves several concepts and has been studied from different aspects. Scholars such as Aristotle, Plato, Sohrevardi and Avicenna have done lots of discussions on wisdom.

The working systems of wisdom are not still considered as a special concept to be studied (Küçükaskan et al, 2014). Although, there is not a general definition for wisdom, but it seems to be in general the higher or highest level of perception and human duty (Arlinghaus, 2013), wisdom is to deeply understand how to have a good life and realizing that wisdom is essential to have a good life, but not sufficient (Sternberg, 1998, 28). Also, wisdom has been defined as a unique combination of conceptions such as intelligence, creativity, and so on (Godlovitch, 1981, 142). In another study, wisdom is defined as a specialized and intuitive knowledge of realistic and pragmatic philosophy of life (Staudinger & Baltes, 1996). Also, wisdom is generally the very high or the final level of human understanding, and is expressed as a multidimensional concept (Goldovitch: 1981, Kramer: 2000, McKee, P. & Barber: 2000). In another definition, wisdom involves the causes and consequences of underlying models and has a context from which the patterns are obtained (Csikszentmihalyi & Rathunde, 2005). The wise people know to apply what knowledge in the current conditions. It should be however noted that wisdom is not merely a collection of knowledge, but includes causes and the consequences that can be interpreted by identifying the usable principles derived from the patterns within the knowledge (Opdebe, Habisch, 2011).

Some scholars have examined the behaviors representing wisdom; some of them are mentioned as follows:

Assesman describes an example of a wise person as follows: A wise person does not wish to change the world according to his own desires (attention to others' wishes) (Micael et al, 2010). Staudinger, Baltz and Lopez introduce a wise man's behavior by several characteristics that include personal knowledge, giving advice, communication with others, value differences with others, management of uncertainty, having social intelligence and controlling the emotions (Micael et al, 2010). Birren & Bengston regarding a wise man behavior suggest that he creates balance between activity and inactivity and between knowledge and uncertainty (Micael et al, 2010).

But what was addressed in this study included the study of individual wisdom and wisdom characteristics of the employees, in which wisdom is not a philosophical and mystical matter, but rather considered subjective and abstract. Since, management wisdom can only be evaluated from abstract the subjective dimensions, and examining the management wisdom or wisdom characteristics cannot be realized from philosophical perspective considering the subject of research.

#### **Individual wisdom**

Because of the limited studies on the management wisdom or career wisdom, there are very few definitions available in this area. Obri & Khon (1995) in their discussion of an organizational or management concept have mentioned the "wisdom of Job" (Orwell & Achenbaum, 2003). They have defined "Occupational Wisdom" as learning within the organizations. Within this learning framework, wisdom is described as the causative factor of a good sense and appreciation of the knowledge obtained through experience and thinking, and developing empowerment and the required ground for others in order to learn from the existing experiences (Matthews, 1998). Also, Stevens in a paper in accordance with the definition of

Sternberg, defined wisdom in an organizational chart as the implicit knowledge; or in other words, he suggested that wisdom is what is resulted through combining experience with reasoning( Stevens, 2000).

**Henri-Claude et.al (2011). believes that there are three main ways to achieve personal wisdom or philosophy**

#### **Experience**

Education, in-service trainings and the experience of an individual can be helpful in the path to reach personal wisdom. Experience plays a key role in this regard and can help the individual in deeply understanding of issues, adding new knowledge to the existing knowledge and different evaluations of knowledge and appropriately applying them

#### **Spirituality**

Spirituality, in nature, is a moral and emotional issue and debate. It involves understanding and cognition of one's position in the world, the soul and the God's role. Spiritual growth of employees can lead to employees' participation, developing sense of unity with others and increased commitment to the goals.

#### **Enthusiasm**

Becoming wise requires strong beliefs and enthusiasm, since wisdom involves action. A person needs to have necessary energy to take action to overcome personal, social and institutional barriers. With creating passion and enthusiasm, the factors such as pride, commitment, strength and energy are also created; Enthusiasm are strongly associated with motivation, and without it, the person will stop at knowledge-orientation level( Stevens, 2000).

#### **Wisdom features of employees**

As discussed, very little research has been conducted on wisdom characteristics of employees. In the meantime, a number of researchers have classified wisdom from the philosophical and managerial aspects and studied the characteristics of these categories. Avey et al. after extensive studies on individual wisdom (philosophy) concluded that five factors of love of learning, curiosity, judgment, perspective and originality can be named as wisdom characteristic of staff, and however, as the factors with greater impact on individual wisdom(Avey et.al,2011). In the present study, we examined the effect of these wisdom characteristics of staff and their effects on creativity.

#### **Love of learning**

Those with a love of learning use every opportunity for learning and are constantly trying to understand the new content. They enjoy learning and are seeking to learn in any condition(Avey et.al,2011,4).

Jason described that: "Learning includes any change in behavior that occurs as a result of experience"( jason, ,2001).

One of the definitions adopted by many researchers on learning subject is the one provided in the "Britannica Encyclopedia", which is as follows:

"Learning includes relatively permanent changes in individual's potential behaviors that are achieved through practice and repeat ( jason, ,2001).

#### **Originality**

The ability to use a variety of opinions and ideas for development and progress is the definition provided by Avey et al(2011,8). for originality. Barber & McKee(2000) in their research found that the participants in the study introduced wise people as those giving others advice and guide and direct them. Most of people introduce the wise as those who listen well, behave well, and give others guidance and advice based on their knowledge.

#### **Perspective**

Avey et al(2011,11) have defined "perspective" as trying to identify the causes of action that has been done by themselves or others. According to this definition, one can say that the experts are those who possess the insight, intuition and enough experience and can perform the decisions correctly, timely and reasonably based on these experience and intuition(McKee & Barber, 2000). Sternberg(1998, 146) defines intuition as a subset of intelligence or vision and believes that intuition is an important element of wisdom. In addition, wisdom has been known as intuitive thinking or thinking combined with insight that moves beyond the knowledge-based data in order to make better decisions (Steven,2000).

#### **Curiosity**

It means seeking for new and different ways, methods and places Avey et al(2011,11). The curious one is permanently sensitive about the issues surrounding. He is always trying to learn new things and explore the unknown(jason, ,2001). The curious people usually have questions in their own minds about the issues surrounding and try to arrive at logical and convincing answers for their questions. Arlin states that wisdom is obtained through raising targeted and specific questions that answer them would lead to suitable solutions(Orwoll, & Achenbaum,2003).

#### **Judgment**

According to Avey et al(2011,11) definition of judgment, a person with judgment has a broad vision regarding what he wants to do. They believe one with a judgment has actually practical and scientific knowledge and awareness on the issues. In this regard, it should be noted that knowledge in the field of wisdom, as proposed earlier, is a necessity and a key component. Nicholas (1984) points out that wisdom encompasses knowledge, but it goes beyond((Orwoll, & Achenbaum,2003)).

#### **Team**

Defining team, Robert Barnes states that a team consists of a limited number of people with complementary skills and committed to a common purpose, with similar functional results and a unit approach(Pascal, 2009). The teams are united so that their mission will not end even if only one team member is absent(Aaron,2013,13). In this connection, Belbin concludes that to be able to name a group as a team, they must have the following characteristics; in fact, he suggests these properties as the basics in the formation of teams. These principles include low number of people, complementary skills, common mission, goals, common marked results, agreement on a common approach in work, and finally accountability(Bob Stewart,2004,15). Samuel and Joseph have described a team as a group of people organized to work together or as a group doing a similar work and reporting to the same person(Christopher ,2003,176). In addition, some researchers have defined team working an identifiable set of behaviors, perceptions and attitudes that the team members share during work(Cicero et.al, 2008). Mack Lanter and Salas also defined team working as a set of interrelated activities, including performance monitoring, receiving and giving feedback two-way communication, adaptability, flexibility and coordination of, activities(Fiona,2007,158). Research done on teamwork has shown that the performance of teams is higher than the individuals alone. The researchers know the causes of this issue in social facilitating that is followed by working with the team as well as enhancing the understanding of individuals regarding complex decisions(Aaron, 2011). The studies also show that the presence of varied opinions and sometimes contradictory results in the creation of new ideas(Adler, 1991).

### Team-working skills

In this research, we after search about team dimension, decide to use of robbin Trust Dimensions, because includes dimension that very important in team work(Stewart & Powell, 2004).

### Adaptability

It is the ability of team members to identify the source and nature of the issues, the group and organization problems and respond appropriately to them. Adaptability has been also defined as monitoring the performance of team members by other people and getting feedback from others' behavior.

### Commitment

Commitment means that the staff members are committed to the team, more disciplined in their work, work mostly for the team, and committed to the team values and have high job involvement.

Estrone states that in organizational commitment, the person has a strong sense of loyalty to the organization and knows himself through such a commitment(Jackson, 2002) . Culverson (2002) believes that in recent years, the employees' commitment has been a strong driving force in the success of an organization.

### Leadership

House et al(1999) define the leadership as the ability of a person in influencing others, motivating and empowering the people to participate in the effectiveness and success of organizations that that are members of(Belbin,2009).

The leadership issue is not about the automatic commanding and obedience; but, it includes motivating and encouraging people to achieve the objectives of an organization with their maximum ability (Hunt,2001).

### Making decision

It is the ability of team members to recognize the problem, obtaining practical and scientific awareness on the subject to reach a logical conclusion about the problem, and finally, providing a solution to fix it(Gassmann, 2001).

### Trust

Robbins defines trust as an explicit expectation of others to avoid opportunism in speech, actions or making decisions (Gassmann,2001).

Charlton considers trust as a non-negotiable learning process in any relationship, like trusting a child to accept and delegate responsibility(Paille,2009).

### The relationship between wisdom and teamwork

Regarding wisdom and team and their impact on each other, it was found according to the concluded studies that approximately no study has been done, since most philosophers, scholars and scientists have defined wisdom as an intellectual dimension and personal attribute. Thus, so far, no research has been done on team and its impacts on the wisdom or vice versa, and the present study would be as the fist research addressing the effect of wisdom characteristic of employees on team-working.

### Research conceptual model

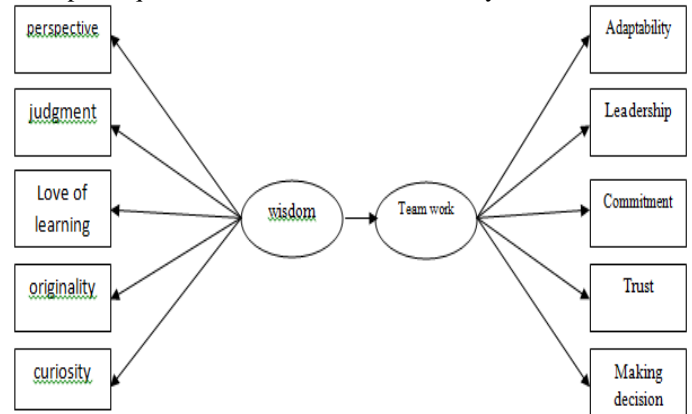
Due to the dimensions considered for wisdom and team-working, the impact of wisdom attributes on teamwork was studied based on the following conceptual model.

### Research methodology

The methodology used in the study was a descriptive-analytical approach. The study population included the medical and health care staff of Zanjan hospitals. To collect the data required by the study, an interval was considered since the opening of Ayatollah Mousavi Hospital, Zanjan so far, that is since the largest hospital was opened in Zanjan. Thus, many employees were recruited to this hospital, and a broad teamwork

was formed .The statistical sample size was calculated by Cochran formula. To determine the sample size in qualitative data, if the sampling from the population is limited, the proper formula for n is as follows(James, Stevens,2009):

To do the study, 175 questionnaires should have been distributed. In total, 200 questionnaires were distributed and 191 of these questionnaires were collected, and after excluding the incomplete questionnaires, the rest were analyzed.



Shape 1. Research conceptual model

In this study, a questionnaire was designed to assess the degree of influence of wisdom characteristics of staff on team-working. To design the questionnaire, the Wisdom Questionnaire (VIA-IS) available on Internet was used. The questionnaire included indices encompassing the following five factors in this study:

- judgment (having a broad vision of what they want to do)
- originality (trying to identify the reasons for my actions)
- perspective (I can grow with different opinions)
- Curiosity (finding a place with different places)
- Love to learning (look ahead for an opportunity for growth and learning)

All these features were measured each with at least 5 items. Peterson and Slyman state that all the measures have alpha coefficient equal to or greater than 0.7, and test-retest for a period of approximately 4 months is equal to 0.7. The teamwork questionnaire used in this study has been used in previous research, but according to our study, a few of the questions in the questionnaire were changed. For this reason and greater ensuring, using Cronbach's alpha coefficient, the reliability of research questionnaires was measured. If the coefficient percentage obtained, calculated after statistical analysis by SPSS software, is more than 70%, the questionnaire reliability is assessed acceptable. For this reason, prior to the distribution of all questionnaires, 35 questionnaires were distributed and then reviewed to calculate the Cronbach's alpha equal to 0.83, which indicated the reliability of the questionnaire. The content validity method was used to determine the reliability and validity of the research questionnaire. To determine the validity, the original design of the questionnaire was prepared by studying the relevant references and sources. Then, they were examined by 30 professors from Universities of Tehran, Allameh Tabatabai, Shahid Beheshti, Tarbiat Modarres and Azad University. As a result, some items were proposed to be corrected, and after the desired modifications, the final questionnaire was developed. The likert scale was used to assess the views and attitudes of individuals so that the numbers 1 and 7 show the lowest and highest agreement with the questions.

**Table 1. Demographic characteristics of the statistical sample**

Female		Male		Total	The number of sample
%50.8		%49.2		(person)191	
Over 55 years		47 to 55 yers	36 to 46 years	25 to 35 years	Age
%2.7		%17.8	%49.9	% 29.7	
PHD & higher		M A	B A	Master of Diploma	Education
%16.4		%33.9	%43.3	%6.4	
Over 20 years		11 to 15 years	5 to 10 years	Less than 5 years	Work Experience
%6.5		%12.6	%19.7	%36.6	
				%24.6	

**Table 2. Indices factor load**

Variable	Parameters	Load factor	parameter t	standard error
Love of learning	Intense interest in learning new things	0/92	6/94	0/75
	Happiness in learning new content	0/71	9/21	0/22
	Looking for learning opportunities	0/88	8/09	0/64
	Continuous follow-up of learning	0/89	7/58	0/78
	Studying numerous books	0/75	7/32	0/63
	Multiple use of scientific sources, including the Internet, library, etc.	0/91	7/43	0/85
judgment	Thinking about all aspects of works	0/88	6/53	0/13
	Attention to surrounding issues under any circumstances	0/76	2/64	0/16
	Analytical thinking	0/78	8/31	0/13
	Becoming surprised of what that seems simple to others	0/6	8/47	0/11
	Looking for positive aspects of issues	0/74	8/63	0/14
perspective	Assessment of all aspects of the cases	0/78	8/72	0/07
	Thinking of the consequences of each decision	0/86	7/84	0/11
	Thinking before speaking	0/83	8/29	0/06
	Not being misled with wrong guidance	0/71	7/21	0/11
	Correct detection of good and bad	0/72	7/35	0/13
originality	Awareness of the issues surrounding	0/68	8/27	0/24
	Giving advice to others	0/71	8/01	0/13
	Listening to the views of others	0/62	8/62	0/14
	Using the experiences of others	0/62	7/63	0/14
	Understand how to act in different situations	0/77	7/27	0/13
	Intelligent decision making	0/74	8/63	0/14
Curiosity	Curiosity about the world	0/70	8/14	0/11
	Looking for a way to see new things	0/83	5/58	0/11
	Following different issues	0/68	8/33	0/2
Commitment	Professional dependence	8.53	0.20	0.79
	Organizational dependence	13.80	0.08	0.88
	Adherence to values	13.68	0.083	0.88
	Occupational participation	12.98	0.087	0.84
Leadership	Acting as a member	7.81	0.16	0.87
	Communications	18.07	0.12	0.92
	Behavior control	16.18	0.060	0.87
	Respect	11.91	0.68	0.73
	Mutual trust	12.66	0.06	0.76
Adaption	Getting feedback	8.27	0.24	0.68
	Adaptability	7.27	0.13	0.77
	Monitoring performance	8.62	0.14	0.62
Trust	Outspokenness	9.21	0.22	0.71
	Honesty	7.58	0.078	0.89
	Stability	8.09	0.094	0.88
	Competency	7.43	0.095	0.91
	Loyalty	6.94	0.095	0.92
Making decision	Identifying the problem	6.53	0.13	0.88
	Scientific awareness	8.47	0.11	0.76
	Practical awareness	8.63	0.13	0.74
	Courage and risk-taking ability	8.31	0.13	0.78

**Table 3. The result of structural equation model**

standard error	parameter t	values of path coefficient	Question
0.21	4.15	0.3	Impact of employees character strengths of wisdom on team work
0/05	3.42	0.38	Impact of perspective on team work
0.12	4.12	0.40	Impact of judgment on team work
0.15	3.24	0.34	Impact of curiosity on team work
0.26	3.35	0.32	Impact of love of learning on team work

In this study, the indices of wisdom aspects of employees were examined using confirmatory factor analysis, the confirmatory factor analysis is one of the valid methods for studying the internal structure of a set of indicators and measurement of the structure validity, which estimates the factor loading and the relationships between a set of criteria and factors. Load factor represents the index correlation with the relevant factor and is interpreted like any other correlation. Accordingly, as an index in a factor is bigger, that index should be given more weight in the interpretation (Armando, 2011). Also, the path analysis program was used to answer the research questions. For this purpose, in the relevant tables, the values of path coefficients, parameter  $t$ , and the standard error are given. Standard error indicates the accuracy of parameter value estimated. Smaller standard error values indicate more accuracy of made estimation. However, the zero values of the standard error can be problematic, since it would not be possible to define the value of  $t$ . To determine that whether a particular parameter in the target population is significantly different from zero, the value of  $t$  is used. When the  $t$ -value is between -1.96 and +1.96, it shows that the relevant parameter is not significantly different from zero at 5% level (Hayashi, Marcoulides, 2006). Finally, after estimating the parameters of the model, the consistency of the model with the relevant data? Answering to this question is possible only through the study of model fit. To evaluate the model fit, two criteria or indicators of Root Mean Square of Approximation (RMSEA) and Absolute Fit Indices were used.

#### **Finding and Results**

The following tables represent the research findings and a summary of demographic characteristics of the statistical sample.

#### **Confirmatory factor analysis results**

As mentioned in the research methodology, the confirmatory factor analysis is one of the valid methods for studying the internal structure of a set of indicators and measurement of the structure validity. In this study, the wisdom characteristic parameters of staff and the creative performance were evaluated using confirmatory factor analysis method that the results are shown in Table 2. It can be interpreted that for example, among the indicators love of learning, the index of intense interest in learning new material with the factor load of 0.92 has the strongest influence, while the index of happiness in learning new material with the factor load of 0.71 has the lowest impact. The rest of other features indices are also interpreted accordingly.

Structural equation modeling was used to answer the research questions. In the relevant table, the values of path coefficient, parameter  $t$  and the standard error are given. The standard error shows that how accurately the value of the parameter has been estimated. Smaller standard error indicates the more accurate estimation. However, the zero values of the standard error can be problematic, as it would not be possible to define the value of  $t$ . The value of  $t$  is used to determine whether a particular parameter in the target population is significantly different from zero. When the  $t$ -value is between -1.96 and +1.96, it shows that the relevant parameter is not significantly different from zero at the 5% level (Hayashi, Marcoulides, 2006).

As seen in Table 3, the coefficient path between wisdom characteristics of employees on teamwork is equal to 0.3, and the value of  $t$  is equal to 4.15. Since the  $t$ -value is equal to 4.15 ( $< 1.96$ ), one can conclude that the wisdom characteristics of employees have impact on teamwork and the value of path coefficient indicates that one unit change in the wisdom

characteristics of employees makes 0.21 change in the teamwork. Regarding other wisdom characteristics of employees, since the  $t$ -value is greater than 1.96, one can say that all individual characteristics proposed for staff personal wisdom are effective on teamwork.

After estimating the parameters of the model, the consistency of the relevant model with the relevant data was examined? The answer to this question is possible only through studying the model. To examine the model fit, two criteria or indicators of Root Mean Square of Approximation (RMSEA) and Absolute Fit Indices were used.

Whenever the value of this parameter is less than 0.05, it indicates the good fit of the model. If its value is between 0.05 and 0.08, the fit would be acceptable, and if the fit is between 0.08 and 0.1, the fit will be moderate and if it is greater than 0.1, the fit would be poor. In this study, the RMSEA = 0.08, which is indicative of moderate fit of the model.

The three criteria to fit the model are known as absolute fit indices. These criteria appear in the output as Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI) and Parsimony Goodness of Fit Index (pGFI). The GFI and AGFI values should be between zero and one, and values greater than 0.9 indicate acceptable fit of the model. The PGFI value is usually much less and generally impossible to accept the model fit. In this study, GFI = 0.91, AGFI = 0.89 and PGFI = 0.58. These results indicate an acceptable fit of the model.

#### **Discussion and conclusion**

As mentioned, the purpose of this paper was to investigate the effect of wisdom characteristics of staff on teamwork. To this end, the wisdom characteristics of staff were also investigated and the effect of each of these properties on teamwork was evaluated.

**Question 1:** After examining the relationship between judgment and teamwork in health care staff of hospitals in the city of Zanjan, it was confirmed that the judgment has impact on teamwork. However, due to the study results regarding the employees' education levels in the population and considering that a high percentage of people working in the hospital medical staff have higher education, it would not be surprising that such people would have the mentioned characteristics for judgment because of much studies and higher education. Thus, it seems that these people with having judgment feature can have an important role in the process of teamwork. Also, the hospital human resources staff can increase the judgment among their employees through training of indicators of judgment with capability to be taught. As such an increase is involved in the teamwork, then, it can be concluded that the teamwork training has been somehow done through training the judgment.

**Question 2:** After analyzing the relationship between originality and teamwork in health care staff of hospitals in the city of Zanjan, it was confirmed that the originality has impact on teamwork. This means those with characteristics outlined regarding the initiative are in fact people who influence the features as interest in doing things in new ways and providing new ideas to do things. Therefore, it can be concluded that with development of initiative of health care staff of the hospitals in the city of Zanjan, the importance considered by individuals for teamwork will increase, since they are looking for new ideas to share by their teammates or themselves, and then, their willingness to doing things as a team and together would increase.

**Question 3:** Examining the relationship between curiosity and teamwork, the results showed the impact of curiosity on teamwork, and explaining this effect and due to factors



expressed regarding curiosity such as looking for various issues and trying to learn different content, it appears that these people show a special interest to teamwork; since, in a team, given that each member possess different skills and expertise, many things can be learned. Thus, one can conclude that with increasing the curiosity of those working in the medical staff of the hospitals of the city of Zanjan, the rate of teamwork in them will increase.

**Question 4:** In examining the relationship between love of learning and teamwork, it was found that the love of learning has an impact on teamwork. To explain the reasons for this, it can be noted that due to the characteristics of people who love to learn and look for various topics and use every opportunity to learn, they naturally have a wide circle of various information about various issues, and especially about their interests. Such people, due to their extensive knowledge, will use their own knowledge sufficiently in dealing with new issues and problems and can provide new and innovative solutions to solve various problems. And since these people show much interest in learning, so they anxiously try to find out that what solutions are provided by others for the existing problems so that they can add to their sphere of information by using others ideas presented. Therefore, these people consider working in a team, and in fact, teamwork as an opportunity to share information, make debates and discussions on various topics, become familiar with the thinking methods of others, and ultimately, a comprehensive educational class to add to their knowledge. For such reasons, this factor was evident among the medical staff of Zanjan hospitals, and the research results, as mentioned, were indicative of the impact of love of learning on teamwork.

**Question 5:** The study results about the relationship between perspective and teamwork indicated the impact of perspective on teamwork. On interpreting this, pointing to features such as the comprehensive evaluation of issues and differentiating good and bad can lead to that a person will use the expert opinions and advice of others in dealing with new issues and problems to detect the correct way from the wrong. Based on these results, it can be concluded that if the Zanjan hospitals medical staff will be expert individuals, their teamwork rate would also increase.

This paper investigated the impact of wisdom characteristics of employees on their teamwork. The results from this study indicate that wisdom characteristics of employees are effective on their teamwork.

One practical application of research results is that the managers need to actively promote their organization's human capital through a wide range of strategic and non-strategic human resources management practices to stimulate their capacity in acquisition, sharing and application of knowledge. One of these human resource management measures is to increase the level of ability, knowledge and experience of employees to achieve scientific and practical maturity to use the existing capacities of the human capital to progress the organizational goals. The results of this study indicate that with training and development of wisdom characteristics of employees with the result of scientific and practical maturity, the increased teamwork would happen among the staff, which definitely would lead to better and faster advancement of goals, providing diverse and various ideas by the teams, and therefore the organization flourishing.

Also, the results of this paper would be scientific and practical maturity in theoretical development of a conceptual model to describe the relationships between wisdom characteristics of employees and teamwork.

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