Peer Control & Self-Managing Work Teams in the healthcare industry: A literature review

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ABSTRACT,
In this thesis I have compared several studies regarding subjects such as peer control and self-managing work teams in order to find out what their relationship is with performance and effectiveness s in the context of the healthcare industry. While studies used within this thesis vary on certain levels, there exists a consensus on the fact that both Peer Control and Self-Managing Work teams have a positive relationship with organizational, as well as worker performance and effectiveness. There is also evidence, that leads me to believe that both peer control and self-managing work teams ultimately lead to a better quality of care. So, in conclusion: both peer control and self-managing work teams are beneficial for the healthcare industry.

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Keywords

Peer Control, Self-Managing Work Teams, Healthcare Industry, Performance, Effectiveness, Quality of Care

1 INTRODUCTION

A study done in 2010 by Het Nationaal Ouderenfonds counted around 3.1 million elderly (65+) in the Netherlands which is expected to grow to 4.7 million in 2040. Of those 3.1 million elderly, approximately 100.000 live in homes for the elderly while another 50.000 live in nursing homes. All these people require care to a certain extent. It is of societal importance that we offer these relatively vulnerable people, the best life standard possible during the later or even final stages of their lives. It is imperative that we as a society, make an effort to treat our weakest members well. Kant argued with his categorical imperative: "Act only according to that maxim whereby you can at the same time will that it should become a universal law." Or in layman's terms: We should treat others in a way we want to be treated ourselves. So, if we want to be taken care of in a dignified way when we are old or unable to take care of ourselves, we have to provide that care to those who are in need right now.

In this conceptual study I will be examining peer control and its relation to factors that might influence the quality of care for the elderly in self-managing teams. One such factor which has shown to influence the quality of care given in nursing homes in a study by Yeatts et al. (2004) is that of self-managing work teams (SWMTs). The study has shown SWMTs have a positive effect on the quality of care being given in Nursing homes. The reason behind that is the fact that firsthand knowledge of the Certified Nurse Aid (CNA) would be more fully implemented when taking care of the residents in the nursing home (Yeatts et al, 2004). They further argued that SMWTs would be a benefit to nursing homes because the nursing home environment is a service industry in which a lot of knowledge from its frontline workers is not being used. Using SMWTs would provide a great opportunity for quality improvements in terms of care for the elderly. It also appears that the nursing home industry has done very little to explore newer management strategies, including the strategy in which employees are empowered within those SMWTs (Yeatts et al, 2004). Another finding by Yeatts et al. (2004) regarding self-managing work teams in a nursing home has concluded that the effects of being self-managed were not only beneficial for the quality of care given, but also for the caregiver. The study also listed that one of the benefits of giving a CNA more decision power regarding their work was that it lead to more job satisfaction as well as reduced turnover and absenteeism (Binstock & Spector et al, 1997).

Seeing that we have an obligation to provide our weakest members of society with the best care that is possible; it is of importance that we strive to keep improving this care. Now that we have established the idea that SMWT show some indication of being effective, we have to find ways in which we can establish those teams. The human resource (HR) department can play a role as they are tasked with any area related to the support of employees, one of them being the performance appraisals of employees (Banner, Kulisch, & Peery, 1992). One way of conducting performance appraisals is that of peer control. Stewart et al. (2012) has shown that it positively influences the effectiveness of SMWTs. In their study they stated that to be effective, members of self-managing teams must assume a certain level of responsibility for motivating both individual group members as well as group action. This fits with the philosophy of empowering SMWT members. Stewart et al (2012) argue that there are two different forms of peer control.

One of those is normative peer control; in which principles of social psychology are involved. It reasons how a sense of belonging and attach invokes social pressures for an individual to comply with a group or organisation. This wanting to belong motivates individuals to pursue goals that are in favour of the group and to avoid behaviours that are deemed unwanted by the group (Sorrels & Kelley, 1984).

The other form is rational peer control, in which economic principles are being taken into account. It focuses on how knowledge of who and what determines the provision of rewards and influences individuals to comply with the group. The basis for this form of peer control is the notion that employees are " calculative actors with instrumental orientations to work" (Barley & Kunda, 1992, p. 384). This desire to obtain rewards should act as a motivational tool for individuals. However, this only works as a motivational tool if team members perceive gaining rewards as being dependant on the input and decisions of other teammates (Stewart et al, 2012).

By means of literature review, this thesis aims to find out what mechanisms support peer control to influence the effectiveness of self-managing teams within the healthcare industry. This is translated into the following research question:

In which ways does peer control influence the effectiveness of self-managing teams in the healthcare industry?

This paper will contribute to the current literature in several ways. First, the healthcare industry has long neglected the use of knowledge from CNA's in SMWT's. Second, I will conduct an extensive literature review for the concepts of Peer Control and Self-managing work Teams to find links between those two concepts with the healthcare industry. This is also the gap within current literature that I will adress. I have assessed various articles that concern themselves with concepts such as Peer-Control and the performance of SMWTs, however none of those articles took in the healthcare industry as a factor. In short: I will be factoring in the context of the healthcare industry when investigating concepts as peer-control and SMWTs and other relevant concepts that will arise based on the articles that I will read.

My ultimate aim for this paper is to increase the understanding of the concept of peer Control on self-managing work teams within the healthcare industry so that gaps that current literature has left can be filled. This is important because just like any other industry, the healthcare industry is constantly evolving. There is also a social importance to creating a better understanding of how to improve SMWT effectiveness within the healthcare industry, as its clients are usually the weaker members of society who need the best quality care that is available to them.

2 THEORETICAL FRAMEWORK
2.1 HRM

Before we proceed with going into specifics, we will first have to get a clear definition of what Human Resource Management (HRM).

The HRM department of an organization or institution is typically responsible for providing support in several areas. These areas include, but are not limited to: The selection and recruitment of new personnel, training and developing personnel, position audits and job descriptions, salary/benefit related administration, performance appraisal and other administrative functions (Banner, Kulisch, & Peery, 1992).

Human Resource Management is a term that is used to describe a system that is in place to manage the people within an organization. Generally, a human resource manager has to concern himself with three major responsibilities. These responsibilities are staffing, employee compensation/benefits and defining the tasks that an employee has to fulfil. The purpose of HRM in general is to make sure that productivity of an organization is maximized by making sure that every employee is as effective as possible. In summary: The task of a human resource manager is to focus on recruiting, managing of, and providing direction for the people who are employed at an organization. HRM managers are expected to be adding value to the organization by the strategic utilization of employees (Heathfield, S. M. ,2010). The role of HR is to attempt to achieve continuous achievement in organizational as well as individual employee performance. It is also in place to facilitate for change. HR managers should act as agents of change, they should deliver organizational as well as cultural change within an organization. (Armstrong, 2007)

2.2 Teamwork & Self-Managing Work Teams (SMWT)

Teamwork is a very important factor for accomplishing organizational goals and improving overall performance. (Wildman et al., 2012). Especially within the healthcare industry it is important to rely on good teamwork so that overall performance can improve, or stay at a desired level. This is relevant for both conventional as well as self-managing work teams and guarantees a higher quality of care. (Valentine et al, 2015) Nurses often have to deal with different needs of long-term patients and provide a tailored set of services for each individual. (Mukamel et al, 2006) Not performing up to the required standards can have severe negative impacts on the health of the patients that are being treated by a sub-standard performing team.

Another benefit of working in a group is the ability to share knowledge with each other as well as evaluate each other. This can lead to professional development as well as the co-creation and transformation of knowledge (Leicher & Mulder, 2016). The requirement for a process like this to happen is that the individual perceives the team climate as safe. The reason is that once a person deems the climate safe enough, he/she is willing to ask questions without having to fear for repercussions or loss of reputation (Bauer & Mulder, 2011). So we can conclude that for a team to be able to help each other, a company climate has to be established in which members feel free to share knowledge, make mistakes and learn from them without having to fear for the consequences of being in a learning process. This doctrine is vital for any team that wants to be as effective as possible and should be adopted by those who haven't yet because this social learning process aid the development of a shared understanding as well as enabling members to learn

from their actions (Amankwah-Amoah, 2011). Leicher & Mulder further argue that this school of thought should be encouraged by a leader with a supportive leadership style and the possibility of receiving feedback on your actions.

Moving on to SMWTs, one of the major benefits of SMWTs include increased productivity, quality, employee satisfaction and quality of work life, along with decreased absenteeism and turnover. (Yang & Guy, 2004) The increased freedom to make decisions in a SMWT empowers team members, whilst at the same time giving the employer greater flexibility and quicker adaptation to change in the environment. (Manz & Stewart, 1997)

The characteristics of a self-managed work team member is that the team members are held collectively accountable for performance results, have discretion in dividing tasks and scheduling work within the team. They are generally able to perform more than one job on the team, while also being able to train one another to develop multiple job skills. SMWT members also evaluate one another's performance contributions and are responsible for the final quality of group products or services. In some cases, group members in SMWTs have authority to either hire or fire members. Communication with management is usually done through a so called team leader rather than a more traditional supervisor. (Tang, & Crofford, 1995)

Tang and Crofford (1995) also identified several factors that make the use of a SMWT more attractive. Among those factors is the fact that this team approach may increase self-esteem and satisfy self-actualization, growth and achievement needs.

A study conducted by Wiesman (2000) on SMWT from the growth management department of a medium-sized city in the United States has found that SMWTs were able to meet goals while reducing response time to clients. While he concluded that additional research is needed to validate and clarify the benefits of adopting this team structure, management theorists do generally assume that empowered SMWT are able to improve organizational effectiveness. (Elmuti, 1996)

Within SMWT, not only overall team performance is important, but also individual performance plays a role. One way to improve individual performance of a team member is to increase their engagement. According to Peltier J & Dhal A (2009) higher levels of employee engagement were paired with higher levels of patient satisfaction. While this is certainly correct on an individual level, large parts of this concept also apply to SMWT members, even though they might be assessed differently. This is a case of basic human nature.

If we continue this logic, one of the ways to increase SMWT overall effectiveness is to increase individual engagement of those SMWT members. According to Sing & Dangmei (2016) one of the ways to enhance employee engagement in the healthcare industry are through strong leaders who can provide a workplace culture which promotes engagement. It is proven that leadership can enhance employee engagement. (Spurgeon et al. 2008). Other factors that were mentioned Sing & Dangmei (2016) were proper training, recognition of good employee performance, good communication, the overall well-being of the employee. All these, aside from a strong leader, are individual factors instead of group factors. However, a group can only move forward as fast as its slowest member. Therefore it is important to not see the SMWT as a group only, but to also look at the individuals who make up the SMWT. This is where peer control becomes relevant as it enhances individual performance (Stewart et al. 2012).

2.3 Peer control, Social Pressure & Prosocial motivation

One of the main problems in group work, is that of free riding and social loafing, as it hinders group member performance. (Kidwell & Bennett, 1993) According to Kidwell & Bennet (1993) Free riding refers to a form of social loafing in which an individual is able to reap the rewards and/or benefits from group work without contributing a fair share of the total workload. This often occurs in University projects in which not all members make an equal contribution to the total work, even though all group members receive the same grade for the project no matter their contribution. This can be perceived by students as being very frustrating. (Cheng and Warren, 2000) A study done by Battaglini et all. (2005) among students, has concluded that students who are participating in groups have displayed more self-control than individual students.

According to Brooks and Ammons (2003) being exposed to peer-control can reduce the possibility of free riding, simply because of the fear of receiving negative feedback. This anticipation of feedback can often be enough for a person to change his or her behavior in such a way that is more desirable for the group.

Peer control is a form of organizational control that occurs when workers have no formal authority over one another. (Loughry 2010) SMWT tend to rely on informal control mechanisms such as peer pressure to regulate team member behavior. (Jaworski et al. 1993) It appears that managers do play an active role as well in initiating and setting up peer control. (De Jong et al., 2014)

We can distinguish two forms of peer control. These forms are that of rational peer control and that of normative peer control. Normative peer control is more concerned with the social psychology side of peer control and it explains how wanting to belong to a group invokes social pressures to comply with organizational standards. (sorrels & Kelley, 1984) In the context of self-managing teams, normative peer based control is a motivational state whereby individuals feel the need to comply with organizational standards through the pull of social inclusion and internalization.

Rational control on the other hand is guided by more economical principles. The basis for rational control is the fact that team members have the desire to obtain rewards. This desire motivate individuals to pursue goals endorsed by the ones who also determine the rewards, people also tend to omit from types of behavior that would detract from obtaining these rewards. In the context of self-managing teams, rational peer control is a motivational state that occurs when perceive their ability to gain rewards as being dependent on the input and decisions of their teammates. (Stewart, Courtright, & Barrick, 2012)

The notion of rational control, a form of peer control, raises a question. How much does the level of pay influence the performance of a worker. According to article by Lee et al. (2012) a program which is called pay-for-performance is being implemented across the world in healthcare organizations. Its main purpose is to improve the quality of care. (Lee et al., 2012) This program was designed to reward the highest performers and punish the lowest performs with financial incentives. This shows that forms of rational peer-control are already being implemented. However, another article by Mullen et al. (2010) has concluded that while pay-for-performance has some benefits, they failed to find evidence that a large pay-for-performance initiative resulted in major quality improvements.

They did find that some paid measures caused improvements, but they also concluded that there were no further positive spillovers to other aspects of care. Their final advise was to move forward with this concept, but with caution as the healthcare industry has a largely unobservable nature.

An article by Maxfield (2009) has shown that in order to be an effective influential executive, one has to harness the power peer of pressure. It is peer pressure that shapes and sustains the behavioral norms within an organization. Maxfield (2009) further found that a senior executive from a Maine hospital acquired influence by involving formal and informal opinion leaders within the organization. They do not always have a form of formal authority, but they do have a certain amount of respect from their peers. After getting these leaders on her side, she was able to change the company culture to one where patient safety and employee morale was increased. This shows that an executive is able to change company culture by empowering organization members who are strongly respected by their peers. In this articles' case the effects were very positive.

Based on data collected from 41 SMWTs in the healthcare industry, de Jong et al. (2014) concluded that there are two critical peer control mechanisms, namely that of norm strength and that of peer pressure. They complement each other in such a way that their joint impact on SMWT members becomes stronger than the sum of their parts. Furthermore, they also identified effort and trust as two distinct mediating processes that could explain the relationship between peer control and team performance.

A study by Hu and Liden (2015) has attempted to link team prosocial motivation to team effectiveness. According to them, one of the key drivers of effective team outcomes is the motivation of team members. They also found out that research and literature did not necessarily agree with each other. Where research has shown that to build effective teams, one has to take into account the task-related motivational states, such as collective efficacy and team empowerment. Literature has shown that an important motivational tool is prosocial motivation. Which is literally the desire to put in effort to benefit others. (Grant, 2007). Grant (2007) further argues that prosocially motivated individuals are more likely to be concerned with contributing to benefit others rather than to go strictly for individual gains and are more likely to be successful in the long run. According to Matthieu et al. (2008) there are two key team processes through which prosocial motivation is able to affect team effectiveness. Namely the task- and duty-oriented side of teamwork and the more affect and emotion-based side of teamwork. Empirical studies done by Grant also have shown the importance of individual prosocial motivation in promoting individual performance outcomes. De Dreu (2006) continued this train of thought by adding that prosocial motivation should also operate at the team level and provide the team with positive values for team effectiveness. For example: If a healthcare team is not concerned about the wellbeing, safety or comfort of its clients, they may engage in opportunistic types of behavior, looking to enhance their short-term benefits (De Dreu, 2006). According to Batson (1998) prosocially oriented team members are better to engagement in teamwork that facilitates for team success. Hackman (2002) added on this by stating that prosocial motivation is a very contagious tool because of the highly influential social context that work teams reside in.

The main point of Hu and Liden's study is to point out the relationship between prosocial motivation and team effectiveness and when this relationship becomes either

stronger or weaker. Hu and Liden furthermore argued that team prosocial motivation is a shared collective belief regarding the extent to which their values make a prosocial impact developed through interactions among team members. Using Hackman's team effectiveness theory (1987) if team members strive towards producing effective team outcomes, prosocial motivation may be able to create positive tea synergy, reduce process losses and positively contribute to team effectiveness.

So how do we effectively link the concepts of team effectiveness with that of prosocial motivation? As mentioned earlier, prosocially motivated teams are much more likely to engage in types of behavior that are beneficial at a team level, thereby increasing team effectiveness (Hu and Liden, 2015). Prosocial motivation on a team level does work differently than prosocial motivation at an individual level, due to the fact that at a team level shared purposes and interconnections among individual members become more important. (Hollenbeck, Beersma, & Schouten, 2012)

Hu an Liden's study concluded that prosocial motivation is especially noticeable as teams provide individual members with direct social stimulation (Hackman, 2002). This should lead to increased team member concern with the well-being of their clients and in turn should also increase their attentiveness towards the needs of their teammates and willingness to promote effective teamwork (Dreu, 2006). Overall, the study has concluded that prosocial motivation has a positive effect on the performance of work teams, since SMWTs are essentially work teams as well, this conclusion can also largely be applied to them.

2.4   SMWTs: a synopsis

After having provided a quick synopsis of the articles in the previous tables, I used personal critical thinking to find what these studies have in common in terms of self-managing work teams. In terms of research goals, it seems that most studies concern themselves with exploring the relationship between SMWTs and various dimensions of work performance. The consensus on this matter is that SMWT do in fact have a positive influence on work performance. Reasons vary from knowledge sharing, to increased employee satisfaction and better care of quality perceived by patients. When it comes to defining SMWTs, many articles did not give a clear description of what SMWTs are in general, however, the articles that did describe the characteristics of SMWTs all were naming the same traits, which are that of a team in which member roles are interdependent and have a certain level of autonomy. Members rely on one another to accomplish their tasks.

Overall, the methods used to collect data in these studies vary from literature studies, to surveys to actual lab studies. The most prevalent methods used in these studies on SMWTs are literature studies and surveys among workers or managers that are involved with SMWT work in one form or another.

To summarize the relevant findings of these studies: SMWTs seem to have a beneficial influence on work performance and eventually organizational effectiveness. A few studies that I have used, did in fact take in account the context of healthcare. All these studies have shown that effectiveness has increased and quality of care has been improved. This is not only noticed by managers, but also perceived by patients.

If I would have to draw a conclusion from the evidence presented to me in this form, I would have to agree with the consensus that these studies have provided me with. The concept of SMWTs has proven its effectiveness and if I would extrapolate the findings presented in these studies towards the

healthcare industry using my personal critical thinking, I would conclude that the concept of SMWTs as a team form is indeed very beneficial and would lead to better quality of care than teams who are not allowed to self-manage to some extent. This would also apply to care for the elderly.

2.5   Peer control: a synopsis

When it comes to peer control, the research goals of the studies used in this thesis vary significantly. The thing that most articles do have in common is the fact that the concept of social control is explored. This social control can have many forms, albeit in terms of motivation, self-control, the relationship between performance and reward as a tool and social (group) dynamics in general. Overall, the studies tackled this subject from different approaches. However, most studies conclude that basic human social dynamics play a strong role in terms of peer control. As people are generally very social creatures, most will conform to group behavior to fit in. These group members will display, or omit certain types of behavior to assimilate into the group (normative peer control). Social group dynamics can also be used as a tool. This is when things such as peer assessment or appraisal come into play. This seems to be especially effective when group members perceive that their reward for their work is dependent on how they are being perceived by others (rational peer control). One study did explore the pay for performance program, however it failed to find out whether this concept has any positive effect on the performance of employees. This is vastly different from the consensus on the fact that rational peer control does in fact has a positive influence on performance.

Since these studies vary in their scope and scale, several different definitions of peer control are given. The consensus on the concept of peer control is that it is a social, organizational tool that we can use to evaluate each other with. It is also a tool that can be used to eliminate free-rider problems with. The reason behind this is to be able to create a work environment that suits the type of work and leads the highest work performance or organizational effectiveness. It is a tool that can be used to incentivize or punish employees with.

The methods used in the studies relevant to peer control consist from literature synthesis, to qualitative research in the form of experiments using a control group. For example: In one of the studies, data was collected from three classes of Chinese students who took part in peer assessment exercises. Several studies also included quantitative research by opting for surveys, questionnaires, or interviews. There does not seem to be one overall form of method to be more prevalent than others among the articles I have used to this thesis.

Based on the studies that I have used, I will conclude that the consensus on peer control is that it in fact has influence on the behaviour of people. While normative peer control is used to fit into a group in terms of social dynamics, it is rational peer control that seems to be more directly connected towards performance of employees. Especially when said employees know their reward, albeit financial or in terms of prestige, are dependent on how they performance is being perceived by those who are assessing them. While both are needed to create a work environment suitable for the type of work, I would conclude that out of the two overall types of peer control, rational peer control is the go-to type of control if employee performance or eventually organizational improvement is needed. Based on the studies used in this thesis, I can conclude that the use of rational peer control as well as, albeit to a lesser degree, normative peer control is having a positive influence on employee performance and organizational effectiveness.

3 METHODOLOGY

I have conducted a literature review on the topic of peer control on self-managing teams within the healthcare industry. I will assess various articles and/or journals on this topic. To increase my understanding, I will divide my search queries in three general topics. Namely the topics concerning self-managing work teams, peer control and the context of the healthcare industry. While these topics might not be closely related at first, have applied critical thinking to find overlaps in these subjects.

The way that I have structured my literature review is through several steps. First, I started with the collection of relevant literature. Afterwards, I analyzed the articles main findings and compared it with other literature to find out whether there is a consensus within the literature.

I also searched for literature about the healthcare industry, since there are no studies done about peer-control within this context, I also looked-for concepts that are closely related to peer-control within the healthcare industry and find out whether there are similarities and applied them to the healthcare industry.

My main method of finding relevant literature for this literature review was using Business Source Premier, which is a database with a large collection of scientific articles, magazines and journals combined with a search engine which allowed me to cross reference up to three separate search terms. My key search words during my thesis any combinations of, or individually: peer control, peer pressure, rational control, normative control, team performance, self-managing work team (performance), healthcare industry, social norms, group dynamics, performance review, performance appraisal, quality of care and other similar search terms that are relevant to this subject. To make explaining my search process easier, I will provide a flowchart of how I used Business Source Premier to find articles. Because there is not enough space on the flowchart to show the process for each article, I will show you how I did find articles for the concept of peer control. The process for other concepts in this thesis has been the same, the only difference being the keywords used in the search engine.
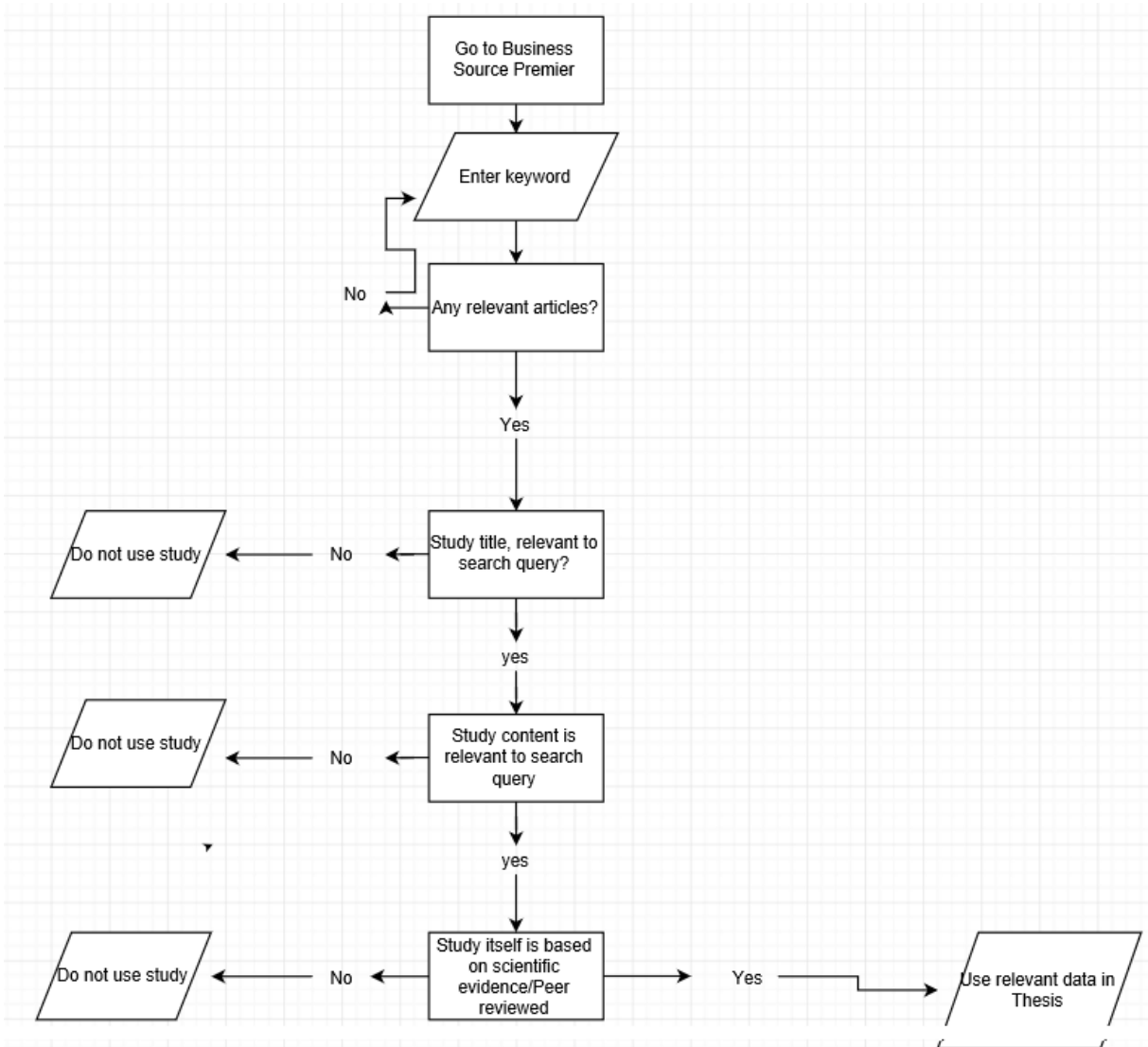
4   OVERALL CONCLUSION:

To draw a conclusion based on the studies regarding SMWTs and Peer control, I will have to define what makes up SMWTs and Peer control in the first place. Based on previous research in this thesis, I have constructed a list of components that make up the concepts of SMWTs and Peer control.

Peer Control	SMWT
Social and Organizational Tool Normative & Rational Peer Pressure	Autonomous Task Interdependence No formal authority Share a common goal

While a relatively short list of characteristics, this is what Peer Control and SMWTs are in their essence. Peer control is a social or organizational tool that can be used to shape employee behavior, either by making use of basic human nature and our wanting to fit in (normative peer control) or by making us aware of the fact that our rewards are dependent on how we are being perceived by those able to influence the handing out of rewards. However, it is peer pressure that sets the behavioral norm within organizations. Rational peer control can be perceived more as a motivational tool to increase effectiveness while peer pressure be a normative form of control. All in all, it is this social and organizational control that shapes the ideal work environment and employee ethic to maximize performance or effectiveness.

SMWTs are relatively autonomous work teams in which members have great task interdependence in the sense that they are reliant on each other to reach their common goal. They hold no formal authority over each other, but in many SMWTs they do assess their peers based on their performance.

But how do both these concepts apply to the healthcare industry? To be able to provide people with the best care possible, we have to know how to increase employee performance and organizational effectiveness.

This can be done through many pathways, but this thesis has focused on the HRM side of improving. First, since I have concluded that SMWTs are a positive influence on employee performance and organizational effectiveness. This is relevant to the healthcare industry because it is SMWTs that are gaining more popularity and are being used more widespread within this industry. It also known that this form of team structure leads to higher employee satisfaction, less absenteeism as well as higher perceived quality of care by patients. It also allows for employees to be more flexible and able to handle a more varied range of situations, this is especially important in an uncertain environment such as the healthcare industry in which patients' needs can vary drastically from moment to moment. So, the consensus is that using SMWTs, no matter what industry, is having a positive effect. Based on the studies that I have read as well as my own critical judgment, I also must conclude that the use of SMWTs in the healthcare industry is a positive and should be looked at, in more great depth in the future.

So, where does peer control get into play? Since we established that SMWTs are a positive influence on the quality of care and thus has a positive effect within the healthcare industry, we also must find a way in which we can improve on the concept SMWTs. Here is when peer control comes into play. Using peer control, we can be able to shape employee behavior in such a way that aligns with the needs of the job. By controlling the perception of how rewards are received and by creating a climate in which certain behaviors are omitted or encouraged we can increase the performance of employees.

So, if through peer control we can increase (individual) employee performance this means that effectively SMWTs will become more effective. If SMWTs become more effective, it means that the quality of care eventually will increase as well. In conclusion: Peer control is an effective tool to increase (self-managed) team and organizational effectiveness. More effective SMWTs will then also lead to better healthcare.

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APPENDIX A. DATA SUMMARY

In this section I will display the literature I used in a chronological fashion. I will do this for the literature I have used for SMWT's and Peer Control section in the theoretical framework (Section 2.0)

A.1   SMWT

Study Article	Research goal	SMWT defined	Dependent Variable	Methods	Main Findings
Wildman, J.L., Theyer, A.L. and Rosen, M.A. (2012), "Task types and team-level attributes: synthesis of team classification literature", Human Resource Development Review, Vol. 11 No. 1, pp. 97-129.	To present an integrative taxonomy of task types and a set of team-level characteristics that have been carefully synthesized from prior literature and to explain how these can be used in HRD research and practice	No clear definition of SMWT specifically is given, however, it is listed among the types of teams.	Teams are classified in types of teams, based on certain attributes and variables such as task, interdependence, cohesiveness etc.	Only formal classification system were reviewed using scientific team classification literature. 40 articles were used.	Two comprehensive classification systems that distinguish between task types and core team characteristics that provide direction and guidance for HRD professionals hoping to enhance work team effectiveness.
Valentine, M.A., Nembhard, I.M. and Edmondson, A.C. (2015), "Measuring teamwork in health care settings: a review of survey instruments", Medical Care, Vol. 53 No. 4, pp. 16-30.	Identify and review survey instruments used to assess dimensions of teamwork	No specific definition of SMWT are given as this article focuses on dimensions of teamwork.	The dependent variable is teamwork in this article. Several variables which explain how teamwork can be recognized and assessed are explained. Found 39 surveys that measured teamwork. Surveys assessed different dimensions of teamwork. Most common dimensions were communication, coordination and respect.	Systematic review of articles published before September 2012 to identify survey instruments. Used ISI web of knowledge database.	Teamwork can refer to many different behavioral processes and states, making it challenging and critical for researchers to develop a theory of framework consistent with their research context.

Study Article	Research goal	SMWT defined	Dependent Variable	Methods	Main Findings
Mukamel, D.B., Temkin-Greener, H., Delavan, R., Peterson, D.R., Gross, D., Kunitz, S. and Williams, F. (2006), "Team performance and risk-adjusted health outcomes in the Program of All-inclusive Care for the Elderly (PACE)", The Gerontologist, Vol. 46 No. 2, pp. 227-237	Examine association between team overall performance and risk adjusted health outcomes of program enrollees.	SMWT not specified directly	Time from enrollment to death, decline in functional status, deterioration in UI post enrollment.	Includes interdisciplinary teams in 26 PACE programs and 3401 individuals enrolled. Combined information about individual health, functional and mental status with overall measure of team performance.	Team performance significantly associated with better functional outcomes and with better UI outcomes. Study suggest PACE program can improve patient outcomes.
Bauer, J. and Mulder, R.H. (2011), "Engagement in learning after errors at work: enabling conditions and types of engagement", Journal of Education and Work, Vol. 26 No. 1, pp. 1-21	Addresses question concerning nurses' engagement in social learning after errors at work	No SMWT definition given	Nurse engagement in social learning	By applying latent class analyses aimed to identify how individuals differ in their interpretations of error situations, their social learning activities after errors and their perceptions of safe team climate	Only one class (58.8%) showed a clear orientation towards socially shared reflection and learning from errors
ang, S., & Guy, M. (2004). Self-Managed Work Teams: Who Uses Them? What Makes Them Successful? Public Performance & Management Review, 27(3), 60-79	To discuss SMWT in terms of concept, theory and benefits.	SMWT are defined as groups of employees who are responsible for managing and performing technical tasks that result in product or service being delivered to a customer. They are relatively autonomous work groups.	The dependent variable is the effectiveness and performance of the SMWT teams.	A survey of city managers conducted to learn how to extensively and how to satisfactorily SMWT have been adopted.	Council-manager forms of governance in larger cities are more likely to adopt the concept of SMWT than smaller cities.
Manz, C. C., & Stewart, G. L. (1997). Attaining flexible stability by integrating total quality management and socio-technical system theory. Organizational Science, 8, 59-70.	To investigate the impacts of TQM and STS on organizations.	SMWT are mentioned, however, no specific definition is given.	Organizational effectiveness due to TQM and STS.	In depth case studies as well as large-sample survey research.	TQM and STS and the usually accompanying SMWT are currently widely recognized and implemented approaches. A greater understanding of the concepts has been found due to this article.

Study Article	Research goal	SMWT defined	Dependent Variable	Methods	Main Findings
Tang, T., & Crofford, A. (1995). Self-managing work teams. Employment Relations Today, 22(4), 29-39.	Examine self-managing work teams – their major characteristics, reasons they emerged and their strengths and weaknesses.	Defined as a form of team in which workers have high authority and high task interdependence.	No clear dependent variable, the concept of SMWT itself is more explored. However, team performance is mentioned multiple times.	Literature synthesis using only 7 articles.	Several factors that make a team successful have been defined: Work methods, attraction/retention, staffing flexibility, service and product quality, rate of output, staff support level, supervision and decision making
Wiesman, D. W. (2000). The effects of team goals, feedback and communication on the performance of self-directed work teams in an applied setting. Ph.D. dissertation, Florida State University.	Examine the effects of team goals and feedback.	Defined as a generally small group of interdependent workers on one another to accomplish a common objective.	Team Performance measured in mean days to respond	Three SMWT from medium-sized city in US were given goals of three business days in which to respond to their customers when executing specific site building permits. Baseline data taken 4 months prior, weekly performance feedback and meetings.	SMWTs could reduce their goal and reduced their mean days to respond after the introduction of team goals and feedback.
Elmuti, D. (1996). Sustaining high performance through self-managed work teams. Indus trial Management, 38(2), 4-9.	Focuses on the uses of SMWT to improve organizational effectiveness.	SMWT as an interdependent autonomous unit.	Organizational effectiveness	Literature synthesis, based on previous existing articles and journals	If implemented correctly, SMWT have the ability of improving organizational effectiveness.
Peltier J & Dhal A. (2009). The Relationship between Employees Satisfaction and Hospital Patient Experiences.	To explore the relationship between satisfaction of employees in a major hospital to determine extent to which it relates to quality of patient experience.	No specific definition for SMWT is given	The dependent variable in this study is the quality of patient experience, which is influenced by employee satisfaction.	Satisfaction survey analysis to determine whether there is a link between employee satisfaction and patient experience. All departments in survey were medical. Scores were compared in a mean-split analysis.	Higher levels of employee satisfaction provide better experiences for patients.

Study Article	Research goal	SMWT defined	Dependent Variable	Methods	Main Findings
Dr. A.P Singh, Jianguanglung Dangmei (2016). ACQUIRING EMPLOYEE ENGAGEMENT TO ACHIEVE HIGH QUALITY OF CARE IN PRIMARY HEALTH CARE OF INDIA	To explore the importance and significances of employee engagement to enhance quality of care in India	No specific definition of SMWT is given.	Quality of care in India	Literature synthesis, based on 17 articles.	Employee engagement is strongly related to quality of care in the health care industry.

Dr. A.P Singh, Jianguanglung Dangmei (2016). ACQUIRING EMPLOYEE ENGAGEMENT

A.2   Peer Control

Study Article	Research Goal	Peer Control Defined/ Composed	Dependent variables/ Outputs of peer control	Methods	Main Findings
Kidwell, R. E., Jr., & Bennett, N. (1993). Employee propensity to withhold effort: A conceptual model to intersect three avenues of research. Academy of Management Review, 18, 429–456.	To research the relation between Knoke's motivation model and Propensity to withhold Effort (PWE). Goal of this article is to clarify past theory and research while developing hypothesis for future research on PWE in work teams.	Peer control is not directly mentioned, however, Knoke's synthesized motivation model which is used in this article does recognize rational, normative, and affective bonding incentives. Which are remarkably like rational and normal peer control mentioned in the theoretical framework of this thesis.	Variables that influence PWE: Rational Choice Variables (Wage, Group Size, Task interdependence), Normative conformity variables (Perceived peer compliance norms) and Affective bonding variables (Perceived altruism, Group turnover rate, Length of service homogeneity)	Literature synthesis, based on 94 articles	The main findings where the variables that influenced the PWE of work team members. The most important, overarching ones being those of Normative Conformity, Rational Choice, and Affective bonding. This was relevant because social loafing is something that could hinders SWMT efficiency
Cheng, W., & Warren, M. (2000). Making a Difference: Using peers to assess individual students' contributions to a group project. Teaching in Higher Education	Research whether peer assessment can be used to factor in individual contributions into grades awarded to students engaged in group work.	In this article, Peer control is defined as peer assessment.	The dependent variable were the final individual grades of participants.	Three classes of 16, 18 and 19 Chinese students took part in peer assessment exercises. Exercises were graded by the teacher (50%) and the rest of the class (50%). Each of the components of group work was given a separate score. Student Individual marks were finally graded by using the following formula: Final Individual Mark = Individual Weighting Factor × Final Group Mark While IWF = Individual Effort Rating/Average Effort Group Rating	Peer assessment can indeed be successfully used to factor individual contributions into the grades that were awarded to students who are engaged in group work

Study Article	Research Goal	Peer Control Defined/ Composed	Dependent variables/ Outputs of peer control	Methods	Main Findings
Battaglini, M., Díaz, C., & Patacchini, E. (2017). Self-control and peer groups: An empirical analysis. Journal Of Economic Behavior & Organization, 134, 240-254.	Study earlier predictions by this articles authors on self-control in peer groups	Peer control is not mentioned, however, self-control in the context of peer groups is being used. Since being in a group increases self-control, the group itself exerts a form of self-inflicted peer control	The key variable is the expected cost of self-control. Using a model, it is predicted that observing a peer has a positive effect on self-control.	Their empirical analysis is based on data from the national longitudinal survey of adolescent to adult health. Which is used to study the impact of adolescents' social environment. Containing data on American students in grade 7-12. Students from schools had to complete a questionnaire which was paired with a Likert scale	Students embedded in social circles have more self-control than those who are alone, self-control is also influenced by group size. However, self-control is usually an average of that of the self-control of friends
Brooks, C., & Ammons, J. (2003). Free Riding in Group Projects and the Effects of Timing, Frequency, and Specificity of Criteria in Peer Assessments. Journal Of Education For Business,	The goal is two research whether free-rider problems can be solved by using group evaluations instruments. They try to solve this problem by proposing a new assessment method	In this article peer assessment and peer evaluations are mentioned. However, they are only mentioned as tools to combat free-rider problems with. They do not give a clearer definition.	The dependent variable in this article is the amount of free-rider problems after using the assessment method.	A sample of 330 undergraduate students enrolled into an introductory, multidisciplinary business course where subjected to the developed assessment method.	The main findings of this article are that the proposed form of peer-control can in fact mitigate free-rider problems and improve student perceptions about groups and group projects
Loughry ML (2010) Peer control in organizations. Sitkin SB, Cardinal LB, Bijlsma-Frankema KM, eds. Control in Organization	To find out the scope of peer control while also discussing the potential benefits and drawbacks. The main questions they tried to answer were: What is peer monitoring? And the second was: Is peer monitoring associated with higher work-unit performance?	Peer control is viewed as an organizational control among workers who have no formal authority over each other. She identifies several separate forms of peer control such as direct peer monitoring and indirect peer monitoring.	The dependent variable is work performance.	Peer monitoring instruments were used in 67 theme park work units, they used supervisory monitoring, task interdependence and cohesiveness as variables for performance.	Their main finding was that peer-monitoring has a positive effect on employee performance. However, they also concluded that performance was better when supervisory monitoring was low and task interdependence high

Study Article	Research Goal	Peer Control Defined/ Composed	Dependent variables/ Outputs of peer control	Methods	Main Findings
Jaworski BJ, Stathakopoulos V, Krishnan HS (1993) Control combinations in marketing: Conceptual framework and empirical evidence. J. Marketing 57(1):57–69.	Examine the use of simultaneous use of multiple social controls.	Peer control, or control is defined as a tool within a system in which a work environment can be created that is suited the for the type of work. The systems used can be categorized in: traditional bureaucratic systems, clan system with informal controls, low control and high control systems.	Key variable is the effect of the different systems on variables such as job satisfaction, levels of conflict and job performance.	Based on previous work, a conceptual framework for combination of controls was made in which these 4 types of systems were constructed, with research hypotheses that were associated with them.	High control systems are associate with highest job satisfaction and low control the lowest. High control systems also resulted in lowest levels of conflict. No significant relationship was found between any of the systems and work performance.
De Jong, B., Bijlsma-Frankema, K., & Cardinal, L. (2014). Stronger Than the Sum of Its Parts? The Performance Implications of Peer Control Combinations in Teams. Organization Science	Investigate mediating processes that transmit peer control combination effects to team members.	Two different types of peer control mechanisms are defined: norm strength and peer pressure.	Main research focus is the relationship between peer control combinations and team performance.	"Multisource, multiwave" data from 41 SMWTs in the healthcare industry was used to support their models. Data from norm strength, peer pressure and trust were collected from team members themselves and rated using the Likert scale.	The patterns of mediation turned out to be more complex than anticipated and seem to have revealed an indirect effect of peer controls on effort via trust.
Sorrels, J. P., & Kelley, J. (1984). Conformity by omission. Personality and Social Psychology Bulletin, 10(2), 302-305	To demonstrate conformity by omission using the "autokinetic effect"	Peer control in the form of conformity in which subjects omit from certain types of behavior to conform to the group.	The relationship between the use of the autokinetic effect and the amount of autokinetic movement that subjects would report.	51 subjects, undergraduates, who were either alone or within a group condition. The amount of perceived movement was noted.	Subjects who participate alone experienced more autokinetic movement than subjects who were led to believe that they were participating with two other subjects who reported no movement, demonstrating conformity by omission.

Study Article	Research Goal	Peer Control Defined/ Composed	Dependent variables/ Outputs of peer control	Methods	Main Findings
Stewart, G., Courtright, S., & Barrick, M. (2012). Peer-based control in self-managing teams: Linking rational and normative influence with individual and group performance. Journal Of Applied Psychology	To describe how normative and rational peer control affect job performance.	Peer control is divided into two categories: Rational: In which team members perceive the distribution of rewards being dependent on peer input and normative peer control: In which social factors play a role in displaying a type of behavior that is conforming to the group.	The relationship between rational and normative control on factors as performance on individual as well as team performance and group cohesion.	Data was obtained from 587 factory production workers organized in 45 SMWTs spread over three companies in midwestern USA. Worker perceptions where collected individually and rated on a 5 point Likert scale.	Peer-based rational control corresponded with higher performance for both individuals and collective teams. Rational and normative mechanisms also had positive effect on individual and team performance.
Lee, J., Lee, S., Kim, N., Kim, S., Son, W., & Jo, M. (2012). Healthcare organizations' attitudes toward pay-for-performance in Korea. Health Policy, 108(2-3), 277-285.	To investigate the possibility of expanding the pay for performance program as a provider for a payment system by measuring awareness and acceptance of this system.	Pay for performance is related to the rational (peer) based control in which individuals perceive their rewards being dependent on how their performance is being perceived.	The dependent variable was the overall perception of pay-for-performance in terms of its design, effects and consequences.	3605 South-Korean healthcare organizations were chosen from the HIRA list. A survey was conducted through the internet. 522 organizations participated in the survey	Awareness and acceptance of pay for performance is higher among tertiary teaching hospitals that had experience with value incentive programs while smaller organizations did not.
Mullen, K. J., Frank, R. G., & Rosenthal, M. B. (2010). Can you get what you pay for? Pay-for-performance and the quality of healthcare providers. RAND Journal of Economics (Wiley-Blackwell),	To assess the effectiveness of pay-for-performance as a tool of improving quality of care.	In here, pay for performance is treated as a tool to incentivize workers to provide higher quality of care, demonstrating the relationship between a form rational control and performance.	The effect of pay-for-performance on both rewarded and unrewarded dimensions of quality.	Data from published performance reports of physician medical groups contracting with a large network HMO was used to compare clinical quality before and after the implementation of the pay for performance system.	This report failed to find evidence to that a pay-for-performance system will either result in an improvement of quality or a disruption in quality of care.
Maxfield, D. (2009). How to Get More Influence. Healthcare Executive, 24(6), 62-67	To present suggestions for healthcare executives in influencing healthcare staff towards implementing changes in the organization	Peer control is defined as part of an influence strategy which is dominated by personal motivation and ability. Peer pressure can be used as a tool.	Your effectiveness as a leader when successfully implanting the influence strategies described in the article.	An organization named Vital Smarts has identified and studied leaders who have rapidly influenced sustainable change in tough areas in the healthcare industry.	Effective leaders drive change by relying on differences sources of influence strategies at a single time. Those who master this are up to 10 times more successful at producing substantial and sustainable change

Study Article	Research Goal	Peer Control Defined/ Composed	Dependent variables/ Outputs of peer control	Methods	Main Findings
Hu, J., & Liden, R. C. (2015). Making a difference in the teamwork: Linking team prosocial motivation to team processes and effectiveness. Academy of Management Journal, 58(4), 1102-1127.	The effects of prosocial motivation on team performance.	Prosocial motivation as an intrinsic tool to shape behavior. Prosocially motivated workers are workers who intrinsically want to contribute to benefit to others.	The dependent variable is measured in terms of team performance.	A theoretical model was created in which prosocial motivation was linked to team effectiveness as mediated by team processes. Data was collected from 310 members out of 67 work teams from the USA and China. Also, lab experiments were conducted in which levels of prosocial motivation were manipulated	Evidence is found for indirect of team prosocial motivation on team performance. Team voluntary turnover is indirectly affected by team prosocial motivation through team viability. Effects of prosocial motivation are greater when team members are performing task that require greater independence.
Grant,A.M.,Campbell,E.M.,Chen,G.,Cottone,K.,Lapedis, D., & Lee, K. 2007. Impact and the art of motivation maintenance: The effects of contact with beneficiaries on persistence behavior. Organizational Behavior and Human Decision Processes, 103: 53 –67.	To test if employees are willing to maintain motivation when their work is designed to provide contact with beneficiaries of their work.	Motivation can be seen as a process that directs human behavior. Motivation maintenance is the degree to which individuals continue to invest time and energy in their work.	Time on the phone was used as a direct indicator of persistence behavior and objective job performance as an indirect indicator of persistence behavior.	39 callers working for university development fundraising participated. The experiment varied respectful contact with beneficiaries across three conditions. Randomized according to work schedule and stratified by tenure and gender.	Callers who interacted with beneficiaries displayed greater persistence and job performance than the control group. Other experiments using lab settings were conducted in which both experiments showed increased persistence.
Mathieu, J., Maynard, M. T., Rapp, T., & Gilson, L. 2008. Team effectiveness 1997–2007: A review of recent advancements and a glimpse into the future. Journal of Management, 34: 410–476.	Discuss the nature of work teams in context and note the differences underlying different types of teams. And review in which fields the most progress has been made the last decade.	The composition and nature of work teams can also be a form of control as each type of group demands a certain organizational behavior, which is related to normative peer control by wanting to conform.	Team and organizational performance is the key variable	Representative studies from a up till a decade before 2008 were reviewed in the context of an enhanced theoretical framework.	Main findings were that most progress in terms of research has been made in the fields of group cognition, team mood, group potency and efficacy, virtual and global teams.

Study Article	Research Goal	Peer Control Defined/ Composed	Dependent variables/ Outputs of peer control	Methods	Main Findings
De Dreu, C. K. W. 2006. Rational self-interest and other orientation in organizational behavior: A critical appraisal and extension of Meglino and Korsgaard (2004). The Journal of Applied Psychology, 91: 1245–1252	To expand the view of groups as information processors into a motivated information processing in group using social motivation and epistemic motivation.	Using social and epistemic motivation as a tool to increase team information processing performance.	Group performance, judgement and decision making	Existing theories where implemented into a MIP-G model. In which individual motivation factors and group factors where distinguished. This model is used to explain existing phenomena and allows for new areas of research to be opened.	Prosocial motivation has a positive effect on team performance levels. While also identifying group-level processes as well as individual processes that appear in team contexts.
Batson, C. D. 1998. Altruism and prosocial behavior. In D. T. Gilbert & S. T. Fiske & G. Lindzey (Eds.), The handbook of social psychology	To address the question why people act Prosocially	Seeing as prosocial behavior is being a form of intrinsic form of control, exploring why people act this way is relevant.	Social learning, tension reduction, norms and roles, exchange or equity, attribution, esteem, enhancement and moral reasoning.	Seven theoretical perspectives were used and combined in an amalgamated model by arranging perspectives in sequences, adding boxes and arrows to flowcharts that lead to prosocial behavior. The most prominent model is the arousal/cost reward model.	Research on prosocial behavior provides evidence that humans are always capable of caring deeply for others, which suggests that we are even more social than a lot of social theories have made us believe. It also has practical implications; however, these are only partly realized.
Study Article	Research Goal	Peer Control defined/composed	Dependent Variables/Output of peer control	Methods	Main findings
Hollenbeck, J. R., Beersma, B., & Schouten, M. E. 2012. Beyond team types and taxonomies: A dimensional scaling conceptualization for team description. Academy of Management Review	To create a conceptual framework for differentiating teams. The main purpose of this framework is to redress the problem and initiate a conversation on how to best conceptualize differences between teams in a consistent and flexible manner.	The influence of team types on group dynamics.	The dependent variables are team performance, frequency of communication and group cohesiveness.	A conceptual framework for differentiating teams was set up using existing literature. It relies on a dimensional scaling approach with three underlying constructs: skill differentiation, authority differentiation and temporal stability.	A framework was setup to increase consensus in classification systems across investigators.