



UNPACKING THE ROLE OF RELATIONAL COORDINATION: A PERSPECTIVE OF HEALTHCARE ORGANIZATIONS

DR. ZUNNOORAIN KHAN¹, SHANDANA ZAFAR², AAMIR SHAHZAD³

ABSTRACT

Relational coordination emphasizes high-quality, frequent, and timely communication among individuals and teams. This involves both formal and informal communication channels. Building and maintaining strong, positive relationships among team members is essential. Trust, respect, and mutual understanding are key components of effective relational coordination. Teams should have a clear understanding of their shared goals and objectives. When everyone is aligned with the same mission, it becomes easier to coordinate efforts. Role Clarity: Each team member should have a clear understanding of their role and responsibilities within the team. Role ambiguity can lead to confusion and coordination breakdowns. Relational coordination encourages collaborative problem-solving. When issues arise, teams work together to find solutions rather than assigning blame. Continuous feedback loops are important for learning and improvement. Teams should provide feedback to each other and use it to make necessary adjustments. Relational coordination has been found to be particularly relevant in healthcare settings, where it can improve patient outcomes, reduce medical errors, and enhance the overall quality of care. In these contexts, it often involves better coordination between different healthcare professionals (doctors, nurses, technicians, etc.) and departments (e.g., radiology, surgery, pharmacy). To implement relational coordination successfully, organizations often need to invest in training, leadership support, and cultural changes that promote open communication and collaboration. The goal is to create a work environment where individuals and teams are empowered to work together effectively to achieve common goals, ultimately improving performance and outcomes.

KEYWORDS: Relational coordination, Communication, Role clarity

1. INTRODUCTION

HRM in health services is more troublesome than numerous different businesses due to the power of work, set up callings and employments with their working environments and controls, and a high working scale (Pasupathy et al., 2011). The rationale that underlies asset-based hypothesis and dynamic aptitudes show that HRM is a wellspring of upper hand that is considerably more grounded in medical services than different businesses (Townsend, Lawrence, & Wilkinson, 2013). Wellbeing administration associations at times can't deal with their HR work since this can be muddled for them (McBride & Mustchin, 2013). Consequently, wellbeing associations that can utilize their HR adequately have a noteworthy upper hand contrasted with others. Additionally, some wellbeing associations have not yet perceived that HR can be a wellspring of upper hand as a result of "clinical culture" or "clinical myopia" (Khatri, Baveja, Boren, & Mammo, 2006), and along these lines, HR stays a "covered up value".

The significance of the HR office in social insurance is appeared by the basic certainty that wages and pay rates cosmetics around 65 to 80 percent of the absolute working spending plan of a run of the mill medicinal services association and along these lines make the greatest commitment to the wellbeing procedure (Buchan, 2004; Dussault & Dubois, 2003; Khatri, Pasupathy, & Hicks, 2012). It bodes well if wellbeing associations capitalize on the HR office on the off chance that they need to improve their clinical results. Right now, researchers contend that while HRM is significant with regards to medicinal services as a result of the degree of administration and information, a considerable lot of these associations despite everything have obsolete and dismissed capacities (see Baluch, Salge, & Piening, 2013; Buchan, 2004; Dussault & Dubois, 2003; Kabane et al., 2006; Khatri, Pasupathy, & Hicks, 2012; Khatri, Wells, McKune, & Brewer, 2006; McBride & Mustchin, 2013; Townsend & Wilkinson, 2010; Imran et al., 2021). For instance, Townsend and Wilkinson (2010) Note that human services change has concentrated intensely on auxiliary changes and cost decreases in the recent 25 years. Be that as it may, the significance of human assets the executives are regularly neglected, regardless of whether the HR division decides and restrains the presentation and usage of these different activities. Note that numerous wellbeing associations have not viably

¹ Associate Professor, City University of Science & Information Technology, Peshawar, Pakistan, zunnoorain@cusit.edu.pk

² PhD Scholar, Agricultural University, Peshawar, Pakistan, Shandana_zafar@hotmail.com

³ Subject specialist, Government School, Pakistan

executed the center parts of human asset the board frameworks. Essentially, Leggat, Bartram, and Stanton (2011) found that the association and chain of importance of clinics reinforced the equal consideration process that broke HRM practices and frameworks. Khatri and his associates. (Khatri, Wells, McKune, & Brewer, 2006; Khatri, Brown, & Hicks, 2009; Khatri, Pasupathy, & Hicks, 2012) contend that present HR frameworks and practices in medicinal services depend on the old mechanical administration model and are along these lines deficient for the administration of concentrated and information based consideration offices. Wellbeing administration associations will be unable to make the jump from customary HR practices to vital HR frameworks since they may do not have the HR assets they need. (Boudreau & Lawler, 2014; Khatri, Wells, McKune, & Brewer, 2006; Lawler & Mohrman, 2003; Townsend & Wilkinson, 2010). Amusingly, recounted proof shows that as of late they can be coordinated the other way on the off chance that they follow the standards of lean administration that apply in assembling. (Khatri, Pasupathy, & Hicks, 2012; McBride & Mustchin, 2013). Once in a while, HR errands end up in the lap of medical attendants and different heads who might not have the work experience expected to oversee HR Khatri, Baveja, Boren, & Mammo, 2006; McBride & Mustchin, 2013; Imran et al., 2022).

Two ongoing examination advancements show that it is so essential to fabricate the limit of associations to oversee HR all the more successfully. Initially, some human asset specialists contend that the best possible usage of human practices and frameworks is a more significant aftereffect of hierarchical outcomes than simply the presence of specific practices or frameworks, for example, elite work frameworks (HPWS). (Baluch, Salge, and Piening, 2013; Guest and Conway, 2011; Tremblay et al., 2010; Imran et al., 2023). As far as concerns its, it has been proposed that compelling usage of human practices and frameworks depends to a huge degree on whether the association has satisfactory HR experience and abilities. (Chow, 2012; Lawler and Mohrman, 2003; Park, Gardner, and Wright, 2004). Numerous wellbeing associations and different enterprises have HR frameworks that are ineffectively overseen because they come up short on the center, backing, and HR aptitudes required. (Boudreau and Lawler, 2014; Lawler and Mohrman, 2003). We accept that human abilities are expected to make a "solid HR framework" (Bowen and Ostroff, 2004) and narrowing the hole among arranged and actualized HR frameworks and practices (Nishii, Lepak, and Schneider, 2008; Woodrow and Guest, 2014). We might want to call attention to here that although we guarantee that human abilities are fundamental for compelling usage of human practices and frameworks, we didn't experimentally research this issue right now. Second, the idea of dynamic aptitudes, which is progressively considered by key administration researchers, shows that in an evolving setting, organizations must be able to constantly refresh, reconfigure, and direct assets to stay pertinent and that the fundamental motivation behind why they are showing improvement over others (Becerra, 2008; Ketkar and Sett, 2009). We accept that dynamic aptitudes hypothesis can be stretched out to human asset the executive's exercises and frameworks, since HR and frameworks may be continually refreshed, balanced and adjusted when the earth changes. Because of this, we characterize an organization's HR capacities as a component to catch, create, update, reconfigure, and utilize its HR with the goal that the organization can adjust and react to vital business changes and outside needs. The idea of our HR in wellbeing offices has three measurements. The main measurement is that the CEO is "told" of the significant job HR can play in improving authoritative execution by actualizing a progressively effective HR framework. (Brandl and Pohler, 2010; Chadwick, Super, and Kwon, 2013; Stanton, Young, Bartram, and Leggat, 2010). The second element of HR the executive's abilities in wellbeing associations are the remarkable vision of the HR Manager or Head of Human Resources (CHRO), his comprehension of the nuts and bolts of the wellbeing administration conveyance process, building proficient and administrative associations with different officials/units, and having the option to build up an all-around detailed HR technique (Boselie and Paauwe, 2005; Murphy and Southey, 2003; Truss, 2003). The third element of the HR office comprises of HR staff capabilities and by and large HR office capabilities. HR staff must have a careful comprehension of HR exercises and a decent comprehension of workers' mental and social conduct in the association to execute proper HR rehearses (Han, Chou, Chao, and Wright, 2006; Quinn and Brockbank, 2006). You should effectively and rapidly react to worker concerns and build up a phenomenal methodology for division chiefs and different associations.

2. HUMAN RESOURCE PERSPECTIVE

The over three HR capacities proposed right now reliable with the ideas of both asset-based view and dynamic abilities. Past HRM looks into proposes that the help of the CEO for HR is a basic component. As per Khatri, Wells, McKune, and Brewer (2006), one of the fundamental factors in wrong human asset the board in wellbeing associations is that their administrators don't completely comprehend the significance of HR for social insurance. Regardless of whether the HR division attempts to do things that can make the HR office progressively unique, it can fizzle without CEO support (Chadwick, Super, and Kwon, 2013). For instance, Stanton et al. (2010) noticed that the job of the official chief is imperative to guarantee the authenticity, administration, and assets of the HR division that made the diverse HR frameworks, and to keep up the job of HR in bunch understandings and the executive's agreement. We, in this way, accept accomplishing dynamic human asset the executive's abilities requires the help of the Executive Director and edified sentiments on the significant job of HR and aptitudes.

Second, HRM writing recognizes the chief's significant job as HR work and is consequently observed as a necessary piece of giving powerful abilities to incorporate human asset the board. Ulrich (1996) talks convincingly to HR champions, who

assume a significant job in the change of conventional HR works and can make it increasingly vital, which assumes a progressively significant job in hierarchical execution. The capacity of the HR work in human services associations to impact representative conduct and clinical results can just rely upon the limit and demonstrable skill of the HR work director.

Third, the HR office and the HR division, with broad information in their expert fields, can be significant in the information-based and administration situated settings that apply in wellbeing associations. HR capacities with modern HR information and expert HR staff are very much situated to change, reconfigure, and update HR practices and frameworks following pertinent key and corporate culture necessities. Without the three systems above, wellbeing associations can battle to impact the activities and conduct of their representatives and construct a workforce fit for giving remarkable wellbeing administrations. We accept that the HR work with dynamic aptitudes can create extraordinary and uncommon HR that are suitable to the association's biological, key and social setting. Along these lines, we didn't concentrate on explicit HR rehearses right now. We don't make a general point of view that a specific arrangement of HR rehearses, for example, a B. top-notch work framework (HPWS) will work for any business. Rather, an association may need to have three HR capacities offered right now create HR rehearses that are generally reasonable for the association. The nature of patient consideration is significant with regards to wellbeing associations. As Lee, Lee, and Kang (2012) Note that patients and their families expect (and regularly require) better nature of care. This must be viewed as a top need by pioneers in wellbeing associations. As Porter and Teisberg (2004) contend that when wellbeing administration chiefs work to improve the nature of patient consideration, the two representatives and patients advantage.

Be that as it may, to make representatives treat their patients better, wellbeing associations need to give suitable preparation and pay to their workers to expand commitment and fulfillment since representative conduct is a significant factor in consumer loyalty (Lee, Lee, and Kang, 2012). Organizations that handle worker issues will encounter consumer loyalty that is far higher than organizations that don't. As it were, wellbeing associations that reliably give more excellent consideration to patients on account of higher HR have an upper hand contrasted with different associations that offer lower quality consideration to patients because of lower HR.

3. HOW THE DIMENSIONS OF RELATIONAL COORDINATION REINFORCE

In short, it can be said that relationship theory is most adequately achieved through communication that is often of high quality and high-quality participant relations. Also, relationship theory holds that common goals, general knowledge, and mutual support frequent furthermore, excellent correspondence and the other way around - and this dimension works together so that participants can effectively coordinate their work. Communication scientists have discovered that connections influence the frequency and nature of correspondence and that the frequency and nature of the correspondence, thus, influence the nature of connections. For instance, communication scientist Theodore Newcomb accepts that continuous and great correspondence is a present for the individuals who handle it, in this way building up an establishment for trust and regard. Others, for example, Albert Rubenstein and his partners, contend for the contrary explanation, specifically that a solid connection between bunch individuals is the reason for viable correspondence (Claggett & Karahanna, 2018).

This correspondence and relationship interaction is the focus of relationship coordination. The shared goals motivate participants to go beyond optimizing sub-targets and react to the whole workflow. Joint knowledge informs participants about how their tasks and those of others contribute to the overall workflow so that they can respond to the overall workflow. Respecting the work of others encourages participants to evaluate the contribution of others and think about the impact of their actions on others, which increases the tendency to influence the entire work process. This system of connections is reinforced and fortified by the recurrence, practicality, precision, and sort of critical thinking correspondence with the goal that members can successfully arrange the work forms in which they are included. Low-quality associations have the contrary impact since they harm correspondence and meddle with the capacity of members to arrange their work adequately. For instance, if members don't regard or feel that they are not regarded by others associated with a similar work process, they will, in general, keep away from correspondence and even eye to eye connection. Members who don't share by and large objectives for the work procedure are bound to fault as opposed to take care of issues when issues emerge. Be that as it may, members who are not associated with similar information about work processes are less ready to speak with one another in time - they don't comprehend what others are doing all around ok to envision the desperation of sending certain data to them.

4. EXPECTED PERFORMANCE EFFECTS OF RELATIONAL COORDINATION

Every production process can be understood in terms of production capabilities. This is the optimal result that can be achieved at different levels of quality and efficiency. Given the possibility of production, boundaries, quality, and efficiency are conflicting, so we must "act" to improve the others. By increasing the resources invested, the results can improve production quality, but at a cost of efficiency. Conversely, reducing input from output can increase efficiency, but often at the expense of quality.

Social coordination is a case of a key improvement all the while that allows working groups, departments or organizations to shift their production capacity to a more advantageous position at the border while at the same time achieving a higher level of quality with greater efficiency. In particular, social coordination improves work processes by improving the nature of work

connections between individuals who perform different capacities in this workflow, which leads to better communication. As a result, task dependencies are managed more smoothly, with fewer redundancies, oversights, mistakes, and deferrals. Social coordination permits representatives to facilitate their work all the more adequately and push the limits of creative choices to accomplish better outcomes and use assets all the more effectively - for instance, with the goal that medical clinic staff can accomplish them. Hence, organizing connections is significant in businesses that need to keep up or improve quality outcomes while reacting to cost pressures.

5. ORGANIZATIONAL PRACTICES THAT SUPPORT RELATIONAL COORDINATION

As theorized in (Gittell et al., 2000) relational coordination organization, organizational practice is expected to impact the degree of social coordination saw among members in the work process. These practices incorporate coordination instruments that deal with the progression of data between associations; both modified (data frameworks and standard methods) and not customized (key limits and group gatherings). The impact of this coordination system on social coordination is analyzed in the Gittell coordination instrument in the specialist collective gathering (2002) and the Gittell and Weiss coordination arrange inside and between associations (2004). Components improve social coordination and therefore quality and productivity. Social coordination is additionally affected by the structure of HR. Social coordination bolster work associations (2000) additionally inspect how HR can keep up or undermine social coordination, contingent upon how it is planned. Some generally evolved HR rehearses will in general gap laborers into various capacities and don't bolster the improvement of social coordination between them. Notwithstanding, HR practices can be structured to foster cross-functional relationships, making it easier to develop relational coordination and achieve better results.

The expected impact of supervision, performance measurement, conflict resolution, job design, and recruitment has been examined in several publications, including Coordination and control paradigms (2000), duration of supervision, relational coordination and departure processes "(2001)," A relational approach to design workplace and work coordination "(2008) and on the Southwest Airlines track: Using the power of relationships to achieve high performance (2003). " Relational Coordination Theory "(2003) examines how these different theoretical approaches to design mechanisms and practices to coordinate resources human power contradicts traditional organizational theory and calls for a new approach to organizational design.

A "relational model of how high-performance work systems" (2010) also argue that these organizational practices can be combined to form high-performance work systems that are different from performance work systems traditional height As with high-performance work systems that promote the development of individual knowledge or skills, or individual motivation and commitment, this new type of high-performance work system encourages the development of relational coordination that improves the quality and efficiency of an organization's work. Theoretically, it is believed that the effect of a high-performance work system on results is mediated by its effect on coordinating relationships (Bolton, Logan, & Gittell, 2021).

5.1. WORK PROCESS AND PSYCHOLOGICAL WELL BEING

According to psychology, being in excellent mental and emotional health is a prerequisite for having a high quality of life in a variety of situations (López & Torres, 2001; Novoa-Gómez, & Ballesteros, 2001). According to this viewpoint, psychological well-being includes the way people are accustomed to evaluating their present and past selves; as a result, these evaluations cover people's emotional responses to events, moods, and judgments related to how they live their own lives (Diener, 1984, cited by Rodriguez-Marn, et al., 2003).

6. METHODOLOGY

The methodology of a study refers to the systematic approach and set of procedures used to gather, analyze, and interpret data for the purpose of answering research questions or testing hypotheses. The choice of methodology depends on the research objectives, the type of data required, and the nature of the research problem. This study involves the collection of data, through questionnaires. For this study select a subset of the population (sample) to study, as it is often impractical to study an entire population. Sampling methods may include random sampling.

6.1. INSTRUMENTATION

Instrumentation for measuring relational coordination is essential for assessing the quality of coordination and communication within organizations, especially in complex and interdependent work environments. Researchers and organizations use various instruments and surveys to gather data on relational coordination. The Relational Coordination Research Collaborative has developed the RCS, a widely used instrument to measure relational coordination. It assesses communication and relationships among team members in organizations. The survey typically includes questions related to the frequency, quality, and timeliness of communication between different groups or teams within an organization. For this study, teamwork and collaboration questionnaires were used.

Table 1: Construct Reliability and Validity

Construct	Cronbach's alpha	Composite reliability (rho_c)	(AVE)
Psychological wellbeing	0.842	0.888	0.614

Relational Coordination	0.841	0.883	0.557
work process	0.766	0.843	0.518

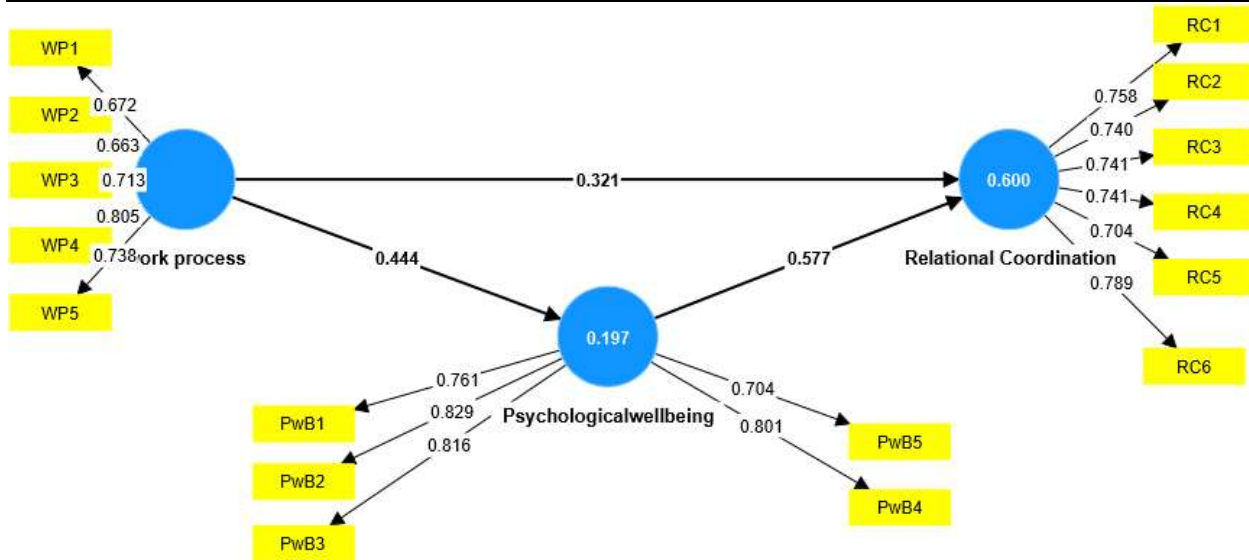


Figure 1: Measurement Model

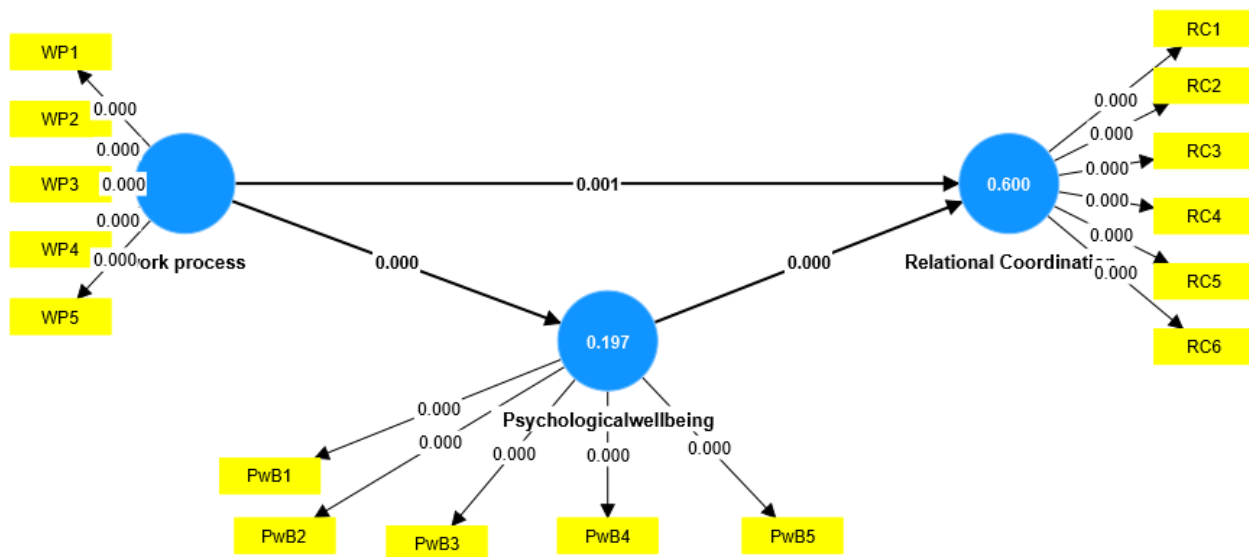


Figure 2: Structural Model

Table 2: Hypothesis Testing

	Causal Path	SM	Standard Deviation	T-Value	P- value
H1	Psy-wellbeing -> RC	0.582	0.092	6.299	0.000
H2	work process -> Psy-wellbeing	0.459	0.098	4.522	0.000
H3	work process -> RC	0.320	0.093	3.47	0.001

*Psychological wellbeing, *Relational coordination, * work Process

The relationship between work processes, relational coordination, and psychological well-being in this study shows positive and significant relationship. Work processes refer to the tasks, procedures, and activities that individuals or teams perform in their jobs. Well-structured and efficient work-processes can contribute to reduced stress, job satisfaction, and overall well-being. Furthermore, relationship between psychological well-being and relational coordination shows positive and significant relationship. Relational coordination involves the quality of communication and collaboration among individuals or teams in an organization. This can positively influence their psychological well-being. Psychological well-being encompasses an

individual mental and emotional state. Well-structured work processes and positive relational coordination can contribute to improved psychological well-being by reducing stress and increasing job satisfaction. This study explore how relational coordination among healthcare professionals impacts patient outcomes and satisfaction. Relational coordination can serve as a buffer against stress and adversity, contributing to individual's resilience and overall well-being.

7. PRACTICAL IMPLICATIONS

The findings of this study have practical relevance for businesses since they add to the body of knowledge about the advantages of offering staff assistance. While research to date has mostly concentrated on social support from sources outside than the work process has long been thought of as a prerequisite to wellbeing. This study, which focuses on relational coordination, gives strong evidence that hospitals may promote employee well-being. Notably, this research demonstrates that staff experience assistance from their organization feel more engaged and motivated. According to empirical evidence, fair treatment, supervisory support, incentives, and favorable work circumstances are particularly relevant in this respect. This is in line with the organizational support theory, which contends that favorable treatments affect workers' feelings of support (Rhoades & Eisenberger, 2002). Concisely, organizations can affect perceptions of support by making sure that procedures are fair and that they are perceived as such by employees, recognizing employees' accomplishments, adapting work schedules to meet individual needs whenever possible, offering opportunities for professional development, enhancing jobs, and making expectations clear.

8. FUTURE DIRECTIONS

This study determined and understand the role of relational coordination and how relational coordination functions can provide valuable insights. Future studies aligns with social psychological theory to elaborate psychological well-being with explicate mechanism for work process. This study contributed social psychological theory linkages with relational coordination and work process. Future studies might focus on other mediating variables such as emotional intelligence, identified and intrinsic motivation. Further refinement of these scales may be needed in order to assure that construct is measured in the same way.

REFERENCES

- Bolton, R., Logan, C., & Gittell, J. H. (2021). Revisiting relational coordination: a systematic review. *The Journal of Applied Behavioral Science*, 57(3), 290-322.
- Claggett, J. L., & Karahanna, E. (2018). Unpacking the structure of coordination mechanisms and the role of relational coordination in an era of digitally mediated work processes. *Academy of Management Review*, 43(4), 704-722.
- Gittell, J. H., Fairfield, K. M., Bierbaum, B., Head, W., Jackson, R., Kelly, M., . . . Thornhill, T. (2000). Impact of relational coordination on quality of care, postoperative pain and functioning, and length of stay: a nine-hospital study of surgical patients. *Medical Care*, 807-819.
- Imran, C. A. B., Shakir, M. K., & Qureshi, M. A. B. (2021). Regulatory Perspectives on AI in Autonomous Vehicles Global Approaches and Challenges. *The Asian Bulletin of Green Management and Circular Economy*, 1(1), 62-74.
- Imran, C. A. B., Shakir, M. K., & Qureshi, M. A. B. (2022). Applications of Artificial Intelligence in Enhancing Construction Safety and Productivity. *The Asian Bulletin of Big Data Management*, 2(1), 63-74.
- Imran, C. A. B., Shakir, M. K., Umer, M., Imran, Z., & Khalid, H. B. (2023). Construction Materials and Technologies: A Review of New Trends in Sustainable Development. *The Asian Bulletin of Green Management and Circular Economy*, 3(1), 10-21.
- Khatri, N., Baveja, A., Boren, S. A., & Mammo, A. (2006). Medical errors and quality of care: from control to commitment. *California Management Review*, 48(3), 115-141.
- McBride, A., & Mustchin, S. (2013). Crowded out? The capacity of HR to change healthcare work practices. *The International Journal of Human Resource Management*, 24(16), 3131-3145.
- Pasupathy, K. S., Kochendorfer, K. M., Brown, G. D., Hicks, L. L., Barker, L. M., & Leung, R. C. (2011). *Decision support system in a patient-centered medical home*. Paper presented at the 2011 IEEE 13th International Conference on e-Health Networking, Applications and Services.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87(4), 698.
- Townsend, K., Lawrence, S. A., & Wilkinson, A. (2013). The role of hospitals' HRM in shaping clinical performance: a holistic approach. *The International Journal of Human Resource Management*, 24(16), 3062-3085.