

Table 1. Participant demographics and One-Way ANOVA Analysis

N=462

Dependent variables	Independent variable	N(%)	Mean	S.D.	F value/ T value	P value
Teamwork climate	Gender				4.449	0.035*
	Female	378 (81.8)	4.12	0.89		
	Male	84 (18.2)	3.95	0.71		
	Age				1.487	0.217
	<=30	99(21.4)	3.84	0.86		
	31-40	164(35.5)	4.03	0.68		
	41-50	112(24.2)	3.99	0.68		
	>=51	87(18.8)	4.02	0.81		
	Leader/Non-leader				0.045	0.833
	Leader	57 (12.3)	4.14	0.82		
	Non-leader	405 (87.7)	3.95	0.74		
	Department				1.016	0.363
	Physician	82 (17.7)	4.04	0.83		
	Technician and others	145 (31.4)	3.93	0.77		
	Nurse	235 (50.9)	4.02	0.67		
	Education				4.39	0.013*
	Higher school	55 (11.9)	3.94	0.72		
	College/University	373 (80.7)	3.95	0.77		
	Master	34 (7.4)	4.34	0.54		
	Tenure				1.081	0.340
	<1year	27 (5.8)	3.81	0.71		
	1year-4year	134 (29.0)	3.94	0.79		
	>=5year	301 (65.2)	4.01	0.74		
	Full-time/Part-time				0.001	0.978
	Full-time	448(97.0)	3.99			
	Part-time	14(3.0)	3.59			
Job Satisfaction	Gender				3.363	0.067
	Female	378 (81.8)	4.05	0.89		
	Male	84 (18.2)	4.79	0.74		
	Age				7.031	0.000**
	21-30	99(21.4)	3.58	0.84		
	31-40	164(35.5)	3.82	0.72		
	41-50	112(24.2)	3.91	0.71		
	>=51	87(18.8)	4.08	0.79		
	Leader/Non-leader				0.020	0.887
	Leader	57 (12.3)	4.13	0.79		
	Non-leader	405 (87.7)	3.80	0.76		
	Department				6.871	0.001**
	Physician	82 (17.7)	4.03	0.83		
	Technician and others	145 (31.4)	3.71	0.78		
	Nurse	235 (50.9)	3.94	0.69		
	Education				5.321	0.05*
	Higher school	55 (11.9)	3.96	0.66		
	College/University	373 (80.7)	3.79	0.79		

Healthcare Quality	Tenure	Master	34 (7.4)	4.20	0.64	0.262	0.770
		<1year	27 (5.8)	3.78	0.63		
	1year-4year	11month	134 (29.0)	3.81	0.80	0.216	0.642
		>=5year	301 (65.2)	3.86	0.78		
	Full-time/Part-time	Full-time	448(97.0)	3.85		0.216	0.642
		Part-time	14(3.0)	3.47			
	Gender	Female	378 (81.8)	4.26	0.59	2.788	0.096
		Male	84 (18.2)	3.99	0.58		
	Age					4.525	0.004**
		21-30	99(21.4)	3.94	0.67		
		31-40	164(35.5)	3.95	0.55		
		41-50	112(24.2)	4.15	0.55		
		>=51	87(18.8)	4.15	0.57		
	Leader/Non-leader					0.012	0.914
		Leader	57 (12.3)	4.27	0.54		
		Non-leader	405 (87.7)	4.00	0.59	3.613	0.028*
	Department	Physician	82 (17.7)	4.12	0.57		
		Technician and others	145 (31.4)	3.96	0.61		
		Nurse	235 (50.9)	4.10	0.56		
	Education					4.141	0.017*
		Higher school	55 (11.9)	3.95	0.58		
		College/University	373 (80.7)	4.02	0.58		
		Master	34 (7.4)	4.30	0.62		
	Tenure					0.348	0.706
		<1year	27 (5.8)	4.03	0.59		
		1year-4year	134 (29.0)	4.00	0.65		
	Full-time/Part-time	>=5year	301 (65.2)	4.05	0.56	0.005	0.942
		Full-time	448(97.0)	4.04			
		Part-time	14(3.0)	3.81			

Note: * $p < .05$, ** $p < .01$

12 Table 2. Results of factor analysis and reliability

Scales / Constructs / Content of items	Mean	SD	Factor Loading	% of Variance	Cronbach's α	AVE
Teamwork climate (TC)	3.977	.751		14.819%	.852	.525
• It is easy for the personnel of this hospital to ask questions when they do not understand something.	3.781	0.982	.723			
• I receive the support I need from other personnel to care for patients.	3.848	1.022	.821			
• Healthcare staff input is well-received in this hospital.	3.985	0.877	.868			
• Disagreements in this hospital are resolved appropriately (i.e., not according to who is right but according to what is best for the patient).	4.277	0.870	.823			
• The physicians and nurses work together as a well-coordinated team.	3.991	0.977	.743			
Job Satisfaction (JS)	3.838	.751		16.201%	.935	.611
• I like my job.	3.751	0.874	.697			
• This hospital is a good place to work.	4.006	0.837	.771			
• Our team provides a good work environment.	3.870	0.877	.853			
• I am proud to work at this hospital.	3.874	0.870	.869			
• This hospital has high morale.	3.688	0.880	.782			
Healthcare Quality (HQ)	4.036	.590				
The construct of healthcare (QC)	4.022	.614		19.589%	.931	.523
• Our hospital has a clear vision regarding healthcare quality.	3.859	0.809	.774			
• Our hospital's managers facilitate or contribute to the quality of healthcare services.	3.931	0.745	.814			
• Our hospital has a reward system to encourage quality improvement activities.	4.000	0.782	.769			
• Our hospital provides the required resources to undertake quality improvement activities.	3.965	0.747	.766			
• Our hospital has a system for reporting incidental events.	4.253	0.651	.696			
• Our hospital provides quality-of-care training and education to team members.	4.069	0.694	.712			
• The healthcare staff at our hospital are guaranteed to maintain the healthcare quality for patient.	4.078	0.670	.711			
The outcome of healthcare (QO)	4.049	.632		22.875%	.947	.596
• Our hospital's employees	3.970	0.770	.756			

Scales / Constructs / Content of items	Mean	SD	Factor Loading	% of Variance	Cronbach's α	AVE
communicate well with others.						
• The healthcare staff cooperate well at our hospital.	4.030	0.736	.796			
• The healthcare staff communicate with patients well.	4.106	0.700	.779			
• The healthcare staff have professional skills to care for patients.	4.141	0.700	.783			
• Patients are satisfied with the quality of healthcare at our hospital	4.017	0.712	.802			
• The healthcare staff commit to patients' health.	4.080	0.700	.805			
• We provide healthcare to patients through teamwork.	4.000	0.757	.759			

Note: The KMO value of all items factor analysis was 0.947. Cumulative variance % was 73.384.
 AVE: Average Variance Extracted.

39 Table 3. Discriminant validity of the Fornell and Larcker criteria

Construct	Descriptive statistic			Discriminant validity			
	means	SD	N	TC	JS	QC	QO
Teamwork Climate (TC)	3.977	.751	462	.725			
Job Satisfaction (JS)	3.838	.773	462	.695**	.782		
Construct of Healthcare (QC)	4.022	.614	462	.405**	.477**	.723	
Outcome of Healthcare (QO)	4.049	.632	462	.412**	.480**	.791**	.772

40 *** P<0.001

41 The bolds on diagonal are square root of AVE, off diagonal are correlation of constructs.

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