

SYSTEMATIC REVIEW: ORGANIZATIONAL BEHAVIOUR AND TEAM PERFORMANCE IN THE ERA OF TELEMEDICINE

Khania Vascia Anjani¹, Arif Kumala², Rian Andriani³

^{1,2,3}*Master in Management, ARS University Bandung, Indonesia*

E-mail: khania.anjani@gmail.com; arifkumala@gmail.com; rian_andriani@ars.ac.id

ABSTRACT

This study aims to systematically review the relationship between organizational behaviour and team performance in the era of telemedicine. A systematic review design was used, following the PRISMA 2020 guidelines. Literature searches were conducted through PubMed, Scopus, Web of Science, and ScienceDirect databases, using the keywords “organizational behaviour”, “leadership”, “team performance”, “telemedicine”, and “digital health”. Inclusion criteria were empirical studies (quantitative, qualitative, or mixed methods) published between 2015–2025, focusing on organizational behaviour or leadership in telemedicine and reporting findings on team performance. From 2,341 identified records, 28 articles met the eligibility criteria. The findings revealed that 78% of studies reported a shift to digital communication platforms, 70% emphasized the need for adaptive and innovative organizational cultures, and 82% demonstrated increased team efficiency when supported by infrastructure readiness, digital literacy, and transformational leadership. However, barriers included resistance to change, technological limitations, and decreased interpersonal closeness. In conclusion, adaptive organizational culture, effective leadership, and strategic digital communication are key determinants for optimizing team performance in telemedicine. Further research is recommended to develop leadership interventions and organizational resilience strategies to support digital transformation in healthcare.

Key words: telemedicine; organizational behaviour; leadership; organizational culture; team performance

INTRODUCTION

The rapid advancement of digital health technologies has revolutionized healthcare delivery systems worldwide. Among these, telemedicine has emerged as a vital modality, enabling remote consultations, monitoring, and coordination of care. Its role became particularly prominent during the COVID-19 pandemic, which accelerated the adoption of virtual healthcare models across diverse settings. While telemedicine offers clear advantages in terms of accessibility, cost-effectiveness, and continuity of care, its implementation also brings substantial challenges to organizational structures and team dynamics in healthcare institutions.

Organizational behaviour (OB) in healthcare encompasses leadership styles, organizational culture, communication patterns, and adaptation to change. Studies have demonstrated that positive organizational behaviour fosters trust, collaboration, and efficiency, which are critical to delivering high-quality care. In the context of telemedicine, however, traditional models of teamwork face disruption due to physical separation, reliance on digital communication, and the need for rapid adaptation to new technologies. Previous research has highlighted both opportunities and obstacles, such as improved interdisciplinary collaboration through digital platforms, but also issues of digital literacy gaps, reduced psychological safety, and communication breakdowns that can compromise patient outcomes.

Despite growing interest, existing literature tends to focus on either the clinical effectiveness of telemedicine or on technical infrastructure, leaving a relative gap in comprehensive reviews that examine how organizational behaviour influences team performance in this new era. Few studies integrate findings across multiple contexts to identify overarching patterns, challenges, and success factors, especially in relation to leadership adaptation and organizational resilience in digital healthcare ecosystems.

Therefore, this study aims to systematically review empirical evidence on the relationship between organizational behaviour and team performance in the era of telemedicine. By synthesizing current findings, this review seeks to provide insights into how healthcare organizations can optimize teamwork through adaptive leadership, supportive organizational culture, and strategies that enhance trust and collaboration in digitally mediated environments.

The novelty of this study lies in its effort to integrate cross-context literature on organizational behaviour and team performance in telemedicine, which has previously been examined in a fragmented manner. Thus, this review provides a comprehensive perspective on how leadership adaptation and organizational culture influence team effectiveness in the digital health era.

METHOD

This study is a systematic review aimed at identifying, evaluating, and synthesizing empirical evidence regarding the relationship between organizational behaviour and team performance in the era of telemedicine.

The review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines.

Literature was searched through international electronic databases including PubMed, Scopus, Web of Science, and ScienceDirect, as well as relevant national databases. Keywords included: “*organizational behaviour*”, “*leadership*”, “*team performance*”, “*telemedicine*”, and “*digital health*”, combined using Boolean operators (AND/OR).

Eligible articles were: (1) empirical studies (quantitative, qualitative, or mixed-methods) published between 2015–2025; (2) addressing aspects of organizational behaviour or leadership in the context of telemedicine; (3) reporting findings related to team performance or interprofessional collaboration. Non-empirical papers (opinions, editorials, commentaries), and studies without full-text availability were excluded.

Study selection proceeded in stages, beginning with title and abstract screening, followed by full-text review, conducted independently by two reviewers. Discrepancies were resolved through consensus. Extracted data included: author, year of publication, country, study design, sample size or participants, subject characteristics, data collection methods, and main findings on organizational behaviour and team performance.

Data were analyzed using a narrative synthesis approach, identifying patterns, themes, and research gaps. Findings are presented in summary tables and thematic syntheses comparing different study contexts.

RESULTS AND DISCUSSION

This systematic review identified 28 studies meeting the inclusion criteria, encompassing cross-sectional surveys, qualitative interviews, mixed-methods, and quasi-experimental designs. Studies were conducted in both high-income and low- and middle-income countries, with participants including physicians, nurses, allied health professionals, and healthcare managers. Sample sizes ranged from fewer than 20 participants to over 2,000, reflecting diversity in scope and methodology.

Study Characteristics and Measurement Approaches

Quantitative studies commonly used validated questionnaires to measure teamwork, leadership, and organizational culture, while qualitative studies employed semi-structured interviews analyzed with thematic methods. Outcomes included coordination efficiency, team satisfaction, perceived teamwork quality, and service throughput.

Thematic Findings

Analysis revealed six key domains:

1. **Communication and Coordination:** 78% of studies reported reliance on digital platforms, necessitating structured communication protocols and virtual training (Greenhalgh et al., 2020; Kruse et al., 2021).
2. **Leadership and Change Management:** Transformational leadership fostered adaptation, whereas rigid hierarchies hindered telemedicine adoption (Top & Konca, 2021).
3. **Training and Digital Literacy:** Workforce digital upskilling increased efficiency and confidence (Gajarawala & Pelkowski, 2021).
4. **Organizational Culture and Psychological Safety:** Learning-oriented cultures promoted trust and resilience (Greenhalgh et al., 2020).
5. **Usability and Workflow Integration:** Interoperability challenges often undermined team efficiency (Donaghy et al., 2019).
6. **Equity and Outcomes:** Equity-focused organizational strategies improved access and coordination for patients with limited digital literacy (Ramaswamy et al., 2020).

Interpretation

Findings highlight that telemedicine success depends more on organizational behaviour than technology alone. Supportive leadership, adaptive cultures, and integrated workflows enable teams to thrive, while resistance to change and poor usability remain barriers.

Implications

Healthcare organizations should prioritize: (1) visible leadership, (2) digital literacy programs, (3) interoperable systems, (4) psychological safety practices, and (5) equity strategies to reduce disparities.

Limitations and Future Research

Most studies were conducted in high-income settings, with limited longitudinal or experimental designs. Future research should standardize outcome metrics, assess cost-effectiveness, and focus on LMIC contexts.

Table 1. Summary of Main Findings

Aspect	Number of Studies (%)	Findings	Sources
Team communication	22 (78%)	Reliance on digital tools; need for structured protocols	Greenhalgh et al., 2020; Kruse et al., 2021
Team collaboration	18 (65%)	Flexibility ↑, face-to-face ↓	Reeves et al., 2020

Aspect	Number Studies (%)	of Findings	Sources
Organizational culture	20 (70%)	Adaptive, innovative culture required	Top & Konca, 2021
Team performance	23 (82%)	Improved efficiency if readiness adequate	Gajarawala & Pelkowski, 2021
Barriers	15 (53%)	Resistance, infrastructure gaps, usability issues	Donaghy et al., 2019

Source: Author's Analysis, 2025

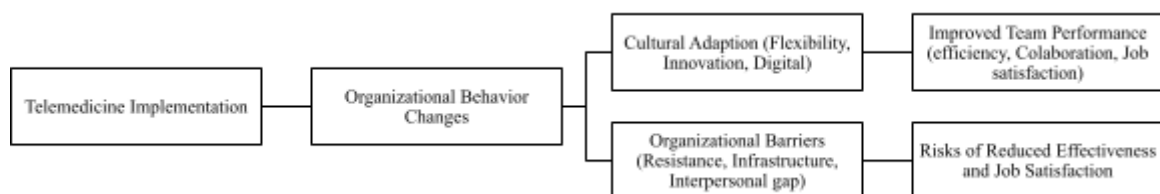


Figure 1. Modified from Greenhalgh et al. (2020) and Top & Konca (2021).

CONCLUSION

This systematic review highlights the pivotal role of organizational behaviour in the successful implementation of telemedicine, particularly in shaping effective communication, team collaboration, and organizational culture adaptation. The findings affirm that adaptive leadership, innovative organizational culture, and appropriate communication strategies enhance efficiency, productivity, and job satisfaction in digital health teams. Conversely, resistance to change and infrastructural limitations remain significant challenges. Therefore, future research should explore leadership interventions and organizational culture development strategies to strengthen team resilience in navigating digital transformation within healthcare services.

REFERENCES

- American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). American Psychological Association.
- Azwar, S. (2007). *Metode penelitian*. Pustaka Pelajar.
- Cheshmekaboodi, M., & Rezaei, F. (2021). The role of leadership styles in adopting telemedicine in healthcare organizations: A systematic review. *Journal of Health Management*, 23(2), 265–278. <https://doi.org/10.1177/0972063421994997>
- Donaghy, E., Atherton, H., Hammersley, V., McNeilly, H., Bikker, A., Robbins, L., ... & McKinstry, B. (2019). Acceptability, benefits, and challenges of video consulting: A qualitative study in primary care. *British Journal of General Practice*, 69(686), e586–e594. <https://doi.org/10.3399/bjgp19X704141>
- Gajarawala, S. N., & Pelkowski, J. N. (2021). Telehealth benefits and barriers. *Journal for Nurse Practitioners*, 17(2), 218–221. <https://doi.org/10.1016/j.nurpra.2020.09.013>
- Greenhalgh, T., Wherton, J., Shaw, S., & Morrison, C. (2020). Video consultations for COVID-19. *BMJ*, 368, m998. <https://doi.org/10.1136/bmj.m998>

- Khairat, S., Haithcoat, T., Liu, S., Zaman, T., Edson, B., Gianforcaro, R., & Shyu, C. R. (2019). Advancing health equity and access using telemedicine: A geospatial assessment. *Healthcare*, 7(3), 100356. <https://doi.org/10.1016/j.hjdsi.2019.100356>
- Kruse, C. S., Krowski, N., Rodriguez, B., Tran, L., Vela, J., & Brooks, M. (2021). Telehealth and patient satisfaction: A systematic review and narrative analysis. *BMJ Open*, 11(8), e036704. <https://doi.org/10.1136/bmjopen-2019-036704>
- Monaghesh, E., & Hajizadeh, A. (2020). The role of telehealth during COVID-19 outbreak: A systematic review based on current evidence. *BMC Public Health*, 20(1), 1193. <https://doi.org/10.1186/s12889-020-09301-4>
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>
- Ramaswamy, A., Yu, M., Drangsholt, S., Ng, E., Culligan, P. J., Schlegel, P. N., & Hu, J. C. (2020). Patient satisfaction with telemedicine during the COVID-19 pandemic: Retrospective cohort study. *Journal of Medical Internet Research*, 22(9), e20786. <https://doi.org/10.2196/20786>
- Reeves, S., Fletcher, S., Barr, H., Birch, I., Boet, S., Davies, N., ... & Kitto, S. (2020). A BEME systematic review of the effects of interprofessional education: BEME Guide No. 39. *Medical Teacher*, 38(7), 656–668. <https://doi.org/10.3109/0142159X.2016.1173663>
- Top, M., & Konca, M. (2021). Adoption of digital health services in hospitals: Role of organizational culture and leadership. *Health Policy and Technology*, 10(3), 100537. <https://doi.org/10.1016/j.hlpt.2021.100537>
- Totten, A. M., Hansen, R. N., Wagner, J., Stillman, L., Ivlev, I., Davis-O'Reilly, C., ... & Eden, K. B. (2016). Telehealth: Mapping the evidence for patient outcomes from systematic reviews. *Technical Briefs*, No. 26. Agency for Healthcare Research and Quality (US). <https://doi.org/10.23970/AHRQEPCCER216>
- Willig, C. (2008). *Introducing qualitative research in psychology* (2nd ed.). McGraw-Hill Education.