

Perspective of Teamwork Effectiveness and Its Relation with Job Attraction and Organizational Commitment among Staff Nurses

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Abstract

Background: Nurse Leaders try to motivate their followers to construct engaged and exciting effective teams that go above and beyond the task's requirements in order to develop a high-quality, performance-oriented, committed, and attracted nursing staff. **Aim:** The study aimed to assess perspective of teamwork effectiveness and its relation with job attraction and organizational commitment among staff nurses. **Research Design:** Descriptive correlational research design was utilized. **Setting:** The study was conducted in Critical Care Units at Beni-Suef University Hospitals. **Sample:** 170 staff nurses who worked in the previously mentioned setting. **Tools of data collection:** Data was collected through four main tools namely (I) Personal characteristics data Sheet, (II) Team Effectiveness Questionnaire (III) Job Attraction Assessment Questionnaire, and (IV) Organizational commitment Questionnaire. **Results:** The findings of this study showed that about two-thirds of studied nurses (66.1%) had a high teamwork effectiveness level, more than two-thirds 68.0% of them had moderate job attraction, and more than half 58.5% of them had moderate organizational commitment level. **Conclusion:** It was concluded that teamwork effectiveness was positively statistically significant correlated with job attraction and organizational commitment. **Recommendations:** Hospital administration should conduct a training program for different levels of nurse managers to promote teamwork effectiveness in their organization.

Keywords: Teamwork effectiveness, job attraction, organizational commitment, staff nurses.

Introduction

As with professional healthcare providers, teamwork among staff nurses is critical for providing safe and high-quality nursing care. Team effectiveness, often known as group performance, is a team's ability to accomplish the goals of an approved staff or organization (Rosen, et al., 2018, Foster et al., 2019). It's also referred to as team performance, and it relates to a group's ability to achieve its goals. This ability to meet goals and objectives leads to better outcomes for team members (e.g., satisfaction and willingness to work together), as well as outcomes that are produced or influenced by the team (Boone, et al., 2019). Effective teamwork may result from successful teamwork. It's much easier to say than it is to do. To be successful as a team, many factors must be in harmony. Any health care organization that wishes to foster high-performing work teams must ensure that employees are able to communicate effectively and help groups in resolving issues.

Participants must also be motivated to reach work objectives and lead the team to success, which has a beneficial impact on their commitment and attraction (Jones & George, 2019).

In places with high staff turnover, difficulty recruiting and maintaining qualified individuals, competitive demand for skilled staff nurses, and manpower and skill shortages, job attraction and retention tactics are crucial. Intensive care unit (ICU) staff nurses must obtain valuable information about the hospital during the recruitment process, which will ultimately impact the participants' final employment decision. This information is supplied to potential staff nurses, who consider what they know about careers that are similar to those offered by the hospital where they want to work. Furthermore, hospitals must examine the factors that may influence the willingness to work of ICU staff nurses in order to identify weaknesses, make improvements, and improve their ability to recruit potential staff nurses. Human resource development, in which hospitals provide

opportunities for professional progress to empower ICU staff nurses to govern their own careers, is one of these determinants. (McEwan, et al. 2017).

According to **Sánchez, et al., (2020)**, there are five dimensions of work attractiveness to measure how well the hospital provides them to attract ICU staff nurses: interest value, social value, economic value, development value, and application value. Interest value assesses a person's willingness to work in an organization that offers a stimulating work environment, stimulates innovation and foresight, and creates high-quality products and services. Social value measures the appeal of a nice and cheerful work atmosphere, as well as solid relationships with superiors and coworkers. Economic value assesses how appealing a job is in terms of compensation, remuneration, opportunities for promotion, and job stability. Development value is a metric that measures the appeal of employment that delivers career-enhancing experience, recognition, self-worth, and confidence. Finally, acceptability, the ability to use and exchange information, and a humanitarian and customer-focused environment are all contribute to application value. (Abdallah and Mostafa, 2021).

Today, more than ever, attracting and maintaining ICU staff nurses are vital. Hospitals must hire and maintain highly trained ICU staff nurses as a result of globalization, increasing knowledge, and technology improvements. As a result, many hospitals are always on the lookout for qualified ICU staff nurses to fill work openings, and they're working hard to make the position more desirable to applicants by providing a number of options and benefits. The attractiveness of staff nurses usually begins with the start of a career and ends with new jobs. If a staff nurse is interested in applying for, staying in, being engaged in, and being committed to the job, the work and hospital become desirable. (Alameddine, et al., 2019 and Soliman and Eldeep, 2020).

An attitude or a direction toward an organization that connects an individual's identity to that organization is defined as organizational commitment. The three

elements of organizational commitment were effective, normative, and continuous commitment. Continuous commitment refers to mandatory attendance, whereas normative commitment refers to the ethical obligation to stay in the organization but not to leave. The organizational commitment of staff nurses is fundamental for patient safety and inextricably linked to the well-being of this vital socioeconomic sector. In order for healthcare businesses to survive, nursing staff must be motivated, focused, and devoted to their sacred profession. Staff nurses' perspectives on organizational commitment are an important part of understanding organizational behavior and a good predictor of staff retention, job satisfaction, and attraction, as well as performance. (Al- Jabari and Ghazzawi, 2019).

Nursing professionals have an important role in healthcare delivery and health standards, and they are a key foundation of society. The tendency of staff nurses to leave the organization and follow nonmedical activities or occupations outside of the hospital, as well as early retirement, has resulted in a loss in the nursing force in hospitals all over the world, particularly among young staff nurses. Because it affects their perceptions of the hospital and its job opportunities, as well as their commitments toward the hospital, the image of a hospital is a significant component in attracting and maintaining excellent ICU staff nurses. The hospital's ability to attract ICU staff nurses is critical since it is the driving force behind the hospital's development and achievement of its goals and objectives. It is the act of maintaining ICUs staff nurses on the job for longer periods of time in order to assure hospital success and avoid the loss of productive and valuable ICUs staff nurses. (Soliman and Eldeep, 2020).

Not just in terms of care quality, but also in terms of patient satisfaction, the commitment of staff nurses is crucial for healthcare organizations. The purpose of any form of commitment is to keep the hospital's nursing staff competent. So, in order to save and maintain their professional and skilled personnel, administrations are working to increase staff nurses' organizational

commitment. Existing committed staff nurses improve the hospital's reputation in the community and provide an opportunity for growth and development. (Tamer, 2021).

Significant of the study:

Staff nurses have a key role in providing safe and effective care on critical units, as well as promoting teamwork in the case of increased patient loads. In the ICU, staff nurses spend more time directly with patients and have a variety of responsibilities, including constantly focusing on patients' needs, connecting with their families, and making critical decisions. As a result, they may take on more work than staff nurses on other wards, and their commitment to the hospital developed as a result of management's support, resulting in increased job attraction. So, the current study was aimed to assess perspective of teamwork effectiveness and its relation with job attraction and organizational commitment among staff nurses.

Aim of the study:

The study aimed to assess perspective of teamwork effectiveness and its relation with job attraction and organizational commitment among staff nurses.

Research question:

- 1- What is the level of team effectiveness among staff nurses?
- 2- What is the level of job attraction among staff nurses?
- 3- What is the level of organizational commitment level among staff nurses?
- 4- Is there a relation between teamwork effectiveness, job attraction, and organizational commitment among staff nurses?

Subjects and Methods

Research Design: Descriptive correlational research designs were utilized to carry out this study.

The Study Setting:

The study was conducted in Critical Care Units at Beni-Suef University Hospital, Beni-Suef Governorate, Egypt. The Critical Care

Units which included in the study were Intensive Care Unit, Intermediate Care Unit, Pediatric & Neonatal Care Unit, Epidemiological Care Unit, Surgery Intensive Care Unit, Cardiac Care Unit, neurology Care Unit, Incubator Care Unit, Chest Care Unit, and Emergency Care Unit.

Subjects:

The convenience sample consisted of 37 staff nurses who worked in the previously mentioned setting.

Tools of Data Collection:

Data was collected through four main tools as the following:

Tool (I): Personal characteristics data Sheet:

This sheet was developed by the researchers and included questions related to personal data of staff nurses: Unit, age, gender, marital status, educational qualification, years of experience in the nursing field, and attending training courses about teamwork.

Tool (II): Team Effectiveness Questionnaire (TEQ):

This questionnaire was developed by **National Health Service (NHS) (2014)** in English language and translated into the Arabic language by the researchers to assess the team effectiveness among staff nurses. This questionnaire consisted of 56 items categorized in main eight dimensions namely: Purpose and goals, roles, team processes, team relationships, intergroup relations, problem-solving, passion and commitment (cohesion), and skills and learning. Every dimension contained seven items.

Scoring system:

The responses were measured in five Likert Scale where "strongly agree" to "strongly disagree" were scored from 5 to 1, respectively. Total of each dimension and the total scale were calculated. For the categorical analysis of each dimension as well as for the total score, a score of 60% or higher was considered as high team effectiveness, while a score <60% was considered low team effectiveness.

Tool (III): Job Attraction Assessment Questionnaire:

This tool was developed by the researchers after reviewing related literature (Larsson, 2014, Puri, 2018 and Berman, et al., 2021) to assess the level of job attraction among staff nurses through (40) items distributed into five factors: Interest value (8 items), social value (14 items), Economic value (6 items), development value (6 items), and application value (6 items).

Scoring system:

Staff nurses' responses were measured in three points Likert Scale ranging from disagree =1, uncertain= 2, and agree=3. For some negative items was reverse scored. The respondents' total scores were classified into three levels, high level > 75%, moderate level 60 - 75%, and low level < 60%.

Tool (IV): Organizational Commitment Questionnaire:

This tool was developed by Mayer and Allen, (1997) and modified by the researchers to assess organizational commitment level among staff nurses. It consisted of 24 items grouped under three main dimensions; affective commitment (8items), continuance commitment (8 items), and normative commitment (8 items).

Scoring system:

The responses were measured in five Likert Scales from "strongly agree" to "strongly disagree" were scored from 5 to 1, respectively. Total of each dimension and the total scale were calculated, negative items were reversed as "I don't feel emotionally attached to this hospital, jumping from hospital doesn't seem at all unethical to me", and the sums of scores were converted into percent scores the higher scores reflecting the high organizational commitment among staff nurses. For the categorical analysis of each dimension as well as for the total score, the respondents' total scores were classified into three levels, high level >75%, moderate level 60-75%, and low level <60%.

Methods

The study was executed according to the following steps:

Approval

After explaining the study's aim to the director of Beni-Suef University Hospital, the General Director and Nursing Director of Beni-Suef University Hospital provided official permission.

Preparatory phase

The preparatory phase lasted two months, from the beginning of May to the end of June 2021, and included the following activities: using journals, magazines, periodicals, textbooks, the internet, and theoretical understanding of the various elements of the study's area, as well as reviewing national and international relevant information.

Pilot study

A pilot study was conducted in July 2021 to assess the applicability, feasibility and clarity of the included tools, as well as to estimate the time required to complete the study tools. It was done on 10% of the total number of research participants (38 staff nurses). The pilot study was included into the study subjects as no modifications done.

Fieldwork

The actual fieldwork took place across three months, from August to October 2021. The researchers gathered data by meeting with nurses on the shift and explaining the study's aim. Staff nurses were questioned during morning and evening working hours and according to their availability for three days per week; the daily number of staff nurses interviewed daily ranged from 10 to 12. The questionnaires took from 20 to 30 minutes to answer. Completed forms were gathered on time and double-checked for accuracy to avoid missing data.

Validity and Reliability

The researchers adapted, modified, and translated the contents of the three instruments into Arabic, and the content validity was evaluated by five juries of experts in the field. Based on their recommendations, the necessary changes were made.

The Cornbrash's Alpha test was also used to analyze the instruments' reliability in terms of internal consistency and homogeneity. The internal consistency of the Team Effectiveness

Questionnaire, Job Attraction Assessment Questionnaire, and Organizational Commitment Questionnaire was (0.920, 0.881, and 0.913) respectively.

Ethical consideration

All participants interviewed to explain the study's objectives and methods, and they had the option to withdraw at any moment during the study. Furthermore, all data was coded to preserve the subjects' confidentiality and anonymity. Taking a page from a questionnaire implied verbal agreement to participate.

Statistical Design

The data was organized, tabulated, and statistically analyzed using the Statistical Program for Social Science (SPSS) version 26 for Windows on an IBM compatible computer. In this research, descriptive statistics were used (e.g. frequency, percentages, mean and standard deviation). As a test of significance, the correlation coefficient (r) was used. A significant level value was regarded at p 0.05, while a highly significant level value was examined at p 0.001. There was no statistically significant difference when the p value was greater than 0.05.

Results

Table 1 reveals that 42.9% of studied staff nurses were aged 35 <45 years with a mean age was 32.87 ± 6.45 years and 75.7% & 91.8% of them were Females & Married respectively. In relation to their educational qualification, 53.5% of them had nursing diploma. As far as their years of experience 32.0% of them had \geq 20 years with a mean of nursing experience was

19.49 ± 5.78 years. While, all of them didn't attend training courses about teamwork.

Figure 1 displays that the highest percent 17.7% of studied staff nurses were working at the ICU. While, only 6.6% of them were working at Epidemiological Care Unit.

Table 2 shows that less than two-thirds of staff nurses 66.1% had a high teamwork effectiveness level & 33.9% of them had low level. And 68.5 % had high problem-solving level and 46.6% of them had a low intragroup relations level.

Table 3 presents that less than one quarter 22.5% of studied staff nurses had high job attraction level and more than two-thirds 68.3% of them had moderate level. While, the minority of them 9.2% had a low job attraction level.

Table 4 demonstrates that more than one quarter 26.4% of them had high organizational commitment level and more than half 58.5% had moderate level. While, 15.5% of them had a low organizational commitment level.

Table 5 clarifies that there was a statistically significant correlation between total scores of team effectiveness, job attraction, and organizational commitment. Also, there was a statistically significant correlation between total scores of job attraction and total organizational commitment.

Table 6 Clarifies that there was a positive highly statistical significant correlation between staff nurses' team effectiveness, job attraction and organizational commitment regarding age, years of experience, and education qualification of them during study

Table 1: Frequency & percentages distribution of the studied staff nurses according to their personal characteristics (n =378)

Personal Characteristics	No	%
Age (years)		
< 25	85	22.5
25 <35	63	16.7
35 <45	162	42.9
≥ 45	68	17.9
X±SD	32.87±6.45	
Gender		
Male	92	24.3
Female	286	75.7
Marital status		
Married	347	91.8
Unmarried	31	8.2
Education Qualification		
Nursing diploma	202	53.5
Technical institute	92	24.3
B.Sc. Nursing	84	22.2
Years of experience		
1 < 5	75	19.9
5 < 10	83	21.9
10 < 20	99	26.2
≥ 20	121	32.0
X±SD	19.49±5.78	
Attending training courses about teamwork		
Yes	0	0.0
No	378	100.0

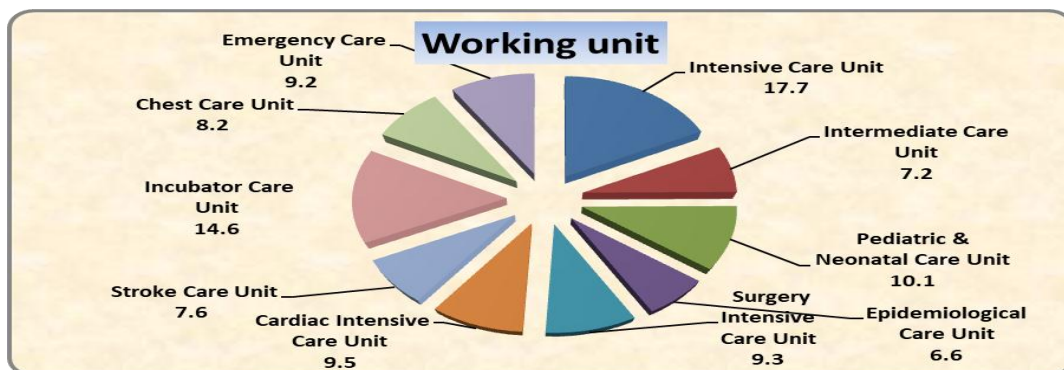


Figure 1: Distribution of staff nurses according to their working unit (N= 378)

Table 2: Frequency & percentages distribution of team effectiveness dimensions level among studied staff nurses (N=378)

Team effectiveness dimensions	High		low	
	No	%	No	%
Purpose and goal	241	63.8	137	36.2
Roles	216	57.1	162	42.9
Team processes	235	62.2	143	37.8
Team relationships	212	56.1	166	43.9
Intergroup relations	202	53.4	176	46.6
Problem-solving	259	68.5	119	31.5
Passion and commitment	221	58.5	157	41.5
Skills and learning	225	59.5	153	40.5
Total team effectiveness	250	66.1	128	33.9

Table 3: Frequency & percentages distribution of job attraction dimensions level among studied staff nurses (N=378)

Job attraction dimensions	High		Moderate		low	
	No	%	No	%	No	%
Interest value	73	19.3	285	75.4	20	5.3
Social value	100	26.5	249	65.9	29	7.6
Economic value	82	21.8	250	66.1	46	12.1
Development value	87	23.0	260	68.9	31	8.1
Application value	90	23.8	230	60.8	58	15.4
Total job attraction	85	22.5	258	68.3	35	9.2

Table 4: Frequency & percentages distribution of organizational commitment dimensions level among studied staff nurses (N=378)

Organizational commitment dimensions	High		Moderate		low	
	No	%	No	%	No	%
Affective commitment	120	31.7	195	51.6	63	16.7
Continuance commitment	90	23.8	239	63.2	49	13.0
Normative commitment	95	25.1	247	65.4	36	9.5
Total organizational commitment	100	26.4	221	58.5	57	15.1

Table 5: Correlation matrix between overall scores of team effectiveness, job attraction and organizational commitment among studied staff nurses (n=378)

Elements	Overall score for team effectiveness		Overall score for job attraction		Overall score for organizational commitment	
	r	p-value	r	p-value	r	p-value
Overall score for team effectiveness	1	-	3.47	0.025*	2.98	0.034*
Overall score for job attraction	3.47	0.025*	1	-	4.31	0.010*
Overall score for organizational commitment	2.98	0.034*	4.31	0.010*	1	-

*A statistical significant difference ($P \leq 0.01$)

Table 6: Staff nurses` team effectiveness, job attraction and organizational commitment in relation to their personal characteristics (n=378)

Elements	Personal characteristics					
	Age		Years of experience		Educational qualifications	
	r	p-value	r	p-value	r	p-value
Team effectiveness	0.458	0.001**	0.515	0.001**	0.583	0.000**
Job attraction	0.473**	0.001**	0.607	0.001**	0.450	0.001**
Organizational commitment	0.419	0.001**	0.367	0.001**	0.739	0.001**

**A highly statistical significant difference ($P \leq 0.001$)

Discussion:

A nursing team is made up of two or more staff nurses who collaborate to provide nursing care and manage critical patients. As with professional healthcare providers, teamwork among staff nurses is critical to providing high-quality nursing care, which has a favorable impact on job attractiveness and retention (Rosen, et al., 2018, Foster et al., 2019, Goh et al., 2020). Organizational commitment is a critical management factor that influences nursing productivity, work performance, and organizational effectiveness. As a result, the quality of the relationship between supervisors and subordinates has been identified as critical to nurses' commitment; in addition, managers' leadership has been linked to several work outcomes for their subordinates, including organizational commitment, job performance, and promotions (Cao and Hamori, 2016, and Sepahvand, et al., 2017). The current study was aimed to assess perspective of teamwork effectiveness and its relation with job attraction and organizational commitment among staff nurses.

The findings of the current study revealed that two thirds of the studied staff nurses had high team effectiveness level. From the researchers point of view this may be due staff nurses are motivating to continue to stay and work together also, the supportive followership and skilled communication emphasis translating teamwork competency into nursing practice and also encouraging team spirit among staff nurses.

This result was agreed with El Mosri, et al., (2020), who conducted study entitled "Team Work Effectiveness and its Relation with Transformational Leadership as Perceived

by Nurses at Port Said General Hospitals" found that more than half of nurses had high team work effectiveness. And Also, Grubaugh and Flynn, (2018) which revealed more than half of studied nurses had high teamwork skills, less than half of them had moderate team work and about one quarter of them had low teamwork. And Sonoda et al., (2018) who reported that large number of surgical nurses had a sense of teamwork performance. In the same line, Pratoom (2017) in the study entitled "Differential Relationship of Person- and Task-Focused Leadership to Team Effectiveness: A Meta-Analysis of Moderators, Thailand", mentioned that the participants had high level of team effectiveness and added that team effectiveness was stronger in small teams that were characterized by high interdependence.

Concerning the level of job attraction among staff nurses, the findings of the current study revealed that more than two-thirds of them had moderate job attraction level. From researchers point of view this may be due to staff nurses perceived that their work is partially interested to them; their working environment is not safe and comfortable & they have no flexible work schedule. Also, the hospital does not provide satisfactory salaries, good promotion opportunities, compensation and benefit. As well as, a hospital provides limited opportunities for improvement, to enhance their creativity and innovation, to teach others what they learned, to receive enough training to do their job in the best manner and independent decisions making. Really ICUs nurses always experienced being uncomfortable, confused, loss of control, emotionally drained, and incompetent as a result of facing high risk and uncertain

situations in ICUs most of the patients were critically ill and the majority of them were mechanically ventilated and their health status are unstable and unpredictable.

This result was matched with **Abdallah and Mostafa, (2021)** who found that more than half of ICU nurses had moderate job attraction level. And **Haile, et al., (2017)** stated that nurses reported for their job attraction as moderate and added that nurse supervisors as good leaders should show concerns to all nursing staff, help them to manage any work risks, solve their problems, and demonstrate how to work and live by values and beliefs to enhance their attraction.

In the same line the findings of **Eger et al. (2019)** found that the majority of staff nurses identified the highest importance to social value. Interest value, economic and development value were second-most important for employee attraction to jobs. They pointed out that such factors were important for building a positive firm reputation, which would enhance intentions to apply among potential nurses. Also, **El-Shoroky (2016)** stated that ICUs nurses perceived that the benefits they received are not adequate to fulfill their basic needs and the salary they received was not equal with their performance. Thus, recognition and reward for better performance of the staff should be made. This motivated the staff for better performance and would help them to have a sense of belongingness towards the organization which negatively affected job attraction among them.

The present finding portrayed that more than half of studied staff nurses had moderate level of organizational commitment. This indicated that nurses are not totally satisfied with their jobs, accordingly high commitment was found among about one quarter of the studied staff nurses who gives sufficient belief to say that if they find a good offer elsewhere they will leave their hospital, it may be related to lack of support from their supervisors, incompatible salary and incentives with their efforts. This result agreed with **Abdelwahab and Elguindy, (2017)**, who found in their study that, the mean score of staff nurses' organizational commitment was moderate. Additionally, **Lorber and Savič, (2014)**, found

that the level of commitment among staff nurses was high to medium. Also, **Nasiripour, et al., (2015)**, mentioned that, the nurses' organizational commitment was moderate. Similar findings were also reported by **El-Demerdash, et al., (2013)** who found in their study that, three-fourths of staff nurses had a moderate level of total organizational commitment. And the study conducted by **Dadgar, et al., (2013)**, who found that the highest mean score among participants was in continuance commitment and the lowest was in affective commitment.

The findings of the present study was disagreed with **Ali, et al., (2020)** who found that more than half of staff nurses had high level commitment. And these results were inconsistent with **Dorgham, (2012)** who found that the studied participants had low commitment toward their hospital, as they did not feel emotionally attached to their hospital or they felt that the hospital did not deserve their loyalty. Also, the present study was in contraction to what was reported by **Miligi, et al., (2015)** who displayed in their study that more than half of the subjects had high commitment score.

Regarding correlation between studied variables, the current study result showed that there was highly significant positive correlation between teamwork effectiveness and organization commitment. These results were supported with **Alameddine, et al., (2019)** who detected that perceived quality of teamwork was positively related to organizational commitment among the study participants. Team effectiveness in organizations, educational sectors, among students and in all human endeavor cannot be underestimated. According to **Cooke and Hilton (2015)**, and **Labrague et al., (2018)** who applauded team effectiveness, as a group's ability to accomplish its goals and objectives. This ability to accomplish goals and objectives contributes to better results for team members as well as the outcomes generated or affected by the team up to organizational commitment.

As **Dimas, et al., (2018)** who indicated that successful teamwork would compel nurses to broaden their talents and commitment and learn from one another in ways that might not

have happened if they weren't put on the same team. The view of **Pauli, (2021)** who stated that teamwork has become a vital component of any organization's growth and sustainability and affirmed that teams can achieve their objectives when they have motivating leaders, well-trained team members, and clearly identified targets or missions. Collaboration with other team members is a crucial soft skill which improves commitment and increases the chances of landing a job and most importantly holding one

The study results clarified statistically significant correlation between total scores of teamwork effectiveness & job attraction. This result was in line with **Sindhuja and Subramanian (2020)**, who clarified that effective team work was positively correlated with job attraction and retention. Actually, creating a balance between individual and work needs could result in greater satisfaction at home and a work, which results in greater nurses' performance and reduced turnover which consequently enhance nurse's attraction and retention. Also, it was confirmed with studies done by **Aroosiya, (2018)**, **Gamal (2019)**.

Current results clarified that there was a positive highly statistical significant correlation between staff nurses' team effectiveness, job attraction and organizational commitment regarding age, years of experience, and education qualification of them during study. From researcher point of view this could be explained by the fact that older ICU nurses with more experience were better able to deal with personal problems and balance their personal lives while performing their work responsibilities adequately and be able to work in teams. They also advanced in their careers and had higher job status, high organizational commitment. Also, their increased skills, capabilities and maturation of their cognitive abilities, also this result may be attributed to the fact that more experienced nurses' feel stability, security due to prolonged years of experience in their job that make them able to cope with and manage emergency and difficult work situations.

Findings of the current study was agreed with **Abdallah and Mostafa, (2021)** who

stated that there was statistically significant positive correlation between ICUs nurses' characteristics (age and years of experience, educational qualification) and their job attraction and retention. Also, with **Mahmoud, Ahmed, E., Mohamed, (2019)** who stated that that there was a positive highly statistical significant correlation between staff nurses' organizational commitment regarding age, years of experience, and education qualification.

On the other hand, a study conducted by **Abdelwahab, Ahmed, and Elguindy (2017)**, disagrees with the present study results and noted that the correlation between organizational commitment and age and educational level. There was a significantly weak positive correlation between nurses' organizational commitment and their age. There was no significant correlation between nurses' organizational commitment and their educational level.

Conclusion:

The findings of the present study revealed that the teamwork effectiveness balance was positively statistically significant correlated with job attraction and organizational commitment.

Recommendations:

1. Hospital administration should conduct training program for different levels of nurse managers to promote the teamwork effectiveness in their organization.
2. Developing strategies to improve job attraction among staff nurses especially who working at critical care units and encouraging their organizational commitment.
3. Further researches about predictive factors affecting team effectiveness among staff nurses.

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