

## Organizational Agility and Teamwork as Perceived by Nursing Staff at Main Mansoura University Hospital



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### 1.ABSTRACT

**Background:** Organizational agility and teamwork are very important elements for achieving desired organizational success and existence of any organization especially healthcare organizations. **Aim:** to assess the relationship between organizational agility and teamwork as perceived by nursing staff at Main Mansoura University Hospital. **Methods:** A descriptive, correlational design was utilized with a sample of (235) nursing staff at Main Mansoura University hospitals. Tools of data collection were Organizational Agility Survey and TeamSTEPPS Attitudes Questionnaire. Results: Nearly half of studied sample (47.2%) had a moderate level of perception toward organizational agility and nearly two thirds of them (59.6%) had a good perception toward teamwork. There was statistically significant positive relationship found between organizational agility and teamwork. **Conclusion:** There was statistically significant positive relationship found between organizational agility and teamwork at Main Mansoura University Hospital. **Recommendations:** Enhance the culture of teamwork by creating workshops and continuing education programs that focus on the teamwork in order to improve reciprocal relationships and increase involvement among nursing staff. Build a trust relationship between nursing administration and nursing staff and provide them with needed support so they may be more engaged with their organization. Improve nursing staff readiness to change by conveying the goals, methods, and steps involved in implementing new innovations and technology.

**Keywords:** Nursing Staff, Organizational Agility, Teamwork.

### 2.Introduction:

Nursing profession within the health-care team has the greatest population and plays a critical role in patient care. Health care organizations are under tremendous pressure to be agile, deliver safe, efficient, and cost-effective nursing services while adhering to regulatory bodies' of high quality standards. The importance of the nursing team has also grown as patient outcomes have become more transparent. (Marguet & Ogaz, 2019).

Increasing competition locally and worldwide has forced the organization be agile, implement corporate reorganization and, in some cases, reductions of nursing staff with the goal of restoring and maintaining their ability to be productive and inventive (Abuzid & Abbas, 2017). Agility is defined as the capacity to thrive in a world that is always changing and unpredictable while maintaining high-quality, low-cost, and patient-focused services (Marhraoui & El Manouar, 2020).

Organizational agility is the organization's ability to react and adapt to constantly changing environment. Adaptability, flexibility, reconfiguration, and the rate of change reaction are all aspects of organizational agility. Nursing staff

and resources that are flexible and ready to change, as well as the technology infrastructure to support that change; all are found in agile organizations. Additionally developing change competence, learning capability, shared leadership, shared purpose, and the presence of flexible resources can help organizations become more agile. In today's world, organizations that are not agile will not be able to thrive. Agile organizations understand that in order to compete, they must become more adaptable and nimble. (Najrani, 2016).

The importance of agility is growing across the service sector, particularly in healthcare, to assist collaboration and coordinative efforts to consistently improve a patient's experience. The speed with which healthcare services are provided is a significant restriction in ensuring patient improvement and satisfaction (Drupsteen, van der Vaart & Van Donk, 2016).

Agility in hospital settings can lead to better staff performance and strengthening organizational agility in the hospital can meet patient needs, reduce costs, introduce new services, and increase competitiveness (Dyer & Shafer, 2003). Also, it can be used in the healthcare sector to improve

organizational capabilities by facilitating strategies such as appropriate communication, sophisticated environment scanning, decentralized decision making, self-organizing principles, and trust in nursing staff who are skilled in independence, flexibility, and creativity (Tolf, Nyström, Tishelman, Brommels & Hansson, 2015).

Organizational agility is affected by multiple factors which include organizational change speed, little integrity and complexity of organizational structure, speed in reacting to environmental changes, flexibility, responding, mutual cooperation of nursing staff and their managerial functions (Amirnejad, Memarzadeh & Amirnejad, 2015).

The environment in healthcare sector is fast-paced, challenging, and decision making is important and often urgent which require organization to be agile. Thus absence of agility can cause late decisions and have a dared consequence on patient safety. Also, cause challenges to the nursing staff that deteriorate into stress, which will negatively impact the performance of nursing staff and ultimately healthcare service performance can be affected (Chakraborty, Bhatt & Chakravorty, 2019).

To implement the best practices for achieving organizational agility, nursing staff must actively participate in initiating and supporting management decisions in the organization, an agile environment integrates nursing staff in the organization for the purpose of fostering teamwork, facilitating the exchange of information and ideas among departments, improving the performance of tasks and discovering new forms of management, thus increasing the profitability of the organization due to its success (Lootah, Mansoor & Worku, 2020).

Teams are the base unit of healthcare organizations (Mathieu, Wolfson & Park, 2018). Teams are described as groups of two or more people who collaborate to achieve common goals, have specific job skills and job roles, using shared resources and communicate for change with harmony and adaptation (Kaya & Yücel, 2016). Healthcare teams may be comprised of members from the same specialty led by a physician, multiple professions that share leadership, or include members whose roles and responsibilities are interchangeable (Scarboro, 2020).

Teamwork doesn't imply an organized collection of people in one place; instead, teamwork necessitates a shared understanding of the situation to assess the needs of others, to

adapt to each other's performance and changes, and to achieve the best results (Behnia, HosseinPour & Zarea, 2016).

Teamwork allows members to use processes from each category to complete a given task; working together requires communication, sharing ideas based on trust, managing conflict, and participating in goal setting and process monitoring events (Driskell, Salas & Driskell, 2018). It's also important to promote democracy in the workplace, promote change, stimulate creativity and innovation, and foster the effective decision-making and networking. Teamwork entails the formation of teams that must work harmoniously to achieve organizational objectives (Kelemba, Chepkilot & Zakayo, 2017).

There are multiple factors which influence the effectiveness of teamwork; some of these factors are external such as political, economic, social and technical issues while the internal factors include leadership style, diversity (culture, talent and personalities) cohesion and communication (Agarwal & Adjirackor, 2016).

Absence of teamwork can lead to job failure, frustration, low morale and low productivity which threaten the existence of the organization. Nursing staff working in a hospital that lacks strong sense of teamwork fails to deliver the required results and to accomplish the organizational goals and visions (Sanyal & Hisam, 2018).

Teamwork is one of the tools used to respond to competitive challenges, and it is seen as a way to improve organizational agility, which leads to other benefits such as lower administrative costs, faster task completion, innovation, more effective decision-making, increased work awareness, and better patient care (Dizari & Garoosi, 2015). So, this study aims to assess the relationship between organizational agility and teamwork as perceived by nursing staff at Main Mansoura University Hospital.

#### **Aim of the study:**

This study aimed to assess the relationship between organizational agility and teamwork as perceived by nursing staff at Main Mansoura University Hospital.

#### **Research questions:**

**RQ1:** What are the levels of organizational agility as perceived by nursing staff?

**RQ2:** What are nursing staff attitudes toward teamwork?

**RQ3:** What is the relationship between organizational agility and teamwork as perceived by nursing staff?

## **2. Methods**

### **Research design:**

Descriptive correlational research design was utilized to conduct this study.

### **The study setting :**

The study was carried out at the Main Mansoura University Hospital, which provides a wide range of health service at Delta Region.

### **Participants of the study:**

The participants of present study included all nursing staff available during the time of data collection at Main Mansoura University Hospital. Total number was 235 nursing staff.

### **Tools of data collection-:**

Two tools were used for data collection:

#### **Tool (I): Organizational Agility Survey:**

This tool was developed by **Worley and Lawler III (2009)** to assess organizational agility.

#### **It consists of two parts:-**

**Part (1)** Personal characteristics of nursing staff such as (age, gender, marital status, level of education, experience years and position).

**Part (2)** consists of 51 items; covers 15 agility characteristics, The characteristics are as follows: develops robust strategies (2 items), encourages innovation (2 items), information transparency (3 items), change capability (7 items), sense of shared purpose (5 items), flexible resources (6 items), shared leadership (3 items), development orientation (2 items), learning capability (4 items), flexible reward systems (5 items), information sharing (2 items), change friendly identity (4 items), strong future focus (2 items), flexible structure (2 items) and sustainability (2 items). Responses measured with five- points Likert scale ranging from (1= not at all) to (5= a large extent). The scoring system of the tool ranged from (51-255). It was categorized into three levels as the following:

- Low level of perception of organizational agility <50% (Scored from 51-127).
- Moderate level of perception of organizational agility 50%-75% (Scored from 128-191).

- High level of perception of organizational agility >75% (Scored from 192-255).

#### **Tool (II): TeamSTEPPS Attitudes Questionnaire** (Team Strategies and Tools to Enhance Performance and Patient Safety attitude questionnaire):

This tool was developed by **Baker, Krokos and Amodeo (2008)** to identify attitudes of nursing staff about teamwork. It includes 30 items; consists of five sub-scales: Team structure (six items), Leadership (six items), Situation monitoring (six items) Mutual support (six items), and Communication (six items). Responses measured with five- points Likert scale ranging from (1= strongly disagree) to (5= strongly agree). The scoring system of the tool ranged from (30-150). It was categorized into three levels as the following:

- Poor level of perception toward teamwork <50% (Scored from 30-74).
- Average level of perception toward teamwork 50%-75% (Scored from 75-112).
- Good level of perception toward teamwork >75% (Scored from 113-150).

#### **Validity of the study tools:**

Tools translated by researcher into Arabic and tested for its content validity and relevance by a panel of five expertise from faculty of nursing at Mansoura University who revised the tools for clarity, applicability, comprehensiveness, understanding, and relevancy and implementation simplicity.

#### **Reliability of the study tool:**

Reliability test of the study tools; organizational agility survey and TeamSTEPPS attitudes questionnaire were assessed by Cronbach's Alpha. It was (0.83), (0.88) respectively.

#### **Pilot study:**

A pilot study was carried out on 26 nursing staff as 10% of the study sample for testing the clarity, feasibility of the questions, identifying obstacles and problems that may be encounter during data collection and for determining the time needed to fill-in questions. Nursing staff who participated in the pilot study were excluded from the total sample to appraise the clarity, feasibility and applicability of the tools and necessary modifications were done based on their responses.

#### **Data analysis:**

Data entry and statistical analysis was performed using computer software the statistical

package for social studies (SPSS) version 26 and appropriate statistical test will be used.

**Ethical consideration:**

The Research Ethical Committee of Mansoura University's Faculty of Nursing provided ethical permission. The responsible administrator of the hospital provided an official consent to perform the study. An informed consent was obtained from staff nurses who accept to participate in the study after providing the explanation of nature and aim of the study. All participants were informed that participation in the study is completely voluntary and that they have the right to withdraw at any time. At all phases of the study all participants were assured of the confidentiality of the acquired data and the privacy of the study sample.

**Data collection:**

The researcher collected data through distributing questionnaire to each subject in the study during work hours in morning, afternoon and night shifts. The aim of the study and how to fill tool was explained by the researcher. Give 10-15 minutes to fill the questionnaire sheet. The number of collected questionnaire sheets from nursing staff per day ranged from 9-10 sheets. The researcher went to hospital three days per week. Data collection process took three months from beginning of December 2020 to end of February 2021.

**Statistical analysis:**

The collected data were organized, tabulated and statistically analyzed using SPSS software (Statistical Package for the Social Sciences, version 26, SPSS Inc. Chicago, IL, USA). The normality assumption was accepted. Therefore categorical variables were represented as frequency and percentage. Continuous variables were represented as mean, and standard deviation. Independent t-test was used to test the difference between two mean of continuous variables. Chi-square test was conducted to test the association between two categorical variables. Pearson correlation coefficient test was conducted to test the association between two continuous variables. Simple linear regression was performed to explore independent variable (teamwork) of organizational agility (dependent variable). Statistically significant was considered as (p-value  $\leq$  0.01 & 0.05).

**4. Results:**

**Table (1):** Illustrates personal characteristics of nursing staff at Main Mansoura University Hospital. This table showed that regarding age; about half of the studied sample (45.5%) were aged 20-30years old; the majority of them were female (86.0%). In concerning marital status, more than two thirds of the studied sample (68.5%) was married. Regarding educational level more than one third (35.7%) were technical degree. In concerning years of experience, nearly half of the studied sample (50.6%) had experience more than 10years. Finally most of the studied sample (89.8%) was staff nurses.

**Table (2):** Reveals mean scores of nursing staff perception toward organizational agility at Main Mansoura University Hospital. This result showed that the overall organizational agility mean score was (172.11 $\pm$ 45.69). The highest mean score was (23.68 $\pm$ 6.77) as regard change capability as perceived by nursing staff, while the lowest mean score was (6.36 $\pm$ 2.34) as regard encouraging innovation.

**Figure (1):** Shows levels of nursing staff perception toward organizational agility at Main Mansoura University Hospital. According to this result nearly half of studied sample (47.2%) had moderate level of perception of organizational agility; while few percentages of them (15.7%) had low level of perception of organizational agility.

**Table (3):** Illustrates mean scores of nursing staff perception toward teamwork at Main Mansoura University Hospital. This result showed that the overall teamwork mean scores were (113.46 $\pm$ 15.24). The highest mean score was (24.29 $\pm$ 3.76) as regard Situation monitoring as perceived by nursing staff. Whereas the lowest mean score was for mutual support with (20.14 $\pm$ 3.98).

**Figure (2):** Reveals levels of nursing staff perception toward teamwork at Main Mansoura University Hospital. According to this result showed that nearly two thirds of studied sample (59.6%) has good perception toward teamwork. While few percentage of the studied sample (0.9%) has poor perception toward teamwork.

**Figure (3):** Demonstrates relationship between nursing staff perception of organizational agility and teamwork at Main Mansoura University Hospital. According to this result, there was statistically significant positive relationship between organizational agility and teamwork at Main Mansoura University Hospital

**Table (1): Personal characteristics of the studied nursing staff at Main Mansoura University Hospital (n=235)**

Variables	N	%
Age years		
▪ 20-30	107	45.5
▪ 30-40	92	39.1
▪ >40	36	15.3
Mean±SD	33.07±8.06	
Gender		
▪ Male	33	14.0
▪ Female	202	86.0
Marital status		
▪ Single	53	22.6
▪ Married	161	68.5
▪ Widowed	7	3.0
▪ Divorced	14	6.0
Level of education		
▪ Diploma degree	69	29.4
▪ Technical degree	84	35.7
▪ Bachelor degree	70	29.8
▪ Post graduate studies	12	5.1
Experience years:		
▪ <1	10	4.3
▪ 1-5	59	25.1
▪ 6-10	47	20.0
▪ >10	119	50.6
Mean±SD	12.08±8.46	
Position		
▪ Staff nurse	211	89.8
▪ Head nurse	21	8.9
▪ Nursing supervisors	2	0.9
▪ Nursing directors	1	0.4

**Table (2): Mean Scores of Nursing Staff Perception toward Organizational Agility at Main Mansoura University Hospital (n=235)**

Organizational agility	No of items	Min - Max	Mean±SD	Rank
A. Developing robust strategies	2	2.0-10.0	7.10±2.31	9
B. Encouraging innovation	2	2.0-10.0	6.36±2.34	15
C. Information transparency	3	3.0-15.0	10.11±3.24	8
D. Change capability	7	7.0-35.0	23.68±6.77	1
E. Sense of shared purpose	5	5.0-25.0	18.00±4.84	3
F. Flexibility of hospital resources	6	6.0-30.0	19.75±6.44	2
G. Shared leadership	3	3.0-15.0	10.23±3.11	7
H. Development orientation	2	2.0-10.0	6.97±2.42	10
I. Learning capability	4	4.0-20.0	13.83±4.07	5
J. Flexible reward system	5	5.0-25.0	15.89±5.45	4
K. Information sharing	2	2.0-10.0	6.77±2.42	12
L. Change friendly identity	4	4.0-20.0	13.62±4.34	6
M. Strong future focus	2	2.0-10.0	6.45±2.32	14
N. Flexible structure	2	2.0-10.0	6.57±2.16	13
O. Sustainability	2	2.0-10.0	6.78±2.16	11
Overall organizational agility	51	51.0-255.0	172.11±45.69	

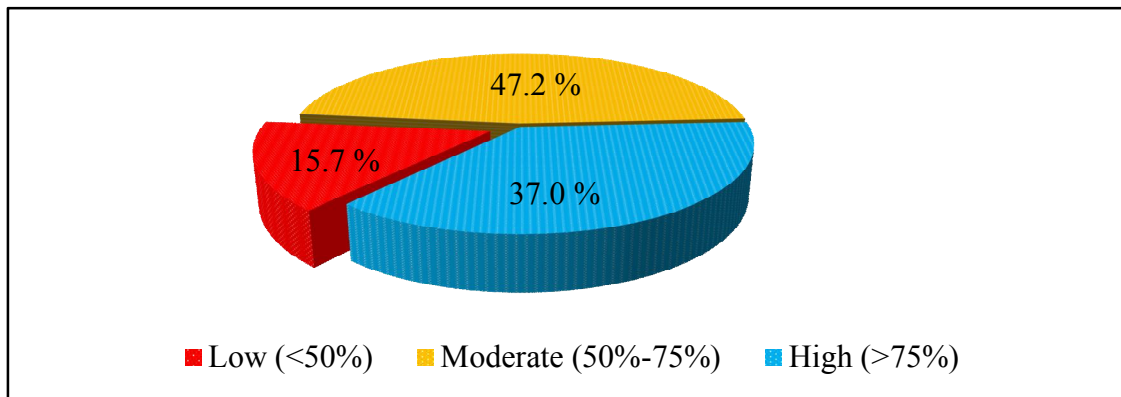


Figure (1): Levels of nursing staff perception toward organizational agility at Main Mansoura University Hospital (n=235)

Table (3): Mean Scores of Nursing Staff Perception toward Teamwork at Main Mansoura University Hospital (n=235)

Teamwork subscales	No of items	Min - Max	Mean±SD	Rank
A. Team structure	6	6.0 – 30.0	23.70±3.87	3
B. Leadership	6	6.0 – 30.0	24.09±4.37	2
C. Situation monitoring	6	6.0 – 30.0	24.29±3.76	1
D. Mutual support	6	6.0 – 30.0	20.14±3.98	5
E. Communication	6	6.0 – 30.0	21.23±4.15	4
Overall teamwork	30	30.0 – 150.0	113.46±15.24	

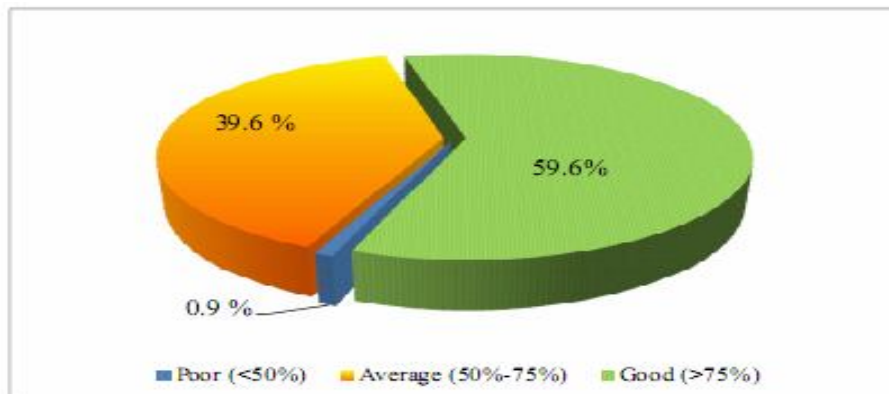


Figure (2): Levels of Nursing Staff Perception toward Teamwork at Main Mansoura University Hospital (n=235)

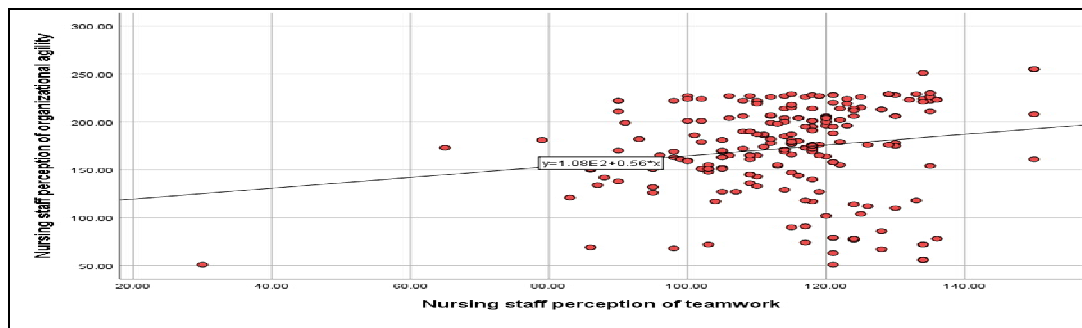


Figure (3): Relationship between Nursing Staff Perception of Organizational Agility and Teamwork at Main Mansoura University Hospital

## 5. Discussion:

Nowadays, organizations operate in highly volatile contexts which characterized by high degrees of unpredictability, complexity, and dynamism. As organizations strive to survive they must have capacities to recognize environmental changes early and respond accurately, acquiring new possibilities and competitive advantages to exploit (Felipe, Roldán & Leal-Rodríguez, 2017). In this hypercompetitive complex environment, organizational agility and teamwork have become a crucial organizational competencies that can have profound influence on the organizations' performance (Ravichandran, 2018), and should be used in hospital units as a management criterions (Melián-Alzola, Domínguez-Falcón & Martín-Santana, 2020).

Regarding to the variables investigated in the present study, the result showed that change capability had the highest mean score regarding perception of organizational agility subscales among nursing staff. This could be owing to the hospital's ability to respond to changes, which is regarded as a major strength, as well as the fact that it can successfully manage multiple change initiatives at the same time additionally it has a well-coordinated strategic planning processes.

On the same line with result of Harraf, Wanasika, Tate & Talbott, (2015) who stated in a study conducted at USA about organizational agility that an agile organization is one that can successfully capable of managing change and be aware of the nature of changes occurring in and around itself also the change capability is a dynamic capability for the acquisition and maintenance of competitive advantage.

This is consistent with the result of a study conducted in USA by Sherehiy, Karwowski & Layer, (2007) about organizational agility mentioned that the ability of the organization to adjust to changes is considered a major dimension and important quality of agility also considered the less complex system is the most easiest to change.

Also, the present result was in disagreement with Pazhouhan, Rezaei & Parno, (2019) who investigated the relationship of emotional intelligence components with organizational agility in the healthcare network in Iran; found the level of change capability, as a component of organizational agility is unacceptable.

While, the study showed that the lowest mean score was for encouraging innovation regarding perception of organizational agility subscales

among nursing staff. This may be due to managers' erroneous belief that innovation will be a hindrance rather than a benefit, thinking that innovation will divert them from their daily tasks; as a result, nurses are not given the authority to innovate.

The study finding congruent with Bahrami, (2018) who conducted study about talent management strategies and innovation climate found the mean score of innovation climate dimensions was below average; which was attributed to faculty members' perceptions that the organization was not making an effort to develop an open climate/culture. Furthermore, there is a lack of strong relationships, shared perspectives, freedom, idea support, and risk-taking so that the individuals are afraid to express their thoughts and beliefs.

On the other hand, the present result was in disagreement with Alyahya'ei, Husin & Supian, (2020) who investigated the impact of innovation on the performance of the organization in Oman; this study showed a high average mean score of innovation indicators concluded that innovation is positively and significantly related to performance. Additionally; innovative organizations will have better opportunities to survive and excel during the severe competition, will be able to meet the changing demands of their customers and to diversify their products or services.

Additionally, this result inconsistent with Al-Taweel & Al-Hawary, (2021) who studied the mediating role of innovation capability on the relationship between agility and organizational performance in Jordan and discovered that the organization's overall level of innovation capability was high, which could be due to the ability of the organization to modify its administrative methods and orientation towards contemporary models, which are considered to develop new processes and provide new opportunities.

Also, the study showed that; nearly half of studied sample had a moderate level of perception toward organizational agility. This could be because the hospital has a well-developed change capability as well as a goal that is carried out on a daily basis. But, the speed of decision-making in the hospital, which is considered one of the main components of organizational agility, may be hampered by the time it takes to access timely and reliable information, the layers of hierarchy involved, and the presence of a risk-averse culture, which may prevent staff from agile performance; however, the hospital strives to create a work

environment that positively influences staff behavior and beliefs.

In the same hand, the level of organizational agility measured and analyzed by **King, (2021)** in a study conducted in Barbados at North America and was considered to be moderately scaled and suggested that even though the agility is as a moderate level, organizational agility is crucial and in order to be sustainable and maintain a competitive sustainable advantage within the healthcare organization, and must be open to innovate and adapt quickly.

Also, this result was matched with the result of a study performed in the United States by **Bushey, (2019)** who revealed that studied organizations had a moderate degree of agility and mentioned that this result may be attributed to leadership style, organizational culture, strategic planning and communication barriers. Additionally, the study result is congruent with a study conducted by **Ghasemie, Saminia, Hemati, & Kaviri Bidgoli, (2016)** in Iran to investigate the agility level and results of the study show a moderate level of agility in the studied organization.

On the other side, this result inconsistent with **Kavosi et al., (2021)** who investigated organizational agility in Shiraz University of Medical Sciences Hospitals in Iran; the results of the study showed that mean score of organizational agility is below the average level. Also, **Mehrabi, Siyadat & Allameh, (2013)** in a study conducted in Iran to examine the degree of organizational agility; found that the average of adaptive organizational design as well as of robust strategy in their study is not acceptable and therefore they considered the level of organizational agility below the average level in the studied organization.

The result was also dissimilar to the result of **Govuzela, (2018)** who conducted study about the contributions of organizational agility towards performance within enterprises in South African; the study found that mean ratings for individual items on the organizational agility measure were high. This result was achieved because those firms were extremely responsive to external standards and environmental regulations, as well as highly flexible and quick to accept new ideas for products and services.

**Regarding teamwork;** the present study result showed that situation monitoring had the highest mean score regarding perception of teamwork subscales among nursing staff. This could because team members are always trying to

look for and identify potential difficulties and minor deviations so that they can be corrected and handled before they become a problem or cause harm to the patient.

The result was similar to **Hwang, Kim & Chin, (2019)** who conducted study in Seoul, Korea about patient safety and its relationships with nurses' competency, teamwork, and safety climate; mentioned that situation monitoring subscale was ranked as the subscale with the highest mean score among the other teamwork subscales.

As well **Rutherford, (2017)** mentioned in a study conducted at United Kingdom that monitoring for all situations and other team members had a positive impact, allow people to play an effective roles in their teams, and considered as an important standard for its effectiveness.

In contrast to a study conducted by **Cooke & Valentine, (2021)** in the Midwestern region of the United States to investigate the perceptions of teamwork in nursing schools found that team structure and leadership had the highest perceptions of teamwork, while communication, situation monitoring, and mutual support had the lowest perceptions of teamwork.

Also, **Khoshab, Nouhi, Tirgari & Ahmadi, (2019)** who conducted a survey on teamwork status in caring for patients with heart failure; revealed that the team leadership dimension had the highest mean, indicating that participants had a positive attitude toward the role of leadership in health care teams which may because the team leader had the ability to coordinate activities appropriately, programs were completely understood, and care duties were properly fulfilled.

While, the present study showed that the lowest mean score was for mutual support regarding perception of teamwork domains among nursing staff. This may be attributed to the cultural background that asking for help from others is considered a negative characteristic of team members; also the same cultural issue can prevent individuals from advocating the patient when something threatens his safety.

This result was matched with **Hekmat, Dehnavieh, Rahimisadegh, Kohpeima & Jahromi, (2015)** who evaluated team attitude in hospital committees in Iran: who stated that mutual support had the lowest mean. This poor attitude of members towards mutual support can be due to cultural aspects of personnel, lack of awareness, and inadequate training.



Additionally; **Celik et al., (2019)** who studied the relationship between nurses' attitudes toward teamwork and caring behaviors in Turkey; who ranked the mutual support as the subscale that had the lowest mean score.

Moreover; **Başoğul, (2021)** who conducted a study about Conflict management and teamwork in workplace from the perspective of nurses in Turkey; founded that mutual support came at last of the subscales when ranked from higher to lower. This lower mean of mutual support subscales among nurses compared with other subscales may indicate problems and the need for improvement in these areas.

On the other hand, this study result was dissimilar to **Kakemam et al., (2021)** who studied the relationship between the perception of nurses toward teamwork and the occurrence and reporting of adverse events in Iran; the study demonstrated that the lowest rated subscale of teamwork was 'situation monitoring'.

Furthermore; **Gad, Safan & Gaballah, (2021)** who investigated staff nurses' perception about teamwork in Egypt; stated that the lowest mean score with the last ranking was related to leadership which may be due to lack of awareness of supervisors and management members that may be lead to many conflicts, lack of involvement of team leaders in the planning and discussing of patient care as well as in the constructive resolution of conflicts.

**Additionally;** the present study showed that nearly two thirds of studied sample has a good perception toward teamwork. It may be due to that the hospital has teams whom leaders share information with team members, act as a model for appropriate team behavior, regularly train individuals how to be better communicators, maintain an effective exchange of information with the patient and his family and try to minimize personal conflict that can affect patient safety which is an important concern.

This result was agreed with **Hekmat, Dehnavieh, Rahimisadegh, Kohpeima & Jahromi, (2015)** who evaluated team attitude in hospital committees in Kerman, Iran; stated that participants had a positive perception towards teamwork in hospitals. This may be due to that the team leader was able to effectively manage activities and ensure that care programs were fully understood and that care obligations were correctly performed.

This was consistent with **Kim et al., (2016)** who explored healthcare professionals' attitudes

about teamwork and safety in acute care setting in South Korea; found that the majority of participants have a good perception towards teamwork.

Moreover, **Ismeil, Seada, Elewa, & Abd El Wahab (2019)** in a study conducted at Cairo to examine health professionals' attitude towards team work in Cairo; found that the majority of the studied sample demonstrated a good perception towards teamwork which shows that health care professionals have positive values of teamwork, reflecting the effectiveness of the care process and their level of satisfaction. The reason for this may be; they emphasize the need to coordinate more, give and receive feedback from each other, interact orally and inform each other; indicating that the concept of teamwork is more prevalent in this organization.

Additionally **Rezaei et al., (2021)** who conducted study about emergency nurses' attitudes toward teamwork in Tabriz, Iran, the study revealed that nurses had a good perception toward teamwork and their attitude toward teamwork was at an optimal level this may be due to nurses' belief in teamwork and collaboration play a critical role in delivering high-quality care and ensuring patient safety.

On the other hand, the present result was inconsistent with a study conducted by **Attia, Abdeen & El-sayed, (2014)** at Zagazig University Hospitals in Egypt to investigate the impact of teamwork on missed nursing care; the findings of this study show that the majority of nurses' opinion about the teamwork was low. This may be due to that the importance of teamwork among nursing staff has been little understood and largely ignored as results of lack of team training and support of the nurse manager.

Furthermore **Soliman & Eldeep, (2020)** who studied the link between workload, teamwork, and missed nursing care at intensive care units in Egypt; revealed that less than half of those surveyed had moderate team work and about one quarter of them had low team work. These results may due to lack of knowledge about communication skills and observed differences between nurses at the education level, which negatively affects the communication between them.

**Regarding the relationship between study variables as perceived by nursing staff,** the finding of the study revealed that there was statistically significant positive relationship between organizational agility and teamwork as perceived by nursing staff. This may be because the

hospital encourages its staff to maintain teamwork that will help ensuring the success of competitions and other events and this is exactly what the hospital must attain higher goals such as flexibility, competence and speed in the form of organizational agility in patient focus and quality of service. The hospital also maintains an effective system for application of teamwork and agility in various areas and keeps them up-to-date so that the hospital will be able to continue operating at a higher level than previously.

This result supported by **Lahhafi, (2011)** in a study entitled "The relationship between teamwork and organizational agility in city government in Iran" came to the conclusion that there is significant relationship between teamwork and organizational agility.

In the same spirit, this result was agreed with **Bagherzadeh & Abbasi, (2015)** who study the relationship between teamwork and organizational agility of treatment management staff of social security of North Khorasan; shows that there is a significant relationship between teamwork and organizational agility so that teamwork is important for achieving the agility for the organization.

Moreover, **Dizari & Garoosi, (2015)** who conducted a study in Tehran/Iran to investigate the relationship between teamwork and organizational agility; Indicated that there is a significant positive correlation between teamwork and organizational agility; which refers to any change in teamwork dimensions will affect organizational agility. As a result, improving teamwork leads to improving organizational agility, while its ignorance diminishes organizational agility.

This finding goes with **Nader & Mahmoudabadi, (2016)** who examined the relationship between teamwork and agility in manufacturing organizations in USA; indicates that teamwork can improve organizational abilities on agility to overcome real problems in today competitive environment.

Moreover, According to the research findings of a study conducted at Bojnourd in Iran by **Sadeghi, Rashidi & Gharari, (2016)** concluded that there is a significant relationship between teamwork qualities and organizational agility additionally revealed that teamwork and collaboration acted as a lever for synergy between the strengths of individuals and this will contribute to organizational agility.

Additionally, **Parsa, Fatehpour & Aghagoli, (2020)** who investigated the relationship

between teamwork and organizational agility in nurses of Shahid Chamran Hospital; the result of this study show that subscales of teamwork including commitment, trust, responsibility, constructive attitude and purposefulness improve the organizational agility.

#### **6. Conclusion:**

Depending on the findings of the study, it was concluded that nearly half of studied nursing staff at Main Mansoura University Hospital had a moderate level of perception of organizational agility and nearly two thirds of them had a good perception toward teamwork. Additionally there was highly statistically significant positive relationship between organizational agility and teamwork as perceived by nursing staff at Main Mansoura University Hospital.

#### **7. Recommendations:**

##### **Based on the findings recommended to:**

- Enhance the culture of teamwork by creating workshops, continuing education programs, and seminars that focus on the teamwork in order to improve reciprocal relationships and increase involvement among nursing staff
- Build a trust relationship between nursing administration and nursing staff and provide them with needed support so they may be more engaged with their organization.
- Improve nursing staff readiness to change by conveying the goals, methods, and steps involved in implementing new innovations and technology.
- Empower staff nurses to take necessary decisions for achieving organizational goals and objectives whenever they are needed.

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