

Utilization of Team Building Strategies among Nurses Working in Rural Health Units

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ABSTRACT

Background: People in every work place talk about building the team, working as a team, but few understand how to create the experience of team work or how to develop an effective team. Belonging to a team, in the broadest sense, is a result of feeling part of something larger than oneself to contribute to the overall success of the organization. **Aim:** This study aimed to assess nurses' utilization of team building strategies. **Subject& method:** The descriptive design was utilized to carry out the present study. This study was carried out in (11) Rural Health Units at El-Tal El-kebeer City, in Ismailia Governorate. All nurses (97) working in Rural Health Units at El-Tal El-Kebeer City, Ismailia Governorate were participated in the study. **Tool of data collection:** Self Administered Questionnaire Sheet was used to assess nurses' utilization of team building strategies. **Results:** The results indicated that majority of nurses utilized all team building strategies, especially commitment and connection strategies. There was no statistically significant relationship between age, sex, years of experience, nursing qualifications and utilization of team building strategies except cooperation strategy. **Conclusion:** most nurses were utilizing different team building strategies. **Also,** the common strategies that used were both commitment strategy and connection strategy. **Recommendation:** It is recommended to encourage nurses for the utilization of contribution strategy through: highlighting the talents, experiences, and accomplishment, providing professional development opportunities, participating in problem solving and decision making. Models of team building should be used inside each health unit.

Key words: Team Building Strategies, Nurses, Rural Health Units.

Introduction

A team was defined as a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Klainberg& Dirschel (2010); Katzenbach& smith, 2014). A group is more commonly viewed as less organized

than a team. Also, less emphasized on a shared vision and mission and members are rewarded based on individual performance only as compared to a team (Finkelmen, 2012).

Team building is a philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers. Also, it is an effort in which a team studies its own process of

working together and acts to create a climate that encourages and values the contributions of team members. As an intervention, team building is simply a mean to get either a new or poor performing group on track, generally with activities that strengthen those "peeking" critical concepts (Parker, 2011; Robbins, Decenzo&Coulter, 2011).

Purposes of team building are to increase long - term team effectiveness by improving the process of members working together

(Johnson & Johnson, 2013). It is an effective approach for organization as it can improve teamwork and task accomplishment in such environment. Help problem solving and group make maximum use of members, resources and help group to overcome specific problems as loss of productivity, apathy and general lack of members 'interest (Cummings &Worley, 2009). Team building is considered as an important component of the delivery of health care. Patient care always involves input from member of different professions who work together to coordinate care across multiple settings and during various stages of health and illness (Gray & Sullivan, 2008).

Team building also, can enhance functioning in any or all of the following process as clarify the objectives of the team and the responsibilities of each team member, allocation of the work to be preformed, the manner in which group works its process, norms, and decision making (Yoder- wise, 2011). It helps the work group to increase structural and team dynamics performance and helps new or existing group improve their effectiveness to identify problems that preventing the team from accomplishing its objectives, develop team decision-making, objective-setting, and planning skills (Lussier, 2012). Furthermore, team building has a value for the individual team members. It helps the group of individuals maximize their collective contributions to the organization and integrate their personal

goals with the organizational goals (William & Jeffrey, 2012).

Team building in health care provides opportunities for organizational improvements, increases employee and customer satisfaction, as well as improves patient outcomes. The implementation of an effective teams help to forge relationship among multiple disciplines to improve healthcare (Klainberg &Dirschel, 2010). Team building is essential in every existing to develop and enhance open and positive communication among members, team motivation, gives way for ease of

familiarization among team members and getting to know each other better, helps the team members to identify their strengths and weaknesses and know themselves even better, brings out the strengths of team members and utilizing them for team success, develops team productivity, and a way for team members to effectively cooperate and collaborate with each other (Robins et al., 2011; Mitsch, 2010; Parker, 2011 ; Yoder-wise, 2011).

Team building strategies: Team building can be achieved by setting the example, sharing information, explaining personal motives, avoiding both personal criticism and personal favors, handing out sincere reward and recognition, and being consistent in punishment (Stannard, 2009; Hooper, 2010). Zogloi, (2002) identified many strategies for team building as: commitment, contribution, cooperation, change management, and connection.

Obstacles facing organizations for building effective teams:

In the future the researcher thinks that certain trends will challenge organizations to make their teams more effective. These challenges as: lack of team work skills in tomorrow's work force, increasing needs for teams to work together in virtual workplaces and across organizational boundaries and

increasing needs for team leaders who can manage team diversity inherent in a global economy. The globalization of industry also will make teamwork more challenging in the future. Teams of the future will be composed more and more of team members who have dissimilar languages, cultures, values, and approaches to solving problems (Dyer et al., 2012).

How to overcome obstacles to team building success:

Team members and leaders must use some techniques to overcome these obstacles and reach to the team efficiently such as, create clear goals, encourage team members to go for small wins, build mutual trust,

appraise team members', performance, provide necessary external support, offer team building training to build individual skills and change teams leadership (Robbins and Hunsker, 2009). Also, the member gives importance to self and self needs, concerned with the other members of the team and the output, target, and efficiency (Ellis & Hartley, 2011). Also, encourage team members to challenge the views of the others in the group. Bring the discussion to conclusion only toward end of the discussion on a particular issue, only after everyone in the group has expressed his/her opinion. Politely and diplomatically discourage domination by a few individuals who may be more vocal and articulate in the group. Furthermore, everyone gets an opportunity to express his or her views independently and freely without intimidation or hesitation (Brownlee & Lee, 2012).

Head nurse role in team building

Head nurse needs to fully engage in team building. So the effective head nurse must skillfully orchestrate the activity and interaction of interdisciplinary teams (Morsy, 2010), and be able to accomplish tasks through teams. This competency requires managers to be able to design work teams

properly, create a supportive team environment, informed about nursing staff personal values and concerns and manage team dynamics appropriately. Nurse Manager in the hospital or institutional environment have a team of registered nurse and other care providers who must work together to provide quality care to their patients (Bacon & Blyton, 2009).

The head nurse has an important role in team building, she creates a positive, productive work relationship which includes: exchanging points of view, guide the progress and development of complementary way of working together, identifies training needs of the teams and the individual members (Swansburg & Richard, 2006). She supports other nurses in the development of expertise, self confidence and willingness to accept more challenging responsibilities in a manner for keeping with the highest professional standards (William, 2009). In addition supports the application of the teamwork intervention afterwards, coaching and ongoing measurement of the effect of the teamwork training intervention (Kalischrn & Lee, 2010). Also, Head nurses are critical players in creating a humanistic environment for the employees and fosters trust and cooperation synergy, the manager must be knowledgeable about the issues and provide whatever guidance and assistance needed to promote positive work climate for staff, recognize an effective interprofessional communication and collaboration through team work. Once the team functions well, team building then can focus on work production (Swansburg, 2006).

Significance of the Study

Nowadays, the whole is greater than the some of parts. One of the main challenges that faced rural health unit is quality assurance and accreditation to meet the international standard for accreditation. According to that, if the staff nurses wants to secure quality in the care, emphasis cannot be placed only on the new concepts such as :

mission, vision, standards, credit system, etc, but on the spirit of cooperation, appreciation, and active participation by every staff member in each health unit through the utilization of team building strategies to build effective work team. Few attempts were done to assess the utilization of team building strategies among nurses. So this study was conducted to assess nurses' utilization of team building strategies to enhance their utilization on their work.

Aim of the study

This study aims to assess nurses' utilization of team building strategies.

Research Questions

- 1- Are nurses in Rural Health Units at El-Tal El-kebeer City in Ismailia Governorate utilizing team building strategies?
- 2- What is the common strategy of team building utilized by nurses in Rural Health Units at El-Tal El Kebeer City in Ismailia Governorate?

Subjects and Methods

Unit	Total	Number of nurses participated
Health centre	7	6
Child Care	19	17
El-Salam and El-Mahata Unit	5	5
El- Baalwa El- kopra Unit	11	10
El- Baalwa El- Soghra Unit,	8	6
Tal- Thamoud	9	Excluded
El- Ohada Unit	6	4
El- Zahria Unit	13	12
El- Shiek Atia Unit,	12	11
El- Gazera El- khdraa Unit	13	11
Wadi- El- Mollak Unit	9	8
Abo- Ashour Unit	3	7
Total	115	97

Study design:

A descriptive design was utilized to carry out the present study.

Setting design:

This study was carried out in (11) Rural Health Units at El-Tal El-Kebeer City, in Ismailia Governorate. These units are: Health centre, Child Care, El-Salam and El Mahata Unit, El-Baalwa El-kopra Unit, El-Baalwa El-Soghra Unit, El-Ohada Unit, El-Zahria Unit, El-Shiek Atia Unit, El- Gazera El-khdraa Unit, Wadi- El-Mollak Unit and Abo-Ashour Unit.

Subjects:

Ninety seven (97) nurses were participated in the study out from one hundred ten (110), thirteen nurses (13) were not participated because they had sick leave, child care holidays also Tal- Thamoud unit was not participated because it was excluded from Rural Health Units at El-Tal El-kebeer City distributed as the following:

Tool of data collection:

Data of this study were collected using a Self Administered Questionnaire Sheet:

It was adapted from Zoglio (2002) and modified by the researcher. It aimed to assess nurses' utilization of team building strategies. It consisted of two parts:

Part 1: This part aimed to collect data related to demographic characteristics of nurses as the work place, age, sex, marital status, years of experience and qualifications of nursing.

Part 2: Team Building Strategies Sheet:

This part composed of 82 questions, divided into seven team building strategies and their related items.

Strategy	Number of items	Example
Commitment	13	A feeling of belonging to the department is stimulated.
Contribution	13	Good performance is recognized and rewarded.
Communication	10	A relaxed climate of communication and interaction is established in the department.
Cooperation	9	A spirit of cooperation exists in the department.
Conflict management	11	Disagreements between department members are accepted.
Change management	12	Reasons for the required changes in the department's goals and objectives are discussed.
Connection	14	Constructive relationships are established.

Scoring system:

Responses for each item in each team building strategy were measured on a five point Likert scale, ranging from never to always that was scored 1-5 respectively. The scores of the items for each domain were summed-up and the total score was divided by the number of the items giving the average score of this domain. These scores were converted into a percent score with calculation of the means and standard deviation. The strategy would be considered used by the nurses if the score was 60% or more.

The preparatory phase

Preparatory phase:

This phase involved reviewing of the relevant literature, different studies and theoretical knowledge of various aspects of the research topic using textbooks, articles, internet, periodicals and scientific journals. This helped in the preparation of the literature review and in the selection and preparation of the data collection tool. It took about 6 months.

- Tool validity:

The prepared questionnaire was translated into Arabic and translated again to English. It was introduced to five jury members from Faculties of Nursing, Ain-shams, and Zagazig universities to validate it as the following:

Name	Work place	Position
Dr/Sahar Hamdy	Zagazig University	Head of Nursing Administration Department Faculty of Nursing
Dr/Mona El Shazly	Ain Shams University	Assisstant professor of Nursing Administration Faculty of Nursing
Dr/Eman Shokry	Zagazig University	Head of Geratric Department Faculty of Nursing
Dr/ Samah Fakhry	Ain Shams University	Assisstant professor of Nursing Administration Faculty of Nursing
Dr/Amina Saad	Zagazig University	Department of Obstetric & Gyncology Faculty of Nursing

Field work

Then some items were modified and others were rephrased.

Tool reliability: Cronbach alpha coefficient was calculated to assess the reliability of utilization of team building strategies through measuring tool internal consistency. The results showed excellent reliability for the factors scale with Cronbach alpha coefficient 0.87.

Pilot study

A pilot study was conducted before performing the main study. Ten staff nurses enrolled in different rural health units were included in the pilot study. They represent 10% of the main study.

The aim of the pilot study was to determine the applicability and feasibility of the designed tool, clarity of tools language, estimate the time needed to complete the questionnaire and identify potential obstacles and problem that may be encountered during the period of data collection. Data obtained from the pilot study was analyzed and no modifications were done. Completion of each sheet ranged between 20-30 minutes. The study subjects of the pilot study were excluded from the main study.

The field work of this study was executed in 5 months from the beginning of October 2014 to the end of Febuary 2015. Once the researcher obtained the official permissions from the nursing director in the directorate of health to start, she met with the director of each rural health unit to select the suitable time for data collection. The researcher met the nurses, explained the study aim and handed them a copy of the questionnaire which were returned to the researcher after completing them. Data collection was conducted two days weekly with 4-6 sheets were completed each week and in the presence of the researcher to answer any questions and to provide any needed clarifications.

Ethical consideration

Prior to the initial interview explanation of the nature and the aim of the study had been explained to nurses. They were given an opportunity to refuse or to participate. They assured that the information would be utilized confidentially and used for the research purpose only. Agreement to participate was obtained from nurses.

Statistical design

Data entry and statistical analysis were done using SPSS 16.0. Statistical software package. Data were presented using descriptive statistics in frequencies and percentages for qualitative variables, and means and standard deviations and medians for quantitative variables. Cronbach alpha coefficient was calculated to assess the reliability of the developed tools through

their internal consistency. Qualitative categorical

Variables were compared using chi-square test. Quantitative variables were compared between group's t- test for two groups or ANOVA test for more than two groups whenever the expected values in one or more of the cells in a 2x2 tables was less than 5, Fisher exact test was used instead. Statistical significance was considered at p-value <0.001.

Results

Demographic characteristics of the study subjects (n=97).

Table (1): Demographic characteristics of the study subjects (n=97).

	N	%
1- Age in years		
<30	41	42.2
30-40	42	43.3
>40	14	14.4
2- Marital Status		
Unmarried	3	3.0
Married	94	96.9
3- Years of Experiences		
<10	26	26.8
10-20	55	56.7
>20	16	16.4

Table (1) shows that more than two fifth (43.3%) of nurses had age ranged between 30-40 years old. Regarding years of experiences more than half of them ranged between 10-20 years (56.7%).

Figure (1): Distribution of the study subjects according to their sex.

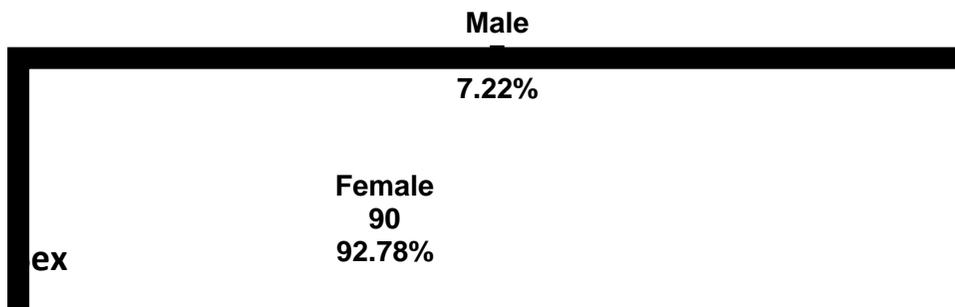


Figure (1) clarifies that the majority of the study subjects were female (92.78%).

Figure (2): Distribution of the study subjects according to their qualifications in nursing.

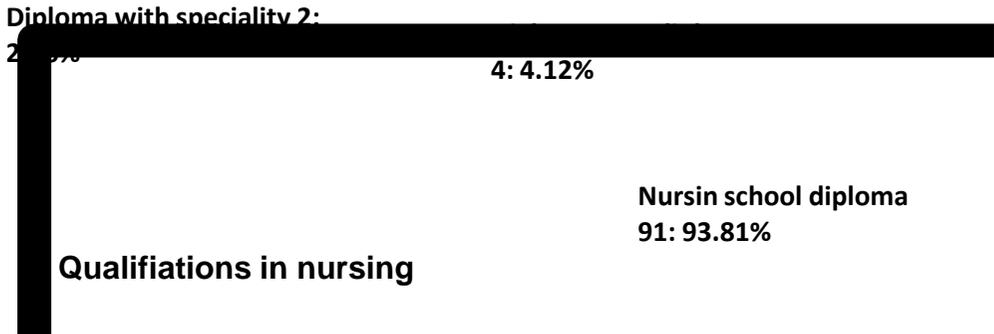


Figure (2) states that more than two thirds (93.81%) of them had nursing school diploma.

Table (2): Nurses utilization of different team building strategies (n=97).

Team building strategies	Not used		Used	
	N	Less than 60 %	N	60 or more %
Commitment	2	2.06	95	97.9
Connection	2	2.06	95	97.9
Cooperation	3	3.09	94	96.9
Communication	6	6.19	91	93.8
Conflict management	8	8.25	89	91.7
Contribution	12	12.37	85	87.6
Change management	16	16.49	81	83.5

Table (2): shows that the common strategies that used were commitment and connection strategy (97.94%) respectively. Also change management strategy was the lowest used strategy (83.5%).

Figure (3): Nurses total utilization of team building strategies.

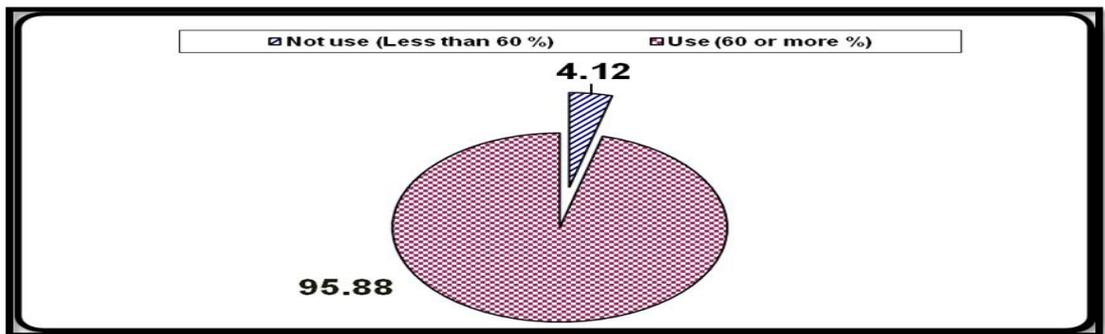


Figure (3) clarifies that most nurses were utilizing team building strategies (95.88%).

Table (3): Correlation matrix among team building strategies as reported by staff nurses.

Team building strategies							
Team building strategies		Commitment	Contribution	Communication	Cooperation	Conflict management	Change management
Contribution	R	0.586					
	P-value	<0.001*					
Communication	R	0.559	0.581				
	P-value	<0.001*	<0.001*				
Cooperation	R	0.532	0.526	0.778			
	P-value	<0.001*	<0.001*	<0.001*			
Conflict management	R	0.598	0.582	0.675	0.699		
	P-value	<0.001*	<0.001*	<0.001*	<0.001*		
Change management	R	0.567	0.696	0.659	0.671	0.793	
	P-value	<0.001*	<0.001*	<0.001*	<0.001*	<0.001*	
Connection	R	0.482	0.523	0.755	0.657	0.687	0.699
	P-value	<0.001*	<0.001*	<0.001*	<0.001*	<0.001*	<0.001*

Table (3) clarifies that there were highly positive correlations among different team building strategies.

Table (4): Relation between demographic characteristics of the study subjects and utilization of total team building strategies (n=97).

		Total				Test	
		N	Mean	±	SD	F/t	P-value
1-The workplace	El-Zahria Unit	12	304.000	±	32.356	6.005	<0.001*
	El- Gazera El- khdraa Unit	11	371.000	±	33.870		
	Health Office	6	328.333	±	22.088		
	El-Salam and El Mahata Unit	5	290.800	±	13.198		
	El-Baalwa El-kopra Unit	10	339.600	±	31.156		
	El-Baalwa El-Soghra Unit	6	358.333	±	39.702		
	Abo- Ashour Unit	7	311.714	±	27.152		
	Wadi- El-Mollak Unit	8	336.250	±	12.453		
	El-Ohada Unit	4	348.250	±	24.798		
	El-Shiek Atia Unit	11	317.818	±	45.563		
	Child Care	17	285.529	±	47.126		
2-Age	<30 years	41	320.244	±	43.803	0.132	0.876
	30-40 years	42	325.167	±	42.982		
	>40years	14	323.357	±	46.138		
3-Sex	Male	7	312.000	±	34.064	-0.683	0.496
	Female	90	323.667	±	44.067		
4-Qualifications in nursing	Nursing school diploma	91	324.912	±	43.782	1.824	0.167
	Diploma with speciality	2	280.500	±	21.920		
	High average diploma	4	296.500	±	17.521		
5-Years of Experiences	<10 years	26	314.885	±	43.586	0.650	0.525
	10-20 years	55	326.691	±	43.353		
	>10 years	16	322.438	±	44.141		

Table (4) shows that the highest mean score of the utilization of total team building strategies was related to the study subjects in El- Gazera El- khdraa Unit (371.000±33.870). Nurses with age ranged between 30-40 years with years of Experience ranged between 10-20 years were used the total team building strategies. Nurses who had nursing school diploma were the highly used of the total team building strategies.

Discussion:

Coming together is a beginning, keeping together is a progress, and working together is a success (Hennery, 2013). Team building is the process of how to formulate and develop of a common goal (Hiriyappa, 2013). Collective work and mutual

commitment, in addition to cooperation and coordination, allow team to succeed (Linda, 2013). The strength of the team is each individual member; the strength of each member is the team (Jackson, 2013).

This study aimed to assess nurses' utilization of team building strategies.

Nurse's total utilization of different team building strategies

Regarding nurses' total utilization of different team building strategies, the study revealed that most nurses utilized different team building strategies. **Also**, the common strategies used were commitment strategy and connection strategy. **Most nurses used the Commitment strategy** may be due to the encouragement of contributions to success of the department, feeling of the importance of department goals and objectives, each department member feels responsible and accountable for the achievement of department goals and objectives, enthusiasm to accomplish department goals and objectives.

On the same line, *Marriner (2009)* stated that team members should know their roles and develop themselves to fulfill those roles, active listening, problem solving, conflict management, communication skills, assertiveness and basic team work are important skills to learn. **Also, Manetje (2009)** stated that there are three essential components to organizational commitment namely: identification, loyalty, and involvement. Identification is defined as a pride in the organization and the internalization of the organization's goals and values. Loyalty is the affection for and attachment to the organization. Involvement is the willingness to invest personal efforts as a member of the organization toward its goals.

Highly used of Connection strategy may be attributed to the presence of respect among department members, social relationships with members of other scientific departments and collaboration among department members. This is consistent with **Yoder -Wise, (2011)** who stated that the team is most frequently reserved for special type of working. This working together requires each member to be able to understand how to conduct interpersonal relationships with their peers in

the same department and other departments in a thoughtful, supportive, and meaningful manner. Such relationship is one of the keys to an effective work place.

Nurses utilization of different team building strategies.

Concerning nurse's utilization of commitment strategy, the findings present that more than two thirds of staff nurses were always agreed up on the item "A feeling of the importance of department goals and objectives exists". This is related to the fact that employee commitment and engagement towards an organization paves the way to an organization to achieve its goals and objectives in a standard approach.

In this respect, Bentein& Stinghamber, (2011) stated that, commitment is affected by certain factors: the degree of member's involvement, a strong belief in the values of the organization, acceptance of the organizational goals, willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization.

Relating to nurses utilization of Contribution strategy, the study shows that less than half of staff nurses were always agreed up on the both items "Willingness to take the responsibility for the department activities". This is due to work teams need people who have strong technical and interpersonal skills and are willing to learn. Teams also need self-leaders who take responsibility for getting things done. **This is supported by (Zoglio, 2008) who stated that** work teams need people who have strong technical and interpersonal skills and are willing to learn and self-leaders who take responsibility for getting things done. Also, the item "Each department member participates willingly in problem solving. **This is agreed with Doughty (2012) who stated that** with sharing the responsibility for problem solving and decision-making, members feel they are frequently consulted,

their suggestions are taken seriously and their contribution will be implemented in practice.

Regarding to nurses utilization of communication strategy, the study clarifies that most nurses were always agreed up on the item "Department goals and objectives are understood. This is due to the ability of the team members to understand and communicate this information about areas where their work enables them to work together collaboratively and coordinately. **This is supported by Oaklan (2010) who stated that** open communication with clear direction in a relaxed climate is important for effective team work; the ability of the team members to understand and communicate this information enables them to work together collaboratively and coordinately.

Concerning to nurses utilization of cooperation strategy, the results showed that more than two third of the staff nurses were always agreed up on the item " Each department member understands her boundaries ". This is due to members know what is expected of them and are willing to be held accountable for doing what is expected. Successful team members take responsibility for their actions, decisions, and performance on the basis of individual competence. This is agreed with **Gareth & Jennifer (2011)** who concluded that by clarifying the role of each member, proper assignment of the activities related to organizational goals is made, the members are able to work together as a team and cope effectively within the requirements of the job.

Relating to nurses utilization of conflict management strategy, the finding revealed that more than one third of the staff nurses were most of the time agreed up on the item "Individual differences of department members are accepted. This is due good communication, values, beliefs; role, culture, tolerance and flexible thinking are supported.

This is disagreed with **Antai-otong (2012)** who found that affective conflict is

concerned with person related disagreements that include tension, animosity, annoyance among the team members, individual differences, negative feelings and confrontations are not accepted, member's wants and needs are not taken care of, social or educational difficulties are not supported.

Regarding to nurses utilization of change management strategy, the study indicates that slight more than one third of staff nurses were always agreed up on the item " Positive and negative impacts of change are taken into consideration". This is consisted with **Hiatt (2012)** who concluded that with change management to be successful requires: engagement and participation of all team members, an understanding of the dynamic and reasons of change, developing an awareness of the needs for change, stimulates the desire of it and discussion of the process, the positive and negative impact, and member's fears and concerns about the change.

Concerning to nurses utilization of connection strategy, the findings shows that more than half of the staff nurses were always agreed up on the item "Respect between department members exists. This is due to each member able to understand how to conduct interpersonal relationships with their peers in the same department and other departments in a thoughtful, supportive, and meaningful manner. This is agreed with **Cetro (2011)** who stated that good relationships require commitment, respect, and understanding other member's position, mutual confidence, support the sense of fairness between all team members, collaboration, and shared experience.

Relationship between demographic characteristics of the study subjects and utilization of different team building strategies.

Regarding to relation between demographic characteristics of the study subjects and utilization of commitment

strategy. The study presented that the highest mean score of the utilization of commitment strategy was related to the study subjects in El- Gazera El- khdraa Unit and El-Ohada Unit. In El- Gazera El- khdraa Unit this is due to open and clear communication among department members. Another rational, this result might be also due to that in El- Gazera El- khdraa Unit provide their members with the needed knowledge to act as effective team. In El-Ohada Unit this is due to that El-Ohada Unit has a small number of the nurses, a small team allows for closer relationships, a deeper knowledge of the members and promote the feeling of trust. Moreover, the small team is conducive to cooperation, commitment and high team productivity. This result goes in the line with **Lussier (2008)** who stated that with a small team, it may be easier to encourage each member to interact, says what she needs, discusses her point of view and prevents domination during discussions, which improve the relationships within the department. In addition, it may provide a chance for full participation of all activities which contribute to more cooperation and commitment.

The study finding shows that the highest mean score of the utilization of contribution strategy was among nurses working in El-Gazera El- khdraa Unit. This is due to willingness to take the responsibility for the department activities, each department member participates willingly in problem solving and mutual confidence between department members is developed. There is statistically significant difference between the workplace and utilization of commitment strategy. These results could be due to members with experience have clear goals, roles, and well defined process which lead to a strong sense of job security, promote relationships and improve their performance. Also, they may be able to deal better with stressful situations due to their repeated interactions with the unit. In this context, **Proenca (2007)** stated that when members have clear goals, clear roles, well-defined process and more experience, the results are

organizational effectiveness, improved productivity; promote positive interpersonal relationships, and members' satisfaction.

In addition, **Nogueras (2006)** stated that, with an increase in experience, members acquire skills in problem-solving, conflict resolution which enable them to work together in a team, acquire the expertise to complete their goals successfully and their competences and expertise can be optimized.

The findings Indicates that the highest mean score of the utilization of communication strategy was related to the study subjects in El Baalwa El-kopra Unit and El-Ohada Unit. There was statistically significant difference between the workplace and utilization of communication strategy. This is due to department goals and objectives are clear, understood, mutual trust between members and department's priorities are clear.

This is in the same line with **Marquis, & Huston, (2009)** who stated that communication is a major vehicle for team interaction. It reflects personal motives, goals, and social influence process. It is a major factor that influences job satisfaction.

There was statistically significant difference between the workplace and utilization of cooperation strategy. This is due to each department member understands her boundaries, a spirit of cooperation in the unit, interdependence is present among department members and roles, responsibilities and expectations are clear.

This is agreed with **Susan, (2009)** who stated that many organizations attempt to enhance their member's cooperative efforts through workshops to help them to work cooperatively to accomplish shared goals. Where team work is defined as a cooperative effort by a group of members to achieve common goals, there are measures that can be powerful motivators to gain members cooperation such as: secure members interest

by involving them personally, develop proper training methods and establish rules that describe acceptable behaviors in the organization.

The findings Presents that the highest mean score of the utilization of conflict management strategy was related to the study subjects in El- Gazera El- khdraa Unit. There was statistically significant difference between the workplace and utilization of conflict management strategy. This is due to a healthy competition is encouraged, Domination during discussion is managed, each member's point of view is listened to and accepted and disagreements between department members are accepted.

This is agreed with **Marquis & Huston (2009)** who showed that conflict management is a core competency that refers to the variety of ways by which members handle conflict. Conflict management techniques are available to the leader when dealing with conflict and not at all are suitable for every situation. These techniques are: communicate clearly and openly, encourage discussion, focus on task, show respect and fairness, contribute without dominating, know the rules, develop super ordinate goals.

The study shows that the highest mean score of the utilization of change management strategy was related to the study subjects in El- Gazera El- khdraa Unit. There was statistically significant difference between the workplace and utilization of change management strategy. This is due to positive and negative impacts of change are taken into consideration, reasons for the required changes in the department's goals and objectives are discussed, generation of new ideas are encouraged and supported and resistance to change is recognized and managed constructively. This is consisted with **Hiatt (2012)** who stated that Change management to be successful requires: engagement and participation of all team members, an understanding of the dynamic

and reasons of change, developing an awareness of the needs for change, stimulates the desire of it and discussion of the process, the positive and negative impact, and member's fears and concerns about the change.

The results demonstrate that the highest mean score of the utilization of connection strategy was related to the study subjects in El- Gazera El- khdraa Unit and El-Ohada Unit. There was statistically significant difference between the workplace and utilization of connection strategy. This is due to respect between department members, social relationships with members of other departments, a help is provided when needed and collaboration between department members.

This agreed with **Cetro (2011)** who stated that good relationships require commitment, respect, and understanding other member's position, mutual confidence, support the sense of fairness between all team members, collaboration, and shared experience.

The present study revealed that there is statistically significant difference between the work place of the study subjects and utilization of different team building strategies. These finding disagreed with **Ibrahim (2010)** who found that there is statistically significant differences among scientific departments and the utilization of team building strategies.

Conclusion

In the light of the current study findings, it was concluded that, most nurses were utilizing different team building strategies. **Also**, the common strategies that used were both commitment strategy and connection strategy. There were statistically significant relationship between the workplace and utilization of different team building strategies. There were highly positive

correlations among different team building strategies.

Recommendations

1- Enhance nurses for the utilization of contribution strategy through:

- The talents, experiences, and accomplishment are highlighted.
- Constructive criticism is given in a pleasant atmosphere

2- Nurses should attend training programs about:

- Effective communication skills to be able to express their feelings, attitudes, and needs.

3- Fostering in a spirit that creates a positive and motivating climate.

4- Enhance using of conflict management strategy through:

- Accept individual differences of department members.
- Mesh individual goals into department goals.
- Accept expression especially negative feeling.
- Encourage nurses to offer their problems.

5- Models of team building should be found inside each health unit.

6- Encourage positive change inside the organization.

7-Further researches are suggested to assess the effect of the utilization of team building strategies on nurse's productivity.

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