

Workplace Spirituality and its Influence on Staff Nurses' Motivation and Team Effectiveness

Dalia A. Khalaaf⁽¹⁾, Samah M. Elsayed⁽²⁾, Ehsan Saad Soliman Saad⁽³⁾

- (1) Lecturer of Nursing Administration, Faculty of Nursing, Ain Shams University, Egypt.
- (2) Assistant Professor of Nursing Administration, Faculty of Nursing, Ain Shams University, Egypt.
- (3) Assistant Professor of Nursing Administration, Faculty of Nursing, Benha University, Egypt.

Abstract

Background: Workplace spirituality gain positive benefits by developing a humanistic environment that has a positive influence on staff nurses' motivation and team effectiveness for effective nursing care outcomes. **Aim of this study:** to assess workplace spirituality and its influence on staff nurses' motivation and team effectiveness. **Research Design:** A descriptive correlational research design was utilized to conduct this study. **Setting:** This study was conducted at all inpatient units at Benha University Hospitals. **Subjects:** Consisted of 314 staff nurses out from 1461 staff nurses based on a simple random sample. **Tools of data collection:** Three tools were used for data collection; workplace spirituality questionnaire, staff nurses' motivation questionnaire and team effectiveness questionnaire. **Results:** Slightly more than two thirds (67.6%) of studied staff nurses had moderate level of workplace spirituality and more than half (56.4%) of them had high level of motivation also more than half (54.1%) of them had high level of teamwork effectiveness. **Conclusion:** There was a highly statistical significant positive correlation between total workplace spirituality level and total staff nurses' motivation level; also there was a highly statistically significant positive correlation between total workplace spirituality level and total teamwork effectiveness level. **Recommendations:** Hospital administrators could maintain workplace spirituality (supportive environment), team effectiveness by motivating staff nurses. Periodic assess staff nurses needs and active listening to them from their supervisors. Staff nurses roles and responsibilities of their work should be clear at the beginning to promote teamwork effectiveness.

Keywords: Motivation, Staff nurse, Team effectiveness, Workplace spirituality

Introduction

In the healthcare area, nurses usually deliver professional and practical care to patients, also deal with their own emotions related to patient care. Thus, they need to be skilled with nursing knowledge and develop a sense of spirituality to meet the variety of care needs. The individual feelings and workplace atmosphere of staff nurses are related to their job performance in providing effective spiritual nursing care. Workplace spirituality (WS) has increasingly been recognized as an important area of research in the healthcare field. It can gain positive benefits by developing a humanistic environment that has a positive impact on teamwork and in which staff nurses can achieve their full capacity and enhance their self-esteem and motivation (Gemma et al., 2020).

Spirituality at work is a value, and motivation at work goes beyond performance. It is about people finding a sense of belonging

and togetherness in an organization as a whole. Now, more organizations realize the importance of workplace spirituality. Also, people now acknowledge that work can be meaningful to their lives, as well as the fact that spirituality is multifaceted and could be expressed through beliefs, values, traditions, and practices. In simple terms, it is about finding meaning, value, and motivation in one's work for better performance and nursing care outcomes (Hall, Hughes, & Handzo, 2016).

Spirituality in the workplace is a movement that is gaining importance around the world. Health care organizations are now emphasizing spiritual values among their employees to unlock their full potential. Also, employees realize that they can find meaning and fulfilment in their jobs. Spiritual employees offer more than just better performance and productivity to health care organizations. They create better places to work and help

organizations make the working environment a better place in general. Spirituality at work is becoming an essential aspect of health care. It has numerous benefits, such as improved overall well-being of employees, increased employee productivity, increased motivation and job satisfaction, commitment and team effectiveness, and team cohesion (**Pradhan & Jena, 2016**).

Motivation refers to the energy a person is willing to devote to the task. Members of organizations who have high motivation will start to work more effectively and efficiently, and they will have more spiritual energy in doing their jobs than those who are not motivated. Also, motivation is "the process of describing the strength, direction, and persistence of a person in an attempt to achieve the goal." Motivation is considered a competitive advantage in the face of competitors, and by creating motivation for members of organizations, it will also create optimal performance. Additionally, motivation is defined as a set of energetic forces originating both inside and outside the self that shape behavior on the job (**Robbins & Judge, 2015**).

Every human activity is basically driven by motivation. Work motivation was a condition or an energy that directed employees to achieve the organizational goals of the hospital. Nowadays, the development of organizational communication sees communication as one of the most dominant and important activities in the organization for all staff, especially nurses (**Wlodkowski & Ginsberg, 2017**). Nurses' motivation seems to be one of the most important tools for a nurse spiritual leader to increase effective job management among nurses in an organization, as well as increase nurses' performance towards accomplishing the task assigned. Motivation is actually inspiring and encouraging nursing staff to work more and contribute more to achieve hospital work goals (**Wange et al., 2019; Miles, 2021**).

Team effectiveness is the capacity of a group of people, usually with complementary skills, to work together to accomplish goals set out by an authority, team members, or team leaders. Highly effective teams are able to

motivate each other and collaborate to solve problems, which leads to greater results. 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 organization (**Foster et al., 2019**).

An effective team may work together to facilitate idea generation and creativity, approaching problems with unique solutions. Team members might feel motivated and empowered to take innovative approaches when developing solutions; they can learn new skills, methods, and knowledge from leaders when working in effective teams within an environment that supplies them with spiritual energy. By working in effective teams, employees will experience an increased sense of motivation. They can recognize their contributions and feel a level of responsibility for the organization's success. Successful teams help relieve the stress that individuals might feel when working alone or as part of an ineffective group. So, team effectiveness models help us understand the best management techniques to get optimal performance from our teams. (**Sánchez et al. (2020)**,

Successful teams rely on collaboration to complete their tasks and accomplish collective goals. Team members may collaborate continuously throughout a project's lifetime to ensure they're working on the right tasks and contributing to the planned outcomes. Collaborative work helps encourage innovation through the exchange of ideas, and the collective expertise of a team that celebrates its successes together can inspire motivation in its members. Recognizing members for individual and collective successes can help keep teams engaged in their tasks and see the direct results of their work (**Austin, 2021**).

Significant of the study:

One of the researchers during practical training supervision of nursing students at Benha University Hospital noticed that most staff nurses during their work complained of a lack of workplace spirituality as well as

motivation, and staff nurses wanted freedom to decide how to handle the different situations.

Workplace spirituality and the effectiveness of the nurses' team are key needs for healthcare services globally and essential to providing safe and quality care to patients. Hence, including spirituality in nursing care would affect nurses' outcomes, such as increasing satisfaction level and work engagement, as well as patient outcomes and mental health and recovery that promote patients' health and well-being. Therefore, spirituality in the workplace can encourage staff nurses to work as a team within the organization, and that element of developing workplace spirituality can be a bridge between organizational and individual objectives. So when staff nurses experience workplace spirituality, they feel attached to the organization and experience a sense of liability and loyalty, or, in other words, have a high level of motivation for good nursing outcomes (Fanggidae, 2017).

When nurses perceive more workplace spirituality, they are more likely to be motivated and spend extra time providing nursing care to patients. However, despite the importance of workplace spirituality, motivation, and team effectiveness for staff nurses, to the knowledge of the researchers, no study has been conducted at Benha University Hospital on this topic. So, the current study is being conducted to assess workplace spirituality and its influence on staff nurses' motivation and team effectiveness.

Ethical consideration

Ethical approval was obtained from the Research Ethical Committee of the Faculty of Nursing, Benha University. An official permit to conduct the study was obtained from the responsible administrator of the hospital. An informed consent was obtained from nursing staff, who agreed to participate in the study after being explained the nature and aim of the study. All participants were informed that the study is voluntary and they have the right to withdraw from it at any time. All participants were assured of the confidentiality of the collected data, and the privacy of the study sample was assured at all phases of the study.

Aim of the study:

The study aimed to assess workplace spirituality and its influence on staff nurses' motivation and team effectiveness

Research questions:

1. What is the level of work place spirituality among staff nurses?
2. What is the level of staff nurses motivation?
3. What is the level of team effectiveness among staff nurses?
4. Is work place spirituality influence on staff nurses motivation and team effectiveness?

Subjects and Method:

Research Design: Descriptive correlational research design was utilized to conduct this study.

The Study Setting: The study was conducted in all inpatient units at Benha University Hospital. Inpatient units which included in the study were (32 units) that included (9 Critical Care Units and 23 non-Critical Care Units). Critical Care Units were "General intensive care unit (ICU), cardiac care unit (CCU), cardiothoracic ICU, chest ICU, hepatic ICU, emergency ICU, pediatric ICU, pediatric dialysis unit, and general dialysis unit." Inpatients non-critical care units include Obstetrics Unit, Female surgery Unit, Male Surgery Unit, Uro-surgery Unit, ENT-Unit, Emergency care unit, Neurosurgery Unit, Ophthalmology Unit, Dermatology Unit, Rheumatoid Unit, and Neuro-Psychiatric Unit. Besides, 6 Medical units, Chest Unit, 3 Pediatric Care Units, Cardiothoracic Care Unit, and Intermediate medical care unit.

Subjects:

The study subjects were calculated based on the following equation:

$$n = \frac{N}{1 + N(e)^2}$$

Where "n" was sample size
 "N" was total number of staff nurses N=1461
 "e" is coefficient factor = 0.05
 n = 314 (Yamane, 1967)

Sampling technique

Sampling technique was a simple random

sample through blindness selection from staff nurses in all inpatient units at Benha university hospital.

Tools of Data Collection:

Data of this study was collected through three tools namely, workplace spirituality questionnaire, staff nurses' motivation questionnaire and team effectiveness questionnaire

Tool I: Workplace Spirituality Questionnaire:

This tool consisted of two parts:

Part I: Personal and job characteristics of staff nurses' data sheet, it included items of (age, gender, educational qualification and years of experience).

Part II Workplace Spirituality Questionnaire was developed by (Gupta, Kumar & Singh, 2014). It aims to assess work place spirituality, it consists of 35 items distributed into four dimensions: Meaningful work (9 items), Sense of community in the workplace (12 items), Organizational values and alignment (9 items), and Compassion (5 items). All the items were using a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Tool II: Staff nurses' motivation questionnaires: This tool aimed at assessing staff nurses' level of motivation. This tool was adopted from (Mousa, 2020) based on (EL-Sayed, 2008). This tool included 48 items subdivided into 7 dimensions Job security 11 hospital policy 7, nature of work 10, achievements, 5 interactions among peers 5, and responsibility 4 and supervision 6 Responses of the study participants were measured as the following, (3) score for agree, (2) score for natural and 1 score for disagree. The scores of the statement of each component were summed-up and converted into percent score, and the total score of the studied staff nurses divided by the number of the items, giving a mean score for each component. The level of motivation considered high when the score was more than 75%, the level of motivation considered moderate when the score was ranged from 60-75% while low level of motivation

when the score was less than 60%

Tool III: Nurses' Team Effectiveness Questionnaire:

This tool was developed by (London Leadership Academy & National Health Service team effectiveness, 2014). It aimed to assess team effectiveness among nurses. It consists of 56-items distributed into eight (8) dimensions namely: Purpose and goals, Roles and Responsibilities, Team processes, Team relationships, Intergroup relations, Problem solving, Passion and commitment, Skills and learning.

Each dimensions have (7 items) and all the items was be developed using a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Scoring system:

Totals of each of the dimension and the total of questionnaire were calculated, and the sum of scores was converted into percent scores. 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. (London Leadership Academy & National Health Service team effectiveness, 2014).

Methods

The study was executed according to the following steps:

Approval

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

Preparatory phase

The preparatory phase took two months, from the beginning of December 2021 to the end of January 2022, 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 from the

beginning in February 2022 to end this month 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 (31 staff nurses). The pilot study was included into the study subjects as no modifications done.

Fieldwork

The actual fieldwork took place across three months, the beginning of March to the end of May 2022. The researchers gathered data by meeting with staff 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 checked for accuracy.

Validity and Reliability

The researchers translated the contents of the tools of data collection into Arabic, and the content validity was evaluated by five juries of experts in the field. Based on their recommendations were considered. The Cornbrash's Alpha test was also utilized to analyze the three tools reliability in terms of internal consistency and homogeneity. The internal consistency of the workplace spirituality questionnaire, motivation questionnaire, and team effectiveness questionnaire was (0.874, 0.977, and 0.920) respectively.

Ethical consideration

Ethical approval was obtained from the Research Ethical Committee of Faculty of Nursing, Benha University. An official permission to conduct the study was obtained from the responsible administrator of the hospital. An informed consent was obtained from nursing staff who accept to participate in the study after providing the explanation of nature and aim of the study. All participants were informed that the study is voluntary and they have the right to withdraw from the study at any time. All participants were assured about the confidentiality of the collected data and the privacy of the study sample was assured at all phases of the study.

Statistical Design

The data was collected, analyzed, presented

(tabulated). Data statistically analyzed using the statistical program for social science (SPSS) version 26 for windows on a 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: shows that more than one third (40.1%) of the studied staff nurses were aged 40 years or older, with a mean age of 38.94 ± 6.39 years, and more than half (60.5%) of them were females; 85.0% of them were married. In relation to their educational qualifications, more than one-third (40.4%) of them had technical nursing education. As far as their years of experience, more than three-quarters (80.9%) of them had 20 years of experience, with a mean of 16.45 ± 8.27 years.

Table 2 presents that slightly more than one quarter (25.1%) of the studied staff nurses had a high work place spirituality level, slightly more than two-thirds (67.6%) of them had a moderate level, and the minority (7.3%) of them had a low work place spirituality level.

Table 3 demonstrates that more than half (56.4%) of them had a high motivation level and less than half (31.5%) had a moderate level. while 12.1% of them had a low motivation level.

Table 4 shows that more than half (54.1%) of staff nurses had a high teamwork effectiveness level, and less than one quarter (14.7%) of them had a low teamwork effectiveness level.

Table 5 clarifies that there was a statistically significant relation between the total scores of work place spirituality personnel characteristics (p value 0.001).

Table 6 shows that there was a statistically significant relation between the total scores of staff nurses' motivation and personnel characteristics (p value 0.001).

Table 7 demonstrates that there was a statistically significant relation between the total scores of teamwork effectiveness personnel characteristics (p value 0.001).

Table 8 clarifies that there was a statistically significant correlation between the total scores of

work place spirituality, staff nurse motivation level, and team work.

Table 1: Frequency & percentages distribution of the studied staff nurses according to their personal and job characteristics. (n =314)

Personal characteristics	Frequency	%
Age in years		
20-<30	100	31.8
30-<40	88	28.0
≥ 40 years old	126	40.1
Mean ±SD	38.94±6.39	
Gender		
Male	124	39.5
Female	190	60.5
Marital status		
Single	30	9.6
Married	267	85.0
Divorced	17	5.4
Educational qualification		
Secondary nursing education	96	30.6
Technical nursing education	127	40.4
Baculare science of nursing	48	15.3
Master in nursing science	43	13.7
Years of experience		
<10 years old	24	7.6
10-< 20 years old	36	11.5
≥20 years old	254	80.9
Mean ±SD	16.45±8.27	

Table 2: Frequency & percentages distribution of work place spirituality dimensions level among studied staff nurses (No. =314)

Work place spirituality dimensions	High		Moderate		Low	
	No	%	No	%	No	%
Meaningful work	73	23.2	221	70.4	20	6.4
Sense of community in the workplace	86	27.4	209	66.6	19	6.0
Organizational values and alignment	82	26.1	200	63.7	32	10.2
Compassion	74	23.6	219	69.7	21	6.7
Total work place spirituality	79	25.1	212	67.6	23	7.3

Table 3: Frequency & percentages distribution of motivation dimensions level among studied staff nurses (N=314)

Motivation dimensions	High		Moderate		low	
	No	%	No	%	No	%
Job security	129	41.1	132	42.0	53	16.9
Hospital policy	204	65.0	81	25.8	29	9.2
Nature of work	136	43.3	128	40.8	50	15.9
Achievements	200	63.7	78	24.8	36	11.5
Interaction among peers	200	63.7	84	26.8	30	9.5
Responsibility	168	53.5	105	33.4	41	13.1
Supervision	202	64.3	84	26.8	28	8.9
Total motivation	177	56.4	99	31.5	38	12.1

Table 4: Frequency & percentages distribution of team effectiveness dimensions level among studied staff nurses (N=314)

Team effectiveness dimensions	High		Moderate		low	
	No	%	No	%	No	%
Purpose and goal	145	46.1%	122	38.9%	47	15.0%
Roles	149	47.5%	116	36.9%	49	15.6%
Team processes	151	48.1%	107	34.1%	56	17.8%
Team relationships	170	54.1%	100	31.8%	44	14.0%
Intergroup relations	192	61.1%	113	36.0%	9	2.9%
Problem-solving	189	60.2%	82	26.1%	43	13.7%
Passion and commitment	164	52.3%	88	28.0%	62	19.7%
Skills and learning	204	65.0%	53	16.8%	57	18.2%
Total team effectiveness	170	54.1%	98	31.2%	46	14.7%

Table 6: Relation between work place spirituality level as perceived by studied staff nurses and their personnel characteristics (N=314)

Personal characteristics	Work place spirituality						X ²	P value
	Low		Moderate		High			
	No.	%	No.	%	No.	%		
Age in years								
20-<30	17	73.9%	46	58.2%	37	17.5%	78.24	<0.001**
30-<40	0	0.0%	25	31.6%	63	29.7%		
≥ 40 years old	6	26.1%	8	10.1%	112	52.8%		
Gender							93.77	<0.001**
Male	0	0.0%	1	1.3%	123	58.0%		
Female	23	100.0%	78	98.7%	89	42.0%		
Marital status							53.52	<0.001**
Single	0	0.0%	0	0.0%	30	14.2%		
Married	21	91.3%	64	81.0%	182	85.8%		
Divorced	2	8.7%	15	19.0%	0	0.0%		
Educational qualification							131.61	<0.001**
Secondary nursing education	23	100.0%	49	62.0%	24	11.3%		
Technical nursing education	0	0.0%	22	27.8%	105	49.5%		
Baculare science of nursing	0	0.0%	8	10.1%	40	18.9%		
Master in nursing science	0	0.0%	0	0.0%	43	20.3%		
Years of experience							69.61	<0.001**
<10 years old	4	17.4%	28	35.4%	14	6.6%		
10-< 20 years old	12	52.2%	43	54.4%	75	35.4%		
≥20 years old	7	30.4%	8	10.1%	123	58.0%		

Table 6: Relation between studied staff nurses motivation level and their personnel characteristics (N=314)

Personal characteristics	Staff nurses motivation						X ²	P value
	Low		Moderate		High			
	No	%	No	%	No	%		
Age in years								
20-<30	26	68.4%	44	44.4%	30	16.9%	75.79	<0.001**
30-<40	6	15.8%	39	39.4%	43	24.3%		
≥ 40 years old	6	15.8%	16	16.2%	104	58.8%		
Gender								
Male	0	0.0%	0	0.0%	124	70.1%	158.61	<0.001**
Female	38	100.0%	99	100.0%	53	29.9%		
Marital status								
Single	0	0.0%	0	0.0%	30	16.9%	153.34	<0.001**
Married	21	55.3%	99	100.0%	147	83.1%		
Divorced	17	44.7%	0	0.0%	0	0.0%		
Educational qualification								
Secondary nursing education	38	100.0%	44	44.4%	14	7.9%	155.48	<0.001**
Technical nursing education	0	0.0%	38	38.4%	89	50.3%		
Baculare science of nursing	0	0.0%	17	17.2%	31	17.5%		
Master in nursing science	0	0.0%	0	0.0%	43	24.3%		
Years of experience								
<10 years old	24	63.2%	8	8.1%	14	7.9%	214.60	<0.001**
10-< 20 years old	0	0.0%	88	88.9%	42	23.7%		
≥20 years old	14	36.8%	3	3.0%	121	68.4%		

Table 7: Relation between team effectiveness level among studied staff nurses and their personnel characteristics (N=314)

Personnel characteristics	Team effectiveness						X ²	P value
	Low		Moderate		High			
	No	%	No	%	No	%		
Age in years								
20-<30	27	58.7%	39	39.8%	34	20.0%	48.66	<0.001**
30-<40	5	10.9%	39	39.8%	44	25.9%		
≥ 40 years old	14	30.4%	20	20.4%	92	54.1%		
Gender								
Male	10	21.7%	0	0.0%	114	67.1%	124.09	<0.001**
Female	36	78.3%	98	100.0%	56	32.9%		
Marital status								
Single	0	0.0%	0	0.0%	30	17.6%	64.30	<0.001**
Married	46	100.0%	81	82.7%	140	82.4%		
Divorced	0	0.0%	17	17.3%	0	0.0%		
Educational qualification								
Secondary nursing education	29	63.0%	50	51.0%	17	10.0%	92.53	<0.001**
Technical nursing education	9	19.6%	31	31.6%	87	51.2%		
Baculare science of nursing	0	0.0%	17	17.3%	31	18.2%		
Master in nursing science	8	17.4%	0	0.0%	35	20.6%		
Years of experience								
<10 years old	22	47.8%	10	10.2%	14	8.2%	116.39	<0.001**
10-< 20 years old	7	15.2%	74	75.5%	49	28.8%		
≥20 years old	17	37.0%	14	14.3%	107	62.9%		

Table 5: Correlation matrix between overall scores of work place spirituality with motivation team effectiveness among the studied staff nurses (n=314)

Overall score for Workplace spirituality(n=314)	Overall score for staff nurses' motivation		Overall score for team effectiveness	
	r	p-value	r	p-value
	0.596	<0.001**	0.354	<0.001**

** . Correlation is highly significant at the 0.001

Discussion:

Today health care association are described by quick change, industrialization urbanization, just as technological head ways that lead to progress, spirituality thriving at work among the nurses that enhance motivation and team effectiveness of nurses A nursing team is made up of two or more staff nurses who collaborate to provide nursing care and manage critical patients. As professional healthcare providers, teamwork among staff nurses is critical to provide high-quality nursing care, which has a favorable impact on workplace spirituality (Gemma et. al., 2020), . So, the present study aimed to assess workplace spirituality and its influence on staff nurses' motivation and team effectiveness.

Regarding the results of personal and job characteristics of the studied staff nurses the study results revealed that less than half of the studied staff nurses were aged thirty five to forty five years; the majority of them were female and married, respectively. In relation to their educational qualifications, less than half of them had nursing diplomas. As far as their years of experience, a quarter of them had twenty years. This result is congruent with *Abdel Hady, et al, (2021)*, who studied engagement, work spirituality, and thriving and found that the vast majority of them were females; more than three-quarters of them were married. While this result did not agree with *Mumtaz's (2017)* study, do "workplace spirituality dimensions play any role in enhancing nurses' job satisfaction in Pakistan?" We found that most nurses had experience ranging from 5 to 10 years.

The current study illustrated that more than three-quarters of the studied staff nurses had a moderate level of workplace spirituality. This result might be due to nurse managers deal with

staff nurses with effective communication and staff nurses more supported from their managers ,they work in positive environment and has opportunities for staff nurses development

This result is consistent with *WU et al. (2016)*, who studied nurse education and willingness. found that most nurses had a moderate level of workplace spirituality.

Also, this result is agreed with by *Abdel Hady, et al, (2021)*, who studied engagement, work spirituality, and thriving and found that most nurses had a moderate level of workplace spirituality.

The current study illustrated that more than three-quarters of the studied staff nurses had a high level of motivation. This might be due to their nursing managers' high awareness of the important role motivation plays in a successful work environment and their use of different approaches to motivate the staff.

This result is congruent with *Baljoon, Banjar and Banahkor. (2018)*, who study" nurses 's work motivation and the factors affecting who found that study participants had a high level of motivation. Additionally, this finding is in contrast with *Hee & Kamaludin (2016)*, who conducted a study entitled " motivation and job performance among nurses in private hospital "who found that the studied sample had a moderate level of motivation. Also, this result disagreed with *Shanmugam et al. (2019)*, whose study revealed low levels of motivation among the study sample.

The view of *Pauli (2021)*, who study, the Importance of Teamwork in School and at the Workplace, & who stated that teamwork has become a crucial 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 that improves commitment and increases the chances of landing a job and, most importantly, holding one.

The findings of the current study revealed that more than half of the studied staff nurses had a high team effectiveness level. From the researchers' point of view, this might be because staff nurses are motivated to continue to stay and feel more secure and confident with each other, translating teamwork competency into nursing practice and also encouraging team spirit among staff nurses. This result was agreed with the study done by *El Mosri et al. (2020)*, who entitled "Team Work Effectiveness and its Relationship with Transformational Leadership as Perceived by Nurses at Port Said General Hospitals" and found that more than half of nurses had high team work effectiveness. And also, *Grubaugh and Flynn (2018)*, who conducted a study entitled Relationships among nurse manager leadership skills, conflict management, and unit teamwork who revealed that more than half of the studied nurses had high teamwork skills, less than half had moderate teamwork skills, and about one-quarter had low teamwork skills. And *Sonoda et al. (2018)* who conducted a study entitled Factors related to teamwork performance and stress of operating room nurses. Journal of nursing management, who reported that a large number of surgical nurses had a sense of teamwork performance. Also, the result is inconsistent with *Pratoom's (2017)* findings in the study entitled "Differential Relationship of Person- and Task-Focused Leadership to Team Effectiveness: A Meta-Analysis," which mentioned that the participants had a high level of team effectiveness and added that team effectiveness was stronger in small teams that were characterized by high interdependence.

Regarding the relation between study variables and personnel characteristics, the findings of the study clarified that there was a statistically significant relation between the total scores of work place spirituality, motivation, or teamwork effectiveness and personnel characteristics. This result might be due to the three variables related to human skills and human management based on the personal

characteristics of every human being. In fact, age, gender, educational qualification, and years of experience affect work place spirituality, and motivation related to human needs also affects teamwork effectiveness.

Regarding the correlation between nurses' work spirituality and nurses' motivation and team effectiveness, the present study illustrated that there was a highly positive and statistically significant correlation between work spirituality and nurses' motivation and teamwork effectiveness. From the researcher's point of view, work spirituality inspires the willingness of the nurses, creates a positive work environment, and is a helpful instrument to motivate nurses to work effectively and increase teamwork effectiveness

Conclusion:

The present study showed that slightly more than two-thirds of the studied staff nurses had a moderate level of workplace spirituality, and more than half of them had a high level of motivation. Also, more than half of the studied staff nurses had a high level of teamwork effectiveness. Also, there was a highly statistically significant positive correlation between the total workplace spirituality level and the staff nurses' motivation level, and there was a highly statistically significant positive correlation between the total workplace spirituality level and the total teamwork effectiveness level.

Recommendations:

- Hospital administration should conduct a training programme for different levels of nurse managers to improve work spirituality.
- Hospital administrators could maintain workplace spirituality (supportive environment), team effectiveness by motivating staff nurses.
- Periodic assess staff nurses needs and active listening to them from their supervisors.
- Staff nurses roles and responsibilities of their work should be clear at the beginning to promote teamwork effectiveness
- Developing strategies to increase nurses' motivation and enhancing teamwork effectiveness
- Replication of the study on larger probability

sample to achieve generalization of results

- Further research about predictive factors affecting team effectiveness among staff nurses

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