



A STUDY OF NURSING TEAMWORK FOR CRITICALLY ILL PATIENTS : A CASE STUDY OF NEUROSURGERY AND TRAUMATIC WARD, GOVERNMENT HOSPITAL IN BANGKOK



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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษากระบวนการทำงานเป็นทีมของทีมพยาบาลผู้ป่วยหนัก โดยมุ่งศึกษาในประเด็นของโครงสร้างของทีมงาน ขั้นตอนในการสร้างทีมงาน และกิจกรรมต่างๆ ของทีมงาน ซึ่งเกี่ยวข้องกับการพัฒนาทีมการพยาบาลเพื่อการดูแลผู้ป่วยหนัก และศึกษาประสิทธิผลของการทำงานเป็นทีมของทีมพยาบาลโรงพยาบาลแห่งหนึ่งของรัฐในเขตกรุงเทพมหานคร ใช้วิธีการศึกษาเชิงคุณภาพ แบบการศึกษาเฉพาะกรณี เพื่อทำความเข้าใจเกี่ยวกับคุณลักษณะและกระบวนการอย่างเป็นระบบ และเก็บข้อมูลเชิงปริมาณเพื่อสำรวจความคิดเห็นของทีมการพยาบาลที่มีต่อผลสำเร็จของทีมงาน และประสิทธิผลของการประชุมหรือรวมกลุ่มทีมงาน ทั้งนี้เพื่อให้ได้ผลการวิจัยที่ชัดเจนและตอบวัตถุประสงค์ของการวิจัยให้ครบถ้วน ผู้วิจัยได้ทำการเลือกกรณีศึกษาที่เป็นทีมงานพยาบาล ภายในหอผู้ป่วยศัลยกรรมประสาทและอุบัติเหตุ โรงพยาบาลแห่งหนึ่งของรัฐในเขตกรุงเทพมหานคร การเก็บข้อมูลใช้วิธีการสัมภาษณ์ การสังเกตและการสำรวจการทำงานเป็นทีมโดยใช้แบบสอบถามการทำงานเป็นทีมที่พัฒนาโดย Gloria E. Bade การวิเคราะห์ข้อมูลเชิงคุณภาพใช้การตีความลักษณะ และกระบวนการของกรณีศึกษา หรือการทำงานเป็นทีมการพยาบาล เพื่อทำความเข้าใจความหมายของข้อมูล ส่วนการวิเคราะห์ข้อมูลเชิงปริมาณ เป็นแจกแจงความถี่ และค่าเฉลี่ย เพื่อใช้ในการอภิปรายร่วมกับข้อมูลเชิงคุณภาพ

ผลการวิจัยพบว่า การทำงานเป็นทีมการพยาบาล มีโครงสร้างการทำงานของแต่ละบุคคลและกิจกรรมที่เกี่ยวข้องกับการวางแผนการทำงานที่มีคุณภาพ กระบวนการทำงานเป็นทีม มีระบบและขั้นตอนชัดเจน โดยขั้นตอนและวงจรการทำงานเป็นทีม เกิดจากแนวคิดของทีมงาน และจากการสำรวจ ความสัมพันธ์ของทีมงาน และประสิทธิภาพของการทำงานเป็นทีม แสดงให้เห็นว่า การทำงานเป็นทีมเป็นกุญแจสำคัญของการพยาบาลและการให้บริการในโรงพยาบาล

คำสำคัญ: การทำงานเป็นทีม, ผู้ป่วยหนัก, ทีมงานพยาบาล

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ABSTRACT

The objective of this research was to study and understand the structure of nursing teamwork for critically ill patients. To study the process of team activities and team efficiency of government hospital in Bangkok, using qualitative studying in an individual case study to comprehensive the characteristic and processes of the system. Also, the quantitative study information will support the qualitative study for destination. The sampling of study was nurses at neurosurgical and traumatic ward of public hospital in Bangkok. The study concentrated on one ward with the corporate teamwork especially the nurses must have efficiency to take care of the patients for a better quality and conveniences in nursing. The safety came first and satisfy was a major issue. The research tools that will be used such as interviews, observations and data surveys of teamwork which developed by Gloria E. Bade teamwork. The researcher got the information and adapted to nurse organization. Qualitative data analysis interpreted the characteristic and process of case study or nursing teamwork. In addition, to understand the meaning of the information by the interviewees that indicated self-identity of them, related to the characteristic and the process of teamwork.

The qualitative data analysis was the analysis for infrequency and average value and merged the result with quantitative data analysis for a better quality data of research. The research found that nursing teamwork have individual structure and activities related with the working planning for the best quality of nursing. The teamwork processes had the systemic step by step and the schematic interpreted by the idea or the step of teamwork. This study explored the teamwork relationship, through the efficiency of teamwork. A research study expressed that the teamwork was a major key of nursing and service in the hospital.

Keyword: teamwork, critically ill patients, nursing teamwork

INTRODUCTION

Teamwork is the concept of minimal 2 people working together with the same objective and get along well to the same goal, given the cooperation and responsibility in success and failure of team. The evaluation of teamwork has occurred since the socialization was initial occurrence in the world, as the desired to live and having activities together. A common concept of teamwork has had an interaction and work together in organizations (Rukdham, 1980). The concept of teamwork has spread and well known in practice of training and development program for the employees in organization. In 1965, Bruce Tuckman described the five distinct stages that a group can as it comes together and starts to operate as following (Tuckman, 1965):

1. Forming is to build up the team or to gather members into a group
2. Storming is a proceed of brain storming in order to move up team towards to the same direction.

When forming a team, all members start with their interaction which are beginning of teamwork.



3. Norming is to assisted the goal of teamwork, norm of team, such as brain storming either difference or not difference, bring them up to the conclusion and set up vision, mission, strategy and action plan.

4. Performance is actual working as a team effectively, such as everyone is equally task-orientated and people-orientated, all the energy of the group can be directed towards the task(s) in hand.

5. Adjourning is simply step to split the group off after that particular task is completed. This is the final solution of team building in general.

In the nursing teamwork, there are individually different from the other organization. Especially teamwork for caring critically ill patients need to help an assist the patients closely and prevent them from the critical condition or any side effected or contingency issue. The main point of this task is the patient safety, in additionally, teamwork has to make a relationship with the patient to release their worried and depression, to encourage them to have a confident of treatment and nursing, and given their cooperation willingly. Beside on this, critically ill patients need nursing teamwork groups that have self development. Concentration, and carefully in nursing to avoid any side-effected or contingency issues. Therefore, you need to get the right nursing group and the right teamwork to encourage and recovery the patients for example, the doctor, nutritionist and pharmacist teamwork to corporate.

Therefore, the members in the teamwork must have skills as work nursing, operations and teamwork relationship through the organization. The member need self development and get ready to work for better performances. The potential of teamwork based on team leader which will follow the rule, function and responsibility in the positive direction. Team leader encourage the potentiality and skills of the teamwork, team building and development process to work effective and efficiency based on the objective and retained the latency of teamwork.

This study is concentrated on nursing teamwork in teamwork, teamwork process and quality structure, the activities in teamwork and the efficiency of teamwork. The research study will use outcome to design to get a better performances and fit in that organization. The major purpose to offer usefully nursing to all the patients and help them to be safe.

OBJECTIVE

A research objective aim to study the teamwork process for critically ill patients. The study concentrated on structural, processing, activities, development and the consequence of teamwork and the efficiency of teamwork.

BENEFIT

1. To be understanding the nursing teamwork structural, teamwork process and related activities which was the important part to continual development.
2. To be understanding the effectiveness of teamwork on socially status or inconveniences that will effected. Then, the teamwork would be able to resolution for the organization protection and address the problem without any bias.
3. To be the guideline for network to knowledge, understanding and increasing the potentiality skills of the teamwork, or related organization.

METHOD

Participants

The participants in this study were nurses who took care of critically ill patients in neurosurgery and traumatic ward, of a government hospital in Bangkok. The sampler authorized and agreed to give information based on individual case. The selected area of this study is the nursing unit or ward of government hospital, and included the other alternative related places that may be convenient for collecting the concerning data. Moreover, the researcher interviewed the other persons who relate to the nursing teamwork in this case in order to complete the data of this research, only the part of quantitative data analysis, the data was collected only form 17 nurses in the particular selected area.

Measures/Instruments

As a qualitative research, the researchers were supposed as the important tool, by using in-depth interviews (naturalistic inquiry), tape and note recorder were provided, the topic of questions following the specific issues that set by the researchers in order to cover the related study of this research.

The quantitative research merged the result by using the inventory of the team success surveys that developed by Barder, E. Glaria and et al. (1994). To interpreted and simplify the questionnaire and try out with 3 nurses. The researchers used the scale for evaluation, had 7 scale. If an item score over 4 point indicated that it rather good for effectiveness and if at 7 point was the best. Regarding to this inventory forms specific for particular group and no need to generalization, so neither validity nor reliability was being made yet.

PROCEDURE

This section was a research methodology which dedicated to teamwork function, process, working step by step, designing and development. After that, the quantitative study would be merged the result with the qualitative data analysis, by studying the effectiveness of teamwork, to explain clearly for a better quality data of research.

1. In-depth interview was used, the questions were provided by the researchers, guideline of questions were made by the base conceptual idea concerning this research. For the better collection of data, in-depth interview was flexible for better way to get the information. Not only using In-depth interview, but the observation was added because the researchers needed to understand the details of collecting data and could get the real meaning from these. Notes and tape recorder could be applied (under the permission of interviewees). To make an interpretation word by word for analytic approach correctly and clearly.

2. The quantitative data were applied by using the inventory for success of nursing teamwork, and merged the result with qualitative data for a better quality data of research.

Selected case and interviewees

The researcher particularly selected the case study by using theoretical/criteria sampling, that was the form of specific sampling, attempting to concern and could be explained by conceptual ideas of this research. The researchers selected the case study of the nursing team in the neurosurgical and traumatic ward of a government hospital in Bangkok. The researchers used In-depth interview and selected the interviewees by the criteria as done. Beside on this, the researchers made an interview step by step and one by one, go along with this method until gathering similar collecting data, scoped by the conceptual idea and be concerned about the characteristic and the process of teamwork. (Glaser, 1978 : 36-54)

Analysis

Starting the steps of analysis by grouping all related information into a code mapping. The steps emphasized the interpretation and understanding of the characteristics and processes of case study. While cases vary in complexity and details. The researchers should be given enough room to accept an individual disposition of case study which might be effectuated characteristics and processes of team. Emphasize on the value meaning both emic view and etic view. Then developing alternative solutions and then starting the consequences of each and extended to the theoretical proposal. The quantitative data based analyze by proceeding on frequency and an average to get the assumption results between the qualitative and quantitative research to explain an empirical evaluation studies to help the researchers to determine the facts.

To verify the qualitative data

Within this research, the researchers studied on particular quality research to approach to cases varying in complexity and in-depth details continuously. The researchers started their procedures as following :

To applause the team for giving their kind cooperation, a good rapport of having an interpersonal relationship by setting the natural environment and observation should be maintain. The important tool was in-depth interview, the questions in step of interview had a guideline by using the conceptual related the issue of this research. Beside on this, the researcher could approach correctly of case study.

About the analysis. The researchers were concerned about the validity, reliability of the data, and concerned about the responsibility and honesty by all members who were involved. The data were corrected by using member check and audit trail. In addition, the analyze the data-based by using various theoretical involvement in this study case (Naiyapat, 2005). In order to contribute the learning perception towards the nursing teamwork and to ones who might be concerned directly with a highest utilization when making and using this research.

RESULTS

Divided in two parts as the following:

Part 1 The Qualitative analysis of nursing teamwork.

1. The surroundings and nursing team.

This research studied in neurosurgery and traumatic ward. This ward had fifteen beds for admission, the kind of patients were the females with neurogenic and traumatic caused.

This ward was set up for thirteen years ago. The nursing team had seventeen members. The head-nurse and sub-head were administered by formal.

This ward had one consulting staff for caring and consulting. The resident, internship and extern were assigned to take care the patient by rotating per month. The extern and internship had to take care and treat the patients everyday and could call them all day.

The environment and climate of ward was probably good, the most of nurses were satisfied about the comfort place because this ward had air condition and enough wide place, the place was probably clean and neat because it had the project of quality continual, the materials were appropriate than before. In the past the materials were not enough. At the present they had budgets to provide material for supply and support when they wanted.

2. The structure of nursing teamwork

This research was to study teamwork especially the characteristic administrative of sub nursing Unit.

There was eight hour in each shift, divided to three shift, round-the-clock, as following: morning shift, evening shift and night shift. Head-nurse administered and monitored the member team in the ward on formal time. The nursing team consisted leader team and member team.

Head-nurse would assigned the job description to members in each shift at the day before. The leader team would assigned the member team by case function method.

The structure of team often consisted the components as following:

2.1 Leader team.

The characteristic of leader team was the person who had good knowledge, ability and skill of nursing, to work for responding patients' need and make good coordinating to the health team who related with nursing team, such as doctor, nutritionist, physical therapy and social worker. Head-Nurse would assigned the member to be leader team and could make division making of the team. The leader team could consult head nurse when she had the problem.

Head-nurse would assigned leader team by rotating and didn't concern about the rank of old age position. At the day shift in formal day, head-nurse often assigned senior nurse to be leader team. Because the most of senior nurse had more experience and skill. But sometime it may be flexible to change function, it depend on preparing of the member in each shift. All of the members used to be leader team as assigned, but most of them didn't like to be leader team in morning shift, because the leader team at the this period had much work load than other period, especially in weekday. The leader team would coordinate to doctor and with in our activity. There some graduated nurse was not used to be leader team on the official day but they thought they could do it, because they were sure that when they had problems they could consult head nurse and senior nurse.

2.2 The member of team

This ward had only one nursing team. Because it had a few patient (fifteen) to care, the number of members per period was not enough to divide in two teams, and the number of member in each period could be changed all time, depend on the total number of member and the quantity of task in each time.

The schedule of member team was thought of the member of person and work load. At present there were six or seven persons such as head ward, leader team and member team on the morning shift in the official day.

The researchers interviewed the samples about the appropriated of work load for the job. Most of nurses answered that there was a heavy burden but they had not enough nurse to do as well, so they did as they could done. Some nurse told that if the job were not busy they could done it. Most of them told that It would be better if there were added more members, and they wouldn't been over tired, because the most of patients in this ward were severe illness and they couldn't help themselves or could not do anything.

2.3 Action plan and Nursing plan.

In each period, nurses would implement the nursing care plan to the patient as they had planned. The implement of nursing care plan was flexible according to the work load in each shift. The action plan such as reporting in each chang-rounds, the pre-post conference. The nursing care plan was flexible to change follow to the condition of the patient and nursing diagnosis in each shift. The Nursing care plan consisted the plan, implement, and evaluation. The purpose of nursing care team was the nursing quality assurance and customer forces.

2.4 The Division assignment

The component of the team consisted leader team and member team. The assignment of the team consisted medication team, included the oral-drug administered nurse and the injection drug administered nurse and the general nursing care nurse. In addition, there was special job such as checking the supply, getting the drug and sending the film x-ray in each shift.

For the observation and interview, it found that there was clearly assignment. The member team would help together when she had done her work already, because a lot of the work load, sometime leader team must help the member team to work and the member team help the leader team to communicate or to coordinate to other health worker. They would be complete their job before change shift round. If the job has not been finished they would assigned to the next shift to manage it.

3. The process in each step of teamwork

In this study, the researchers found that the nursing team did not have clearly step of teamwork. By interview, follow by the concept about the development of team, it found that the important issues about the process of nursing teamwork is the details as following:

3.1 Before they worked, they would understand the data and the patient's problem in each day. Because of this activity, they would plan the effective nursing care plan for their patient and they would have the clearly pattern of nursing plan in each day.

3.2 The importance of teamwork was conference for participate knowing the problem and consulting the right work instruction. The atmosphere in the conference was more rather shared participate thinking and expressing our self than the argument. The most of member liked the atmosphere to presenting and attending the problem together. There was often conflict of nursing team about the different direction of nursing diagnosis. They could solved this problem by consult the doctor and the person who worked with this problem. The head ward and the leader team would conclude the work instruction to the member team. The argument of the member team was right good at the end.

3.3 Head nurse and leader team would assign the job to the member team. There were standard procedure as assigned and informal procedure as decision making by the member. The member team accepted in ability about decision-making and the rule in each other. The member team cared the patient as quality procedure. The important direction of teamwork was successful goal and job on time.

3.4 For teamwork, the implement of work was succeed as the nursing care plan. The goal had been succeed because of the participate of teamwork and their responsibility. The important characteristic of this team is the unity of team. By interview, the most of member told that they had to help each other, because they wanted to be accepting from the member team or teamwork.

3.5 Team work would give up or break down in conformity with purpose time. The member team knew that they would complete their job on time. If they could not finish the job, they would be do it until it was succeed or they would be do it over time. The majority of teamwork did not want to waste their job to the other member. They had responsibility.

In case of the member team neglected their job or their job had not been complete as possible. The member team were unsatisfied and they could advise them by direct or indirect communication. They told this problem to the senior nurse or head nurse to warn them.

4. The Activity of Nursing team

The major activity for teamwork had 4 steps as following:

1. Nursing care plan
2. Team conference
3. Nursing performance
4. Nursing Round and Nursing evaluation

4.1 Nursing care plan.

Planning for nursing implement in each shift was the important activity for nursing team. Nursing care plan is the right way to implement the plan to care the patient as customer focus. The nursing team always think of safety and wellness of the patient. Nursing care plan consists the establish of the patient problem, analysis and collect data, goal of nursing care, the plan of nursing. The member of nursing team knew nursing care plan and knew what they would do.

Sometime the implement of nursing did not cover the patient needs because of work load. Howere head nurse was probably satisfied about nursing care plan of the teamwork. Head nurse thought the good nursing care plan would be the plan to care the patient as holistic care. But there was some problem about nusing care plan, because it was lack of the good health promotion and rehabilitation to care the patient as continual.

4.2 Team Conference.

Team conference was the meeting for the quality of nursing care plan and solving the problem of nursing. The pre-conference would do on the morning period in the official day. Each member team would be encoraged to discuss about the patient problem and nursing care plan. Sometime, in pre-conference the member team will discuss about every patient or select only the important case such as new case or severe illness case. In post-conference the member team would report about the effective of nursing activity and continuous care to the patient on the next shift round. By this study found that the pre-conference was done better than the post-conference. Sometime they did not do the post-conference because they were busy. So they solved this problem by asking the member team directly or reporting the case to the head nurse. The conference had finished at 10-15 minute per time.

4.3 Nursing performance

In this step the member team would implement the plan to be a good performance, and then they wrote the nurse note and the evaluation of nursing care plan. The member team would care the patient all time in each shift round. The coordinate of nursing team would do the job within the nursing team and coordinate with the other related team such as doctor or consulting doctor team, physical therapist team and nutritionist team.

4.4 Nursing round and Nursing evaluation

The leader team would follow up the job follow by her assignment for the member. She was making the nursing round at the pre-shift round. So she knew the patient problem before the member team planed the nursing care plan for the patient. She would check the job's member team completed or not. If the member team could not finished or complete their job, she would feed back to the next shift to care the patient as continual.

This research found that the nursing round was not complete in some shift rounds. Because the leader team had many jobs and she could not neglect her jog to round the member team. But she could solve this problem by asking the member team directly. The member team would report their problem to consult the leader team at distance.

The round was meant the patient round with the doctor. The leader team must always do this job except she was busy. So she could assign the member team to make the patient round, and then the member team would report the case to her later.

Part 2 Team success survey of nursing team members

The finding was mean score higher than 4 point, indicated that the opinion's nursing team members team success were rather good direction. But it had one item was mean score be equal 4 point (mean = 4), so it was in the middle of all mean score, that was "Develops team climate". It indicated that, some nursing member felt that they had less opportunity to develop themselves. Their job was not raised to be higher as they hope. For the mean score of the item "Clarifies roles and responsibilities" was 6.8, indicate that most of member knew their responsibility and they had a clearly knowledge about their role. (see Table 1)

Table 1 Mean score of the opinion's nursing team members on team success (N = 17)

Item	Min	Max	Mean	S.D.
Clearly states its mission/goals	5	7	6.4	0.79
Operates creatively	2	7	5.4	1.27
Focuses on results	5	7	5.7	0.59
Clarifies roles and responsibilities	5	7	6.8	0.56
Is well-organized	4	7	5.2	0.73
Builds upon individual strengths	3	7	5.0	1.27
Supports leadership/each other	5	7	5.9	0.75
Develops team climate	2	6	4.0	0.93
Resolves disagreement	5	7	6.1	0.66
Communicates openly	5	7	6.5	0.72
Makes objective decisions	4	7	5.7	0.92
Evaluates its own effectiveness	5	7	5.7	0.59

The finding of table 1 was mean score higher than 4 point, indicated that the opinion's nursing team members team success were rather good direction. But it had one item was mean score be equal 4 point (mean = 4), so it was in the middle of all mean score, that was "Develops team climate". It indicated that, some nursing member felt that they had less opportunity to develop themselves. Their job was not raised to be higher as they hope. For the mean score of the item "Clarifies roles and responsibilities" was 6.8, indicate that most of member knew their responsibility and they had a clearly knowledge about their role.

DISCUSSION

The team work on Nursing team need to have the completed component of nursing team.

The manage of Nursing team could adapt to change allowed to the situation such as lack of person, or work load.

The process of nursing care had four steps such as Nursing care plan, Team conference, Nursing performance and Nursing evaluation and Nursing round. The process of nursing could be changed. It was depend on the member team or work load in each shift.

Although they adapted the pattern of nursing care plan. But they could solve this problem by shorting the step of Nursing care plan or remove some activity. The rapid method of nursing was replaced.

The nursing team would be flexible to do their job. The member team was participated and help each other to work the job. They were ability to do many functions and they could rotate their assignment to another.

Although the member team had different personal character but the members had a good relationship and help each other to do their job. The structure of nursing team was important to promote the job. It divided who did the assignment?, What did they ought to do? How did they can assignment their task?

The structure of nursing team was similar to the other general teamwork. Because both nursing teamwork and general teamwork probably had the same component of team for doing and coordinating their work about role, size and the appropriate member. However, nursing team had special structure that might be different from the other general team, nursing team had a special role, pre- solving problem by skill of professional knowledge. Nursing team aware of the holistic care. In this research found that the step of the nursing team was similar to the concept of the study. Tuckman (1965) presented "The 5 team building criterions" in 1965 consisting of

1. Forming a team is to build up the team.
2. Storming is a process of brain storming in order to move up team towards to the same direction.
3. Norming is to coach the direction, criteria of team work, such as brain storming either difference or not difference, bring them up to the conclusion and set up vision, mission, strategy and action plan.
4. Performance is actual working as a team effectively.
5. Adjourning is a simply step to split the group off after that particular task is completed.

Although the step of nursing teamwork was not established clearly. But the teamwork was hidden in the concept of building team as preview. The nursing teamwork started at the step of forming. The forming step started when the members to be together and made the conference by brain storming. They should know the data and the patient problem before they set nursing care plan. In theses step they had to make the interaction and made a good relationship in each time. The interaction of teamwork was very important, in order to share a good view to analyze the problem and participate to solve the problem. Nursing team had process of nursing care plan. They would analysis the problem, plan to implement, nursing round and evaluation of nursing care plan. In the conference, they shared their opinion and sometimes they had conflicted to each other but the opinion had creative interaction direction and they had the same goal that would do for the patient safety. Lastly, team would be give up in the final, in each shift, they had to be done their task, and then the other shift or team would be replaced.

The effectiveness of nursing teamwork proceeded on 5 steps, consisting of 1. To be aware of patient problem 2. To gather and analyze the data 3. To plan for the performance 4. To act by using planning and 5. To evaluate the outcome. This process was not different from the general process for effectiveness of teamwork. (Kajennun, 2002; Sujijantharat, 2003).

On the other hand nursing care team was different from the others, because the member team had knowledge and professional skill. The effective team for caring emphasized the need for quick action and the patient safety. Nursing team cure the patient as holistic care.

SUGGESTION

1. Suggestion for teamwork

Teamwork is the important part of organization, especially for nursing organization. Teamwork in nursing unit is very important because it is concerned about the safety of patients, so nursing organizations or related units should emphasize the effectiveness of teamwork, to develop teamwork and manage the human resource. Moreover, to encourage the patients and their relative to be the part of teamwork, in order to response their desire as well.

2. Suggestion for the research

This research is the study by using qualitative and quantitative data. But the problem of this study is the limitation of time to collect the data, so could not present and explain entirely for some details, and may be not get in-depth data for the best quality, so the some details of data may be not clear and may be not have a continual data for the complete steps of teamwork. In additional, the sampling of this study may be not the best example, we thought that a better example of case study in the same way should be the extreme case, because we will get the important and interesting data for being utility in organization. The extreme cases, such as the most or the worst efficiency team in organization. The next study should be done well by using in-depth data and more details about it. The methodology in this case, include both qualitative and quantitative studies that is the alternative for studying. Beside on this, the researchers could collect the data in many ways, and both methods can support each other for a better quality of research. However, the researchers should have enough time to make a completed survey and have enough time to study all of the interested and related cases.

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