Team management team work for heads of scientific departments in the colleges of Al-Mustansiriya University from the viewpoint of the teaching staff

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Abstract:

The research problem becomes clear that the increase in specialization and extremism in it sometimes led to counterproductive results. The specialized worker became bored with the frequent repetition of the task he performed, and boredom and forgetfulness became inherent in some productive processes so that specialization sometimes lost its meaning and meaning. For this reason, research and investigation has begun on other administrative methods and means, including the teamwork of the heads of scientific departments and their promotion in the departments of their colleges. The importance of the research comes to the fact that the use of the organization's work teams has become an imperative and a strategy adopted by the institutions for success and progress in an accelerating and changing work environment.

And the current research determined from the teachers that work in the colleges of the University of Al-Mustansiriya for the year (2019/2020), as their total number reached (462) Where the researcher defined a set of terms related to the research, and presented a number of topics in the theoretical side that are related to the topic and touched on a set of studies related to the topic, and has followed a set of procedures in terms of describing the research community and its sample where a sample consisting of (100) was obtained Individual (20.5%) to the research community, and the researcher built a special tool for the research as well as conducting honesty and consistency on the tool, then the research came out with a number of results and then presented and interpreted. Then she developed a set of research findings, recommendations and suggestions.

Key words: administration, team, group, department heads, colleges,, Al-Mustansiriya.

Research problem:

The technological developments and the many changes in the environment surrounding the institutions have led to the emergence of a number of symptoms and problems that necessitate attention to the human component and focus on developing and caring for material and moral incentive systems to create an appropriate environment and climate for creativity and development in pursuit of the satisfaction of the beneficiary of individuals, societies and from here many institutions sought from all Countries of the world in adopting the concept of team work by integrating individual capabilities and capabilities in cooperative activities and actions to move these talents and capabilities and employ them to improve productivity and quality and continuously perform work in the institution, which resulted in The events of the change in the leadership and administrative roles of the leaders of administrators and managers of institutions and administrative units and their transition from control to delegation and transfer of authority to workers, and the change of organizational structures from vertical to horizontal.

Many studies in management science indicate the interest of many research studies of teamwork and its management, and explain its importance, foundations, benefits and stages of its formation, and its success as an administrative method in many service institutions and educational institutions in different societies, and also indicated that the success of this method depends to a large extent The extent to which the team leader fulfills his expected tasks, and the availability of leadership skills. Here are many of these studies are: Al-Thabiti, 1425H; Al-Qarni, 1425H; Oshiba, 2007.

)Howe, 2001; Wallance, 2001; Smialek, 2002; Lorraine, 2005.,

And if the team work consists mainly of a certain number of individuals working together, then what is achieved by this team will be much greater than the sum of the achievement of these individuals each individually, where the success of the team depends not only on individual skills, but on the method by which it is based Team members with support - and work with each other - and this is what he confirmed (Haddash, 2010: 41), where he indicated that during the past few years he had noticed the interest of many institutions, both

governmental and private, in training and development for the purpose of developing their workers, but most training and development activities focused on improving Individual skills for workers to increase To know and experience, but it turned out that this is not enough in itself to achieve the required effectiveness of these institutions, hence these institutions have sought in recent years to build team work teams based on the principles and concepts of total quality management.

The educational process was not in a way from the effects of the rapid global changes, as societies in various countries of the world rushed to demand a review of the outputs of the educational process in order to align with the requirements of the current and future stages and the university institution and its college departments cannot be viewed differently from the rest of the community institutions when it is necessary to apply Modern management concepts in its management to influence the final outputs of it. The student, as a final director of a school or university, is affected by several factors. Society, as well as all staff, see the institution as an important site to cultivate the talents of children and EXA They have the skills that qualify them to deal with the requirements of the modern era after they graduate and join the labor market, and that the university institution be a high degree of Flexibility enables it to continuously align with the demands, expectations, and changes that occur within and outside society (Al-Zahrani, 1432 AH: 3)

There are a number of symptoms and problems that suggest an urgent need within institutions to adopt the concept of a teamwork team system. The most important of these symptoms are: the high level of waste in the institution's resources, the outputs not matching what is planned, the increase in complaints and complaining from related parties, with a marked decrease in the morale of individuals Within the organization.

Therefore, the researcher believes that the increase in specialization and extremism in it sometimes led to counterproductive results. The specialized worker became bored with the frequent repetition of the task he performed, and boredom and forgetfulness became inherent to some productive processes so that specialization sometimes lost its meaning and meaning. For this reason, research

and investigation has begun on other administrative methods and means, including the teamwork of the heads of scientific departments and their promotion in the departments of their colleges.

Therefore, the research problem was determined by the following question: What is the level of management of the team work among heads of scientific departments from the viewpoint of the faculty?(

Second: The importance of research:

Social and human sciences, especially management science, were interested in organizational development, or what is called

It has to develop the institution, with the aim of making positive changes in the organization, making it more capable

To solve problems and provide goods and services efficiently and effectively but any

Efforts to change that do not take into account concern for the human element, they may fall, and thus have moved

Trends of employee participation in the change process (Effendi, 2003: 45)

Al-Fiqi (2009) confirms: "The work team is an effective and fruitful method because it allows everyone in the organization to feel ownership and responsibility, and that makes them more committed and determined to achieve better results, and work in a team spirit helps workers to achieve better self-esteem, as well as more self-confidence, and that He feels that they have value, and this would improve communication, create better relationships and increase productivity, as the workforce is simply the main force of any organization (Al-Fiqi, 2009: 10)

The benefits of the work teams are not limited to more effectiveness and efficiency. Rather, the work teams themselves are an opportunity to motivate and empower employees and create an atmosphere of confidence and participation, which in turn contributes to raising the level of performance and improves the quality and quality of services that workers perform. The

administration that forms a working group for a specific goal is saying to the employees and workers in that team that "we are confident of your ability and your skills, as we are confident of your honesty and your good care of the assigned task." And in this

The indirect message is a lot of encouragement and motivation for most workers (Hussein, 2004: 4)

The importance of the study stems from the importance of its subject, as educational management, like other productive departments, prepares the human being as the center of administrative work, and its success and efficiency depend on achieving its goals, and therefore it is seen today as a cooperative process that emphasizes the role of the individual in creating a spirit of understanding and cooperation, practicing work in a team spirit, and neglecting strategies Managing the team in the (academic) school organization will send a large number of educational problems, such as a qualitative decrease in educational outcomes, job dissatisfaction, the emergence of organizational conflicts, and the primacy of personal goals and gains over general institutional goals, (Al-Zahra Rani, 1432 AH: 9)

The human element is one of the foundations of the institution, which must be preserved and pursued

To develop it in order to advance it for the better and towards achieving the set goals, and it cannot

An organization that works efficiently and effectively without paying attention to its human resources, and making effort, money and time

To choose the best of the best, and work to empower them, provide them with the appropriate training, and give them more Incentives, more delegation of powers, and decision-making with participation, also encourages them on initiative and creativity (Afana, 2013: 2)

The use of the work teams in the organization has become an imperative and a strategy adopted by the institutions for success and progress in the context of an ever-changing rapidly working environment as well as for achieving a higher

level of quality, as the work teams are among the mechanisms that institutions rely on to accomplish common tasks and one of the most important The advantages of teams within the organization are: (Kamal, 2017: 16(

1- It works to improve and give higher value to organizational work outcomes
2- It gives an atmosphere of satisfaction to the members working in the team
3- It contributes to satisfying the needs of its members.
4- The convergence of views between the staff within the same organization
5- It contributes to creating an atmosphere of intellectual and administrative elaboration in a way that ensures the development of the creative and creative capabilities of the employees of the institution.
6- Improving quality within the work environment.
7- Improving the level of customer service.
8- Improving the organization's competitive position.
9- Improving the organization's plans.

Third: Research objectives:

 The current research aims to:

Knowledge of the level of teamwork management among heads of scientific departments from the viewpoint of the teaching staff.

Fourth: Research limits:

1- The faculty of the College of Education, Al-Mustansiriya University.
2- The academic year 2018-2019

Define terms

First: The teamwork: know him

1- They made you (1999): a unit made up of individuals who realize their collective unity, and who have the ability to work or work together, to achieve a common goal, within the environment of their gathering, (they made you, 1999: 10)

1- -2Salman (2001): Teams work as "a type of group and it is reconstituted to accomplish a specific task, and when this task is accomplished, these teams will go away and fade." 1 Between this definition, the team's establishment is related to the time factor, (Salman, 2001: 179)

2- Bell (2003): As "a group of people who cooperate with each other and also interact to achieve the desired goal" (Bell, 2003: 16)

3- Mustafa (2005): A subsystem of the overall system of the organization, which has its inputs from the membership structure i.e. members with their personalities, attitudes, experiences, capabilities, leadership style, planned goals and available resources from information, technology and material and moral work environment as well as performance standards and has its outputs or results of its work that are In a degree of achieving goals, this degree may be high or low according to the quality of each of the inputs and the process of using them, and the quality of group interaction within the team, (Mustafa, 2005: 151)

4- Al-Madhoun and Al-Ajrami (2011): The team is defined as a "limited number group whose members cooperate in a sense of unity, solidarity and social responsibility to achieve a common action or a common goal (Al-Madhoun and Al-Ajrami, 2011: 137)

 -6Ziani (2014): It is a limited number of members who are competent, skilled and experienced, with the ability to cooperate and integrate with each other to achieve general goals at the expense of special goals, and they are

Their responsibilities are shared, which makes them more committed and determined to achieve better results, which leads to improved communications, information circulation and transmission between team members and also between the team and the organization (Ziani, 2014: 42)

Theoretical definition: The researcher relies on the definition of Ziani (2014) to conform to her research.

Procedural definition: Teams are a limited number of individuals who share their attitudes and functional capabilities seeking to achieve a common goal.

Theoretical framework and previous studies:

First: Theoretical framework:

-1The concept of team work:

The idea of the staff has been around since ancient times, as the ancients were when they went fishing

They make a difference to accomplish this mission each in what he excelled in, one for guard and control and the other for the enemy

Hunting, and so on for survival.

After World War II, we find that it was the army that worked with the team spirit

Best results. The secret behind the success of the Japanese is their ability to work together, because they do not care much about who goes to the credit and appreciation, but rather care about working together and that is the reason that made Japan one of the richest countries in the world today, (Abdo, 11: 1431: 11)

A team: A small group of individuals ranging in number from three to twelve. Also known as a participatory group and not only people take orders to execute it when Team members participate in preparing the goal, as these members only strive to achieve this goal In this sense, the group has the power to take executive decisions and is characterized by its durability throughout its life

The project and its members are homogeneous in terms of administrative position and the nature of the work here is predominant in nature

The administrator, however, costs a full task through teamwork (Al-Serafi, 2009: 12)

Teams: are "groups that are created within the organizational structure to achieve a specific goal or task that requires coordination, interaction and integration between team members, and team members are responsible for achieving these goals, and there is a great deal of empowerment for the team in making decisions, (Abdul Ghani, 2010 : 3-4)

It is a group of individuals who perform a specific work together or a small working group (2-20) members who have responsibilities and powers to manage the affairs of many of their daily actions, as well as team members collaborating to define goals, advance workloads, and participate in various exercises, (Hulp, 17: 2000, 2000))

-2 Formation and methodology of the work teams:

The administrative theories that appeared in the mid-twentieth century contributed to the trend towards concern with the human component and gave the concepts of total quality management additional support for planned and studied collective work, as the work teams represented one of the pillars of this methodology.

The influence of Henry Fayol 1949 and Maslow on interest in the human element is also indicated in

The organizations consider that the potential energy of the individual remains dormant unless it is released and released through teamwork (Barqawi, 2001: 53)

-3Main determinants of the work teams:

Keplicz & Verbrugge, 2010: 3) indicates that there are a set of basic staff specifications that are:

1- Working together to achieve the overall goal.
2- Follow up the team members' achievement as one unit.
3- Help others when needed.
4- Coordinate the tasks of the team members so that they do not contradict each other.
5- Communication between team members to learn lessons learned from success and failure.
6- Lack of competition among team members towards achieving the overall goal

-4Steps to build work teams:

Researchers in the field of organization argue that there is no single method or agreed steps to build the work team, as the goals of building the work team, which are spreading the spirit of cooperation, trust, harmony, satisfying individual needs and the group, and improving productivity can be achieved in more than one way. However, some common steps can be reviewed. It has to build the work team as follows: (Flih and Abdul Majeed, 2005: 102-103(

1- Collecting information: It is not without dispute that data and information are an imperative for understanding, interpreting and diagnosing team members 'problems. In the light of data and information, it is possible to define the needs of team spirit development, procedures and methods necessary to achieve this. Also, in light of data and information, the team's goals and the nature of communications can be identified And the values of members and disputes and how to manage them.

2- Discussing and identifying needs: In light of the data and information collected, it can be analyzed and interpreted, and access to strengths, ways to support and exploit them, weaknesses and areas for improvement, as well as information and their satisfaction, can access the material, psychological, social and moral needs of the work team and its satisfaction.

3- Planning and setting goals: The setting of goals, clarity and agreement from the beginning is an important factor in building the work team, so that the process of team members participation in setting goals and agreeing on prioritization contributes greatly to achieving and achieving goals with high efficiency.

4- Skills development: The development and development of the skills of the members of the work team, especially the skills that the work lacks or lacks are considered the basis for success in an effective task of building the work team. Usually, the skills development is through setting an action plan and accomplishing the decisions that need professional commitment in roles and responsibilities Good marketing for the team in

addition to evaluating the criteria of success with the necessity of celebrating them.

5- **Defining the mission:** It is the ultimate goal that the team seeks to achieve

6- **Connecting the vision and creating goals:** The vision is the method of communication, which is the organization's strategy and goals

7- **Developing a set of ethics)** How will we deal together? What are the team values) ?

8- **Defining roles (jobs, authority, priorities)**

9- **Merging the team members as an integrated unit, utilizing the strengths and reducing the weaknesses, and motivating the team members.)**

1- **- 10Successful conflict management:** by setting criteria for success, shaping consensus.

10- **Identifying administrative leaderships:** Effective administrative leaderships play an important role in guiding and guiding the activity and behavior of the work team in carrying out its mission and this depends on the ability of administrative leaders to actively participate in the work team and delegate powers and preparations of leaders to reach the work team to the desired results.

-5The goals of building the team

(Al-Suraidi, 2010: 13) and (Ahmed, 2011: 31-32) all point to goals

The team building is as follows- :

1- **Building a spirit of trust and cooperation between individuals.**

2- **Developing the skills of individuals and increasing their awareness.**

3- **Developing the skills of managers in improving relationships within the organization between superiors and subordinates.**

4- **Developing skills for resolving conflicts and disputes between individuals and groups.**

5- **Providing open communication between parts of the institution, leading to more transparency and clarity in facing issues and problems.**

11- **6giving more time for managers to focus on the effectiveness of the institution in the areas of planning and setting goals.**

6- **Increasing the flow of information between parts of the organization.**

7- Optimizing the available resources and capabilities in a manner that achieves performance efficiency.

8- Create the appropriate environment to improve the services and products provided by the institution.

Second: Previous studies:

A- Studies about the work team

 -1Khalifa Study (2002): "Team leadership skills, their availability, and methods of their development among the faculty members of Al-Azhar University" and aimed at the following:

A- The nature of work teams and the need of university colleges for them.

B- Skills to be met by a faculty member.

C- The problems that hinder faculty members from leading the work team.

W- Methods of acquiring and developing team leadership skills for faculty members.

The research sample is among the faculty members of the colleges of education and science at the university, the number of its members reached (75) members from the college of education and (80) members from the college of science

The results of the study: A- The university's colleges need work teams, in order for their advantages and ability to develop university work and increase its effectiveness.

B - The leadership of the work team - whether in the college or university - is one of the tasks of the faculty member, consisting of duties.

 -2Abu Jarbou (2014): "The reality of building work teams and their role in developing administrative creativity from the viewpoint of workers in the Ministry of Economy - Southern governorates".

This study aimed to identify the reality of team building and its role in developing administrative start-up

From the point of view of workers in the Ministry of National Economy (the southern governorates), the study used the descriptive analytical approach because it fits with the subject of the study, and the study community was represented by the workers in the Ministry of National Economy (southern governorates) and the number of (237) employees and employees, and a stratified sample was taken To achieve the goals of the study, a questionnaire consisting of (52) paragraphs distributed on five main axes was designed to collect data from this sample. The questionnaire was distributed to the second and third category employees of (148) employees and employees, and the collected data was retrieved and analyzed using Statistical Program (S) PSS was used

Statistical tests appropriate to reach meaningful indications and indicators that support the subject of the study. Has been

The study reached a number of results, the most important of which were the following:

 -There is a role for work teams in developing administrative startliness at the level of significance (($\alpha \leq 0.05$) for workers

In the Ministry of National Economy (Southern governorates(

There is a role for the technical component of the task forces in the development of administrative innovation at the level of significance (($\alpha \leq 0.05$

Among workers in the Ministry of National Economy (southern governorates(

There is a role for the leadership style in developing administrative startliness at the level of ($\alpha \leq 0.05$(

Workers in the Ministry of National Economy (southern governorates)

There is a role for the behavior of the members of the task forces in developing administrative creativity at the level of significance)

 $\alpha \leq 0.05$ for workers in the Ministry of National Economy (southern governorates(

-There is a role for the social environment of work teams in developing administrative creativity at the level of significance)

) $\alpha \leq 0.05$ for workers at the Ministry of National Economy (southern governorates,) where I got

The first rank with a relative weight of 73.2%.

There is no role for the organizational environment of the work teams in developing administrative creativity at a significant level

)) $\alpha \leq 0.05$ for workers in the Ministry of National Economy (southern governorates), where I got

Fifth and last place with a relative weight of 58.9%

-There were no statistically significant differences at ($\alpha \leq 0.05$ level) between the mean of responses

The respondents in the role of work teams in the development of administrative creativity are attributed to the variables (gender, age, qualification(

Scientific, functional category and number of years of service)

Research methodology and procedures:

This chapter includes the procedures implemented by the researcher for the purpose of identifying the level of teamwork management among heads of scientific departments from the viewpoint of the faculty through the preparation of a tool for this purpose, and psychometric procedures for it

research community:

The research community was corrupted from the teaching staff at the College of Education, Al-Mustansiriya University, whose number is (462) teaching and teaching (240) for males and (222) females divided into (8) departments, the Arabic language department (60) teaching and teaching at (37) males and (23) Female and Department of Educational and Psychological Sciences (49) teaching and teaching by (15) males and (34) females, and the Department of Quranic Sciences (37) teaching and teaching by (22) males and (15) females and

geography department (46) teaching and teaching by (13) males and (33) females, history department (71), teaching and teaching (40) males and (31) females, and the department of mathematics (50)) teaching and teaching (50) males and (50) females, physics department (80) Teaching) Scholastic (49) males and (31) females and computer department (69) teaching and teaching (39) males and (30) females as shown in Table (1(

Table (1(

research community

Total	female,	Male	Section	T
60	23	37	**Arabic**	1-
49	34	15	**Educational and psychological sciences**	2-
37	15	22	**Quranic sciences**	3-
46	33	13	**geography**	4-
71	31	40	**Date**	5-
50	25	25	**Mathematics**	6-
80	31	49	**physics**	7-
69	30	39	**Calculators**	8-
462	222	240	**Total**	

The research sample

An important step when conducting psychological research is to test the members of the sample, which must be representative of the community correctly, and the sample was tested in a stratified random manner by selecting a number of individuals from each section and then grouping in one sample that represents the origin from which we choose that sample (Al-Atoum 1992: 25. (

The sample was distributed proportionally by relying on the statistical means (part x total x 100) (Al-Rashidi, 2000: 156) Thus, the number of individuals in the main sample for research reached (100), by (51) males and (49) females, at a rate of (20.5%) From the original research community. As in Table (2(

Table (2)

The research sample

Total	female	Male	Section	T
13	5	8	**Arabic**	1-
11	8	3	**Educational and psychological sciences**	2-
7	3	4	**Quranic sciences**	3-
10	7	3	**geography**	4-
16	7	9	**Date**	5-
10	5	5	**Mathematics**	6-
17	7	10	**physics**	7-
16	7	9	**Calculators**	8-
100	49	51	**Total**	

Search tool:

The researcher adopted Afaneh scale (2013), which consists of (18) paragraphs, and the five-scale scale (Likert) was adopted, which gives five answers to each of the paragraphs of the questionnaire, whereby the questionnaire paragraphs are presented to the respondents, and for each paragraph, five answers determine the level of their agreement to it, and the answers are given weights Digital represents the degree of the answer to the paragraph, as shown in Table (3(

Table (3): Correction of the study instrument according to the Likert pentatonic scale

Strongly agree	disagree	neutral	Agree	Strongly Agree	the answer

1	2	3	4	5	**Class**

Thus, it will be the highest degree (90) and the lowest degree (18) and the hypothetical average (54) degrees

Validate the first lesson tool:

Honesty represents one of the necessary and basic characteristics of the scale, and it is an important and essential step that must be available and investigated before applying the tool or its use and that an honest scale is that scale that is capable of measuring the phenomenon under study and study, (Al-Zobaie, 1981: 39)

The researcher has verified the apparent validity of the tool by presenting the research tool to a committee of experts specialized in the field of educational and psychological sciences in some Iraqi colleges. The researcher asked each expert to express his opinion on the validity of the current research tool, and the expert agreement was 85%, and this percentage is considered An acceptable standard for many researchers, in the light of which the paragraph is accepted or amended, and according to it, in light of the experts 'comments, some of the instrument's paragraphs were modified. Likewise, I extracted honesty by means of self-honesty, and self-honesty is defined as the sincerity of experimental grades in relation to the real scores that were extracted from the impurities of accident errors, and thus the true scores for the test become the balance to which the test is attributed, and since the stability of the test is based on the correlation of the actual scores with the test itself if the test is repeated on the same The group that was first conducted for this was the close link between steadfastness and honesty (Abu Hawij et al., 2002: 137)

Therefore, self-honesty is measured by calculating the square root of the scale constant factor, since the coefficient of stability of the unemployment questionnaire in a re-test method is equal to (0.84) degrees, then the self-validity factor of the scale is equal to (0.916) degrees as long as the self-validity of the scale is (0.916), this means that the validity of the current questionnaire If it is

found in any statistical way, it will be likely to equal or less than (0.916) (Al-Ajeeli et al., 1990: 139)

The reliability:

The stability of the test is a prerequisite for the research tool. (Al-Rousan, 1999: 33) Stability is intended to give the measure the same or near results if it is reapplied to the individuals themselves in the same circumstances (Al-Gharib, 1977: 653)

The researcher has adopted in extracting the stability of the research tool the test retest method. For the purpose of finding the stability of the research tool, a random sample of (25) teaching and teaching has been chosen. The researcher has re-applied the tool with a time interval of (15) days. The stability coefficient of the instrument was extracted using the Pearson coefficient coefficient and the stability coefficient reached (0.84) a degree that the researcher found that the coefficient of stability of the tool is high, therefore it can be applied to the research sample (1)

Search tool application and correction:

After the researcher made sure of the validity of the tool for the current research, she applied it to the basic research sample with an answer form for each of them and recorded a set of information about the research variables .. After completing the application the incoming data was examined, and its calculation

Statistical means:

Mean, standard deviation and Pearson correlation coefficient

 -Results of research, recommendations and proposals

This chapter includes a presentation of the results that ended with the analysis of the data contained in the research, and then a discussion of the results in the light of the theoretical framework and previous studies in this field as well as recommendations and proposals

First: Present the results

   The results will be presented according to the research objectives as follows:

The current research aims to:

 -1Knowing the level of teamwork management among heads of scientific departments from the viewpoint of the teaching staff.

Following is a presentation of the results of the teamwork management level consisting of (18) items that the study sample (100) teaching staff responded to according to the Likert pentaton scale, where the arithmetic mean, standard deviation and the relative weight of each of the paragraphs of the field were calculated, and then the general average is calculated The standard deviation and the relative weight of the field as a whole. With the analysis of the results of the field paragraphs as in Table (9)

Table (9) Results of the analysis of the paragraphs of the work team's management level

Arrangement	Value of a test T	Relative weight	standard deviation	Arithmetic average	Paragraph	S
3	23,77	%83	2,70	4,13		-1
7	17,69	%79	2,80	3,95	The goals of the team inside the college are clear.	-2
7	17,69	%79	2,80	3,95	The team atmosphere is flexible.	-3
9	17,72	%78	0,79	3,92	The roles of team members are clear and well known.	-4
3	23,77	%83	2,70	4,13	All material	-5

					(financial and other) that the team needs is provided.	
10	15,64	%78	8,80	3,90	The work teams in the college work according to a clear and specific message.	-6
7	37,77	%79	2,80	3,95	All team members are aware of the team's message scope and limitations.	-7
2	23,01	%83	0,760	4,15	Staff members define precisely the tasks required to accomplish the goals.	-8
6	15,80	%79	4,90	3,97	Staff members depend on	-9
10	15,64	%78	8,80	3,90	Some of them solve problems and develop ways to achieve goals.	-10
7	17,69	%79	2,80	3,95	Staff	-11

					members support each other to achieve the goals.	
10	15,64	%78	8,80	3,90	All team members work passionately to fulfill the Foundation's mission	-12
8	19,14	%79	5,70	3,94	And its goals.	-13
11	16,32	%78	3,80	3,88	Team members are willing to take responsibility to activate team performance.	-14
5	21,00	%80	3,70	4,00	All the team's efforts are united towards solving problems.	-15
4	22,42	0,82	0,7600,760	4,12	Team members handle problems on time.	-16
1	24.82	%83	2,7	4,17	Often staff members show commitment	-17

					to work rules.	
12	18,43	%77	2,70	3,86	The team demonstrates a high level of cooperation with senior management.	-18
-	27,67	%80	0,54	3,98	Total marks	

Through Table (9) it is clear that the mean of answering the paragraphs of the working group level ranged between (3,86) and percentage weight (77%) and (4.17) and percentage weight (83%) Thus, all paragraphs have a significant significance, as evidence that the results of The value of the T-test proved to be statistically significant at the level of 0.05 and this indicates that there is a very good level of staff team management level of the collective team of heads of scientific departments from the viewpoint of the faculty and this result is consistent with the Khalifa study (2002) and Abu Jarboo study (2010)

Recommendations

In light of the findings of the current research, the researcher can recommend the following:

.1The necessity of highlighting the role and impact of the level of teamwork management, by urging faculty members to work together.

.2The interest of the responsible authorities in the Ministry of Higher Education in urging the teaching of teachers to work in the spirit of one team

Third: The proposals

Complementing the requirements of this research, the researcher suggests a number of the following studies and scientific research:

.1Conducting studies dealing with the level of teamwork management and its relationship to critical thinking among faculty members

.2Conducting a study that deals with the level of teamwork management and its relationship to the personality patterns of the faculty members

.3Study the effect of some variables on the level of teamwork management among faculty members.

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Questionnaire management of the work team Annex (1(

Strongly disagree	Disagree	Neutral	agree	Strongly agree	Paragraph	T
					The goals of the teams	1-

					within the organization are clear	
					The team atmosphere is flexible	2-
					The roles of staff members are clear and well known	3-
					All material (financial and other) that the team needs is provided \	4-
					Teams working in the organization work according to a clear and specific message	5-
					All team members are aware of the team's message scope and limitations	6-
					Staff members define precisely the tasks required to accomplish	7-
					Objectives	8-
					Team members depend on each other to solve problems	9-
					And develop means to achieve goals	10-
					Staff members support each other to achieve	11-
					Objectives	12-
					All team members work enthusiastically	13-

					to deliver a message	
					The Foundation and its goals	14-
					Team members are willing to take responsibility for activating a performance	15-
					the team	16-
					All the team's efforts are united towards solving problems	17-
					Our team members handle problems on time	18-