



## Perceived organizational support and its impact on teamwork effectiveness: An analytical study of the opinions of the employees of the Iraqi Red Crescent Society

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### Abstract

The aim is to reveal the nature of the relationship between organizational support awareness and teamwork effectiveness, as the problem of the study was identified in a number of questions, the most important of which was "Do the Supervisor interactive and professional leaders of the research organization realize the effects of organizational support aware of social responsibility? How can this be verified? In order to achieve the objectives of the study and answer its questions, the researcher chose a sample of workers in the Iraqi Red Crescent, and the study was based on a set of main and sub-hypotheses. The study used a set of statistical tools in the analysis and processing of data and information, and the hypotheses and results were tested using ready-made statistical programs (SmartPLS, SPSS). The study presented a set of proposals, perhaps the most important of which is to call for further studies on its general topics and the topic of teamwork effectiveness, with other proposals preparing future study projects.

**Keywords:** PERCEIVED organizational support, teamwork effectiveness.

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### 1. Introduction

This research addresses the overall framework of this study in terms of demonstrating the problem of the study, its importance, objectives, model adopted and assumptions, the approach in which it was adopted, and its limits. The idea behind the Team's effectiveness is that a group of people who work together systematically can achieve more than if team members were working alone with proven effectiveness related to achieving project objectives, features and objectives as defined in the project requirements identified by the owner, while performance is closely linked to how the

task and team work are completed, and team performance is assessed in terms of productivity between the Team and productivity within the Team, defining the basic characteristics that lead to the performance of the task. The successful Team, on this basis, formulated the problem of the study with a number of questions:

- 1- Does the management of the research organization work with PERCEIVED organizational support in accordance with the theoretical framework of the study? How can this be measured?
- 2- Is the management of the research organization effectively working



with the Team according to the theoretical framework of the study? How can this be measured?

3- Are the management leaders of the research organization aware of the effects of organizational support on teamwork effectiveness?

The current study is important as it is one of the important Arab studies that addressed the subject of Perceived organizational support and its variables (justice, supervisor support, rewards and working conditions), which opens the door wide to the study of this concept in different directions. This study will provide digital indicators that reflect the figures it has reached for the visions of the organization's staff for the variables of the study (PERCEIVED organizational support, teamwork effectiveness ) and will therefore make the research organization move towards building its ethical value system, as well as teamwork effectiveness to the desired level. The study will diagnose the gap between the vision of employees and the organization in the face of its variables. The objectives of the study are:

- 1- Build a knowledge framework for concepts (Perceived organizational support, teamwork effectiveness) and their variables by tracking the theoretical paths of specialized literature and providing a conceptual framework that describes the interpretive trends of these topics.
- 2- Measure the level of commitment of the research organization to PERCEIVED organizational support and the level of work effectively of the working group in the researched organization.
- 3- Learn about the nature of the relationship between PERCEIVED organizational support and teamwork effectiveness.

## **The intellectual and philosophical framework of the independent variable, the Perceived organizational support**

### **First: The concept of Perceived organizational support**

To maintain a competitive advantage, organizations struggle to identify ways to retain their talented employees from the perspective of organizational support theory, employees develop an exchange relationship with the organization that affects their behaviors and attitudes that can change the way employees relate to the organization. Perceived regulatory support is important in this regard. Defined as an employee's perception of the consideration they receive from the organization as well, Perceived organizational support has been seen as employees' belief that their organization values their contributions. Furthermore, it is believed that the organization has a special consideration for the well-being of staff (Imran, &Aldaas, 2020:1).

Human-centred organizations need motivated and committed workers to improve the quality of products and services. There is a realization that employees are supported by the organization as a result of working in a work environment where they show a positive attitude and feel Perceived as important by management. As a result, the concept of organizational support, a concept based on perception that can be defined as "the sense of security of staff and the knowledge that there is an organization behind them (Derinbay, 2011:3) organizational support, has emerged as an individual's perception that he or she is valued by being good and appreciated by other staff members of the organization, who have been approved and respected, will show a high performance in order to achieve the employee, who has been approved and

respected for his or her work and given all kinds of assistance he deems necessary by his or her organization. Organization Goals (Sarıkaya, & Kara, 2020:438).

Staff perception of supporting the organization in the form of fair treatment and work appreciation produces many positive results, such as increased commitment, loyalty and performance. Perceived regulatory support is identified as a key element contributing to positive individual outcomes. Staff who feel a serious degree of organizational support are aware of the duty to compensate for the useful treatment they have suffered from the entity by demonstrating more enthusiastic and targeted behaviour. Staff perception of Perceived support from the organization can lead to a higher level of organizational performance (Imran, &Aldaas, 2020:2)

The behaviour of individuals is influenced by their views on the core processes that make up their organization and that Perceived organizational support is among them. A few scientists have revealed a strong link between Perceived organizational support and job satisfaction, and it has been noted that managers with high levels of Perceived organizational support have reported high levels of job satisfaction compared to managers who are supposed to have less regulatory support. The possible description of this result is that Perceived regulatory support can enrich individuals' confidence and beliefs that the employer identifies and compensates for their struggle to achieve superior performance. Research suggests that Perceived regulatory support begins the process of social exchange as individuals feel responsible for supporting the organization in achieving its goals, leading to greater rewards. When an employee is positively linked to his or her job and

organization, this strengthens the correlation between them and within the areas of social exchange theory and as a result, individuals exchange organizational support in many ways and are more satisfied with their jobs. It is PERCEIVED that employees with aware organizational support feel fundamentally motivated to be socially and emotionally dedicated to work and organization as well. They are therefore very loyal and satisfied with their work and organization (Maan, et al, 2020:3)

Perceived organizational support (POS) refers to employees' "global beliefs about how much the organization appreciates their contributions and concerns for their well-being," which is a psychological agreement that an employee has with the organization. Research that Perceived regulatory support can increase organizational commitment and work performance and reduce turnover and fatigue. Aware organizational support has a positive relationship with **Perceived professional benefits** (Cheng, et al,2020:2) **Perceived professional benefits** Table 6 illustrates the concepts of organizational support PERCEIVED according to the opinions of some writers and researchers

Table (6) Concepts of organizational support PERCEIVED according to the opinions of some writers and researchers



Researcher	Concept
Zhang et al., 2017, 389)	Perceived organizational support refers to working environment relationships that can be conceived using the theory of social exchange because they are also in the light of the idea of reciprocity between employees and the organization as it can be defined as "the motivation of regulatory managers to estimate the contributions of their employees and to take care of their well-being.
(Saadeh, &Suifan, 2019:229).	A positive contribution that the organization adds to the daily working life of its staff and removes obstacles that prevent them from doing their best
(Cheng, et al,2020:2)	Global beliefs regarding the organization's appreciation of their contributions and concern for their well-being" which is a psychological agreement concluded by the employee with the foundation
(Imran, &Aldaas, 2020:2)	Staff perception of supporting the organization in the form of fair treatment and work appreciation results in many positive results such as increased commitment, loyalty and performance
(Song, & Yang, 2020:63)	Global beliefs developed by staff regarding the organization's appreciation of their contributions and concern for their well-being

Source: Prepared by the researcher based on the literature contained in it

From the above, PERCEIVED organizational support is defined as the beliefs developed by employees about management behaviors and the extent to which the organization supports success at the individual, collective and organizational levels as a whole.

**Second: the dimensions of support organizationrealizes**

(Nayir, 2012) Long, & Ho, 2021) determines the dimensions of regulatory support as follows:

**1- Regulatory justice**

The staff member recognizes justice in the organization's applications the principle of equality is important for the

- 1- The individual's sense of justice is determined by the comparison of two rates:

$$(a) \frac{\text{Individual outputs}}{\text{His input.}} \geq \frac{\text{The outputs of a reference person}}{\text{His input.}}$$

An individual's output refers to the benefits he or she receives from his or her work such as pay, reward and promotion, respect, appreciation, security and any other additional benefits.

allocation of resources and the granting of rewards and penalties in organizations, organizational justice is one of the basic components of the social and psychological structure of the organization and from the concern of the department for the feelings and human relations of its workers and its interest in their behaviors that affect the effectiveness of performance, the provision of a climate of organizational justice positively affects the behaviors of these workers and their motivations and levels of achievement (Nayir), 2012: 29. Organizational justice is rooted in Adams's Equity Theory (Adams, 1963), which he built on the following assumptions: Long, & Ho, 2021: 17-19)

The individual's input indicates the amount of effort he makes, the sacrifices he makes to the organization as well as his levels of education, experience, skill and training.



According to the comparison between the previous two rates, an individual feels unfair if the output he or she receives is lower than that of another reference person compared to his or her input.

2- An individual's sense of justice strengthens his motivation for achievement and thus improves his or her performance, while a sense of inequity generates a sense of frustration and psychological and emotional imbalance that leads him to follow behavioural patterns harmful to himself or the organization, **including:**

1- To be asked by the reference person of the organization's management to reduce the returns received by the individual.

2- Complaining and complaining that the reference person's workload is simple, and then trying to burden him with additional burdens so that this increases the equivalent position of the reference person.

3- Reduce the effort that a person who feels unfair (inputs) changes to suit his or her output, which is few in his or her point of view, thus rebalancing the simplicity and place of the equation.

4- Re-evaluate inputs and outputs that belong to him or the reference person.

5- The selection of another reference person who is less different from him in his returns (outputs) and performance (inputs).

6- A person resorts to increasing his or her output by following immoral methods such as bribery, theft, fraud and deception.

## 2- **Supervisor support**

Relates to the identification of mutual relations between the employer and the Supervisor istration. Providing organizational support to employees ensures more work and helps both

management and employees in each other's jobs (Nayir, 2012: 29).

Supervisor support is one of those variables that has affected the resulting performance. The so-called supervisor support understood through positive impact, absence of negative impact, and satisfaction is an excellent way to enhance individual and organizational success and good performance. The theoretical model and structural dimensions of supervisor support in organizations were explored after a series of quantitative studies found that supervisor support was closely linked to effective organizational commitment and functionality

(Fogaca), et al,2021:5) As the Nangoy study, et al,2020:1039)) showed that Supervisor support had a significant and positive impact on career performance.

## 3- **Regulatory rewards and working conditions**

Relates to concepts such as rewards, recognition, salary, promotion, job security, independence, role pressures, education, and the size of the organization. Working conditions are linked to job security, independence and emphasis on the size of the organization (Nayir, 2012: 29).

Offering rewards as what is offered for desired behavior, as a factor in motivating employees to get flexible and better performance and managing rewards, whose main objective must be to reward employees correctly, must ensure that the reward structure that operates within an organization is created. The authors believe that reward management should focus on both financial and non-financial rewards. We can note, in the article, that the authors believe that reward management should be based on two motivational **theories: theory of equity equity**, because it



emphasizes that its main objective is to reward employees correctly, **and Skinner's theory** because it considers rewards to be a positive promotion (Marin, 2021:4).

The concept of working conditions refers to the organization's provision of better career factors and dimensions to its employees. This requires human resources policies that enable a career to satisfy their needs, better performance **The intellectual and philosophical framework of the variable that followed teamwork effectiveness**

#### **First: Teamwork effectiveness Concept**

The search for a better and more comprehensive understanding of teamwork effectiveness has continued for decades since the beginning of the twentieth century, and globalization, technology and the complexity of the work have increased organizations' awareness of the importance of understanding teamwork effectiveness in such environments once the concept of team and team work has been developed. It is important that the Team know how to work together effectively. The effective Team requires constant monitoring of team conditions to ensure that team members are able to modify their tasks with respect to each other and the intended objective.

Managers, change agents and facilitators need to recognize the different criteria for teamwork effectiveness for a variety of purposes. Knowing the Team's performance in different indicators helps to initiate the required actions, which in turn fill the gap between the required performance and the actual performance, in addition by focusing on teamwork effectiveness criteria, team members can improve team performance. They can examine how their Team works and how it should work. Learning about teamwork

for the organization and the quality of life is often seen as ending multidimensional organizational construction as discussed in the Supervisor istrative literature, where this concept includes security and safety at work, reward systems, fair and equitable pay, participating and cooperative working groups, and better opportunities for growth. (Long, & Ho, 2021:32)

effectiveness requires developing new behavior and not learning ineffective behavior. This is only possible if team members and team managers are constantly monitoring teamwork effectiveness according to important criteria and willingly accepting and analyzing comments from different sources (Singh, Muncherji, 2007:120).

**There are four main reasons why managers are concerned about teamwork effectiveness:**(Singh, Muncherji, 2007:120-121)

**Productivity of the Team**productivity: Teams have certain tasks to do.

Another example of measuring team productivity can be provided in the context of a quality improvement team. The quality level can be measured in some specific criteria and the Team can be given a mandate to improve quality along with these standards. Quality improvement results can be measured after a certain period of time from the use of these parameters. The productivity of the product development team can be assessed, among other things, by the time it takes to launch the product. Also, the Team's performance can be measured against the time it has taken similar teams in the past. The productivity of the manufacturing team can be estimated through the funds saved by reducing costs, for example in the quarter. This gives a clear idea of the improvement the



Team has achieved in its performance. Thus, it is clear that measuring productivity has two aspects: the first is team productivity against certain productivity criteria.

**Compensation and Rewards:** In order to recognize the Team's success, its performance must be measured and therefore the Team as a whole and its individual members must be compensated and rewarded.

There are two key issues in rewarding the Team's performance. First, how do you reward the Team as a whole? Second, how do you reward individual members of the Team? Because many organizations encourage teamwork to enhance productivity, quality and speed, they have to change rewards and reward systems from an individual-oriented to a team-oriented system. Rewarding the entire Team helps to be more cohesive. However, this should not be done at the expense of individual performance. In the team organization individuals have specific responsibilities and distinct roles to perform. The performance of the individual must therefore be measured and rewarded in return.

**Improve the motivation of improving the Motivation of Team Members:**

Enthusiastic and committed team members are the pillars of the Team's success. Comments about teamwork effectiveness can significantly improve the motivation and motivation of team members for higher performance. Only through appropriate comments will team members know whether their efforts are paying off. Team members who get constant comments about their performance not only feel motivated but also adjust their input to suit task requirements.

**Changing the Membership/Leadership of a Team Change/Leadership:**

Team leadership is an important driver of team success. There is no denying the fact that the Team's performance is the result of complex interactions and efforts of different team members. However, the team leader has a central role in determining the goal and the dynamics of the steering group in the right direction. If the Team is unable to achieve the desired results, a serious diagnosis must be made by senior management. Diagnosis may sometimes indicate the need to change the leader or some team members. Leaders and team members cannot be changed solely on the basis of impressions. Quantitative data on teamwork effectiveness is needed to justify such stringent actions and that the driving variable is the most important factor that affects teamwork effectiveness . But what kind of leadership style can excite the team spirit and enhance teamwork effectiveness ? Researchers have different opinions on this issue and that being a leader who is strict and fair in distributing rewards and penalties has a positive impact on leadership satisfaction, organizational commitment, teamwork effectiveness and individual and institutional performance.

Transformative leadership has a positive impact on teamwork effectiveness rather than transactional leadership, examining the impact of executive leadership on teamwork effectiveness and finding that of four types of leadership, i.e. authoritarianism, non-interference, transactions and conversion, only two have affected teamwork effectiveness . The conversion method was positively linked to teamwork effectiveness while the non-intervention method was negatively linked to it. In short, information about teamwork effectiveness leads to the selection of the right leader and member.



There are different ways to understand the motivations of teamwork effectiveness, for example, there is a goal-achieving approach that is the most widespread as each Team is created to achieve certain goals that the manager responsible for setting goals for the Team to measure teamwork effectiveness in terms of achieving the goals seems quite convincing at first glance yet it suffers from several defects first the goal of the Team is an important measure of effectiveness but equally important the means by which it is achieved. No one can ignore this. Therefore, the means must

also be assessed. Secondly, this approach assumes that the Group's objectives are measurable. That doesn't really have to be the case. There are many goals that are difficult to measure. Furthermore, it is believed that all the persons concerned have consensus on the objectives of the Team. Since the Team is a large part of the draw, organizational payment, dealing, power and politics, it is difficult to set acceptable goals for all (Singh, Muncherji, 2007:122) and table (7) concepts of teamwork effectiveness according to the opinions of some writers and researchers

**Table 7 Concepts of teamwork effectiveness according to the opinions of some writers and researchers**

Researcher	Concept
(Mohrman, et al 1995)	Teamwork effectiveness is defined on a three-sided basis. First, the Team's performance is the extent to which productivity meets the needs of customers, secondly, the interconnected performance is the extent to which the Team is dependent on each other and thirdly the satisfaction of the Team is the satisfaction of the Team with the team membership.
(Cohen, et al,1996)	The effectiveness of the staff is defined in terms of high performance and employee quality in working life. This idea is derived from social and technical theory, which stipulates that social and technical systems should optimize effective teams.
(Tannenbaum, et al,1996)	A combination of performance in terms of output and the Team's ability to grow and renew itself.
(Azmy, 2012: 21)	Achieving high-performance teams and thus contributing to an effective team as there are clear expectations about the roles played by each team member when the action is taken clear tasks are performed and clear tasks are accepted and implemented the work is distributed fairly among the team members.
(Henderson, and Walkinshaw, 2015:30).	Carry out a work or something that has been done or what is going on within the Team while the effectiveness is to achieve the desired result, especially when you see it after the truth. The effective Team is believed to produce high project results that exceed standards, thereby enhancing overall productivity.
(Sim, 2018)	Defined as the Team's ability to influence group learning behaviors on teamwork effectiveness in virtual teams to achieve the goals set by an organization or authority figure

Second: Dimensions of teamwork effectiveness

Select (Azmy, 2012:91-92) to keep the teamwork effectiveness at:



### 1. Team leadership

It is the team leader's responsibility to guide the Team to achieve specific team objectives. An effective leader must ensure that team members clearly understand the organization's objectives and share his commitment to achieving them. The captain must help everyone on the Team perform their best (Azmy, 2012:106).

Team leadership is a critical feature of effective team performance, with most teams having specific individuals who are primarily responsible for determining the Team's goals, team development and structure to accomplish these tasks. Trends contribute significantly to teamwork effectiveness in fact, we may argue that effective leadership processes are perhaps the most important factor in the success of organizational teams (Zaccaro, et al 2011:452).

### 2. Team Goals and Objectives goals

Goals provide the **basis for measurement goals** are results data that determine what the organization is trying to achieve at the programmatic and organizational levels. Very accurate, time-based, measurable procedures that support goal completion. Goals must usually be (1) directly related to the goal; (2) be clear, concise and understandable (3) their statement in terms of results (4) begins with the work of (5) setting an appointment for achievement (6) measurable (Bjerke, &Renger, 2017:126). The Team must collectively identify and agree on the joint Team and the objectives of the organization that provide purpose, focus and guidance. It is important that the objectives be specific, measurable, achievable, relevant and time-bound (Azmy, 2012:106).

### 3. Team Communications

Communication is an important topic for two reasons first when you ask people

what they want to learn from human relationships, you always get an answer, "I want to learn to communicate better." Fear of speaking to the public is perhaps one of the most common concerns. On the other hand, there are people who enjoy talking to or with groups, but who feel awe during individual conversations. To improve communication skills, it is important that an individual have options and abilities in both cases. (Dalton, et al, 2011:94)

Communication skills are essential to identifying, responding to and emphasizing the principles of others and to align and emphasize team values. Value sharing with the aim of creating overall values for the organization must lead a team to the successful delivery of its projects. (Azmy, 2012:107)

### 4. Team Roles and Responsibility Roles and Responsibility

Each team member must understand their individual or organized duties, rights and responsibilities before starting the project. This avoids future problems when every member of the Team clearly understands what is required of him. Additionally, it is essential that team members know their legal responsibilities not only to protect them but to avoid poor communication and worthless expenses (Azmy, 2012:107).

Determines the roles and responsibilities of the Team as follows: (Carter, et al, 2018:475)

#### 1- Cooperative teams

- Focus on learning and continuous improvement
- Responsible for providing service and program
- Standards
- assessment
- Help
- Managing daily services for students -
- Who have gone beyond?



- Those who meet
- Those who don't meet
- Monitor achievement, climate and satisfaction data to ensure that the learning environment leads to results consistent with the school's stated objectives
- Identify gaps in performance or processes and plans to improve them
- Aligning team work with school and classrooms
- Compatibility with the grade level before and after

## 2- Members of the Cooperative Team

- Ready for every meeting.
- Adherence to agreed standards by acting professionally
- Ensuring security for joint assessments
- Develop assessments and customize others for their individual learning style using shared resources as a guide
- Share reviews, materials and ideas with all team members
- Complete assigned core tasks on time
- Submit voluntary participation and request the assistance of the team coordinator as needed
- Make a conscious effort to appreciate the team coordinator and other team members

## 3. Team Relationships

Nowadays every day the importance of the human factor in every field has a noticeable problem. This is because of the fact that there are no ongoing operations without valuable contributions from an experienced individual. Companies understand that without the human factor it is impossible to succeed in global competition or survive in today's environment. With this awareness, companies are now paying attention to activities through which they can retain, motivate or give a sense of importance to competent individuals who can work

towards achieving the company's goals and objectives (Isik, et al, 2015:134).

A better understanding is reached among team members by developing personal relationships and identifying the strengths of each team member and what they can bring to the table. This leads to trust and trust comes with the possibility of successful relationship and project. It is important that the Team respect and trust their respective roles in the construction process and understand the risks inherent in these roles to ensure the success of the project (Azmy, 2012:108).

## Data and Methodology

The variables of the study are the basis for addressing the problem of the study and in formulating its hypotheses and paths and the possibility of including procedural definitions of the basic and sub-variables in the study.

**Independent variable Perceived organizational support:** REGULATORY SUPPORT (POS) IS DEFINED AS "EMPLOYEES' BELIEFS REGARDING THE EXTENT TO WHICH THE ORGANIZATION ASSESSES THEIR CONTRIBUTIONS AND CARE FOR THEIR WELL-BEING"

## Removal of regulatory support

### 4- Regulatory justice

The employee recognizes justice in the organization's applications. The principle of equality is important for allocating resources, awarding rewards and penalties in organizations.

### 5- Supervisor support

Relates to the identification of mutual relations between the employer and the Supervisor. Organizational support ensures that employees do more and helps both management and employees in each other's jobs.

### 6- Regulatory rewards and working conditions



Relates to concepts such as rewards, recognition, salary, promotion, job security, independence, role pressures, education, and the size of the organization. Working conditions are linked to job security, independence and an emphasis on the size of the organization.

**Variablecontinued teamwork effectiveness:** The effectiveness of the Team is defined, on the basis of three aspects.

**Keeping out teamwork effectiveness**

**1- Team leadership**

It is the team leader's responsibility to guide the Team to achieve specific team objectives. An effective leader must ensure that team members clearly understand the organization's objectives and share his commitment to achieving them. The captain must help everyone on the Team perform their best.

**2- Team Goals and Objectives goals and goals**

The Team must collectively identify and agree on the joint Team and the objectives of the organization that provide purpose, focus and guidance. It is important that the objectives are specific, measurable, achievable, relevant and time-bound.

**3- Team Communications**

Communication skills are essential to identifying, responding to and emphasizing the principles of others and

to align and emphasize team values. Value sharing with the aim of creating overall values for the organization must lead a team to the successful delivery of its projects.

**4- Team Roles and Responsibility Roles and Responsibility Roles**

Each team member must understand their individual or organized duties, rights and responsibilities before starting the project. This avoids future problems when every member of the Team clearly understands what is required of him. In addition, it is essential that team members know their legal responsibilities, not only to protect them but to avoid poor communication and worthless expenses.

**5- Team Relationships**

A better understanding is reached among team members by developing personal relationships and identifying the strengths of each team member and what they can bring to the table. This leads to trust, and trust comes with the possibility of successful relationship and project. It is important that the Team respect and trust their respective roles in the construction process and understand the risks inherent in these roles to ensure the success of the project.

The researcher developed variable measures by taking advantage of a set of previous studies measures reviewed by the table below:

**Table (4) Study Metrics**

to	Variable	to	Dimension	Standards
a	Aware regulatory support	1	Justice	(Nayir, 2012)) Long, & Ho, 2021)
		2	Supervisor support	
		3	Rewards and working conditions	
in	Teamwork effectiveness	1	Team leadership	(Azmy, 2012: 2)
		2	The Team's goals and objectives	
		3	Team Communications	



	4	Team roles and responsibilities
	5	Team relationships

The Likert five-year scale scalescale will be adopted for all variables as follows:

<b>I don't agree at all.</b>	<b>I don't agree.</b>	<b>neutral</b>	<b>I agree</b>	<b>I totally agree.</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Fourth: The hypotheses of the study

In line with the intellectual data of the study and in order to achieve its objectives and answer its questions, the following hypotheses explained in table 5 were developed:

**Table (5) Study hypotheses**

to	Hypothesis
1.	A significant correlation between Perceived organizational support and teamwork effectiveness at the macro and subsidiary level.
2	A significant impact relationship between Perceived organizational support and the overall and subsidiary teamwork effectiveness.

**Source by Researcher**

**Fifth: The limits of the study**

The limits of the study included:

- 1- **Human boundaries:** The study included the staff of the researched organization, as they were given the questionnaire described in Annex 3,
- 2- **Spatial boundaries:** The study was limited to the Iraqi Red Crescent in Najaf, which is affiliated with being one of the largest service organizations in Najaf province.
- 3- **Time limits:** the duration of the research in practice in the research organization , which included the duration of initial visits to diagnose the research problem, the duration of obtaining the data needed for the research and the duration of the distribution and recovery of the questionnaire, which lasted from 1-11-2021 until the beginning of 1-6-2022
- 4- **Scientific boundaries:** The study scientifically defined its objectives, importance and questions with the limits of its variables.

**Sixth: The study community**

Knowledge of the researched community is the real basis for applied study, which opens the door wide to the

selection of the sample of the study by accurately informing the characteristics of that community.

To distinguish between the overall study community and the recognizable community (Azzawi,202:2007), it can be said:

- 1- The entire community, which refers to "all those to whom the results of the study can be circulated", represents for the purposes of this study all community service organizations scattered throughout Iraq.
- 2- The recognizable society (spatial community) that expresses "the place of study intended to obtain data" or "the group that can be identified spatially and humanly, in which the results are circulated from the sample to the recognizable community, and then to the whole community" represents the Iraqi Red Crescent.
- 3- The human society that expresses "individuals with similar observable characteristics" represents for the purposes of this study" workers in the Iraqi Red Crescent and the reason for the selection of workers is because the



variables of the study are cognitive in nature and related to the vision and strategy of the researched organization and they are the most capable of providing services with a high level of skill and scientific experience.

Ninth: Statistical analysis and processing tools

In order to achieve the objectives of the current study and to collect the data and information it requires accurately and objectively, and thus analyze its results accurately and carefully, the researcher used a number of statistical tools and means to process them using the advanced statistical program SmartPLS as well as spss as follows:

- 1- Preliminary data analysis (paragraph encoding and natural distribution test).
- 2- Descriptive statistical analysis (arithmetic average, standard deviation, level of importance).
- 3- Test the measurement model.
- 4- Test link relationships.

- 5- Test the structural model.

## Results

### Descriptive analysis of study variables

Descriptive analysis aims to present the full picture of the data collected by the researcher and work to summarize them through the use of centralization measures and dispersion measures, and through these measures can determine the prevalence of variables and dimensions of the study in the researched organization separately from the homogeneity of the responses obtained.

**Descriptive** analysis of the independent variable, Perceived organizational support Using the SPSS statistical program, the calculation average analysis was obtained as an indicator of the centrality of the data, the standard deviation was analysed as an indicator of the extent of justice dispersion and table (13) below reviews the findings.



**Table (13) Descriptive analysis of independent variable Perceived organizational support**

Variable	Dimension	Paragraph code	Arithmetic medium	Standard deviation	Relative importance	Order
Aware regulator y support	Justice	JU1	3.4941	0.57264	69.882	Third
		JU2	3.3176	0.64175	66.352	
		JU3	3.2941	0.77699	65.882	
		JU4	3.4235	0.70557	68.47	
		Rate	3.38233	0.674238	67.6465	
	Supervisor support	SS1	4.4824	0.69908	89.648	The first
		SS2	4.1647	0.61699	83.294	
		SS3	3.1059	0.7144	62.118	
		SS4	2.8	0.86601	56	
		Rate	3.63825	0.72412	72.765	
	Rewards and working conditions	RW1	3.3765	0.82109	67.53	Second
		RW2	3.3294	0.76213	66.588	
		RW3	3.7765	0.57594	75.53	
		RW4	3.3647	0.9464	67.294	
		Rate	3.46178	0.77639	69.2355	
General average			3.49412	0.724916	69.88233	

2621

**Source:** SPSSOutputs

The results presented by table (13) indicate that the computational median values of all dimensions have exceeded the hypothetical medium of the Lykert scale of (5) ranks which is (3), indicating the prevalence of this variable in the researched organization but below the level of ambition, as well as the results showed a decrease in standard deviation indicating the homogeneity and consistency of responses.

2- Descriptive analysis of the variable of the task force

Using the SPSS statistical program, the calculation average analysis was obtained as an indicator of the centrality of the data, the standard deviation was analysed as an indicator of the dispersion of justice and table (14) below reviews the findings.

**Table (14) Descriptive analysis of the variable that follows the effectiveness of the Team**

Variable	Dimension	Paragraph code	Arithmetic medium	Standard deviation	Relative importance	Order
Teamwork effectiveness	Team leadership	TL1	3.3941	0.5726	67.882	fifth
		TL2	3.2176	0.6418	64.352	
		TL3	3.1941	0.777	63.882	
		TL4	3.3235	0.7056	66.47	
		TL5	3.282	0.674	65.64	
		TL6	3.4824	0.6991	69.648	
		Rate	3.31561667	0.6783	66.3123	
	Team goals	TOG1	3.0059	0.7144	60.118	Second
		TOG2	3.02	0.866	60.4	



	and objectives	TOG3	3.538	0.724	70.76	First	
		TOG4	3.5765	0.8211	71.53		
		TOG5	3.3294	0.7621	66.588		
		TOG6	3.6765	0.5759	73.53		
		Rate	3.35771667	0.7439	67.1543		
	Team Communications	TC1	3.961	0.776	79.22		
		TC2	3.1	0.7816	62		
		TC3	4.3118	0.3701	86.236		
		TC4	3.9706	0.7175	79.412		
		TC5	3.0765	0.6885	61.53		
		TC6	3.614	0.797	72.28		
		TC7	4.0529	0.7368	81.058		
		TC8	3.7706	0.8491	75.412		
		TC9	3.7706	0.8181	75.412		
		TC10	3.7941	1.1518	75.882		
		Rate	3.74221	0.7686	74.8442		
	Team roles and responsibility	TRR1	3.5941	0.5726	71.882		Third
		TRR2	3.4176	0.6418	68.352		
		TRR3	3.3941	0.777	67.882		
		TRR4	3.5235	0.7056	70.47		
		TRR5	3.482	0.674	69.64		
		TRR6	3.7824	0.6991	75.648		
		TRR7	3.4647	0.617	69.294		
		TRR8	3.3059	0.7144	66.118		
		Rate	3.4627	0.6964	69.254		
	Team relations	TRE1	3.2765	0.8211	65.53		Fourth
		TRE2	3.2294	0.7621	64.588		
		TRE3	3.6765	0.5759	73.53		
		TRE4	3.2647	0.9464	65.294		
		TRE5	3.361	0.776	67.22		
		TRE6	3.3	0.7816	66		
		TRE7	3.7118	0.3701	74.236		
		TRE8	3.3706	0.7175	67.412		
TRE9		3.2765	0.6885	65.53			
Rate		3.385222222	0.7155	67.7044			
General average		3.474597012	0.7229	69.4919			

**Source:** SPSSOutputs

The results presented by table (14) indicate that the computational mid-values of all dimensional paragraphs exceeded the hypothetical medium of the Lykert scale of (5) ranks and (3), indicating the prevalence of this variable in the researched organization, as well as the results showed a decrease in standard deviation indicating the homogeneity and consistency of responses.



**Second: structural model assessment**

After the PLS-SEM analysis of measurement model evaluation and correlation relationship analysis has been completed, the next step includes evaluating the structural model, which includes the criteria described in table (26).

**Table (26) Structural Model Assessment Criteria**

Standard	Acceptable limit
VIF linear link assessment	VIF contrast inflation factor < 5
Morality of path transactions	T value > 1.96; p value < 0.05
Selection Coefficient R <sup>2</sup>	0.25, 0.50, 0.75 indicates a small, medium, large effect
Impact size f <sup>2</sup>	0.02, 0.15, 0.35 indicates a small, medium, large effect

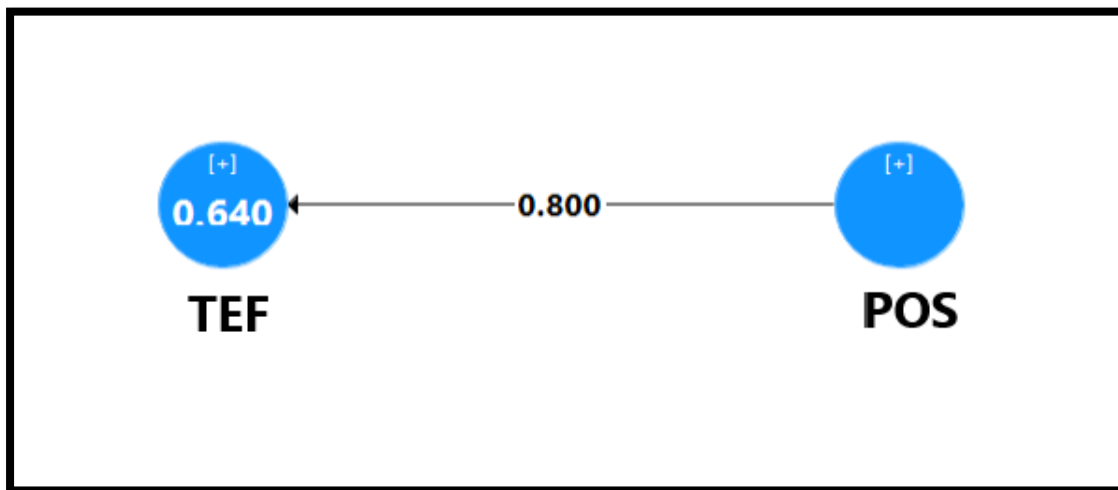
2623

Source: Hair, J., Hult, T., Ringle, C. & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Los Angeles: Sage.

**1. Direct impact relationships**

**Testing the second main hypothesis:**

The second main hypothesis states that there is a morally significant impact relationship for the independent variable (Perceived organizational support) in the dependent variable (teamwork effectiveness), and for the purpose of testing this hypothesis, the structural model has been built as shown in figure 10, and table (29) presents the results of the evaluation of the structural model of this hypothesis.



**Form (10) structural model to test the second main hypothesis**

Source: SmartPLS PLS Outputs

**Table (29) Results of the evaluation of the second main hypothesis model**

Hypothesis	track	VIF	Path Coefficient	t Value	p Value	Result	Impact size f <sup>2</sup>	Selection Coefficient R <sup>2</sup>	R <sup>2</sup> Rate
H2	PERCEIVED organizational support → teamwork effectiveness	1	0.800	8.870	0.000	Don't say no.	0.506	0.640	0.569

Source: SmartPLS Outputs



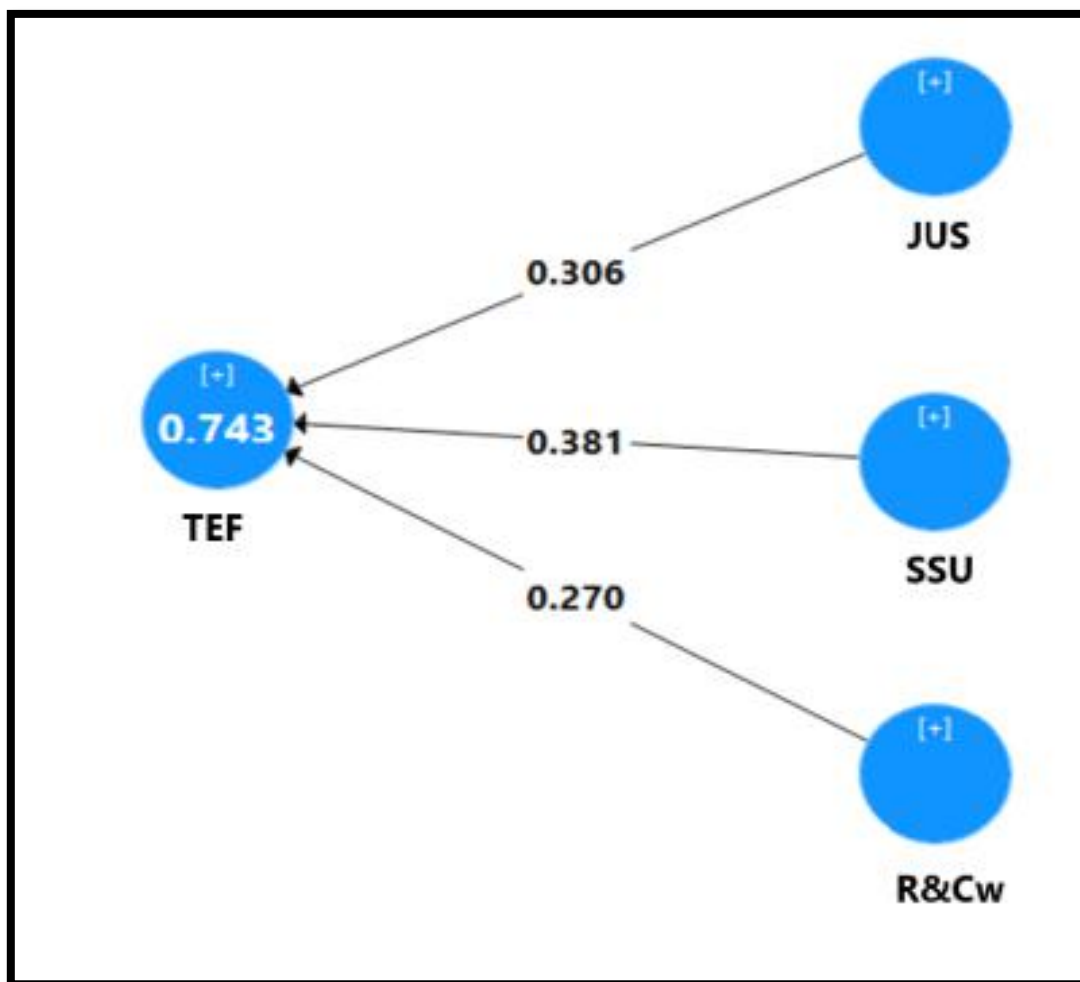
Table (29) reviews the results of the evaluation of the structural model of the second main hypothesis, which found that the path factor (impact) was (0.800) which is moral when the value (t) exceeds 1.96 and does not exceed the value of (P) 0.05 according to the rule (Hair et al., 2017), and through the table it is clear that the required limits have been achieved, and therefore this hypothesis is not rejected.

The results also showed that the values of the adjusted selection factor were 0.569%, indicating that the variable of PERCEIVED regulatory support was able to explain the continuing variable (teamwork effectiveness) by 56% and the rest of the ratio are other factors not addressed in the study.

**Testing the sub hypotheses of the second main hypothesis**

The sub hypotheses of the second main hypothesis (H2-1, H2-2, H2-3) state:

- (H2.1) There is a morally significant impact relationship of data on teamwork effectiveness.
- (H2.2) There is a morally significant impact relationship on resources in teamwork effectiveness.
- (H2.3) There is a morally significant incentive impact relationship in teamwork effectiveness.



**Form (11) the structural model to test the sub hypotheses of the second main hypothesis**

Source: SmartPLS PLS Outputs



**Table (30) Results of the evaluation of the sub-hypotheses model of the second main hypothesis**

Hypothesis	track	VIF	Path Coefficient	t Value	p Value	Result	Impact size f <sup>2</sup>	Selection Coefficient R <sup>2</sup>	R <sup>2</sup> Rate
H2-1	Justice→ effectiveness of the Team	1	0.306	5.279	0.000	Don't say no.	0.453	0.743	0.665
H2-2	Supervisor support→ teamwork effectiveness	1	0.381	6.782	0.000	Don't say no.	0.207		
H2-3	Rewards and working conditions→ teamwork effectiveness	1	0.270	3.313	0.435	Don't say no.	0.000		

2625

Source: SmartPLS Outputs

Table 30 presents the results of the structural model assessment of the sub-hypotheses of the second main hypothesis, which found that all path transactions for hypotheses (H2.1), H2-2, H2-3,) moral, when the value (t) exceeds 1.96 and does not exceed the value (P) 0.02 according to the rule (Hair et al., 2017), and through the table it is clear that the required limits are achieved and thus accept these hypotheses.

The results also showed that the values of the adjusted selection factor reached (0.665%) and this indicates that the dimensions of the independent variable (cognizant regulatory support) were able to explain the dependent variable (teamwork effectiveness) by 66% and the rest of the percentage are other factors not addressed in the study.

**Conclusions**

The theoretical framework of the study and previous cognitive efforts presented and the analysis and interpretation of field results enabled the researcher to reach a number of conclusions as follows:

**First: Theoretical conclusions:**

The current study was characterized by taking important variables in combination, and in order to support relevant future studies and from the intellectual and philosophical frameworks of the study, a set of findings were included:

- 1- The importance of the Team's effectiveness in the lives of organizations, which significantly affects the organization's performance and is the product of an interactive system of factors related to the director himself or the organization in general, which contributes to its formation, which has a significant impact on the overall performance of the organization.
- 2- Researchers and organizations are increasingly aware of the great importance of PERCEIVED organizational support as being of great value and valuable assets that make organizations more flexible and challenging, put organizations in a much better competitive position, and gain support



from all stakeholders, particularly those working.

### **Second: Field conclusions:**

In light of the results of the practical aspect of the study, the results of the study revealed that the staff of the research organization are keen to preserve the resources and property of the organization, but are not very interested in encouraging its management towards enhancing knowledge in the organization.

1- The results of the study showed that the research organization is constantly adapted to change in an attempt to benefit from the experiences of others, that the difference in the organization is effective and that the organization aspires to more.

2- The results of the study showed that the research organization implements a system of incentives that takes into account justice among working individuals but not at the required level.

3- The results revealed that the staff of the researched organization feel belonging and connected with it, and that the organization's achievements make them feel proud of others.

4- The results confirmed that the organization's research dealings are transparent and clear with all parties, but do not care about the opinions and proposals of citizens about its performance and activities adequately.

5- The results showed that the research organization is serious about supporting workers well, but does not attach the importance required to address problems that may affect performance.

### **Recommendations and future prospects**

Based on the theoretical and applied conclusions of the study, we can summarize the most important recommendations and future prospects

that contribute to the organization's particular sample study, organizations in general, and provide future studies with proposed future prospects, which can be explained by the following:

#### **First: General recommendations**

1. Increased theory in the study of study variables in line with contemporary developments in contemporary management literature, and the constant quest by researchers to build appropriate research tools to measure them in business organizations.

2. Simulate global organizations in the field of allocating a specific entity within the organization that manages and controls organizational support and teamwork effectiveness, develops specific strategies and policies to obtain a better working environment, and allocates appropriate funds in balancing organizations to conduct research and studies aimed at maintaining and strengthening the work environment.

3. Invite all universities and ministries to establish research and consulting centers tasked with studying topics related to study variables.

4. Strengthening ties with various Arab and international universities to benefit from their experiences and publications of books and scientific research perspectives, which contributes to increasing the knowledge of managers on modern variables and contemporary techniques of international organizations and adapting the useful ones to the service environment in particular.

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**Appendix II: Study variables**

**organizational support:**

to	Questions	I totally agree.	agree	neutral	I don't agree.	I don't agree at all.
<b>Regulatory justice:</b>						
1	Senior management tries to understand employees' impressions of wage levels and approved stimulus programs					
2	The employee can object to the decisions made by his boss					
3	Employees feel fair in assessing their performance by their immediate boss					



4	Senior management is interested in moral rewards for their positive impact on improving work					
2/ Supervisor support:						
5	The supervisor is interested in encouraging and supporting ideas related to improving performance					
6	The supervisor supports all personal employees' initiatives and jurisprudence and encourages them to do so constantly.					
7	Employees feel that the privileges granted to them by the supervisor are equal					
8	The supervisor appreciates the additional efforts of the staff to perform the work efficiently					
3/ Regulatory rewards and working conditions:						
9	Senior management understands that the reward for subordinates is associated with exceptional and outstanding work.					
10	There is a balance between the rewards spent for the organization's staff and the efforts made at work					
11	Senior management seeks to adopt means of material and moral motivation to raise the motivation for achievement among its employees					
12	Senior management responds to the aspects offered by employees, particularly related to moral equivalents, when evaluating performance annually					

**Teamwork effectiveness:**

to	Questions	I totally agree.	agree	neutral	I don't agree.	I don't agree at all.
1/ Team leadership:						
1	I feel comfortable with the concept of joint leadership.					
2	I feel comfortable with the decision-making process within the Team.					
3	I spend time with team members to clarify the Team's expectations.					
4	The Team exercises good judgment during the decision-making process					
5	Team members provide input/ideas throughout the project					
7	I help my Team when anyone has difficulty doing things.					
2/ Team goals and objectives:						
8	I understand the Team's goals and objectives.					
9	My teammates understand the Team's goals and objectives.					



10	The Team agrees to the Team's goals and objectives					
11	The Team's objectives and objectives are consistent with the team members					
12	The Team is committed to achieving the Team's goals and objectives					
13	The Team achieves the Team's specific goals and objectives					
3/ Team contacts:						
14	Interactive communication is within the Team					
15	Team members participate in the panel discussion					
16	I participate in team meetings.					
17	Team members trust each other.					
18	Team meetings are well facilitated					
19	Team meetings produce clear results					
20	There are differences during team meetings.					
21	Out-of-meetings communications are effective					
22	I'm honest with my teammates.					
23	The team members are honest with each other.					
4/ Team roles and responsibilities:						
24	Team members ready to take the lead in unassigned tasks					
25	I'm willing to help solve unexpected problems that need immediate attention					
26	Team members are willing to help with unexpected problems that need immediate attention					
27	I'm clear about individual roles in relationships with the Team as a whole.					
28	Team members are clear about individual roles in relationships with the Team as a whole					
29	I agree with the specific roles and responsibilities					
30	Team members have the expertise to perform tasks					
31	I understand the responsibilities i have.					
32	The Team understands the responsibilities assigned to them.					
5/ Team relationships:						
33	I managed to handle the Team's dispute well.					
34	Effective conflict management is exercised within the Team					
35	The Team works based on the problems that arise until they are resolved					
36	I care about the welfare of my teammates.					

37	My teammates care about each other.					
38	Good decisions are always made within the Team regarding project matters					
39	Decisions are made with the participation of all team members					
40	I have my fair share of work.					
41	Team members are always looking for the Team.					

