



The Importance of Digitization In Improving The Performance of The Organizational Leadership and Workteam

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Abstract: This study aims to show the importance of the digitization in improving the performance of the leadership organizational and the teamwork. Through the relationship between the digital environment from a side, the leadership and the teamwork from an other side. In order to reach the goals, we depend on the descriptive method to describeresearch variables. So that analytical method to analyze the community of the research, which is consisted of 50workers (male and female). In addition, the technical team in charge of repairing the defects, and installing networks. Finally, the results of the study concluded that the digital environment of the leadership and the technical work teams in the company in Adrar.-Algeria-.

Keywords: Digital-environment; Leadership; Performance; Work ; Team.

L'importance de la numérisation pour améliorer la performance de la direction organisationnelle et les équipes de travail.

Résumé : Cette étude vise à mettre en évidence l'importance de la numérisation dans l'amélioration des performances du leadership organisationnel et des équipes de travail au sein de l'entreprise économique. Elle cherche à comprendre la relation entre l'environnement numérique d'une part, et le leadership et les équipes de travail d'autre part. Pour atteindre ses objectifs, l'étude s'est basée sur une approche descriptive pour décrire les variables de recherche, et sur une approche analytique pour analyser la population étudiée, composée de 50 hommes et femmes des équipes techniques chargées de la réparation des pannes et de l'installation du réseau. La sélection de l'échantillon s'est basée sur une méthode d'échantillonnage intentionnel. Un questionnaire a été utilisé pour mesurer les variables de recherche. Les résultats ont montré que l'environnement numérique joue un rôle dans l'amélioration des performances du leadership et des équipes techniques de la société à Adrar, et que les compétences en leadership ont un impact sur l'activation des performances des équipes de travail, y compris les compétences techniques, intellectuelles, humaines et organisationnelles. De plus, les équipes de travail efficaces ont des caractéristiques qui les distinguent des autres équipes.

Mots-clés : Environnement-numérique ; leadership ; Performance; équipes ; travail.

Introduction

Most institutions seek deeper to achieve their goals and enhance their status. Through the resources they possess. Nowadays the rapid development in all social, cultural, economical and administrative fields is a clear evidence of that. Thus, this development has made organizations to look for the best administrative methods and techniques that achieve excellence, success and leadership for them. There is no doubt that the success of any organization in achieving its goals is due to the nature of its environment and wise leadership. Actually, the effective studies that are dealing with the digital environment maybe are considered such a condition through which the leader possesses the required skills, whether innate or acquired. (Ghebein, 2009:138.) Therefore, the leadership success relies on effectively managing the environment and work goals. In regards to its digital aspect, which faces different activities and tasks of the organization, creating work teams through dividing tasks and activities. Where it is considered one of the modern methods and techniques that organizations seek to specialize in. In order to excel and adapt to internal and external environmental variables. From this perspective, it was necessary for organizations to adapt the method of team work as a systematic strategy aimed at investing in their human resources. In addition, the importance of the leadership in organizing, directing and monitoring work team is highlighted through improving work their performance, motivating, coordinating efforts and raising morale to achieve the team specific goals, within the general goals of the organization. This can only be achieved through the leader possessing tools that allow him to manage his work team, improve its performance by providing good conditions and creating a suitable work environment that encourages innovation, creativity and integration in team spirit, adapting a set of goals, and striving to achieve them. According to the previous introduction, in this study we are looking for the role of the digital environment to improve the organizational leadership and work team in the institution. Therefore, the research problem would be :To what extent has the digital environment a role in improving the team work in the organizational leadership?

This aims to provide the human society with more facts about the daily life. Before all, Starting from the recognition of the problems that the economical institution are suffering from in particular, then the public institution. Therefore, the study aims to get a deep knowledge about the relation between the digital environment of the organizational leadership and the performance of work team; the importance of digital environment in improving the organizational leadership; focusing on the digital environment, through the suggestion to improve the performance of a teamwork.

4. Theoretical framework

It is a process of transformation of information to a digital formatting. In which the information would be organized in a separate unites.

1.1. The organizational-leadership:

It means the extent of the manager or the president's ability to use the types of authority, legally granted to him, by the organization, and using his self-skills, which enable him to influence followers or subordinates by motivating them , encouraging them and communicating them. In order perform the work to the fullest and achieve the specified and expected goals with high efficiency . (Mohammed, 2010.p105.)

Generally, organizational leadership requires achieving specific administrative goals by influencing their behavior , building their trust, and making them participate and collaborate in achieving shared goals. (mustafa & othman, 2003.p105.)

Therefore, the administrative leader, whether a manager or a responsible person is considered capable of influencing other through the administrative authority granted to him by the person..

1.2. The concept of performance

According to the nature of the study.the concept of performance meansthe effort that an individual exerts in performing a specific task, whether it is imposed on him, or by his own initiative. In order to make a change in the work environment, by converting inputs represented by raw materials into outputs represented by goods and services, with specific technical specifications and rates (al-motrafi, 2005.p38). It is defined also, as an interaction between behavior and achievement, meaning it is the combination of behavior and results achieved together, provided that these results are measurable. (al-ddorra, 2003.p26.)

Performance is the behavior of the individual, who receives support and reinforcement from the organization management, through training, so that it contributes to achieving the goals of the institution with the required quality and quantity. (Al-khnak, 2005.p10.)

1.3. The concept of a work team

It is a group of individuals who share common goals that they strive to achieve through teamwork and integration among themselves, with high degree of competence in decision-making ". (Hammoud & el-chikh, 2010.p161.)

According to Batt "they are groups of workers who have a great deal og freedom in their work and have the ability to bring about changes in production". As well as "they adopt many traditionally front- line supervisor- performed tasks,

such as allocating and coordinating work among different workers." (Ibrahim, 2014, p146-180.)

As Ivancevich and Mattesont understood it, as a team is a group of individuals who have a common and agreed-upon goal, which they committed to achieving through relying on each other and cooperating with one another. (hussain,aljamil.2009.p181-201.)

2. Leadership skills and its role in improving the performance of the work team:

The primary role of leader lies in influencing team members through their skills. Therefore, the skills of a team leader can be defined as a set of necessary skills for a team leader. These skills help them to organize the work and direct the team's capabilities towards thig performance to achieve the organization goals.From this perspective, we recognize the existence of a direct relationship between leadership skills and team performance, which requires the leader to possess specific leadershipskills.In addition, to general leadership skills.

2.1. Skills of making decision:

These skills include decision-making skills, which involve effective and influential decision-making within the team by determining priorities and importance through consulting with team members and achieving clear and understandable goals for all team members, as follows:

- Ensuring to gather the necessary information and data before making a decision.
- Involving all members in decision-making to avoid noncompliance.
- Taking into account the psychological and social aspects of the members when making decisions that concern them.
- Ensuring that all decisions are shared between the leader and the members in order to activate the spirit of collective participation in the team.

3. Methodological frame work

This study is based on the descriptive analytical approach which is the most appropriate for such a study nature. It's used to obtain sufficient and occurate information about the role of leadership in iproving the performance of work team. The, analyze it through collecting data about the topic in order to identify its causes, factors and results.

3.1. Place of study

The Regional Directorate of Distribution in *Adrar* is one of the representatives of *Sonalgaz* at the local and national levels. where it works under the supervision of the General Directorate of Distribution in Oran, which was founded in 2005. After it was just a center belonging to the distribution area in *Bechar*. In order to expand the size and needs of the customers.

3.2. Study sample and research community:

The research community consists of the total workers in the technical centers, in charge of following up the network of repairing the malfunctions and installing new subscriptions in *Adrar*. Therefore, the intentional sample method was relied on in selecting the research sample, which numbered 50 working members of the team, and 50 questionnaires were distributed to the respondents and were fully retrieved.

3.3. Characteristics of the research sample

After unpacking the data, we will display the descriptive characteristics of the members of the research sample, represented in personal data (gender, age, educational level, seniority at work).

Percentage	Repetition	Variable		percentage	repetition	variable	
-	-	Primary	Scholar Level	100%	50	Male	gender
20%	10	Middle					
72%	36	Secondary					
8%	4	University					
20%	10	From 1-4 years	Seniority at work	24%	12] 20-30[Age
40%	20	From 5-12 years					
26%	13	From 12-20 years					
14%	7	More than 20 years					
				8%	4] 51-60[

Table (1): Distribution of research sample on variable (gender, age, educational level, seniority at work)

It is clear from the above table that the members of the research sample are all males. So this is due to the nature of the technical work, that imposes on workers in this specialty to make field outputs from cable follow-up, fault repair and installation of new lines. It also shows to us that the age group [31-40] got the highest percentage, estimated at: (48%), and this indicates that most of the workers in the technical teams are in the youth stage.

In addition, the new workforce of the company has been followed by the age group [20-30] by an estimated percentage: (24%), and this indicates something. Whereas, it indicates that most of the workers in the technical teams are in the youth stage. Where followed by the age group [41-50] by (20%), and finally the age group [51-60] with an estimated percentage: (8%). As we note from Table (1), that most of the members of the teams and workers in the technical interests have a secondary educational level of 72%, and this percentage means, that the nature of work in these centers requires a good level commensurate, with the techniques used in the production process. And they are listed as control agents. While 20% of the sample members have an average level and they are considered as workers or executing agents, while 8% of the respondents have a university scientific qualification, and they are high cadres and those who lead these teams and supervise their leadership are Heads of Technical Centers. Table (1), which includes the distribution of the sample members according to seniority at work, shows that most of the sample members have seniority in the profession from 5 to 12 years, a percentage estimated at: 40%. Therefore, this means that most of the workers who were working in these centers preferred to stay in the institution. which made the company attract a new workforce through employment, followed by 26% of those with seniority from 13 to 20 years. while 20% of them have seniority between 1 to 4 years, while those who have years of service more than 20 years are only 7 individuals, and this is confirmed by 14%.

3.4. Presentation and analysis of data of the second axis related to leadership skills

After obtaining the data and unpacking it into the statistical table, we analyze and discuss its results, and the following is the presentation and analysis of leadership skills data through the data of the following tables:

Table (2): Distribution of respondents' answers according to their opinion of their leader and the degree of empowerment at work.

The standard	Percentage	Repetitions	The technical teams				Opinion of the sample individuals		
			Zaw yatk onta h	Reg gan	awle f	Adra r			
$0.5a <$	58 %	29	5	10	4	10	c	good	The leader from the perspective of members team
			31.25	100	57.14	58.82	%		
$0.5a <$	%30	15	10	-	3	5	c	Average	
			62.5	-	42.86	29.41	%		
	%12	6	1	-	-	2	c	Bad	
$0.5a <$			6.25	-	-	11.77	%		
$0.5a <$	54 %	27	5	7	6	9	C	good	Degree of empowerment of the leader in his work
			31.25	70	85.72	52.95	%		
$0.5a <$	34 %	17	8	2	1	6	C	Average	
			50	20	14.28	35.29	%		
$0.5a <$	12 %	6	3	1	-	2	C	Bad	
			18.75	10	-	11.76	%		
	100	50	16	10	7	17	Total		

It is obvious from the above table that (58%) of the respondents responses expressed their opinion on their leaders of their work teams, to which they belong. As they acknowledged that they are good in their eyes and feel comfortable and love of work in the team.

In addition, that they ensure that good working conditions for the team are provided with good relations, trust and cooperation, and they also like to perform their tasks under their leadership. Thus, this indicates the degree of acceptance of the leader by the team. which achieves them job satisfaction. And this is what a group of the sample told us when we conducted an interview with

them. Therefore, they trust the leaders of these teams and have a strong relationship with them, and the members of the technical team. At Reggan Center answered by (100%) about their love for their leader, their confidence in him, the good reputation he possesses, and the good relationship they have with him. As well as these are some of the signs of the leader's success in influencing the followers and working within an integrated and cooperative team.

At last, it indicates as the answer of (54%) of the respondents about their leader regarding the degree of empowerment at work. Where they acknowledged to us that their leader is well empowered in his work. Through familiarity with all aspects of work and his awareness of the weaknesses and strengths of team members. As a result, this indicates that the leaders of these teams are familiar with the work, of their subordinates in terms of the nature of their work. Finally, this indicates the use of technical skill in leading the team.

Table (3): Distribution of sample answers according to the ability to perform tasks and the leader's interest in developing his team.

Stand ard	Percen tage	Repet itions	Technical teams				Opinion of questionned people		
			z. kontah	Regg an	Awlef	Adrar			
0.5a <	76%	38	10	10	3	15	C	yes	The ability to performance tasks
			62.5	100	42.86	88.24	%		
0.5a <	24%	12	6	-	4	2	c	no	
			37.5	-	57.14	11.76	%		
0.5a <	52%	26	2	9	4	11	ت	Good	
			12,50	90	57.14	64.71	%		
0.5a <	30%	17	8	1	3	5	c	average	
			50	10	42.86	29.41	%		
0.5a <	14%	7	6	-	-	1	c	bad	
			37.50	-	-	5.88	%		
	100	50	16	10	7	17	Total		

With regard to the nature of the work carried out by team members and their ability to carry them out. we note from Table (3) that the percentage of (76%) of the sample members that the tasks they carry out are within the limits of their abilities and energies. which indicates that the leaders of these teams distribute the work and tasks according to qualifications and capabilities.

In addition, they are characterized by high technical knowledge and the ability to analyze and simplify the procedures followed in the performance of

tasks. By using the tools and technical means that are necessary to complete the work.

In addition, this is from the technical skill used in. Through the response rate of the technical team in Reggan, which amounted to (100%), which indicates that the leader of this technical team is widely aware of the work of the team. Thus, the capabilities of its members would be aware of the weaknesses of the team, and the strength and works to develop the capabilities of his team continuously.

The percentage of (52%) of the respondents' response believe that their leader is always working to develop and improve their abilities in completing the work. Because of the requirements of technical work that depends on modern technologies and machines used in the work. which change and evolve from one generation to another, and they also stated that their leaders provide support to them and support in performing tasks and completing work.

In order to increase empowerment in team work, and this is explained by the interest of the leaders of these teams in their subordinates and their ability to study, analyze, conclude, cooperate and mental readiness. In order to accept the ideas of others and support them in achieving their own goals and the general goals of the organization. This is considered the use of their intellectual skills by leaders.

Table (4): Distribution of sample answers according to the distribution of respondents' answers according to the prevailing communications and incentives provided to the team :

Standard	Percentage	Repetitions	Technical teams				Opinion of the questioned		The nature of the contacts between the leader and his team
			z.kontah	Reggan	Awlef	Adrar			
$0.5a <$	54%	27	2	8	5	12	C	Official	Kinds of motives given to the team
			12.50	80	71.43	70.59	%		
$0.5a <$	28%	14	7	2	2	3	ت	Not official	
			43.75	%20	28.57	17.65	%		
$0.5a <$	18%	9	7	-	-	2	ت	Official and not official	
			43.75	-	-	11.76	%		
$0.5a <$	4%	2	-	-	-	2	c	Material	
			-	-	-	11.76	%		
$0.5a <$	56%	28	3	10	6	9	C	moral	
			18.75	100	85.71	52.94	%		
$0.5a <$	8%	4	2	-	1	1	C	Material and moram	
			12.50	-	14.29	5.89	%		

0.5a <	32%	16	11	-	-	5	C	No motives	
			68.75	-	-	29.41	%		
	100	50	16	10	7	17	Total		

From Table (4), we note that 54% of the respondents acknowledged that they rely on their dealings and communication, with their leaders on official relations to a greater degree. Due to the nature of the technical work and its circumstances. Also, the sample members expressed that the nature of the communications that prevail in the team is informal communications only by (28) as a result of the relations that occur between members of the same team between other teams. while (18%) of the respondents acknowledged that the prevailing communications in the team are official communications, according to the official organization and informal. As a result, the social relations that are established between members.

We can also observe from the same table that (56%) of the respondents that the incentives provided to them are moral incentives more than material, and from this percentage through the technical team in Reggan by (100%) that the incentives provided to the team are moral motives compared to material motives, which are less exciting for their motivations and that leaders are trying to use expressions of thanks, praise and motivation, in order to raise the morale of the team. And achieve motivation to work. as well as pay the attention to the human and social aspect of the team, such as contributing to solving the problems suffered by subordinates.

Least not last, in order to build organizational trust and mutual respect between workers, and more motivation to more work, and this is the real development of the human skills. We conclude from Table (5), that 54% of the respondents confirm that their leaders are always informed of all the new information and news related to the company in its internal and external environment. Including competitors and customers, and this is the belief of team leaders. that the company is an integrated system, internally and externally. That works within an unstable environment, which necessitates the need to open up and adapt to the external environment and this is an organizational skill.

In addition, technical team leaders always encourage their team members to be creative and innovative at work in order to improve performance, enhance the competitive position and develop the organizational culture of the institution. And this is confirmed to us by 50% of the respondents' response, and this is evidence of the use of team leaders in leading their teams for organizational skills, which considered the organization as an integrated system that interacts with the environment and society. Where it imposes on leaders to understand its

goals, systems and plans and promote organizational values in its internal environment. As well as establishing an organizational culture that gives it a distinct identity, organizing work, distributing duties and coordinating efforts.

As a summary of the above, it is concluded through the overall previous analyzes of the various analysis tables, that the leaders of the company's technical work teams, represented by Sonelgaz, rely in leading their teams on the use of leadership skills. In order to improve and activate their job performance in varying proportions. And influence the behavior of followers or subordinates.

While these skills are represented in intellectual skills, technical skills, human skills.as well as organizational skills, as they increase their performance and contribute to achieving their goals and the company's goals. As a result, this proves the validity of the sub-hypothesis which is related to the impact of leadership skills in improving the performance of work teams.

8. Presentation and analysis of data of the third axis, characteristics of an effective team

After obtaining the data and unloading it into the statistical table, we analyze and discuss its results, and the following is the presentation and analysis of the data of the characteristics of the effective work teams through the data of the following tables:

Table (6): Distribution of respondents' answers according to their opinion on the clarity of the objectives to be achieved and the relationship between them and their leader.

Standard	Percentage	reptions	The technical teams				Opinion of the questionned		CLARITY OF THE OBJECTIVES TO BE ACHIEVED
			Z.kontah	Reggan	Awlef	Adrar	C	%	
0.5a <	72%	36	7	9	7	13	C	yes	
			43.75	90	100	76.47	%		
0.5a <	28%	14	9	1	-	4	C	No	
			56.25	10.00	-	23.53	%		

It is clear from the above table that 72% of the sample members believe that the goals they are required to achieve and reach, which are characterized by clarity and specificity, because the clarity of the goal and its accuracy results in an understanding of the role assigned to each member. And his acceptance of this role and thus work to achieve it.

While the technical team of *Awlef* is the most teams that are characterized by clear goals and identification of roles on the one hand, and on the other hand,

92% of the research sample confirmed the nature of the relationship that prevails in the team and links the team and its leader.

The answer was that it is a strong relationship based on commitment, friendliness, respect and cooperation, and this is an indicator of the degree of cohesion between team members. and the technical team in *Awlef* and the technical team in *Reggan* are considered one of the most teams that are characterized by clear goals and statement of roles. In addition to the existence of a strong relationship prevails in the team and the contact members with their leader. which stimulates collective support and cooperation in achieving goals.

Table (7): Distribution of respondents' answers according to their opinion on the prevailing digital environment and how decisions are made

standard	percentage	Repitions	Technical teams				Opinion of the questionned		The prevailing work atmosphere in the team
			Z.kontah	Reggan	Awlef	Adrar			
0.5a <	26%	13	7	-	2	4	C	official	
			43.75	-	28.57	23.53	%		
0.5a <	74%	37	9	10	5	13	C	unofficial	
			56.25	100	71.43	76.47	%		
0.5a <	72%	36	6	9	7	14	C	Collective contribution	The contribution in taking decisions
			37.50	90	100	82.35	%		
0.5a <	28%	14	10	1	-	3	C	by the leader only	
			62.50	10	-	17.65	%		
	100	50	16	10	7	17	total		

With regard to the nature of the atmosphere prevailing within the team, through the data of Table N (7). we see that 74% of the respondents believe that the work atmosphere is comfortable and informal. As a result, this indicates a decent work climate in which individuals are far from tension, hostility and formality. Also, this is what motivates members to enjoy fellowship and accompaniment, between them in carrying out the required work. In addition, it improves the performance of the team and increases their motivation.

In fact, the process has a positive impact on the work, and that the technical team in *Reggan* is most teams work in a comfortable atmosphere. where members are allowed to work comfortably away from formality at work. which sometimes generates some boredom and routine.

72% of the research sample also show that they participate in making and making decisions. Therefore, that affect the work of the team, where decisions

are often taken collectively, and this encourages the spirit of initiative, innovation and creativity.

As well as each individual has a role and status in achieving the general goals of the team. Of course, the technical team in *Awlef* is most team that rely on collective participation in decision-making. As well as, this participation makes the individual feel that he has a role and importance in the team. which paved the way to execute obligations and resolutions.

Table (8): Distribution of respondents' answers according to their opinion on the digitization system applied in the team's control and how to address conflicts :

Standard	percentage	reptions	Tecnical team				Opinion of the questinned	The prevailing monitoring system in the team
			Z.kontah	Reggan	Awlef	Adrar		
0.5a <	52%	26	8	9	3	6	C	Self control
			50	90	42.86	35.29	%	
0.5a <	48%	24	8	1	4	11	C	Official control
			50	10	57.14	64.71	%	
0.5a <	84%	42	9	10	7	16	C	Cooperarion to solution
			%56,25	100	100	94.12	%	
0.5a <	16%	8	7	-	-	1	C	Ignorance
			43.75%	-	-	5.88%	%	
	100	50	16	10	7	17	Total	

Through the results of Table N: (8), we note that team leaders focus in their control system on the self-control of the individuals more than administrative control. Through spreading the spirit of moral, professional and religious responsibility in the performance of team work, and promoting organizational values, and this is according to the answer of (52%) of the members of the research sample, and confirmed by (84%) of the sample, that everyone cooperates in resolving disputes and eliminating differences and conflicts within the team, and the technical team of *Awlef* and *Reggan* are the most teams that pursue a cooperative method In resolving disputes and conflicts that occur in the team, and rejecting them because they limit the cohesion and disturb the unity of the team, which results in these differences conflict in achieving the special goals of the team and the general objectives of the company.

9. Overall results

We conclude, through the overall previous analyzes of the various answers, that the leaders of the company's technical work teams, they rely in leading their teams on the use of leadership skills in improving and activating their job performance in varying proportions in order to influence the behavior of followers or subordinates, represented in intellectual skills, technical skills, human skills, as well as organizational skills, as they increase their performance and contribute to achieving their goals and the company's goals, and it can also be said that the team is effective if it is characterized by the following :

First, clear objectives and full understanding of roles and acceptance by team members. Then the awareness of the weaknesses and strengths of the team, and a full awareness of external environmental opportunities and threats. After that, the comfortable and informal working climate. As well as, the collective participation in decision-making. Within the sphere of organizational trust among team members. And cooperation and participation in the performance of business, supporting creativity and innovation and openness of communication. Least not last, the managing conflicts before they escalate into a crisis that hinders activities and work.

Thus, effective teams of workers are characterized by certain characteristics and qualities that distinguish them from the rest of the other teams. However, these qualities are the relationship that is characterized by trust, respect, cooperation and lack of conflicts. Finally, the information flows freely and shared by all team members and characterized by accuracy and clarity.

Conclusion

The organizational leadership has a fundamental and essential role in activating the elements of management and improving the performance of employees, and that this role is related to the extent to which leaders possess leadership skills and methods that they pursue in influencing followers and subordinates positively and effectively, in order to improve performance and achieve their goals and the goals of the organization in general, and working as a team is one of the modern trends in modern organizations, where lies the importance of work teams and their essential role in empowering individuals and involving them in decision-making and motivating them constantly and consolidating the values and culture of the organization in them, and this can only be achieved Through the presence of skilled and effective leadership possesses a set of skills and leadership qualities that make the team distinct and effective.

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