

Impact of organizational health work teams An analytical study of the opinions of a sample of leaders of the Dhi Qar Health Department

Amir Obaid-Researcher Ali Abdel Dr. Hossam Ali Muheibes
aliallowy454@gmail.com

تأثير فرق العمل على الصحة التنظيمية

دراسة تحليلية لآراء عينة من قيادات دائرة صحة ذي قار

أ.م.د. حسام علي محيبس

الباحث علي عبد الامير عبيد

كلية الادارة والاقتصاد/ جامعة بغداد

كلية الادارة والاقتصاد/ جامعة بغداد

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Abstract

The current research aims to identify the level of impact of work teams in its dimensions (work design, installation, context, processes) as an independent variable on organizational health in its dimensions (cohesion, legality, resource support, initiation of work) The dependent variable by mediating the work teams in its dimensions in the Department of Health of Dhi Qar to reach appropriate mechanisms and recommendations proposed to contribute to the achievement of organizational health in the Department of Health of Dhi Qar (the research department), Based on the importance of the subject of research in government institutions and the important and service role of the Dhi Qar Health Department in the Iraqi society, The descriptive analytical approach was adopted in the completion of the research based on the opinions of the leaders in the department surveyed (department managers and directors of divisions) and data was collected from 113 respondents representing a sample of the research community, which includes administrative leaders in the Department of Health of Dhi Qar and in the style of the intentional sample, has been relying on the questionnaire in the process of collecting data, as well as personal interviews, with the use of a set of statistical methods represented by (Assertive factor analysis, simple linear regression, coefficient of determination, alpha-Cronbach coefficient, normal distribution test, relative importance, frequencies, percentages, arithmetic mean, standard deviation, coefficient of variation) as well as reliance on ready-made statistical programs (Amos 26. v, spss 26. v, Excel 2010). To find out the effect between variables, and to test the main research hypotheses. The statistical analysis of the research concluded a number of results, the most prominent of which was the existence of a significant impact of the work teams in organizational health, and this indicates that the work teams have an active and influential role in achieving organizational health, and this means that whenever the Department of Health of Dhi Qar initiates the application of work teams, this will be a major and effective factor to reach the achievement of organizational health.

Keywords : Organizational Health , WorkTeams

المستخلص

يستهدف البحث الحالي التعرف على مستوى تأثير فرق العمل بأبعاده (تصميم العمل ، التركيب ، السياق ، العمليات) بوصفه متغير مستقل على الصحة التنظيمية بأبعادها (التماسك ، الاعتبارية ، دعم الموارد ، المبادأة بالعمل) المتغير التابع بتوسيط فرق العمل بأبعاده في دائرة صحة ذي قار للوصول إلى آليات مناسبة وتوصيات مقترحة للإسهام في تحقيق الصحة التنظيمية في دائرة صحة ذي قار (الدائرة المبحوثة) ، وانطلاقاً من أهمية موضوع البحث في المؤسسات الحكومية والدور المهم والخدمي لدائرة صحة ذي قار في المجتمع العراقي ، جرى اعتماد المنهج الوصفي التحليلي في إنجاز البحث بالاستناد إلى آراء القيادات في الدائرة المبحوثة (مدراء الأقسام ومدراء الشعب) وتم جمع البيانات من 113 مستجيب يمثلون عينة مجتمع البحث ، الذي يضم القيادات الإدارية في دائرة صحة ذي قار وبأسلوب العينة القصدية ، وقد تم الاعتماد على الاستبانة في عملية جمع البيانات ، فضلاً عن المقابلات الشخصية ، مع استعمال مجموعة من الأساليب الإحصائية المتمثلة ب(التحليل العاملي التوكيدي ، الانحدار الخطي البسيط ، معامل التحديد ، معامل الفا-كرونباخ ، اختبار التوزيع الطبيعي ، الأهمية النسبية ، التكرارات ، النسب المئوية ، الوسط الحسابي ، الانحراف المعياري ، معامل الاختلاف) فضلاً عن الاعتماد على البرامج الإحصائية الجاهزة (Amos 26) . (Excel 2010 ، v, spss 26. v, لمعرفة التأثير بين المتغيرات ، واختبار فرضيات البحث الرئيسية . وقد خلص التحليل الإحصائي للبحث إلى عدد من النتائج كان أبرزها وجود تأثير ذو دلالة معنوية لفرق العمل في الصحة التنظيمية ، وهذا يدل على إن لفرق العمل دوراً فاعلاً ومؤثراً في تحقيق الصحة التنظيمية ، وهذا يعني إن كلما بادرت دائرة صحة ذي قار إلى تطبيق فرق العمل فإن ذلك سيكون عاملاً رئيسياً وفاعلاً للوصول الى تحقيق الصحة التنظيمية

الكلمات المفتاحية : الصحة التنظيمية ، فرق العمل

the introd

The current research (the impact of organizational health work teams, analytical research in the Department of Health of Dhi Qar) one of the important and modern topics that are of great importance to many advanced international institutions, and this research came to highlight this vital and important topic and the urgent need for public institutions in Iraq for research and studies related to work teams and how to build and improve organizational health, As all institutions in all their specialties need to have a safe healthy environment in order to be able to achieve their goals Where this is done by providing organizational conditions that achieve for working individuals well-being and positive interaction between them and their institutions, where we find that organizational health has become one of the necessities of the current era, so that institutions that want to excel, survive and continue to give effectively in light of the changing and accelerating

environmental conditions, as well as globalization and continuous renewal, must enhance the health levels of their organizational structure, early detection of defects in their work, and rapid response to all environmental variables surrounding the institution, Ghorbani, Afrassiabi: Rezvani: 2012 agreed that organizational health is one of the most important indicators of growth and development of the organization and a guide to the correct use of its resources. Where work teams are the main pillar in institutions, as well as the element through which the performance of the institution is judged and thus achieve the organizational health of the institution, by reviewing a study (Al-Shabbah: 2017) that working with teams has become an effective strategy, focusing on human competencies and development, and providing an appropriate work environment through work teams and meeting the psychological and social desires of individuals and employing the consistency of the work of the human resource as a achiever of organizational effectiveness, which helps to build a sound organizational health for the institution.

network of the researchThe first axis: the methodological fra

First: the research problem

The research problem was identified in the light of the above by raising the following questions:

- 1- To what extent do the work teams contribute to achieving organizational health?
- 2- To what extent do the institutions under study enjoy the application of organizational health?

Second: the importance of research

The importance of the research is evident through the following:

- 1- The novelty of the research, which dealt with the research variables (work teams, organizational health), because they are modern topics that have emerged in the past years, and did not receive attention from scholars and researchers. This calls for the need for an experimental study of the relationship between them.
- 2- Defines the sample of the role played by the components of the work teams in promoting organizational health.
- 3- Describe and analyze the relationship and influence between the components of work teams and the variable of organizational health.
- 4- Highlighting the mechanisms of dealing with organizational health institutions in the Dhi Qar Health Department and identifying their strengths and weaknesses in this field.

Third: Research objectives

The research tries to reach a number of basic objectives for the purpose of identifying real treatments for the problem, including the following:

- 1- Provide a conceptual framework on the contents and importance of each of the three variables of the study (work teams, organizational health).
- 2- Knowing the extent of the practice of organizational health by health institutions in the Department of Health of Dhi Qar.
- 3- Indicate the nature of the influential relationship between work teams and organizational health.
- 4- Diagnosis of the level of work teams in the study population.
- 5- Reveal the role and importance of work teams and its multiple dimensions in adopting organizational health.

Fourth: research hypotheses

- 1- The main hypothesis: There is a positive moral impact of the work teams in its dimensions (work design, processes, context, installation) in the organizational health in its combined dimensions and branches from the main hypothesis the following sub-hypotheses.
 - The first sub-hypothesis: affects (work design, processes, context, installation) positively and significantly in cohesion.
 - The second sub-hypothesis: affects (work design, processes, context, installation) positively and significantly in the initiative of work.
 - The third sub-hypothesis: affects (work design, processes, context, installation) positively and significantly in supporting resources.
 - The fourth sub-hypothesis: affects (work design, processes, context, installation) positively and in terms of morale.

Fifth :Research Methodology

The research method is the basic design of the research, through which the researcher can draw ways to collect information and data, which helps in clarifying the objectives of the research in a flexible and clear manner and in a systematic and integrated manner, and the researcher has adopted the descriptive analytical approach because of its major role in studying, interpreting and analyzing the phenomenon by identifying its dimensions and characteristics and clarifying the relationship between them in order to reach an integrated

scientific description through the interpretation and analysis of the existing situation and determining the nature of the conditions and relationships between variables, linking and interpreting those data and measuring them and classify them and draw conclusions from them.

Sixth: the research community and sample .

The researcher selected the research community for all the leaders working in the Department of Health of Dhi Qar, where each Director General of the Department of Health of Dhi Qar and the assistants of the Director General and directors of departments within the Department of Health of Dhi Qar and the Director of the Department of Public Health as well as directors of hospitals and sectors and their assistants and directors of people within the department, hospitals and sectors, and the Department of Health of Dhi Qar was chosen by the researcher because of the importance of the services provided by that department to people and the urgent need that citizens need for those services.

The second axis: the theoretical framework

The first topic: work teams

teams First: work

The first to advocate the idea of forming coherent work teams is (Renseis Likert Rancece), where he stressed that it is possible to invest the maximum energy available to individuals in the event that work teams in institutions participate in cohesive functional groups, the great transformations in the work environment of institutions, and transformations in administrative thought as well as the diversity of administrative concepts and the rapid development of technologies and communications were all in favor of interest in the human element as a member of a coherent team characterized by cooperation and cohesion (palacios, etal:2016,513) There are many definitions of work teams by scholars of administrative literature as well as writers and researchers from various aspects, including:

- Defined (Mackall, 2009: 14) A team is a specific group of individuals characterized by their loyalty to a specific purpose, all of whom share the performance of a unified work and their skills and experience are pooled to achieve a common goal.

West (2012:27) defined A team is a group of individuals within a given organization who exercise many tasks that contribute to the achievement of the organization's goals and

share these individuals in all work tasks, and possess the independence, authority and resources necessary to achieve their goals.

Second: Characteristics and attributes of an effective work team

The most important thing that distinguishes the work team from just being a working group, is what appears clear and clear of the characteristics and features, can not meet easily in the group, and that, that team members share their sense of the importance of the goal they are working to achieve, whether at the team level or at the level of the institution, with the sincerity of their desire to achieve it. The team also proceeds through certain rules that it chooses to work through, with the awareness of its members of the nature of their work, and their interest in the processes that can achieve the required results, Therefore, effective work teams depend very much on the accurate identification of available resources, and those resources are used effectively as needed and allotted time, and team members understand and listen to what is said to them and show full interest in the words, actions and feelings of others, which helps this to reach the best ideas, proposals and solutions by investing and exploiting differences of opinion between team members, which encourages creativity. Therefore, the effective team finds appropriate treatment for differences to prevent them from reducing the effectiveness of members in participating in team activities, This, in turn, reduces conflicts that lead to the destruction of honest competition between members, but rather leads them towards solving problems, and effective teams are characterized by their keenness on the balance of roles, and the participation of all team members in performing the tasks entrusted to them and notifying everyone of their importance within the work team, and dealing with mistakes made by some members as an opportunity to learn, encourage innovation, and to set a periodic meeting to evaluate the performance of the team, as well as work to create and develop a suitable climate of trust among members Team (Adri Sousan, 2008). They express (Ashrifa and Hebron: 2021,42) that an effective team has the following characteristics:

- 1- A clear sense of itself as a special team.
- 2- The ability to interact positively with others in the organization.
- 3- Negotiate among its members positively on beliefs and assumptions that help them work very effectively within the organization.
- 4- The ability of team members to communicate clearly with each other and effectively with the rest of the organization in the organization.

- 5- Team members work more effectively with each other than with individual team members.
- 6- The ability to eliminate events that are destructive or disruptive to productivity.

The second topic: organizational health

Firstly: health concept regulatory

The term organizational health appeared in the middle of the last century when researchers in human needs such as Maslow and Mac Roger began their interest in workers, and ways to deal with them at work, where the desire of these researchers and their quest to achieve a link between the content of the job for the benefit of employees and the effectiveness and work of the organization, and this is what established the emergence of organizational health that is based on an interconnected system that contains all components of work, It seeks balance and interaction to achieve organizational goals (Shoaf, et al:2004). Modern institutions aim in light of the continuous movement and as a social entity that has its identity, entity, place and role to keep pace with and contemporaneity with all developments that occur inside and outside its organizational environment, to crystallize the harbingers of a healthy and sound environment that contributes significantly to raising organizational effectiveness, and this is only through attention to the human element, which represents the beating heart and the success indicator of any institution In 1969, Miles used the term organizational health for the first time, as it defined it as the ability of organizations to work efficiently and effectively and be able to grow in light of the acceleration and continuous developments in order to reach an integrated system to achieve the desired goals.

(Yadollahi :2020, p. 703) defined organizational health as the ability of an organization to achieve its goals efficiently and effectively, leading to the improvement and growth of the organization. While between (Doganay, Dagli, 2020, p. 129) that organizational health is the description of aspects of the work environment that are related to the health of the individual and everything related to his satisfaction and well-being in it.(Ibrahim :2016, p.19) emphasized that it is a dynamic state of individual job satisfaction in which formal and informal structures contribute positively to increasing effectiveness as well as improving the professional life of individuals in the organization.

Second: Dimensions of Organizational Health

(Bulue: 2015: 7) dealt with several dimensions of organizational health, which were adopted by the researcher in the current study, which are as follows:

- 1- **Cohesiveness:** This dimension refers to the extent to which the members of the institution are related to it and their leaders and with each other, and the depth of friendly relations and cooperation between them, the institution with organizational health has a high sense of identity, and there is mutual admiration between its members on the one hand and between the institution and individuals on the other hand, There is a desire for its members to survive and continue, and this indicates loyalty and pride in it, as they work with mutual influence cooperatively.
- 2- **Initiation of work:** It is the extent to which the leader directs work, achievement and achievement of tasks by clarifying the levels of performance to be accomplished and work expectations, and establishing certain patterns of performance, communication and decision-making.
- 3- **Resource support:** It is the extent to which the institution is able to all the tools and equipment that individuals need to accomplish their work effectively and efficiently, all system inputs, especially human resources, are used effectively within the limits of the energies of individuals, which contributes to their growth, development and self-realization, and this creates a balance between the demands of work and their needs.
- 4- **Legal:** It is the positive behavior of the leader in the institution based on friendliness, respect, mutual trust, interest in individuals, accepting their proposals, listening to them, and working to achieve the correct suggestions.

The third axis: the practical framework

View and analyze sample answers

First: Presentation and analysis of the sample responses in the variables (work teams (organizational health) ،
organizational health) ، Table (20) shows the measures of the variables (work teams prepared by the researcher -

arrangement	Relative importance	coefficient of difference	Standard deviations	Arithmetic averages	paragraphs	the number
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3	68.55%	17.96%	0.616	3,428	organizational health
2	69.89%	17.56%	0.614	3,495	work teams

prudential paragraphs of the organizational -Second: Measuring the level of post health variable

Table (26) shows the statistical measures of the items after consideration of the organizational health variable

arrangement	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	paragraphs	
6	68.14%	26.50%	0.903	3,407	Senior management enables employees to access it easily	27
4	69.56%	25.80%	0.897	3,478	Senior management shows affection for all employees of the organization	28
3	69.56%	24.93%	0.867	3,478	Senior management works to create suitable working conditions for employees .to excel in the organization	29
5	67.26%	26.38%	0.887	3,363	The top management treats the employees in the organization as they deserve	30
2	70.44%	23.42%	0.825	3,522	Top management takes employee suggestions into consideration	31
1	69.03%	23.23%	0.802	3,451	There is clarity in the organization in the instructions and directives of senior management that benefit employees	32
arrangement of dimensions	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	alafter leg	
1	69.00%	19.16%	0.661	3,450		

Third: Measuring the level of paragraphs after the cohesion of the organizational health variable

s the statistical measures of items after coherence for the organizational Table (27) show health variable Prepare the researcher

arrangement	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	paragraphs
3	67.26%	24.19%	0.814	3,363	r management The relationship of senior with employees is characterized by cooperation
1	68.50%	23.02%	0.788	3,425	Suggestions and opinions of employees receive the respect of senior management
4	68.32%	26.45%	0.904	3,416	Senior management seeks to create and environment in suitable conditions .which employees can be creative
2	66.37%	23.91%	0.794	3,319	Top management treats all employees fairly
arrangement of dimensions	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	after coherence
2	67.61%	19.19%	0.649	3,381	

Fourth: Measuring the level of paragraphs after supporting resources for the organizational health variable

Table (28) shows the statistical measures of items after supporting resources for the organizational health variableorgan

arrangement	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	paragraphs
2	67.79%	26.58%	0.901	3,389	Senior management applies the principles and rules that establish an

					organization with organizational soundness	
3	67.61%	26.61%	0.900	3,381	Top management provides the necessary updated information bases to all employees	38
5	66.19%	30.77%	1,018	3,310	Senior management provides employees with materials and equipment needed for work	39
1	69.20%	26.20%	0.907	3,460	Top management provides employees with suitable means of work	40
4	65.31%	27.46%	0.897	3,265	The senior management adopts creative ways and means to meet the needs of the employees	41
arrange ment of dimensi ons	Relative importan ce	coefficie nt of differenc e	standard deviation	Arith metic mean	After supporting resources	
4	67.22%	22.98%	0.772	3,361		

Fifth: Measuring the level of paragraphs after starting work for the organizational health variable

measures of items after starting work for the Table (29) shows the statistical organizational health variable Prepare the researcher

arrang ement	Relati ve import ance	coeffici ent of differen ce	standar d deviatio n	Arith metic mean	paragraphs	
5	66.90%	26.43%	0.884	3,345	Top management directs employees to abide by the rules and regulations of the organization	42
4	69.20%	25.63%	0.887	3,460	The positions and directions of senior management are clear to all	43
1	72.39%	20.99%	0.760	3,619	Top management lets employees know what is expected of them	44
2	73.27%	21.77%	0.797	3,664	Top management maintains specific	45

					standards of performance	
3	70.09%	23.85%	0.836	3,504	Top management schedules the work to be done	46
arrangement of dimensions	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	After starting work	
3	70.37%	20.12%	0.708	3,519		

Sixth: Measuring the level of the paragraphs after the operations of the work teams variable

the work teams Table (30) shows the statistical measures of items after the operations of variable						
arrangement	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	paragraphs	
3	70.09%	25.04%	0.878	3,504	The goals of work teams within the organization are clear	47
6	67.26%	27.26%	0.917	3,363	other in Team members support each achieving goals	48
1	70.80%	22.66%	0.802	3,540	All efforts of the work team unite towards solving problems	49
2	70.44%	23.42%	0.825	3,522	Team members address issues in a timely manner	50
5	68.50%	25.82%	0.884	3,425	eam member The private interest of a t dissolves in front of the general interest .of the team as a whole	51
4	69.56%	25.52%	0.887	3,478	The work team has a desire to take responsibility for activating work performance	52

7	67.96%	28.23%	0.959	3,398	and The work teams enjoy high morale an atmosphere of cooperation and participation	53
arrange ment of dimensi ons	Relativ e importa nce	coeffici ent of differen ce	standar d deviatio n	Arith metic mean	after operations	
4	69.23%	21.22%	0.734	3,461		

the level of paragraphs after the context of the work teams Seventh: Measuring t variable

Table (31) shows the statistical measures of the paragraphs after the context of the work teams variable

arrang ement	Relati e v import ance	coeffici ent of differen ce	standar d deviatio n	Arith metic mean	paragraphs	
5	69.20%	28.39%	0.982	3,460	Team members rely on each other to solve problems and develop means to achieve goals	54
1	72.21%	20.42%	0.737	3,611	The team leader consults with the members on the work being done	55
2	71.50%	21.08%	0.754	3,575	ganization has a system for The or evaluating the team's performance and its effectiveness	56
3	69.03%	22.24%	0.768	3,451	The team receives support and incentives from senior management	57
4	70.09%	23.23%	0.814	3,504	All resources (financial and other) that team needs to perform its tasks are the provided	58
arrange ment of	Relativ e	coeffici ent of	standar d	Arith metic	after context	

dimensi ons	importa nce	differen ce	deviatio n	mean	
3	70.41%	18.73%	0.659	3,520	

**f paragraphs after designing work for the work teams Eighth: Measuring the level o
variable**

Table (32) shows the statistical measures of the items after designing the work for the prepared by the researcher -work teams variable					
arrang ement	Relati ve import ance	coeffici ent of differen ce	standar d deviatio n	Arith metic mean	paragraphs
1	73.98%	17.66%	0.653	3,699	The roles of the work team are clear and known 59
2	68.50%	24.31%	0.832	3,425	Work teams are completely independent from senior management 60
4	69.03%	25.09%	0.866	3,451	rking group The decisions of the wo meetings are often implemented 61
5	66.90%	25.82%	0.864	3,345	job training -the-There is continuous on in order to increase the technical knowledge of the team members 62
3	67.43%	24.81%	0.837	3,372	Tasks are distributed fairly among the members in proportion to their team abilities and skills 63
arrange ment of dimensi ons	Relativ e importa nce	coeffici ent of differen ce	standar d deviatio n	Arith metic mean	After design work
2	69.17%	18.44%	0.638	3,458	

**e level of the paragraphs after the composition of the workNinth: Measuring th
teams variable**

) Table33 shows the statistical measures of the paragraphs after the installation of the work teams (

variable						
arrangement	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	paragraphs	
2	70.09%	21.95%	0.769	3,504	The size of the work team in the organization is appropriate to perform the work effectively	64
4	69.56%	22.76%	0.792	3,478	Team members support each other in achieving goals	65
3	70.97%	22.59%	0.802	3,549	The work team has the ability to achieve performance effectively	66
5	68.14%	25.00%	0.852	3,407	Diversity in the cultures of team members contributes to better team performance	67
1	75.04%	19.68%	0.738	3,752	The ideas presented by the team are innovative	68
arrangement of dimensions	Relative importance	coefficient of difference	standard deviation	Arithmetic mean	after installation	
1	70.76%	17.60%	0.623	3,538		

The fourth axis: conclusions and recommendations

First: Conclusion

1- The results showed that there is an emphasis on the presence of work teams in the first place in the Dhi Qar Health Department, where the department works to form health work necessary teams whose duties are to visit homes and investigate children to give the vaccinations that are within the department's plan

2-The results are clear, according to the opinions of officials in the department, that organizational health is applied in it, and that the department provides safety and security

for its employees by preparing health supplies, in addition to that, preparing conditions appropriate and isolated rooms for doctors to provide service to patients and auditors in the .department

3- operations The least contributing dimensions to the work teams variable is the dimension, while the context dimension came as the third dimension of contribution, while the work design dimension is the second contribution to the work teams, while the most harmony between contributing was after composition, which indicates the existence of members Work teams, as they share the organizational qualities and goals of the team, and motivate managers to provide them with skills by involving experienced people in work .teams to enhance and support teamwork for health teams

-4s clear that the participation of the dimensions (legality, cohesion, initiation of work, It i resource support) in the formation of the organizational health variable is, respectively, th), as officials in according to the importance of the contribution (first, second, third, four the Dhi Qar Health Department contribute to spreading the culture of moral values The high level in dealing with each other, as well as in their dealings with auditors and patients, .endliness, trust and respect among allbecause of its reflection on the consolidation of fri

5- assembling and -The Dhi Qar Health Department has the necessary ingredients in re synthesizing resources, as it works to develop its structures according to the requirements in nd modernize the functional relations in terms of harmony with the Ministry of Health a redistributing the powers and responsibilities of the workers in the department in order to .comply with the flow of operations and their flow in a way that is far from cumbersome

Second: Recommendations

1- The monitoring of health institutions in the private sector was not for all the activities that they practiced, which was reflected in the development of competing strategies for .these institutions by the directors of the Dhi Qar Health Department

2- e institution needs to review all offers submitted to the Dhi Qar Health Department by Th investors, especially in the field of health and health supplies and devices, as it needs high .financial resources

-3for the tasks in which they are In the presence of the rules set by the department conducted, however, there is sometimes reluctance in applying them, and the researcher attributes this to the fact that the field of health care requires providing service to patients .ugh all the rules due to treatment prioritieswhose condition requires not going thro

4- It requires the Dhi Qar Health Department to constantly work on conducting assessments about its information systems and updating them with the best devices, programs and multiply, such as organ transplantation and stem cell modern technologies that vary and m transplantation, which require the use of medical, pharmaceutical and diagnostic tools and . techniques at the highest levels

-5wages and Motivating workers to participate in work teams by providing differential giving material rewards that contribute to improving their performance and linking them to improving their human relations and social relationships and needs that motivate their .behavior at work

reviewer

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