

Everyone's Smart University

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THE IMPACT OF TEAM BUILDING LEADERSHIP ON COOPERATIVE SOCIETY FOR MANAGEMENT OF HEALTH FACILITIES

1. INTRODUCTION

Leadership is the ability to influence others in order to achieve common goals, and this means that leadership is a process of communication between the leader and the team to exchange knowledge that they cooperate to accomplish the tasks assigned to them and the influence of leadership work goes in two opposing directions. Leadership is not a personal relationship between the team, but its influence extends to the leader because of difficulty and pre-identification of conditions and expected events.

The most important leadership skills is the vision, which is the ability to form a future image that everyone seeks to reach, influence and it is the ability to make something happen and it is related to self-ability and not job position and authority and it is the right given to the leader to act in the team to face challenges.

2. LITERATURE REVIEW AND CONCEPTUAL FRAME WORK

This chapter will review some of the significant conceptual literatures that discussed the leadership influence on the organization . After that, there will be a review of the role of two types of leadership styles (transformational and transactional). This is followed by discussing the leadership styles based on the literature findings.

2.1 LEADERSHIP

Leadership is considered one of the effective guidance tools, as it is the primary means through which the manager can spread the spirit of harmony, acquaintance and activity among workers in the organization in order to achieve their goals and the goals of the organization. Leadership expresses the relationship of one person to another, that is, it exists between the manager and the employees. Therefore, it is a process through which the leader can directly influence the behavior of workers and motivate them to work in a specific direction.

2.2 THEORETICAL CONCEPTS OF LEADERSHIP

Successful leadership requires achieving a balance between two basic parts, the first is to focus on achieving organizational goals, and the second is to focus on the human

dimension related to the leader's relationship with his followers, which targets the psychological and emotional bonding with them in a way that makes them see him as the only one capable of defending their rights and achieving their aspirations

2.3 LEADERSHIP STYLE

The methods differ in classifying leaders, but from the point of view of management, we must address the classification of leaders in terms of the method of exercising authority between the leader and the team, and also depending on the behavioral patterns of leaders, the direction of work and subordinates .

Perhaps the most important of these style can be illustrated as follows

2.3.1 LAISSEZ FAIRE LEADERSHIP

This type of leadership leaves complete movement to the subordinates in setting their goals and making decisions related to it. The leader here is not practicing proper and effective leadership because he lacks the enthusiasm and incentives to do so.

This type of leadership succeeds when the leader deals with individuals with high mental and scientific levels, as in health care institutions that are characterized by independent medical decision and practice.

2.3.2 TRANSACTIONAL LEADERSHIP

Hamstra et al. (2014) adopted the first study to measure the relationship between leadership style and employees' goal orientation and they found that leadership styles can promote the goal orientation among their followers based on the overall objectives of the organization. They found that transactional leaders can promote a performance goal orientation among their followers. They began their argument by proposing that leaders have a strong influence in changing the social

65 context of employees that affects in turn their motivational experience and goal orientation. Moreover, they based their argument on the influence of leaders on forming employees' directions and setting their goals in the organizational context.

The study explained that performance goal oriented individuals show their competences compared to others or in other way when individuals do better than others (Elliot, 2005).

When individuals concentrate to do better than others, the focus is on their personal standards that usually appear in high levels of performance (Lee et al., 2003; Van Yperen, 2006).

2.3.3 TRANSFORMATIONAL LEADERSHIP

Burns (1978) defined the transformational leader as the one who motivated their employees via values and ideals. Transformational leaders should have credibility to be accepted by the employees, so that they will follow his/her pathway. It has been stated that transformational leaders can perform a huge transformational event at both the individual and organizational level, if they succeed in inspiring their followers, which in turn will exceed expectations (Bass, 1985; Keegan & Hartog, 2004). Thereafter, Bass and Goodheim (1987) stated that; the transformational leadership style was composed of three factors: charisma, intellectual stimulation and individualised consideration. Charisma has been measured when the followers trust their leader, believe his/her values, adopt them and then act toward exceeding the mission. Individual consideration means that the transformational leader is concerned about every individual needs and differences. Dealing with employee's case by case or one by one, by addressing their needs, their goals and their challenges. With intellectual stimulation, transformational leaders inspire their employees to think outside the box, try new ways of solving issues and try to optimise the maximum level of their employees' performance regardless of their past performance and their years of work (Bass, 1985).

2.3.4 AUTHENTIC LEADERSHIP

Authentic leadership is linked to credibility with oneself and others.

The leader knows his skills, abilities, values and experiences and employs them in his leadership style, and the leader acts according to his will based on what he believes to be correct and what drives him for any action is his personal value and he should not act under pressure from others and work.

2.4 DECISION-MAKING

The leader is the heart and mind of the administrative process in any organization. Especially if this leader depends in his work heavily on the work of groups, then working in groups needs a leader who unifies resources, sets plans and goals and monitors performance in order to ensure that the work is running properly in the organization. As organizations have recently witnessed a state of great changes that have led to facing various challenges, pressures and opportunities. Therefore, it has become imperative for organizations in general to adopt a wise administrative leader who is able to lead others in order to achieve achievements and this type of leadership takes precedence in understanding the current situation in his work. It also has an aspiration and understanding of what the future will look like, as it looks at it in a smart way and works to adapt it to serve its goals, and the leader occupies a sensitive administrative position, and it is chosen after studying the scientific, practical and personal qualifications that enable him to manage the accuracy of work in the organization according to scientific foundations achieved The goals drawn up. The leader should also have leadership skills that enable him to form homogeneous work teams and overcome all obstacles he faces in accordance with a clear vision and plan to achieve goals, and among these skills are the team leadership skills Team leadership skills are one of the most important methods used in the organization development process.

2.5 LEADERSHIP AND TEAM BUILDING SKILLS

Successful leadership is the one that works to spread the spirit of cooperation and work in one team among the employees and realizes the importance of raising their spirits, getting to know their personalities and desires, and accomplishing work through these individuals to achieve the ultimate goals of the team and the successful leader believes that the organization consists of every individual who belongs to it and works in it, and that its success depends To the extent that as a leader can involve the largest possible number of individuals in solving problems and taking their suggestions regarding the obstacles the organization faces, so the leader must, when building a work team, explain to the team his goal or the set of goals that he seeks to achieve, and determines for each individual his role in achieving the goal What is expected of him performance

and work to achieve a correlation between the objectives of the organization and the personal goals of the workers. Encouraging participation, following up on the evaluation of progress towards achieving goals, and demonstrating understanding of employees' ideas. The use of teamwork methods in thinking, problem solving and prioritization. Assist in setting fair and objective standards of performance. Give clear directions and intervene on time in order to keep the team from deviating from the set path.

3. METHODOLOGY

The team building process passes through several stages, in which growth and maturity takes place up to the stage of integration, so it develops through stages that take a period of time and these stages:

1- formation (shaping):

Confusion prevails in this stage, because individuals are in new situations that are not familiar to them, and relations are formal and individuals focus on themselves, and seek to meet their safety needs, and complaining about working with the team and engaging in unproductive discussions appears.

The formation stage is an important stage and it requires the team leader (the team builder) to work on emphasizing the behaviors that achieve success and not looking at matters from a personal perspective due to the reality of individual human differences.

2- Storm phase (conflict):

Individuals in this stage tend to feel the difference in opinions and viewpoints, and behavior is based on controversy, competition and conflict, as well as defending personal views, and the manifestations of this stage include the emergence of sub-working groups, and a lack of sense of the purpose of the role required to play, and some may resort to not Encouraging the leader's ideas and seeking to delegate his authority.

Hence, the leader or team builder advises to work on forming a common vision and to be keen on creating a positive work environment in which the parameters of the objectives and the roles required to be played are defined.

3- Cooperation phase:

Individuals begin to respond to the environment created by the team builder, signs of acceptance of joining the team to achieve goals appear, commitment and determination to participate with all force, so the behavior of members at this stage tends to settle disputes and conflicts and start building personal relationships, and at this stage the organizational standards and values of the team are adopted. .

4- Performance stage:

Individual commitment begins with team standards and values, and the stage is characterized by seriousness and vitality, complacency, and confidence in others.

From the above, it is clear that the process of building and developing the team took place in multiple stages of maturity and growth, as well as in terms of formation, and the construction processes do not occur automatically, and therefore a full understanding, commitment to the correct practical gradient.

4. RESULTS AND DISCUSSION

Building a work team is one of the most important challenges facing organizations and projects. The obstacles and difficulties facing the work team can be deduced, such as the difference in team skills. It is important that the technical skills of the team members are available to perform the task, The team works in one place, the building of a team becomes effective. if the team are not in one place the process of exchanging information and data is difficult and cooperation among team members is weak.

Increasing the number of team members beyond the reasonable limit, this leads to a reduction in the time available for each member to actively participate in team activities and discussions during multiple meetings, as well as any decrease in the number will reduce the effectiveness and efficiency of the team due to the decrease and lack of different ideas and visions required for success in performance the mission .

5. CONCLUSION

Team building methodology by integrating individual capabilities and capabilities into cooperative activities and actions to mobilize these talents and potentials and employ them to continuously improve productivity and quality, which resulted in changes in the leadership and administrative roles of leaders and managers of organizations and their shift from control to delegation and transfer of authority to workers, and the change of organizational structures from vertical To horizontal.

There are a number of symptoms and problems that suggest the existence of an urgent need within the organization to adopt the methodology of work teams, and the most important of these symptoms are: the high level of waste of the organization's resources, the lack of conformity of the outputs to what is planned, the increase in complaints and complaints from the relevant parties, with a marked decrease in the morale of individuals within the organization .

The team building process goes through several stages, in which growth and maturity takes place up to the integration stage, and many organizations fail to take advantage of this methodology due to lack of familiarity with Leaders and managers with the methods and foundations by which effective work.

6. REFERENCES

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