

THE IMPACT OF ORGANIZATIONAL SUPPORT AND HUMAN RESOURCE STRATEGIES ON THE BEHAVIOR OF EFFECTIVE TEAMWORK (IN-FIELD RESEARCH)

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ABSTRACT

The current research aims to identify the impact and relationship between the organizational support and its main dimensions (members commitment, members trust) and human resources strategies (attraction and selection, training and development, compensation, and performance evaluation) on the behavior of effective teamwork which include (coordination, cooperation, sharing information, and team performance) in three companies affiliated to the Iraqi Ministry of Housing and Construction represented by (Al-Mu'tasim General Construction Contracting Company, Al-Rasheed General Construction Contracting Company and Al-Mansour General Construction Contracting Company). (110) members from these companies were taken as a random sample. The data were collected mainly through the questionnaire and then processed by using SPSS. Throughout the study, the most important conclusions are arrived at the fact that human resource strategies and organizational support has a highly significant impact on coordination, collaboration, sharing information and team performance and this refers to the fact that the variables of human resource strategies and organizational support work in a cooperative way to improve the behavior of effective teamwork. That is, it works to increase staff-members cohesion in terms of coordination and cooperation, to disclose and share information among staff members, and to increase staff productivity and improve quality in production.

INTRODUCTION

The ability of organizations to achieve high levels of performance can be done by using the modern and contemporary methods of work in accomplishing the acts done by the teamwork as it adds value to the achievement through the integration of resources and capabilities within these teams. The organization should have mechanisms to support the work of these teams for the purpose of increasing their effectiveness through the various means of support provided by the organizations. As well as much attention should be

paid regarding the plans and strategies of the organization related to human resources from the moment they enter the organization until they leave in terms of how to attract, select, motivate, train and evaluate their performance for the purpose of identifying their strengths and weaknesses. Therefore, the lack of attention to these matters then represents a real problem because they act as important factors that support the organizations in their competitive position and then reach the achievements which were aimed at. The Ministry of Housing, Construction, Municipalities and Works was identified as a research

community through which the impact and relationship between the three variables can be measured. The research is divided into three sections; the first section is the methodology, the second includes the theoretical aspect as for the three variables of the study, and the third one focuses on the practical aspect. Then the main conclusions and recommendations of the study are presented.

THE FIRST SECTION / METHODOLOGY AND SOME PREVIOUS STUDIES

1. METHODOLOGY

1.1. Problem of the Study: The business environment today needs companies to be flexible and dynamic in employing modern management techniques for the purpose of survival and continuity and competition through focusing on the issues that enable them to achieve this, namely the methods of support provided by the management. In addition, much attention should be paid with regard to human resources strategies in order to improve the levels of performance and then apply the methods of work that adopt the method of work of the team which generates added value in achieving its goals. The search problem can be identified by the following questions:

1. Is there organizational support in the surveyed companies?
2. Do companies apply and implement strategies for their human resources?
3. Are the teams in the surveyed companies effective?
4. Is there any impact of organizational support on the effectiveness of teamwork?
5. Is there any impact of human resources strategies on the effectiveness of teamwork?
6. The common impact of organizational support and human resources strategies on the effectiveness of teamwork is growing.

1.2. Significance of the Study: The significance of the study is as follows:

1. The significance of the study topics represented by the three variables (organizational support, human resource strategies, teamwork).

2. The significance of the study community represented by the Ministry of Housing companies which have a role in the construction and reconstruction.

3. The current study is an opportunity to take advantage of its conclusions and recommendations that can be adopted as a means of developing work methods.

4. This study represents a modest addition to the library for the benefit of academics and researchers.

1.3 Aims of the Study: The current study aims at achieving the following:

1. Identifying the level of organizational support system for the surveyed companies.
2. Identifying what human resources strategies are.
3. Identifying what teams are working and showing how effective they are.
4. Finding out whether or not organizational support affects the effectiveness of teams
5. Finding out whether or not human resources strategies affect the effectiveness of teams.
6. Is the effectiveness of teamwork more affected by the common impact of the organizational support system and human resource strategies.

1.4. Hypothetical Outline of the Study:

1.4.1. The Outline: The outline of the study is based on the problem and aims of the study which illustrate the effect of the relationship between the independent and the dependent (responsive) variables. Figure (1) illustrates the schematic diagram, and it is clear from it what follows:

1. Variable of organizational support consists of two dimensions (members commitment, trust).
2. Variable of human resources strategies include four dimensions (attraction and selection, training and development, compensation, and performance evaluation).
3. Variable of the behavior of effective teamwork has four dimensions (coordination, cooperation, sharing information, and team performance).

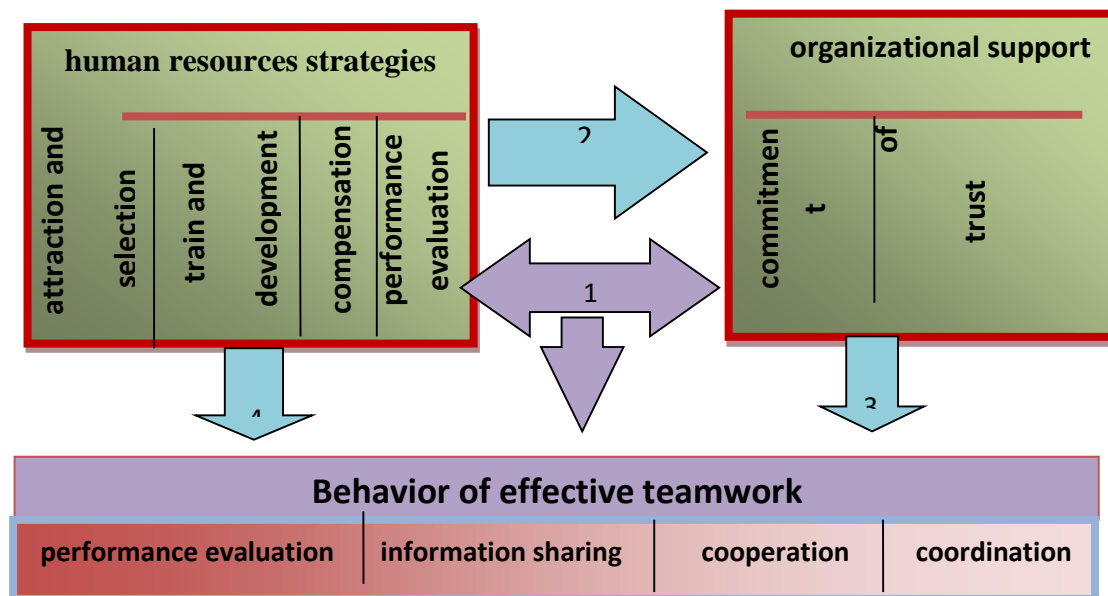


Figure (1) Hypothetical outline of the study

1.4.2. Hypotheses of the Study:

1. The main hypothesis: Behaviors of effective teamwork are influenced by improving organizational support and formulating appropriate human resources strategies.
2. The main hypothesis : The system of organizational support evolves through the application of proper human resources strategies.
3. The main hypothesis : Teamwork behaviors improve to be effective by providing an appropriate organizational support system .
4. The main hypothesis : Teamwork behaviors improve to be effective in formulating proper human resources strategies.

1.5. Community and Sample of the Study:

The general contracting companies of the Iraqi Ministry of Construction and Housing (Al-Mu'tasim General Construction Contracting Company, Al-Rasheed General Construction Contracting Company and Al-Mansour General Construction Contracting Company) were identified as a sample of the study. The reason for the selection of general contracting companies is due to several reasons, including: due to their superior performance, and facilities provided by these companies through the willingness of most officials in these companies in order to cooperate with

researchers and support them in the availability of basic requirements for the purpose of accomplishing their research as required. The three construction companies are regarded as the most important compared to other contracting companies in terms of age, good reputation and the nature of their work concerning its quality.

These companies represent the most suitable environment for testing the hypotheses of research. One member was selected randomly from each division and the number of members in each division varied within each company. The number of members in Al-Mu'tasim company are (37) members, that is, a member from each division. The number of members in Al-Mansour company are (37) members, that is, a member from each division. The companies also agreed upon certain divisions as they differed in adding or excluding other divisions as needed by the company. A total of 110 questionnaires were distributed to all the divisions in the aforementioned companies in coordination with the directors of the companies themselves.

1.6. Tools of the Study : In order to obtain various data concerning the subject of the study, the researchers used different study tools, among of which are:

1. Various scientific references and sources : Which are relevant to the theoretical side, a variety of sources, including books, theses, dissertations, and researches, have been relied upon, as well as the use of the global information network to keep up-to-date on the subject of the current study.

2. Personal interviews: This is for the practical side, as the researchers conducted a number of personal interviews with a number of officials in the general contracting companies investigated, and are inquired about the reality of the work of companies.

3. Questionnaire: This is the main tool used for collecting data consisting of (48) items.

1.7. Methods of Measurement :

A number of statistical methods were used (percentages, operative and exploratory analysis, operative and confirmative analysis, Cronbach's alpha test, simple correlation coefficient, arithmetic mean, standard deviation, correlation matrix, multiple regression analysis). Statistical programs represented by (SPSS, V. 15) and (LISREL, V.8.7) were used for data analysis.

2. THEORETICAL BACKGROUND

2.1. Behaviors of Effective Teamwork:

2.1.1. Concept of Effective Teamwork:

The team cannot be effective unless it is ready to face difficulties and problems and can achieve effective communication among its members. This requires wise and effective leadership to establish clear bases and visions for the team to be effective. (Torrington & et al., 2002 : 330) explained that the specific objectives, team climate, the ability to adapt team members, trust each other and use the discord among members in constructive ways, help form an effective team. Haidar (2007: 75-79) defined the effective team as a team that has a common sense of direction and purpose, and it includes enthusiastic and committed members participating effectively and actively and its members should focus on achieving multiple and challenging goals and supporting each other to develop individual strengths. The ability of the team to work together well to accomplish the tasks

depends on the right mix of capabilities, competencies and personalities of the members. Duygulu & Ciraklar (2008: 2) noted that an effective team is a team that invests a large amount of time and agrees on a collective goal that gives them the right direction in achieving the goals. Thus, the researchers here believe that the effective team is the team that achieves the goals.

2.1.2. Characteristics of the Effective Team :

An effective team work eliminates the need for management that shares daily details and gives members within the team control over what needs to be done. The effective team is more effective in serving customers in a timely manner, and the effective team produces high morale of the members within the team. Effective team members work together to break barriers to hinder growth within the organization. The two researchers (Robbins & Coulter, 1999) found that an effective team work consists of nine characteristics (unified cooperation, clear goals, good communications, negotiating skills, interrelated skills, external support, mutual trust, appropriate leadership, internal support)

Duygulu & Ciraklar (2008: 3) explained that the characteristics of an effective team lies in the clarity of the goals achieved by all the members of the team, establishing honest channels of communication, making cooperative decisions, creating an atmosphere of trust, a sense of belonging within the team, good listening skill by members, participating in problem solving by all members.

2.2. Organizational Support :

2.2.1. Concept of Organizational Support :

Some researchers differed in introducing a unified concept of organizational support, while others came close to defining organizational support. Eisenberger et al. (1990: 51) defined it as general beliefs by staff regarding the extent to which the organization can appreciate their contributions and care for them well. Ahmad & Amini (2010: 167) came closer by viewing that it is believed by staff to be the extent to which the organization appreciates their contributions to it and cares for their well-being. Krishnan and Mary (2012: 2) also agreed that organizational support is the

employee's belief that the organization appreciates and takes for his contribution to the success of the organization.

Paille (2008: 50) noted that employees' perception to human resources decisions and policies related to the promotion of the working environment, introducing work effectively, meeting the personal needs of employees in return. Baranik et al. (2009: 367) defined it as a social reciprocal relationship between the employee and the organization. Panaccio & Vandenberghe (2009: 225) regarded it as the organization's readiness to reward workers for the efforts made. Finally, Ahmed et al., 2011 (784) point out that the degree to which an individual believes that the organization cares about him or her and assesses their inputs, with the provision of support and instructions. Thus, the researchers here believe that the organizational support is to show support, reward and attention to the individual by the organization for his/her contribution to it.

2.2.2. Significance of Organizational Support :

Gelbard & Carmell (2008: 465) noted that three important psychological processes behind organizational support are generating a strong sense of commitment to staff and commitment to acting in a way that contributes to better job performance, providing care and respect for any emotional commitment towards the organization, and the strong belief of the employee that the organization rewards high performers. Deconinck (2009: 1351) added that organizational support is very important in the development of trust between the two parties, resulting in long-term mutual obligations. Baranik et al. (2009: 368) noted that organizational support creates an atmosphere of positive friendship and also creates a sense of the person's status in the organization through the organization's contribution to them. Teofisto (2010: 19) showed its importance by showing high

levels of positive employee work, increasing job satisfaction, showing a more positive mood for the employee, reducing work stress, increasing work performance and reducing turnover. He also stressed the increased commitment of the employee to the organization. Finally, Mitchell & et al. (2012: 731) highlighted the importance of organizational support by satisfying the psychological needs of the employee, increasing the links and interaction between the organization and its members, providing trust between the organization and its employees, making the employee more independent at work, and providing staff with the necessary resources to complete their work efficiently to result in making staff feel more efficient.

2.3. Human Resources Strategy :

2.3.1. Concept of Human Resources Strategy :

Research in the preparation of human resources strategy differs from research in traditional human resource management through two areas : first, human resources strategy focuses on organizational performance rather than individual performance, second, the human resources strategy emphasizes the role of human resources management systems as solutions to business problems rather than individual human resource management practices (Becker & Huselid, 2006 : 899). Armstrong (2006: 29) showed that human resources strategy identifies the organization's intentions and plans on how to achieve its goals through the human resource. Through the presentation, the researchers here seek that most researchers stressed that the human resources strategy is capable of creating a human resource that achieves a competitive advantage for the organization. In order to clarify the human resources strategy, the researchers showed some definitions according to the following table (3):

Table (1) Definitions of human resources strategy

no.	author and researcher	definition of human resources strategy
1.	Karadjara-stoev & Mujtaba, 2009 : 69	Is to link human resources with strategic goals and objectives to improve business performance and develop the culture of the organization that encourages flexibility and innovation.
2.	Inyang , 2010 : 26	It is an administrative approach that ensures that the human resource works in a way that achieves the mission and goals of the organization.
3.	Caliskan , 2010 : 106	Is the creation of link and integration between the general strategy of business and implementation in terms of operations and people within the company and the establishment of integrated programs (training and development and compensation) for the management of human resources.
4.	Dessler ,2011 : 44	Is the formulation and implementation of human resources policies and practices that give rise to user efficiency and the behavior that the company needs to achieve strategic goals .
5.	Torrington et al ,2011 :58	Is the company's planned and intended ambitions, and direction by the management to its users, expressed through procedures and practices.

On the basis of the above, it is possible to say that HR strategy is the systematic planning by the management of its human resources in order to gain competitive advantage and achieve excellence in work by achieving adjustment with the company's overall strategy.

2.3.2. Significance of Human Resources Strategy :

The significance of human resources strategy is through its ability to prepare and organize human resources in the organization in order to gain the competitive advantage that cannot be simulated so as to excel in performance and excellence over competitors. This is what Al-Fayadh (2011: 31) affirmed the fact that the continued success of organizations depends on their ability to create competitive advantages that are difficult to imitate by competitors, i.e., the organization has effective and successful human resources. Almost similarly, (Zayed, 2003: 107) views that the competitive advantage of the organization can be achieved through human resources that are distinguished and able to get and use technology appropriately. According to Aqili (2009: 71) the organization's adoption of a human

resources strategy is to take care of its organizational productivity and effectiveness that would lead to its success and survival through the performance of the effective human resource. It can be said that the adoption of human resources strategy ensures the creation of a human resource with experience and knowledge in this field and this experience and knowledge have implications for generating intellectual capital that has a profound impact on creating returns for the organization. Caliskan (2010: 106) said that HR strategy has a prominent and important role in creating a number of benefits for the organization, including contributing to the achievement of the company's objectives and continuity, supporting and making successful implementation for the company's business strategy, creating and maintaining the competitive advantage of the company, improving responsiveness and potential innovation for the company, the possibility of increasing the number of strategic options of the company, and improving cooperation between the human resources department and the managers of implementation.

3. PRACTICAL SECTION

In this section, the researchers show the identify the main variables of the study and the analysis of its dimensions, as well as the testing the four hypotheses that emerged from the current study, as follows:

3.1. Identifying the Main Variables of the Study and Analyzing its Dimensions and Interpretation:

3.1.1. Identifying the Existence of Organizational Support and Analyzing its Dimensions and Interpretation :

This variable includes two basic dimensions as shown in table (2) below :

Table (2) Arithmetic means, standard deviations, level of response, and relative significance of the dimensions of organizational support (N = 110)

no.		M.	S. D	lowest response	highest response	level of response	relative significance
	members commitment	3.79	0.87			high	1
	trust	3.74	0.97			high	2
	overall rate of the dimensions of the organizational support	3.92	0.92	-	-	high	-

Table (2) shows the arithmetic means, standard deviations, the level of response and the relative significance of the variable of organizational support in general and at the sub-dimensional level (member commitment, member confidence). The overall rate of this variable was (3.92) with a high level of response and a standard deviation (0.92) indicating that there was no high dispersion in the responses and this leads to the fact that there is organizational support from the companies (the sample of the current study).

3.1.2. Identifying the Extent of Working on Human Resources Strategies and Analyzing its Dimensions and Interpretation :

The variable of human resources strategy consists of four dimensions, as shown in table (3) below:

Table (3) Arithmetic means, standard deviations, level of response and relative significance of the dimensions of human resource strategies (N = 110)

no.		M.	S. D	lowest response	highest response	level of response	relative significance
	attraction and selection	3.28	1.01			middle	3
	training and development	3.32	1.03			middle	2
	compensations	3.08	0.93	1	5	middle	4
	performance evaluation	3.44	0.99			high	1
	overall rate of the dimensions of human resource strategies	3.28	0.99	-	-	middle	-

Table (3) shows the arithmetic means, standard deviations, the level of response, and the relative significance of the variable of human resources strategies and their sub-dimensions, where the overall arithmetic mean of this variable is 3.28 and a standard deviation (0.99). This indicates that there is an interest in human resources strategies (attraction and selection, training and development, compensation, and performance evaluation), all of which achieved arithmetic means above the mean (3).

3.1.3. Identifying of the Behavior of the Effective Teamwork and Analyzing their Dimensions and Interpretation :

This variable includes four main dimensions, as shown in table (4) :

Table (4) Arithmetic means, standard deviations, level of response and relative significance of the dimensions of the behaviors of effective teamwork (N = 110)

no.		M.	S. D	lowest response	highest response	level of response	relative significance
	coordination	3.73	0.87			high	2
	cooperation	3.92	0.94			high	1
	sharing information	3.71	0.89			high	3
	team performance	3.32	0.78			middle	4
	overall rate of the behaviors of effective teamwork	3.67	0.87	-	-	high	2

Table (4) shows arithmetic means, standard deviations, level of response and the relative significance of the dimensions of the behaviors of effective teamwork and its sub-dimensions, where this variable of arithmetic mean is (3.67), higher than the mean (3). This indicates that there are effective working teams in the surveyed companies since they achieved coordination, cooperation and sharing information and performance. Thus, it is reflected in the results of the analysis of the responses of the study sample tabulated in the table through the high arithmetic means and standard deviations indicating some kind of agreement on the responses.

3.2. Testing Hypotheses :

Before discussing the hypotheses test, the researchers used the matrix of Pearson's simple correlation coefficients in order to achieve two objectives; the first is to verify the power of the model of the study by inferring the absence of a multiple linear correlation among the variables in preparation for the use of multiple regression analysis. The results shown in tables (5) and (6) showed that the highest correlation coefficients did not exceed 0.60. This means that there is no **multicollinearity** problem (Fryxell & Wang, 1994). The second objective is to provide **initial support** for the hypotheses of the study. The power of the correlation coefficient is judged in light of the base of (Cohen & Cohen, 1983), as follows:

The correlation relation is low: if the correlation coefficient value is less than 0.10. The correlation relation is middle: if the correlation coefficient value is between 0.30 - 0.10. The correlation relation is high: if the correlation coefficient value is higher than 0.30.

Table (5) Correlation coefficients between the main study variables

variables	organizational support	human resources strategies	behaviors of effective teamwork
organizational support	1	**0.285	**0.394
human resources strategies	**0.285	1	**0.374
behaviors of effective teamwork	**0.394	**0.374	1

Table (5) correlation coefficients between the main search variables

* **Correlation is significant at the 0.05 level (2-tailed).**

** **Correlation is significant at the 0.01 level (2-tailed).**

3.2.1. The First Main Hypothesis: (The behavior of effective teamwork is affected by improving organizational support and formulating appropriate

human resources strategies): Four hypotheses are derived from this hypothesis:

1. Teamwork coordination is affected by improving organizational support and formulating appropriate human resources strategies:

Table (6) shows that the dimensions of the four human resources strategies and the dimensions of the organizational support variable (attraction and selection, training and development, compensation, performance evaluation, and commitment and member trust) contribute to the interpretation of (90%) of the change in the coordination dimension and (10%) due to the intervention of other factors not included in the model. The value of ($F = 220.65$, $P < 0.01$) also confirms the existence of the moral significance of the interpretation of coordination through the concept of human resources strategies and organizational support. In light of the above, this result provides full support towards the sub-hypothesis -1.

2. Teamwork cooperation is affected by improving organizational support and formulating appropriate human resources strategies:

Table (6) shows that the dimensions of the four human resources strategies and the dimensions of organizational support variable (attraction and selection, training and development, compensation, performance evaluation, and commitment and members trust) contribute to the interpretation of (88%) of the change in the cooperation dimension and (12%) due to the intervention of other factors not included in the model. The value of ($F = 298.25$, $P < 0.01$) also confirms the existence of the moral significance of the interpretation of cooperation through the concept of human resources strategies and organizational support. In light of the above, this result provides partial support towards the sub-hypothesis -2.

3. Sharing information of teamwork is affected by improving organizational support and formulating appropriate human resources strategies:

Table (6) shows that the dimensions of the four human resources strategies and the dimensions of organizational support variable (attraction and selection, training and development, compensation, performance evaluation, and commitment and members trust) contribute to the interpretation of (89%) of the change in the sharing information dimension and (11%) due to the intervention of other

factors not included in the model. The value of ($F = 264.780$, $P < 0.01$) shows the existence of the moral significance of the interpretation of sharing information through the concept of human resources strategies and organizational support. In light of the above, this result provides partial support to the sub-hypothesis -3.

4. Teamwork performance is affected by improving organizational support and formulating appropriate human resources strategies:

Table (6) shows that the dimensions of the four human resources strategies and the dimensions of organizational support variable (attraction and selection, training and development, compensation, performance evaluation, and commitment and members trust) contribute to the interpretation of (88%) of the change in the teamwork performance dimension and (12%) due to the intervention of other factors not included in the statistical model. The value of ($F = 298.25$, $P < 0.01$) confirms the existence of the moral significance of the interpretation of the level of teamwork performance through the concept of human resources strategies and organizational support. In light of the above, this result provides partial support towards the sub-hypothesis -2.4.

3.2.2. The Second Main Hypothesis: (The system of organizational support develops through the application of appropriate human resources strategies). Four sub-hypotheses are derived from this hypothesis:

1. Teamwork commitment develops through the application of appropriate human resources strategies :

Table (6) shows that the dimensions of the four human resources strategies (attraction and selection, training and development, compensation, and performance evaluation) contribute to the interpretation of (88%) of the change in the members commitment dimension and (12%) due to the intervention of other factors not included in the model. The value of ($F = 200.23$, $P < 0.01$) shows the existence of the moral significance of the interpretation of members commitment through the concept of human resources strategies. In light of the

above, this result provides partial support towards the sub-hypothesis -1.

2. Teamwork trust develops through the application of appropriate human resources strategies :

Table (6) shows that the dimensions of the four human resources strategies (attraction, and selection, training and development, compensation, and performance evaluation) contribute to the interpretation of (85%) of the change in the members trust dimension and (15%) due to the intervention of other factors not included in the model. The value of ($F = 163.044, P < 0.01$) shows the existence of the moral significance of the interpretation of members trust through the concept of human resources strategies. In light of the above, this result provides partial support towards the sub-hypothesis -2.

3.2.3. The Third Main Hypothesis: (Teamwork behaviors improve to be effective by providing an appropriate organizational support system). Four sub-hypotheses are derived from this hypothesis:

1. Teamwork coordination improves to be effective by providing an appropriate organizational support system :

Table (6) shows that the organizational support dimensions (members commitment and members trust) contribute to the interpretation of (66%) of the change in the coordination dimension and (34%) due to the intervention of other factors not included in the model. The value of ($F = 107.438, P < 0.01$) confirms the existence of the moral significance of the interpretation of coordination through the concept of organizational support. In light of the above, this result provides partial support towards the sub-hypothesis -1.

2. Teamwork cooperation improves to be effective by providing an appropriate organizational support system :

Table (6) shows that the organizational support dimensions (members commitment and members trust) contribute to the interpretation of (72%) of the change in the cooperation dimension and (28%) due to the intervention of other factors not included in the model. The value of ($F = 139.502, P < 0.01$) confirms the existence of the moral significance of the interpretation of cooperation through the concept of

organizational support. In light of the above, this result provides full support towards the sub-hypothesis -2.

3. Sharing information of teamwork improves to be effective by providing an appropriate organizational support system :

Table (6) shows that the organizational support dimensions (members commitment and members trust) contribute to the interpretation of (86%) of the change in the sharing information dimension and (14%) due to the intervention of other factors not included in the hypothetical model of the relation. The value of ($F = 341.972, P < 0.01$) confirms the existence of the moral significance of the interpretation of sharing information through the concept of organizational support. In light of the above, this result provides full support towards the sub-hypothesis -3.

4. Teamwork performance improves to be effective by providing an appropriate organizational support system :

Table (6) shows that the organizational support dimensions (members commitment and members trust) contribute to the interpretation of (86%) of the change in the teamwork performance dimension and (14%) due to the intervention of other factors not included in the hypothetical model of the relation. The value of ($F = 341.972, P < 0.01$) confirms the existence of the moral significance of the interpretation of performance through the concept of organizational support. In light of the above, this result provides full support towards the sub-hypothesis -4.

3.2.4. The Fourth Main Hypothesis: (Teamwork behaviors improve to be effective by formulating an appropriate human resources strategies). Four sub-hypotheses are derived from this hypothesis :

1. Teamwork coordination improves to be effective by formulating an appropriate human resources strategies :

Table (6) shows that the dimensions of the four human resources strategies and (attraction and selection, training and development, compensation, and performance evaluation) contribute to the interpretation of (54%) of the change in the coordination dimension and (46%) due to the

intervention of other factors not included in the model. The value of ($F = 33.645, P < 0.01$) shows the existence of the moral significance of the interpretation of coordination through the concept of human resources strategies. In light of the above, this result provides partial support towards the sub-hypothesis -1.

2. Teamwork cooperation improves to be effective by formulating an appropriate human resources strategies :

Table (6) shows that the dimensions of the four human resources strategies and (attraction and selection, training and development, compensation, and performance evaluation) contribute to the interpretation of (75%) of the change in the cooperation dimension and (25%) due to the intervention of other factors not included in the model. The value of ($F = 337.159, P < 0.01$) shows the existence of the moral significance of the

interpretation of cooperation through the concept of human resources strategies. In light of the above, this result provides partial support towards the sub-hypothesis -2.

3. Sharing information of teamwork improves to be effective by formulating an appropriate human resources strategies :

Table (6) shows that the dimensions of the four human resources strategies and (attraction and selection, training and development, compensation, and performance evaluation) contribute to the interpretation of (86%) of the change in the sharing information dimension and (14%) due to the intervention of other factors not included in the model. The value of ($F = 202.73, P < 0.01$) shows the existence of the moral significance of the interpretation of sharing information through the concept of human resources strategies. In light of the above, this result provides partial support towards the sub-hypothesis -2.

Table (6) Results of multiple regression analysis for testing the main hypotheses of the study

	independent variable adopted variable	attraction and selection	training and development	compensations	performance evaluation	members commitment	trust	R2	F
the first main hypothesis	coordination	B= .635** T=5.990 Sig=.000	B= .520** T=5.561 Sig= .000	B= .225* T=2.254 Sig= 0.03	B= .611** T=5.876 Sig= .000	B= 0.201* T=2.132 Sig= 0.03	B=0.501** T=5.421 Sig= .000	0.90	220.65**
	cooperation	B= .237* T=2.11 Sig=.037	B= .200* T=2.73 Sig= .016	B= .412** T=5.123 Sig= .000	B= .505** T=5.425 Sig= .000	B= 0.576** T=5.897 Sig= .000	B= 0.313* T=4.07 Sig= .011	0.88	298.25**
	sharing information	B= .359** T=3.99	B= .236* T=2.38 Sig= .019	B= .555** T=5.734 Sig= .000	B= .210* T=2.13 Sig= .036	B= 0.522** T=5.543 Sig= .000	B= 0.235** T=5.28 Sig= .000	0.89	264.780*

		Sig=.000							
	performance evaluation	B=.387** T=7.53 Sig=.000	B=.264** T=3.06 Sig=.019	B=.208** T=3.45 Sig=.000	B=.300** T=4.93 Sig=.006	B=.274** T=5.543 Sig=.000	B=.307** T=6.58 Sig=.000	0.88	298.25**
the second main hypothesis is	members commitment	B=.731* * T=10.22 Sig=.000	B=.042 T= 1.05 Sig=.294	B=.071 T= 1.18 Sig=.237	B=.192** T= 3.01 Sig=.003			0.88	200.23**
	trust	B=.710** T= 8.900 Sig=.000	B=.122* * T= 2.812 Sig=.006	B=.072 T= 1.116 Sig=.267	B=.101 T= 1.757 Sig=.082			0.85	163.044* *
the third main hypothesis is	coordination					B=.746** T= 4.540 Sig=.000	B=.075 T= .454 Sig=.651	0.66	107.438* *
	cooperation					B=.644** T= 4.212 Sig=.009	B=.653* * T= 4.349 Sig=.000	0.72	139.502* *
	sharing information					B=.352** T= 3.354 Sig=.000	B=.591* * T= 5.637 Sig=.000	0.86	341.972* *
	performance evaluation					B=.559** T=5.231 Sig=.000	B=.311* * T= 3.032 Sig=.000	0.86	341.972* *
the fourth main hypothesis is	coordination	B=.682** T=4.808 Sig=.000	B=.056 T=.723 Sig=.471	B=.655** T=4.611 Sig=.000	B=.091 T=.736 Sig=.464			0.54	33.645**

cooperation	B=.526* * T=3.812 Sig=.000	B=.523* * T=3.786 Sig=.000	B=.645** T=4.561 Sig=.000	B=.177 T=1.475 Sig=.143			0.75	337.159* *
sharing information	B=.443* * T=6.159 Sig=.000	B=.028 T=.719 Sig=.472	B=.329** T=5.613 Sig=.000	B=.228** T=3.636 Sig=.000			0.88	206.77**
performance evaluation	B=.03 T=.774 Sig=.490	B=.428** T=6.101 Sig=.000	B=.302** T=5.154 Sig=.000	B=.444** T=6.221 Sig=.000			0.86	202.73**

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions :

1. There is no problem in the model of the current study, since the model's high power is achieved by virtue of the large linkages among the variables of organizational support, human resources strategies, and the behaviors of the effective teamwork.
2. The behaviors of team members can only be improved by providing an organizational support system that contributes to creating commitment and trust of the members and thus improving their performance better.
3. The formulation of appropriate and convenient human resources strategies in organizations can improve the behavior of teams that are effective in their performance and achieve high efficiency of these organizations through the availability of appropriate systems of attraction and selection, effective training and development systems, adequate compensation, and making an assessment for the performance of those members of teams.
4. The variables of human resource strategies and organizational support work cooperatively and synergistically to improve the behavior of effective

teamwork, that is, they work to increase staff cohesion in terms of coordination and cooperation. They also work to expose and exchange information among staff, as well as to increase staff productivity and improve quality in production.

5. Human resources strategies adopted are properly utilized by companies through fairness in acceptance, treatment and attention to the employee. This results in organizational support that increases the employee's commitment to the company and creates a high level of confidence in respect of the employee towards his company.

6. The support provided by the companies is well in line with the requirements of planning and organizing established by the companies to create coordination, and also shows the happiness of the team members and their commitment to work and the emergence of the nature of assistance among team members as a state of cooperation.

7. The support provided by the companies, which resulted in high commitment and strong confidence among employees, is reflected in the ease of sharing and exchanging information properly among employees and creates internal motivation for them which drives them to improve their performance

better. Accordingly, this results in good outputs for companies.

8. Human resources strategies in which the surveyed companies work, they affect the reinforcement of the state of cooperation, coordination and information sharing, and thus improve the employees performance.

4.2. Recommendations :

1. Emphasizing the need to develop an integrated structure of the organizational support process and guide it in a way that creates commitment and adoption of confidence in the staff, in addition to adopting appropriate human resource strategies and organizational support to achieve integrated improvement in the behaviors of teams to be effective.
2. Departments human resources should pay close attention to the support provided by the senior management so as to increase commitment, build confidence and work according to the company's central management plans and guidelines in order to obtain a high correlation between organizational support and human resource strategies.
3. It is necessary to create the appropriate conditions and provide the necessary support to the team members and give them the power to make certain decisions without resorting to the Supreme Authority in order to gain time to meet the demands. In order to achieve high performance by the staff, it is necessary to focus on two criteria (team productivity, team quality) to know whether the team performance is positive or negative.
4. Setting a valuable system that emphasizes the construction of the commitment begins before and not after the operation or appointment of the individual and therefore must increase the duration of experimental work that requires sacrifice from the employee or candidate to work to measure the extent of his organizational commitment.
5. The need to found a well-established culture that emphasizes group and team work through the adoption of behaviors and practices that encourage team work among employees.
6. It is necessary to know about the skills and abilities of employees in order to build confidence on the basis and thus achieve what is required on the basis of skills and abilities.

7. Companies should set mechanisms that help attract competent and qualified individuals from these internal and external sources that can be relied upon to build effective teamwork.

8. The companies concerned should look at the experiences of the developed companies in the field surveyed in order to find out all the latest developments in the fields of training and development, building incentives and compensation systems, and evaluating the employees performance which enhances their performance within the environment in which they operate.

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