

**The role of the effectiveness of self-managed teams in improving the quality of services / An applied study in Ramadi municipality****Nada Ismaeel Jabbouri  
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This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)**ABSTRACT**

This research aims to identify the effectiveness role of self-managed teams in the quality of service performance in the directorate of Ramadi municipality. The problematic nature of our research involves this main question of the effectiveness role of self-managed teams in the Municipality of Ramadi in improving the services of performance quality to the beneficiaries from Directorate service. The importance of this study lies in the role played by the work teams in the organizations that excel in their field, the attendant of the changes in the leadership, administrative roles of the institutions, and teams leaders, will be achieved by the self-managed teams in improving the services quality provided by the institution to which these teams belong if the activation of those teams. The researchers are adopted the checklists to collect data and information from the research community, and conducting interviews with the team leaders in Ramadi Municipality, which consists of (23) teams. The researchers are reached a number of conclusions, the most important of which is that there are no self-managed teams in the directorate of Ramadi municipality. Despite its presence within the official organizational structure of the directorate through the partition of Ramadi city into official service sectors for each sector, a municipal department is responsible for it's. The municipality is supposed to be a mini-municipality works with the system of self-managed teams..

**Keyword:** Work teams ,self-managed teams, quality of service

## **1. Introduction**

The effectiveness of the self-managed teams greatly affects the quality of the service performance provided to the beneficiaries of the services of the Municipality Directorate. We can define the team as a number of individuals with different skills, abilities, knowledge and competencies that complement each other. They are established within the organizational structure of the organization to achieve a goal or goals that have been planned in advance. These teams are need coordination between their members and interaction and cooperation with the integration of all members. The self-managed task teams can be defined as a concept of one of the teams, but they are distinguished from the rest of the other teams in the enjoyment of the team with a high degree of empowerment in the decision making of administrative. They are often involved in the administrative functions of managers, so these teams are given great flexibility in managing themselves (self-management). The quality of service is an extent to which the actual performance of the service matches the expectations and aspirations of the customers for this service. Therefore, there will be try to find answers to the role of the work teams in Ramadi Municipality in providing quality services acceptable to the beneficiaries. Hence, this study has a major importance in the effectiveness of the self-managed teams of the research population and their impact of the quality of services provided. However, one of the most important reasons for the research is the attempt of the Municipality of Ramadi to improve the quality of the services that is provided to the citizens, and to find outlets to provide a variety of good services which led the researchers to seek in to activate the role of teams to improve the quality of services provided, especially for Ramadi Municipality Directorate in order to transform them into self-managed teams. The researchers are encountered difficulties to obtaining official documents after the destruction of Ramadi municipality building by the terrorist groups. Ramadi municipality lost the most special documents in its.

### **Methodology of research**

#### **2.1 The problem of research**

Many organizations, both public and private, in different countries of the world have sought to adopt the methodology of the task forces through the integration of individual Possibilities and capabilities in cooperative activities and work to stimulate and activate these talents and abilities of employees and to employ them appropriately to increase productivity and improve the quality of services constantly provided to beneficiaries. Through many indicators and negatives that were touched in the Directorate of the town of Ramadi, which is represents the research population, including the high level of waste within these symptoms is the high level of waste within these departments. The failure to fully match the planned outputs, and the complaints and murmurs from the relevant parties (citizens benefiting from the service), this prompted the researcher to engage in the effectiveness of the self-managed teams and tried to find on impact to improving of service performance, especially the work teams in service departments. The main problem of this study is to inability of the teams in the directorate to improve the quality of services provided to the citizens who benefit from these services, within the administrative boundaries in the city of Ramadi. Based on this, the main problem of this study was identified by the following question:

What is the role of the effectiveness of the self-managed teams in the Municipality of Ramadi to improve the quality of the performance of the services provided to citizens benefiting from the service?

## **2.2 The importance of research**

The importance of this research can be summarized in the following points:

- 1- The importance of the work teams at the level of all institutions in the world.
- 2- The great and increasing attention to the quality of services provided to the beneficiaries and the achievement of the reduction of waste of resources, and to achieve customer satisfaction.

Therefore, the importance of this study comes from the importance of this topic. The effectiveness of the work teams, as the organizations that excel in their field depend on the change from the individual work method to the collective action and the accompanying changes in the leadership and administrative roles of the leaders of the institutions and their transition from control, As well as change organizational structures from vertical to horizontal, all of which will be reflected positively on the quality of services and increase productivity and improve quality.

## **2.3 Research Objectives**

This study aims at clarifying the concept of the effectiveness of the work teams and their relation to improving the quality of services in Ramadi municipality and identifying the types of work teams, including the self-managed teams and how to build an effective team, and contribute in bringing scientific research to the field and linking in to practices. To achieve this, the following objectives should be achieved:

1. Determine how to improve the role of the effectiveness of the self-managed teams in Ramadi Municipality.
2. The research aims to improve the quality of the services provided by the Municipality of Ramadi to reach the satisfaction of the beneficiaries of these services.
3. The research seeks to determine the validity of the teams and their role in improving the quality of the services provided by the Directorate under consideration.

## **2.4 The research plan**

The procedural chart prepared by the researcher in Figure 1 illustrates the basic and fundamental idea of this research, which shows the serial procedures of the research with a review of the content of the research in the applied side. In the other side, the role of the effectiveness of the teams working in the quality of service performance was clarifies, as follows:

- The checklist was used to the obtaining data on the effectiveness of self-managed teams and the quality of service performance in the Municipality of Ramadi.
- Analysis data and the amount of gaps for each dimension of the effectiveness of the teams and the quality of service performance.
- Determine the strengths and weaknesses of each axis this research.
- The pareto Chart for the quality of service performance axis to determine the low impact on the quality of services in Ramadi Municipality Directorate was used.

- 5 - Ishikawa to identify the main and sub-factors was used to effecting of the research access (effectiveness of teams, quality of service performance), and take advantage of these reasons in the conclusions and recommendations.

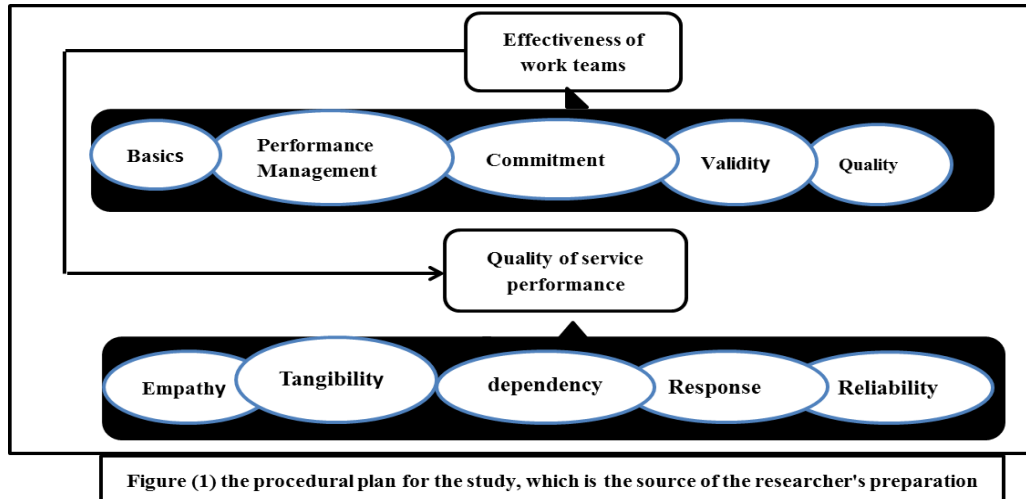


Figure (1) the procedural plan for the study, which is the source of the researcher's preparation

## 2.5 The research limits

- Spatial boundaries:** -Ramadi Municipality Directorate.
- Human Borders:** Work teams in the Municipality of Ramadi, including (Assistant Director for Technical Affairs, Assistant Director for Administrative Affairs, Assistant Director of Services Affairs, Department Directors and Administrative Divisions, and Municipal Officials). As it is not a sample of the research, but the categories that were lived by the researcher to conduct the case study.
- Scientific limits:** Analysis of the performance of teams by (23) team.
- Temporal boundaries:** starting from 2018 until 2019 according to the time period of field living in the Directorate.

## 2.6 The research population and methods of data collection and information

The research population in the municipality of Ramadi represented the research included the mayor and assistant director (technical, administrative and service affairs) and the people and service divisions in the municipality of Ramadi (23) team to become the number of interviews (23) In creating a clear vision for researchers so that they can answer the list of tests. In addition, interviews were conducted with some of the beneficiaries of the service in the city of Ramadi in order to check the checklists for the quality of service performance.

## **Background of the study**

### **3.1 work teams**

#### **3.1.1 Concept of working teams**

The working group is one of the important topics in the old and contemporary administrative thought, so the definitions of the concept of working teams have been varied by thinkers and researchers. The work teams are defined as "a small number of individuals with integrated skills committed to a common purpose, performance goals and team responsibility" (Katzenbach & Smith, 1993: 45). While the task forces were defined as: "a group of individuals actively working together for a particular purpose they are all responsible for achieving" (Schermerhorn, et al., 2002: 100). McShane & Von Glinow (2005) defined them as "a group of two or more individuals interacting and influencing each other and assuming mutual responsibility to achieve common goals linked to organizational goals and distinguishing themselves as a social entity within the organization." The task forces were defined as a small group Of individuals result in their combined individual efforts performing greater than the sum of all individual inputs (Robins & Judge, 2013: 195). It is also defined as "a group of two or more individuals, interacting and influencing each other, and bear mutual responsibility, to achieve common goals linked to organizational goals, and distinguish themselves as a social entity within the organization" (Mcshane & Von Glinow-2005 : 266).

Kreitner & Kinichi defined a "small group of individuals with complementary skills, interacting with each other to achieve common goals and objectives" (Kreitner & Kinichi-2007:340). They were defined as "a small group of individuals resulting from their combined individual efforts performing more than the sum of all individual inputs" (Robins & Judge-2013:195). Through the above concepts, the researchers see that the comprehensive concept of the team as a number of individuals with the skills and abilities and knowledge and specific disciplines complement each other, and are established within the organizational structure of the institution to achieve the goal or goals have been planned in advance, these teams need to coordinate between its members and interaction And cooperate with the integration of all members of the team as these members are responsible for achieving the objectives of the institution, which they found for them with sufficient authority to make decisions in order to be able to achieve the goals of the institution efficiently and effectively.

#### **3.1.2 The importance of working teams**

In the light of the successes of the Japanese industries during the 1970s and 1980s and the global impact of adopting a team culture, the individual approach to confronting problems at the present time is no longer appropriate. Promoting creative initiatives among employees, simplifying procedures and using various talents and mental abilities to find different ways to solve administrative problems(Gordon,1993:175) The team's primary importance is to disseminate knowledge and the team outperforms individuals in doing business when there are:

- a. The task is complex.
- B. Creativity is needed.
- C. Blurred future vision.
- Dr.. The need for more effective use of resources.

- T. Rapid learning is essential.
- D. Management wants a high level of commitment.
- E. Implementing a plan requires cooperation with others.
- And. The path task is cross-functional. (Schulte's et al:1999)

### 3.2 Self-managed teams

#### 3.2.1 The concept of self-managed team

Self-managed teams: "A group of individuals who have the ability to manage and direct their activities and work towards achieving the goals by self-reliance to complete the work and take full responsibility for the results achieved, given the technical, scientific, humanitarian and resources necessary for their success. Decisions are also made, and are usually used in organizations that adopt highly subordinate participation "(Parker, 2003: 3). It is defined as consisting of 5-20 members of multi-skilled individuals who take turns to produce the maximum product or service or at least one full form or part of the product or service (Daft, 2003: 620). Krajewski refers to the task forces Self-managed group is a small group of employees working to produce a major proportion of the product and sometimes the product is either commodity or service (Krajewski et al., 2007: 210). Walton defined them as "possible small groups of decision-making to resolve them to manage themselves on the basis of daily work" (Walton, 1972: 422-431)

In the opinion of the researchers, it is possible to define the self-managed work teams in service organizations as a group of employees within an organization possessing different skills, knowledge and specializations. The team has a high degree of empowerment to enable them to enjoy free decision making. Administrative functions performed by managers often.

#### 3.2.2 The benefits of using the self-managed teams approach in service institutions

There are many advantages to having self-managed teams, and it is likely that a successful self-managed team will contribute to enhancing the organization's productivity and success. The team may achieve greater results that would not have been achieved in the organization under the leadership and control approach of the traditional teams, while helping corporate leaders to operate more freely. The certain administrative duties or restrictions to be made by team members (Open Learn, 2017: 77).

### 3.3 Quality of service

Quality is the concern of most business organizations in the twentieth century and the beginning of the century

The twenty-first has played a major role in extending these organizations to the local borders. It has made organizations characterized by their ability to meet the needs and desires of customers and competition in the business world The researchers subjected the concept of quality to in-depth analysis and study and put a lot of definitions Different points of view, whether from the product or customer's perspective. Where it is defined (Mc watters et al.,2001:428) "to meet or meet customer expectations and includes conformity and reliability And number of options "ie having more options". Defined by (Stevenson,2002:394) "the ability of the product or service to meet what the customer expects to obtain On them".

## 1. The practical aspect of research

### 4.1 Presentation and analysis of the results of the research for the effectiveness of the work teams

- Statistical analysis of the dimensions of the focus of the effectiveness of the work teams in Ramadi Municipality Directorate.

#### 4.1.1 Quality

Table (1) presents the results of the Ramadi Municipality use, the selected study of the work teams quality, which was prepared according to the results of the statistical program (SPSS). The quality analysis of the effectiveness of the work teams in the Municipality of Ramadi6- Big Task Force Team.

**Table (1) Analysis the dimension quality to the work teams effectiveness in the Municipality of Ramadi**

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	S.D	Importance	Significant
1.	The team sets ambitious and high standards in order to contribute to outstanding performance.	6	2	15	2.39	0.891	2	high
2.	The team achieves measurable results according to the approved objective criteria.	7	3	13	2.26	0.915	3	Average
3.	The results of the team's work are identical or exceed the beneficiaries' expectations of those services.	10	4	9	1.96	0.928	6	Average
4.	The team work is marked in numbers and within the specified period of time.	10	3	10	2	0.953	5	Average
5.	Work to correct mistakes and continuously.	3	2	18	2.65	0.714	1	high
6.	The team performs the assigned tasks at a lower cost within the specified period.	7	4	12	2.22	0.902	4	Average
<b>Total quality dimension of mean and standard deviation (SD.)</b>					<b>2.25</b>	<b>0.884</b>		<b>Average</b>
	<b>Total Repetition</b>	<b>43</b>	<b>18</b>	<b>77</b>				
	<b>Result</b>	<b>43</b>	<b>36</b>	<b>231</b>				
	<b>Percentage</b>	<b>75%</b>						
	<b>Gap for quality dimension</b>	<b>25%</b>						<b>Low</b>

#### 4.1.2 Validity

The general arithmetic mean of the dimension (quality) is 2.25 and the general standard deviation is 0.884. In comparison with the arithmetic mean, we see that the mean is average with a small gap of 25% indicating the availability of the quality concept and applying its principles within Ramadi municipality.

Table (2) Post - validity analysis of the work teams effectiveness in the Municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	SD	Importance	Significant
7.	Team leadership gives all the powers the team needs to accomplish the tasks assigned to it.	12	2	9	1.87	0.968	5	Average
8.	Team leadership gives importance to indirect and informal communication to solve the problems facing the team.	3	2	18	2.65	0.714	1	high
9.	The team's leadership will announce the results of the team's work and enable the members to defend themselves for the disadvantages attributed to them.	5	2	16	2.48	0.846	3	high
10.	The team leadership is free to make decisions that it deems appropriate without reference to the leadership of the organization.	14	3	6	1.65	0.885	6	Low
11.	Lead the team to clarify the powers according to the structure of the team.	3	4	16	2.57	0.728	2	High
12.	Leaders see the need to delegate powers to increase the efficiency of the team's work and to strengthen the relationship with them	7	3	13	2.26	0.915	4	Average
<b>Total quality dimension of mean and standard deviation</b>					<b>2.25</b>	<b>0.883</b>		<b>Average</b>
	<b>Total Repetition</b>	<b>44</b>	<b>16</b>	<b>78</b>				
	<b>Result</b>	<b>44</b>	<b>32</b>	<b>234</b>				
	<b>Percentage</b>	<b>75%</b>						
	<b>Gap for quality dimension</b>	<b>25%</b>						<b>Low</b>

The following table shows the results of Ramadi Municipality use of, the selected study for the validity of the work teams in the Directorate to enable them to take the necessary decisions to complete the tasks assigned to them, which was prepared in accordance with the results of the statistical program (SPSS).

The general arithmetic mean of the validity dimension is (2.25) and the general standard deviation is (0.843) In comparison with the arithmetic mean, we see that the average mean with a small gap of 25% indicates that some of the appropriate powers are available to enable the teams from accomplish their tasks and missions in an appropriate manner but does not rise to the level of powers required by the self-managed teams, which enables them to manage themselves and take decisions that concern their work without reference to senior management in the institution.

#### 4.1.3 Commitment

The following table presents the results of Ramadi Municipality Directorate use, Instead of the study for the commitment dimension, which is the obligation of the team work members to achieve the goals and objectives that the Municipality of Ramadi would like to reach, which was prepared according to the results of the statistical program (SPSS).

Table (3) Analysis of commitment dimension to the work teams effectiveness in the Municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	SD	Importance	Significant
13.	The team is aware of its multiple objectives and responsibilities.	6	1	16	2.43	0.896	5	High
14.	Team members are committed to the goals and set them as part of their personal goals	3	3	17	2.61	0.722	2	High
15.	The roles and responsibilities of members are clearly defined and accepted by members at the same time.	4	2	17	2.57	0.788	3	High
16.	The work shall be divided according to jurisdiction in a fair and equitable manner.	6	2	15	2.39	0.891	6	High
17.	Team members have the feeling and desire to commit themselves to working as a team.	4	3	16	2.52	0.790	4	High
18.	Supports team performance effectively	2	4	17	2.65	0.647	1	High

	and continuously through communication and team cohesion.							
Total quality dimension of mean and standard deviation					2.53	0.789		High
	Total Repetition	25	15	98				
	Result	25	30	294				
	percentage	84%						
	Gap for quality dimension	16%						Low

Through the review of the average arithmetic and standard deviations of dimension commitment to the teams effectiveness , Which all showed a high positive effect and the extraction of the general arithmetic average of the commitment dimension of 2.53 and a standard deviation of (0.789), By comparing the arithmetic mean, we find that the effect of the commitment dimension is high and this dimension has a small gap of (16%) ,this is a good indication that the research community has focused on the importance of adopting the leadership in the municipality of Ramadi on the concept of commitment to its importance to improve and develop their performance. With the commitment of the staff to the tasks assigned to them, which reflected positively after the commitment of the research community.

#### 4.1.4 Performance management

The following table presents the results of the use of the municipality of Ramadi, instead the chosen study for the performance management dimension to the axis effectiveness of the work teams, which means managing the team performance from the distribution of tasks between the members to the integration of performance of members to each other, which was prepared in accordance with the results of the statistical program (SPSS).

Table (4) Analysis of Dimensions of performance management to the work teams effectiveness in the Municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	SD	Importance	Significant
19.	The roles and responsibilities of all members are clearly defined, with challenges acceptable to all members at the same time	4	2	17	2.57	0.788	1	High
20.	The team's workload is common between its members fairly and equitably.	5	6	12	2.30	0.882	3	Average
21.	each one in the teams which i had worked with has his equal share in the work entrusted to him	9	2	12	2.13	0.968	4	Average
22.	No one in my team relies on other members to perform the work assigned to him.	4	3	16	2.52	0.790	2	High
23.	Work has been distributed equally to the team members and there is no favoritism in this aspect.	10	1	12	2.09	0.996	5	Average
Total quality dimension of mean and standard deviation					2.32 2	0.885		Average
Total Repetition		32	14	69				
Result		32	28	207				
percentage		77%						
Gap for quality dimension		23%						Low

By extracting the general arithmetic mean for the performance management dimension (2.322) and by a standard deviation of (0.885) through comparing the arithmetic mean, we find that the effect of the performance management dimension is average with a small gap of 23%. This is an acceptable indication that the team leadership seeks to improve the performance of the team through the team proper management , and the distribute of tasks among the

team members in an acceptable manner by the management and team leaders and according specializations With team leaders trying to assign each member of the team a task suited to his abilities, experience and knowledge. This does not indicate that the distribution of work is done fairly and definitively because there is a gap in the performance management dimension by 23%, which is a small percentage but indicates that there is about a quarter of the responses of the team leaders and the researcher's observations to the research community that the work is not distributed fairly, There is a workload for some members.

#### 4.1.5 Basic

The following table presents the results of the Ramadi Municipality use, instead the chosen study to the dimension basis for the work teams effectiveness axis, Which means the highest level of team members of the required eligibility and competencies complementing the achievement of the objectives assigned to them, this table was prepared in accordance with the results of the statistical program (SPSS).

Table (5) Analysis of the dimensions of the bases for the effectiveness of the work teams in the municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	SD	Importance	Significant
24.	Most of the teams I worked with had a sufficient number of members to deal with the tasks assigned to them	11	1	11	2.00	1.000	3	Average
25.	I think the teams that worked with them were most likely to have the highest levels of merit and competence required to achieve their goals	9	1	13	2.17	0.884	1	Average
26.	Team members usually have complementary skills and knowledge required to achieve goals.	9	2	12	2.13	0.968	2	Average
Total quality dimension of mean and standard deviation					2.322	0.885		Average
Total Repetition		29	4	36				
Result		29	8	10				
percentage		70%						
Gap for quality dimension		30%						Low

Through extracting the general arithmetic average of the base dimension by (2.10) and by a standard deviation of (0.984), In comparison with the arithmetic mean, we find that the effect of the base dimension of the effectiveness of the work teams is average with a gap of (30%). This indicates that some teams in the Ramadi municipality have enough members who have complementary skills, merit and eligibility to accomplish tasks But there are some teams that need more workers and more training programs in order to increase the skills and knowledge of the members working within the team.

5. Analysis and review research result for the quality of the service performance

#### 5.1 Statistical analysis of the dimensions of quality service performance axis in the municipality of Ramadi Municipality

##### 5.1.1 Presentation and results of reliability analysis

Table (6) shows the results of the analysis according to the answers in the checklist obtained from the interviews and the observation of the research community on reliability. Table 6 indicates the frequency, the mean, the standard deviation, the importance and the impact related to the reliability of the quality of service performance in Ramadi Municipality Directorate.

**Table 6: Reliability Analysis of Quality Performance Service in Ramadi Municipality Directorate**

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	SD	Importance	Significant
27.	The municipality provides efficient and skilled service	8	3	12	2.17	0.937	4	Average
28.	The employees of the municipality have personal honesty in dealing with citizens	2	5	16	2.61	0.656	1	High
29.	The Municipality Department is meticulous in its performance and avoids the mistakes that characterize the municipality	7	4	12	2.22	0.902	2	Average
30.	There is a responsible authority for quality assurance and control	6	6	11	2.22	0.850	3	Average
<b>Total quality dimension of mean and standard deviation</b>					<b>2.31</b>	<b>0.836</b>		<b>Average</b>
	<b>Total Repetition</b>	<b>23</b>	<b>18</b>	<b>51</b>				
	<b>Result</b>	<b>23</b>	<b>36</b>	<b>153</b>				
	<b>percentage</b>	<b>77%</b>						
	<b>Gap for quality dimension</b>	<b>23%</b>						<b>Low</b>

Through extracting the general arithmetic average of the reliability dimension of (2.305) and by a standard deviation of (0.984), In comparison to the weighted mean, we find that the effect of the reliability dimension is average with a low impact gap of 23%. This is an acceptable indicator referring that the citizen trusts the services provided by the Municipality of Ramadi in an acceptable manner.

### 5.1.2 results review of the response analysis

Table (7) shows the results of the analysis according to the responses in the checklist obtained from the interviews and the observation of the research community on the response. Table (18) indicates the frequencies, the mean, the standard deviation, the importance and the impact related to the response to the quality of service performance in directorate of Ramadi Municipality.

Table (7) Analysis the dimension response to the work teams effectiveness in the Municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	SD	Importance	Significant
31.	Employees are welcomed to meet the needs and demands of the citizen without hesitation or delay	2	3	18	2.70	0.635	1	High
32.	The Municipal Department is keen to respond quickly when requesting service	6	3	14	2.35	0.885	3	High
33.	The Municipal Department is keen to include all residential districts with municipal services.	7	3	13	2.26	0.915	4	Average
34.	The Municipal department provides full services to citizens.	9	4	10	2.04	0.928	5	Average
35.	The Department is committed to early preparedness and all administrative and technical capacities for emergencies	4	4	15	2.48	0.790	2	High
<b>Total quality dimension of mean and standard deviation</b>					<b>2.37</b>	<b>0.831</b>		<b>High</b>
	<b>Total Repetition</b>	<b>28</b>	<b>17</b>	<b>70</b>				
	<b>Result</b>	<b>28</b>	<b>34</b>	<b>210</b>				
	<b>percentage</b>	<b>79%</b>						
	<b>Gap for quality dimension</b>	<b>21%</b>						<b>Low</b>

Through extracting the general arithmetic average of the response dimension (2.37) and with a standard deviation of (0.831) In comparison with the arithmetic mean, we find that the effect of the response dimension is high and this dimension has a small gap of (21%), this is a good indication that the response of the Ramadi Municipality Directorate to the requests of the service beneficiaries is good , fast and reduces the waiting time for the beneficiary of the service.

### 5.1.3 Review of reliability analysis results

Table (8) shows the results of the analysis according to the responses in the checklist obtained from the interviews and the observation of the research community on reliability. Table (8) indicates the frequency, the mean, the standard deviation, the importance and the impact related to the response to the quality of service performance in Directorate of the Ramadi Municipality.

Table (8) Analysis of dimension reliability of the performance service quality in the municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	S.D	Importance	Significant
36.	The Municipal Department provides accurate documentation and records systems	6	0	17	2.48	0.898	1	High
37-	The Municipal Department puts the citizen's interest to provide the services properly.	5	3	15	2.43	0.843	2	High
38-	Problems in providing services are eliminated correctly	9	1	13	2.17	0.984	3	Average
39-	The Municipal Service shall provide the service on the dates specified in advance	10	3	10	2.00	0.953	5	Average
40-	The municipal department is keen to complete the municipal service properly from the first time	9	2	12	2.13	0.968	4	Average
Total quality dimension of mean and standard deviation					2.24	0.929		Average
Total Repetition		39	9	67				
Result		39	18	20				
percentage		75%						
Gap for quality dimension		25%			Low			

Through extracting the general arithmetic mean of the reliability dimension (2.24) and by a standard deviation of (0.929), In comparison with the weighted mean, we find that the effect of the reliability dimension is average, with this dimension having a small gap of (25%). This is a fairly acceptable indicator. The dependence between the beneficiary citizen and the municipality should be high in order to increase cooperation between the Directorate and the citizens. the status is reflected mainly on performance of the Directorate as a whole.

#### 5.1.4 Review and results of tangibility analysis

Table (9) shows the results of the analysis according to the answers in the checklist obtained from the interviews and the observation of the research community on the tangibility. Table (9) refers to the frequencies, the arithmetic mean, the standard deviation, the importance and the impact related to the dimension of the quality of service performance in Directorate of the Ramadi Municipality.

Table (9) Analysis of the tangibility dimension of the performance service quality in the municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	S.D	Importance	Significant
41-	Employees in all sections of the municipal department enjoy cleanliness and appearance	4	0	19	2.65	0.775	1	High
42-	The Municipal Department is keen to provide citizens with amenities while waiting for service.	12	3	8	1.83	0.937	3	Average
43-	Buildings are suitable as appearance and authority for service	17	1	5	1.48	0.846	4	Low
44-	You think the municipality's location is convenient and easy to reach.	9	4	10	2.04	0.928	2	Average
Total quality dimension of mean and standard deviation					2	0.872		Average
Total Repetition		42	8	42				
Result		42	16	126				
percentage		67%						
Gap for quality dimension		33%			Low			

Through extracting the general arithmetical mean of 2.0 and by a standard deviation of (0.872), by comparing the weighted mean, we find that the effect of the tangibility dimension is average and that this dimension has a low gap of 33, which is statistically acceptable. However, for the tangibility dimension in the municipality of Ramadi, through the four questions that were raised and analyzed, we note the need for this dimension to the attention of the municipality of Ramadi, which refers to the appearance of material facilities available in the municipality such as equipment, machinery, buildings and others which have a great impact on improving the quality of services and gain appearance. And the fact that the buildings and amenities for the customers when waiting for the service is not suitable for that, the index of tangibility quality of service performance in the municipality of Ramadi is weak and needs the Directorate of the Municipality of Ramadi to find out the causes of this weakness, which we referred to most of the analysis only. And how to treat them in the near future.

#### 5.1.5 Review results of empathy analysis

Table (10) shows the results of the analysis according to the responses in the checklist obtained from the interviews and the observation of the research community on empathy. Table (10) shows the frequencies, the mean, the standard deviation, the importance and the impact related to the quality of service performance in the Ramadi municipal directorate.

Table (10) Analysis to Empathy dimension for the quality of service performance in the municipality of Ramadi

No.	Items	Disagree	Neither Agree & Disagree	Agree	Mean	S.D	Importance	Significant
45-	Employees have the ability to give personal attention to citizens	4	0	19	2.65	0.775	2	High
46-	Employees treat the citizen with affection and respect	2	1	20	2.78	0.600	1	High
47-	The Municipal Department is keen to ensure that the working hours are suitable for all citizens	9	3	11	2.09	0.949	4	Average
48-	The Municipality has the knowledge and know-about citizens needs.	6	2	15	2.39	0.891	3	High
Total quality dimension of mean and standard deviation					2.48	0.804		High
Total Repetition		21	6	65				
Result		21	12	195				
percentage		86%						
Gap for quality dimension		14%						Low

Through extracting the general arithmetic average of the empathy dimension (2.48) and by a standard deviation of (0.804), In comparison to the weighted mean, we find that the effect of the dimension of empathy is high with a very low gap of 14%. This is a good indication that the Municipality of Ramadi has a good communication with the customer. The customer understands the importance of the service, In this same attention to the dimension of empathy, her relationship with her clients will be more positive and understanding between the two parties (service provider and beneficiary).

## **6. Conclusions and Recommendations**

### **6.1 Conclusions**

The researchers reached several conclusions, including the following:

1. There are no self-managed teams in the municipality of Ramadi, the study community, despite its presence within the official organizational structure through the division of the city of Ramadi into official sectors of service for each sector. My municipality is responsible for this section.
2. The directorate of Ramadi Municipality has two elements who are distinguished by the high commitment to perform their duties and tasks assigned to them. As the human resource has become the most precious resource at present, the municipality must maintain this wealth and constantly stimulate it.
3. The high leadership in the municipality of Ramadi is interested in improving the performance of the members of the team through increased contacts between members to benefit from the exchange of experience and knowledge and information necessary to perform the tasks with giving them some powers and clarification through the structures of the team and how to make decisions collectively within these powers.
4. The municipal teams work continuously to correct mistakes that accompany the implementation process or after them and these errors occur continuously because of the lack of Division of information technology linked to other people provide teams with the information they need and feedback on past mistakes and how to correct them.
5. Lack of the number of workers with the non-distribution of current workers between the people and sectors on a regular basis as the researcher noted that some people in the service sectors suffer from a shortage in the number of workers as the existing workers are not commensurate with the size of the sector and population density such as the first sector and the sixth sector and Are larger than the rest of the sectors, but have a slightly larger number than other sectors, which increases the workload of the team and increases the time of completion of tasks for these sectors.

## **6.2 Recommendations**

- 1. Municipalities should work to activate the service sector teams of the eight departments and turn them into effective, self-managed teams through granting them full authority to enable them to manage themselves and transform them into mini-municipalities and to monitor and train them.**
- 2. Support the leaders of the other teams by giving them the powers necessary to carry out their tasks without reference to the senior management in obtaining approvals and reduce the time wasted in it and allow them to manage the employees under their responsibility to correct mistakes encountered in the teams during the implementation and to justify the mistakes that occurred and help them overcome.**
- 3. To develop the Information Technology Division, which is connected to the other people, in order to provide feedback to the work teams within the Municipality of Ramadi, and to avoid repeating the previous mistakes and taking advantage of these errors in the relevant projects, since the information is very important in the work of the services in light of which the employees can do their jobs better.**
- 4. Redistribution of workers fairly between the section and sectors of service and by area per sector and population density with the increase in the number of workers in the system of daily wage and training in order to reduce the burden on the rest of the workers in the Ramadi municipality, taking into account the distribution of employees without favoritism and must consider the absence of relatives responsible Division of the first or second class in the same division only in cases of necessity in order to be distributed work within the people in a fair and systematic without favoritism or influence.**
- 5. Reassess the training programs and identify the training needs of the workers and train them in a secure manner they have the experience and practical qualifications that help them to accomplish the tasks entrusted to them efficiently and effectively.**

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