The Relationship between forming Team work, knowledge, learning and creativity Improvement in high technology companies in Jordan. An empirical study (HSBC Bank)

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Summary of the Study

The aim of this study was to identify the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan. An empirical study (HSBC Bank) This study was based on the data resources in their primary and secondary nature.

The researchers distributed about 110 questionnaires, although 10 questionnaires were refused because they were not appropriate for the statistical analysis; the most important outcomes were:

There are statistically significant at level (α≤0.05) to the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variables of age, educational qualifications, and professional experience.

In light of the previous results the reserachers established a series of recommendations the most important of which were:

1- The importance of increasing research related to work teams, whereby it was found by this study that there has a big gap in the studies related to this method.

2- The importance of choosing employees that are qualified and experienced to undertake the tasks assigned to them accurately.

3- The importance of rehabilitating and training employees at the bank.

4- The importance of undertaking other studies similar to this one, with different variables.

5- The importance of disseminating the results of this study within HSBC and other similar sectors.

Summary of the study

This study aimed to find out "the impact of a team working on the construction of knowledge, learning and innovation in high technology companies in the Hashemite Kingdom of Jordan has applied study (Bank HSBC)". And adopted, this study two types of data sources, primary and secondary have been obtained secondary data from a number of books and previous studies related to the subject of study, as for the raw data obtained through a questionnaire on a sample of the study.

This has researchers distributed around (110) questionnaires, but were excluded (10) questionnaires for the lack of suitability for statistical analysis, this has been the analysis (100) to identify, were considered suitable for statistical analysis (SPSS), this has been - were unloaded answers sample on your computer, and data analysis using the Statistical Analysis System (SPSS), was the most prominent results:

1 - No statistically significant differences at ($\alpha \leq 0.05$) of the impact of a team working on the construction of knowledge, learning and innovation in high technology companies in the Hashemite Kingdom of Jordan, according to the variable of age.

2 - There are significant differences at ($\alpha \leq 0.05$) of the impact of a team working on the construction of knowledge, learning and innovation in high technology companies in the Hashemite Kingdom of Jordan to the variable depending on qualifications.

3 - No statistically significant differences at ($\alpha \leq 0.05$) of the impact of a team working on the construction of knowledge, learning and innovation in high technology companies in the Hashemite Kingdom of Jordan to the variable depending on experience.

In the light of previous results, the researcher developed a set of recommendations including:

1 -The researcher recommends the need to increase research on work teams, it was found from this study that there is a large gap in studies on this way.

2 - The necessity of selecting qualified staff and experienced to carry out their tasks accurately.

3 - The need for rehabilitation and training of staff in the bank.

4 - The need for other studies similar to the subject of the study, dealing with other variables.

5 - The need to disseminate the results of this study on the Bank (HSBC) and related sectors

Introduction

The world is undergoing speedy development in the need of organizations for information, whether it terms of quantity, how, and speed in obtaining information, in order to make the best decisions and documenting the relationship between these organizations with the surrounding environment, which in turn highlighted the increasing need for information systems, and their capability to fulfill the organizations' need for information, thus making the development of these systems and increasing their efficacy necessary in this day and age. One of the main elements in the success of these systems is the fact that they depend on advanced technology which has made it easy to access information and reduce the cost of obtaining this information.

The transfer to knowledge organizations has become one of the major challenges that face the traditional organizations to emerge from their isolation, to allow it to interact with its environment, and believe in change and renovation by following up on any changes in its environment and soliciting the help of individuals seeking knowledge (Alleyan, 2008)

If knowledge consists on focusing on the brains and minds of the employees, by using the skills and information that can be transformed to products and services, and new work methods (AL ALI, 2009)

The developments in the fields of communications and information technology have led to an increase in the speed of globalization, which has become a major variable that has participated in the appearance of definitions like "global community, market economy, information economy....". All these variables, among others, stress that one of the most important factors of success of any organization is the employment of the abilities and capabilities of the human resources, bearing in mind that the employees are the closest to their work, and are the most capable and able to undertake the necessary developments and amendments in order to ensure that the outputs of the organization are consistent with the varying requirement of clients, and all other concerned parties.

Thus, organizations have striven to build work teams comprising clients, managers and employees based on the principles and concepts of comprehensive quality management, in order to be able to ensure the success of their efforts in providing the products and services, and guarantee the competitiveness that will give them a better status in the industry that work in.

Naturally, there is a relationship between a successful work team and creativity, since creativity supports the strength of any organization among other organizations, and in order for an organization to reach creativity there must be individual or group creativity.

From this study we shall attempt to identify the impact of formation of work teams on the processes of establishing knowledge, education and creativity in high technology companies in the Hashemite Kingdom of Jordan.

The Importance of the Study

The importance of this study stems from the importance of the work team in the process of establishing knowledge, education and competitiveness in high technology companies in Jordan, since the establishing of a good work team will reflect positively of knowledge and creativity and on the elements and outputs of the organization itself.

The importance of this study also lies in the following:

1. Providing all those interested with an idea about the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

2. Knowing the impact of forming a work team on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan, will provide information to all those who are interested, in order to allow them to build strategy, and also help them make the right decision in this field.

3. The scarcity of studies related to this subject of this study, thus making it an important one.

4. Make recommendations and propose issues that will contribute to enriching this subject.

The factors and disadvantages of this study:

The problem with this study is how the work team will be formed. This problem will be addresses by replying to the following questions:

1. Can the formation of work teams affect the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan?

2. Do the conflicts among work teams affect the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan?

3. Does cooperation among the work team affect the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan?

4. Does the performance of the work team affect the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan?

5. Does the formation of the work team affect the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the personal variables (gender, age, academic qualification and professional experience)?

Study hypothesis: *This study is based on the following hypothesis:*

The first main hypothesis: there is no statistically significant relationship at level $(\alpha \leq 0.05)$ between the impact of forming work teams (formation of a work team, conflicts, cooperation, performance) on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variables of age, educational qualifications, and professional experience.

From this hypothesis, emanate a series of sub-hypothesis, which can be summarized as follows:

The First sub-hypothesis

(H0): there are no statistically significant differences at level $(\alpha \leq 0.05)$ between the impact of forming work teams (formation of a work team, conflicts, cooperation, performance) on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

The Second sub-hypothesis

(H0): there are no statistically significant differences at level $(\alpha \leq 0.05)$ between the impact of conflicts among work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

The Third sub-hypothesis

The first main hypothesis: there are is no statistically significant differences at level $(\alpha \leq 0.05)$ between the cooperation among work teams and the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

The Fourth sub-hypothesis

(H0): there are is no statistically significant differences at level $(\alpha \leq 0.05)$ between the performance of work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

The second main hypothesis: there is no statistically significant differences at level $(\alpha \leq 0.05)$ between the impact of forming work teams (formation of a work team, conflicts, cooperation, performance) on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variables of gender, age, educational qualifications, and professional experience.

From this hypothesis, emanate a series of sub-hypothesis, which can be summarized as follows:

The first main hypothesis: there is no statistically significant differences at level $(\alpha \leq 0.05)$ between the impact of forming work teams (formation of a work team, conflicts, cooperation, performance) on the

process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of gender.
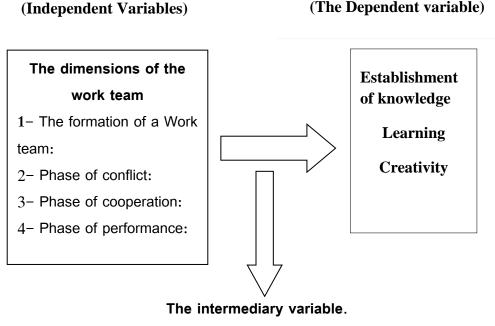
The second main hypothesis: there is no statistically significant differences at level ($\alpha \leq 0.05$) between the impact of forming work teams (formation of a work team, conflicts, cooperation, performance) on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on variable of age.

The third main hypothesis: there is no statistically significant differences at level ($\alpha \leq 0.05$) between the impact of forming work teams (formation of a work team, conflicts, cooperation, performance) on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of academic qualification.

The second main hypothesis: there are no statistically significant differences at level ($\alpha \leq 0.05$) between the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on variable of professional experience.

The Form of the Study

The variables of the study can be changed through the following models:

(Independent Variables)   **(The Dependent variable)**

The dimensions of the work team	**Establishment of knowledge**
1- The formation of a Work team:	**Learning**
2- Phase of conflict:	**Creativity**
3- Phase of cooperation:	
4- Phase of performance:	

The intermediary variable.

Personal variables

Gender, Age, Experience and Qualification

Procedural variables

The establishment of knowledge: is the ability of an organization to acquire knowledge from various sources, and transform it from tacit knowledge possessed by one person in the organization to tacit knowledge possessed by a group of employees in the organization.

Creativity: is the individual's willingness to produce new ideas that are beneficial and relevant to the solution of certain problems, or gather and reassemble known patterns of knowledge into innovative forms.

Learning: is the acquiring of factors of new capabilities through training and development.

Work team: is a group that is established within an organizational structure in order to realize an objective or undertake a certain mission that requires coordination, interaction, and integration among the members of the team. The members of the team are responsible for realizing these objectives, and there is more empowerment to the team to make decisions. The team, in the end, is another way of empowering individuals to work as a harmonious team, and the word "group or team" is normally used when we talk about the dynamics of a team, although when we talk about the practical applications we use the word "work team".

Formation: this phase is usually dominated by confusion, because the individuals are in new positions they are not used to. The formation phase is an important one and requires the team leader (the person who has formed the team) to work on ensuring the behaviors that will ensure success and not treat issues from a personal perspective due to individual human differences.

The conflict phase: during this phase the team members will feel the difference in their opinions and points of view, and their behavior will be dominated by argument, competition, and conflict, in addition to defending their personal points of view. A characteristic of this phase is the appearance of sub-work teams, the lack of consideration for the objective and the role necessary to realize it, and some may even resort to not encouraging the ideas proposed by the team leaders and attempt to delegate power.

The cooperation phase: The members will start to respond to the environment that the team leader has created, and acceptance to join the team in order to realize the objective will become obvious, as will the commitment and determination to participate with all their strength. Consequently, the behavior of the team members, at this phase, will be geared towards settling conflicts and differences, and starting to build personal relationships, whereby the team's organizational criteria and principles will be set.

The performance phase: The commitment of the individuals to the team's criteria and principles will begin to show, and this phase is characterized by vitality, seriousness, self-satisfaction, and trust in others.

Chapter Two
The hypothetical framework and previous studies

The first section: Work Teams

Introduction:

Thus, organizations have striven to build work teams comprising clients, managers and employees based on the principles and concepts of comprehensive quality management, in order to be able to ensure the success of their efforts in providing the products and services, and guarantee the competitiveness that will give them a better status in the industry that work in.

The establishment and development of the work team's methodology:

Jablonsky defined comprehensive quality management as "using the work team in a cooperative manner to perform work by motivating the latent talents and capabilities of all the employees in the organization, in order to enhance productivity and quality in an on-going manner". The Japanese are one of the first people to apply the concept of comprehensive quality management, quality circles (QCs), and work teams with the efforts of Dr. Edward Demenge.

We also refer to the effect of Henry Fayoul (1949) on the attention of the human factors in organizations, since the latent energy of an individual will remain dormant unless it is released and launched through team work

William Aushly put forward the Z Theory, or what is known are the Japanese Model in management in 1981, which stresses on focusing on the human elements and the management of employees in a manner that will make them feel the team spirit.

Comprehensive quality management is a cooperative manner of performance and achievement based on the collective capabilities and talents of the workers in order to enhance productivity and quality through work teams (Al Zahrani, 2005).

Thus, it is safe to say that administrative transference and change, and the dissemination of a variety of administrative concepts to focus on the human elements, and pay attention to them as members of a work team must be characterized by cooperation.

The concept of a work team:

The team is a group of individuals who work together in order to realize specific and shared objectives. Some define the team as "a group of individuals who have capabilities that complement each other, and that are joined together by a common objective or purpose, in addition to the same approach towards their work".

The group or team may also be define as "any manner of administrative group formation to motivate loyalty to a certain group or team, and also for the motivation of social acceptance, with moral or financial ties among the group members and the same direction and objectives".

What distinguishes work teams from other groups is the presence of complementary skills among the team members since they are assigned comprehensive tasks that require the presence of these different and varied skills. (Martin. 2008, et. al.) And the process of forming a work team is known as a mixture of feedback and procedural consultancies that aim to improve efficiency of the team's productivity and behavior. It is also known as a series of activities designed with the aim of improving individual performance.

The activities of forming work teams are the method to positively affect the relationship between individuals in order to enhance their performance, unify their efforts towards the tasks assigned to them in order to achieve the organization's objectives in the best manner possible.

The formation of work teams is an event that is carefully planned for a group of individuals who are linked together through one of the organization's objectives, in order to enhance the means and methods that their work is undertaken.

The aims of forming work teams:

The aim of forming work teams is to build trust and cooperation among individuals, develop their skills, enhance their awareness, develop the skills of managers in the enhancement of relationships within the organizations between subordinates and superiors, develop the skills needed to resolve conflicts and differences between individuals and teams, provide an open channel of communication between the members of the organization which will lead to more transparency and clarity when facing problems, give more time for the managers to focus on the organization's efficacy in planning and defining objectives, increase the flow of information among the members of the organization, the best use of resources and capabilities in order to ensure the enhancement of performance, and creating the ideal environment for the improvement of the services and products provided by the organization

Indicators of the need for the formation of a work team:

There are several aims and problems that indicate a pressing need for adopting the work team methodology, these are: (Al Zahrani, 2005) an increase in the level of waster of the organization's resources and outputs, an increase in complaints among the members of the organizations, with focus on individual and partial objectives, leading to an increase in hostility and conflict among these people, the lack of response to administrative decisions or the inappropriate application thereof, weak sense of loyalty and commitment, the appearance of signs of indifference among employees, the inefficiency of meetings and weak innovation and creativity, an increase in opposition to change in work procedures or the introduction of new technologies, and an increase in the users of the service or the consumers of the products.

The benefits of forming and managing work teams

Work when undertaken by a team leads to the realization of coordination among the members of the team, and this is the main advantage, and building a work team with efficacy will create an opportunity to exchange the required information freely and in a humane manner, since information flows freely, because the individuals are aware of the importance of exchanging the required information and to efficiency participate in the realization of the objectives of the team and of the organization.

Another advantage, are the decisions that are taken collectively, instead of the traditional manner of management which involves taking decisions in tandem. This will have a high impact on the speed with which achievements are made and the best employment of the elements of time, as one of the most important factors of the process of manufacturing products and providing services. The making of decision in this manner will generate a feeling of commitment to these decisions due to the participation of these individuals in the decision-making process.

There are other advantages to adopting the work team methodology:

An environment with high motivation, and the appropriate climate to work to decrease the feelings of loneliness among employees, and increase their feeling of a collective identity, in addition to making them feel proud of their collective achievements to decrease absence, negligence and laziness, which will in turn lead to focusing on the objectives, encourage initiates, and make recommendations, which will lead to a faster response to the environmental changes, the effective delegation by the managers, the anticipation of problems before they happen, and provide the appropriate solutions for them, and increase the efficiency of communications among team members, which will lead to improving and developing communication skills among the individuals.

The effect of leadership in the formulation of work teams:

A successful leadership will work on spreading the spirit of cooperation and team spirit among employees, and understand the importance of raising spirits in order to realize the final objectives of the team. A successful leadership will believe that the organization is made up of every individual that belongs to it and works in it, and that its success will depend on understanding and being aware of the following:

- Human nature, and the differences between individuals, and the diversity in their needs and desires.
- The need for individuals to have work to perform, and this is the reason for forming a team.
- The need for individuals to work together as a team, by motivating them and creating cohesion and ties between them.
- Each individual in a team has his own person needs that the team leader must pay attention to and fulfill through participation in the team.
- Individuals like praise and commendation.
- Rewards and punishment are very sensitive issues among individuals, although they are highly self-motivated to work.
- Make the work easy and simple, since individuals are unable to work with too many facts and issues at the same time.
- Individuals trust their intuition and feelings, more than they trust information.
- Individuals do not trust leaderships if what they say is not consistent with what they do.

The second section: Establish knowledge, learning and creativity:

First: The establishment of knowledge

Formulate the main substrate knowledge for the building of competitiveness, since the organization needs this information to make decisions, and solve problems. The most important characteristic of this element is the massive amount of information and capability to obtain this information easily and at a lesser cost; unless it is no longer possible to realize this competitiveness simply by obtaining the right information, and the information on how to benefit from this information is necessary to help the organization realize this competitiveness.

The concept of information management:

It is the acquiring and employment of resources in order to create an environment whereby the information is easily accessible to individuals, and in this environment individuals are able to acquire,

share and use the information to develop the knowledge particular to their organization, and use it to the benefit of their organization. (Al Ali, 2009)

Global variables that help to the appearance of an information system:

Information systems vary substantially from other, normal, traditional systems. These difference appeared after the liberation of global trade, the spreading of privatization, and the formation of alliances and mergers among large global companies and smaller ones, locally, regionally or internationally due to some global variables, among which are; (Al Attar, 2003):

A. The availability of information technology and modern communication.

The availability of information technology and modern communication in organizations has led to the creation of extraordinary work opportunities, in addition to allowing them to enabling them to communicate with their administration whether they are in the same place or elsewhere, quickly, at the right time, and at the least cost.

B. The nature of the global market:

Multinational companies are now able to buy, sell and invest everywhere, and can display its products on the Internet, receive purchase requests, get paid, and send the products to the clients, in the same manner. For example, the information system that works in the field of computers may sell thousands of computers, without owning one single one in their warehouses, and can provide them to the client very quickly.

C. The change in competitiveness among organizations:

Global changes have compelled companies to compete fiercely, or to unite into global alliances in order to enhance their capability to obtain larger market shares.

D. Change in the work trends for individuals in knowledge organizations:

In traditional organization, the motto was: larger organizations are better. As for Information Organization, the motto has become: the smaller organization is better since the new directives have led to the re-engineering of the organization's processes, the decreasing in the size of the organization, and the restructuring of it, in addition to their efforts to employ innovative, creative individuals who are able to create everything new.

E. Increase the value of knowledge as a very important element of productivity:

Organizations have begun to rely on knowledge, information and skills that are relevant to it to succeed, improve, and continue, and that which is linked not only to some creative individuals in the organization, but is the organization's knowledge which is stored in the form of a system, or database that is available to all.

Second: Learning

Learning is the growing awareness of the organization's problems and success in the identification of these problems and how they can be treated by the individuals who work within the organization, thus reflecting on the outputs and elements of the organizations themselves. This definition comprises two main elements, these are:

Awareness of the problems linked to the level of the knowledge within the organization.

The outputs resulting from this awareness, and which is built on the procedures that the organization employs to deal with these problems. Many have discovered that organizational learning is the process by which mistakes are revealed and dealt with.

Abdul Rahman Heijan (1998) defined organizational learning as an on-going process stemming from the visions of the members of the organization. This process aims to invest the experience and expertise of the organization, and storing the information stemming from this experience and expertise in the organization's memory and then revising it from time to time in order to benefit from it to solve the problems that the organization may face. From the previous definition several characteristics that the concept of organizational learning comprises were identified. They are summarized as follows:

- The process of learning in an organization is an on-going process.
- The presence of a collective vision among the members of the organization.
- Organizational learning is the outcome of the organization's experience and expertise.
- The importance of supporting the organization's leadership in order to activate the process of learning within it.

The leadership of an organization and its managers play a major role in the creation of an environment that supports or hinders learning. The upper management plays a major role in providing the necessary requirements and incentives that support this, and the ongoing encouragement to the organization to learn.

Third: Creativity

Management has the most effect on the enhancement of creativity among trainees, therefore there are a number of procedures that serve to have an impact of creativity. These are (Al Seirafi, 2006):

1- **The support of the administration and upper management**: who should formulate a system or a guaranteed value for the appreciation for creativity, and consider creative work as a top priority.

2- **The availability of resources**: the two main resources that have an impact on creativity are time and capital, and their distribution must be done carefully in order to light the spark of creativity.

3- **The characteristics of work teams and groups**: work teams and groups provide a kind of harmony, and the more harmonious and integrated the work team is the more creativity thinking is enhances, and the more effect exchange of information becomes.

The justifications for the organization's need for administrative creativity:

The justifications for the private sector's need for creativity may be summarized as follows:

1. . The continuous need for innovative administrative systems and procedures that are based on the organization's characteristics and requirements without following systems that are tried by and/or borrowed from others without adding to, adapting or innovating.

2. . The continuous shortage in primary resources like water and natural resources.

3. The importance of the organization's new and innovative methods that are consistent with their environment, and that help the organization in the management of its operations and solve its problems.

4. . Fulfill the requirements of the ever-increasing public opinion: since the awareness of the people regarding the modern achievements motivates them to insist on obtaining services easily, and with more awareness.

5. The importance of creative individuals in the organization in order to enhance their capabilities and productivity, and then provide better services.

Previous services:

1- **Study (al Zahrani, 2005), "The efficiency of educational training programs in developing skills based on work teams among school principals from the point of view of principals and teachers, within the city of Taif** ". The aim of this study is to list the skills necessary for school principals relevant to the formation of work teams, in addition to identifying the work team building skills that the principals acquired as a result of undergoing educational training programs, and identify if there is a difference in the response of the principals in the educational environment and the sampled teachers. In addition to knowing the impact of some variables like qualification, experience, gender, the number of training courses, the educational level of the school, and the nature of the education in it (general or in

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parallel) on these skills among school principals. The study concluded that: the work team building skills are moderately available as part of the training programs according to the male principals, while female school principals find them highly available. Female principals employ work team building skills often, while male principals only use it moderately. Also there are no differences of statistical significance between the responses of male and female principals regarding the skills that are undertaken and that can be attributed to the following variables: the nature of education in the school, the number of years of experience, the educational level, as is the case regarding the number of training courses. However, the study found difference of statistical significance relevant to gender, which was to the advantage of the female trainees.

2– **Study (Assaad, 2008)**, "**The organizational characteristics and their impact on administrative creativity among employees in the government entities**" and the researcher identified the problem of researching the following points:

1. Is there a relationship between the problem of weak administrative creativity and the organization's insistence on employing the negative, traditional trends?

2. Does the nature of the work, in terms of the number of working hours, the magnitude of the assigned tasks, and the length of the procedures play a role in decreasing administrative creativity?

3. Does the fact that the incentives, and morale and financial motivation are low relative to the weakness to administrative creativity? 4– Does training and educating individuals have any effect on the creativity of the employees?

The study deduced that there are differences of statistical significance between the incentives and the level of administrative creativity among employees. And there are differences of statistical significance between the efficiency of the administrative leadership and the level of administrative creativity among employees.

3– **Study (Al Jabari, 2008), the role of creativity in the improvement of employee performance in local community entities, an empirical study about Al Khalil Electricity**" The aim of this study was to identify the role of organizational creativity in the improvement of employee performance in local community entities, an empirical study on Al Khalil Electricity.

Research as part of this study reached the following conclusion: that the level of administrative creativity among employees of Al Khalil Electricity was very high, and the degree to which the administration used the methods to realize the concept of administrative creativity and enhance it, was only moderate. The lack of differences of statistical significance at the (0.05) level in the role of administrative creativity in improving the performance of employees in local community entities, Al Khalil

Electricity attributed to demographic variables. One of the most important recommendations made by the researcher: efforts should be made to formulate an effective systems for financial and morale incentives for the employees of Al Khalil Electricity, and that the incentives should be consistent with the efforts exerted and should be linked to the level of performance and creativity at work, and should be provided at the right time. Giving the employee a certain degree of flexibility to perform his work in a manner that will allow him discover the element of creativity within him, and stresses the importance of the upper management and superiors at Al Khalil Electricity paying attention to the employees' social and operational needs, and try to fulfill them, which will have a positive impact on their performance and help them to become creative.

4- Study: (Martin. .et..al, 2008) " Teamwork Quality and the Success of Innovative Projects: A Theoretical Concept and Empirical Evidence

This study aimed to identify the importance of work teams in new projects, and it was based on the fact that there is growing awareness about the importance of work teams. This study focuses on identifying the concept of the quality of work teams, and the relationship between the performance of a successful work team and the success of the project was also identified. A sample of about 575 team members, and about 145 project managers were chosen from German groups, and the study concluded that there is a strong relationship between the members of a successful work team and an increase in productivity and learning.

5- Study De Jong, (2007): Leadership as A Determinant of Innovative Behavior A Conceptual Framework.

The study aimed at analyzing the relationship between the administrative leadership and creative behavior, and included (703) employees, and (94) managers from various Dutch organization. The study resulted in the building of a model to measure creative behavior from three dimensions (the generation of ideas, challenging, and the application of creativity). It also showed that the most important characteristics to lead creativity includes increasing participation in the decision-making process, giving freedom in the planning and implementation process, stirring enthusiasm and challenges at work, and direct support to the employees by trusting them and appreciating their creative efforts. The researcher's study is different than this study in that it is based on studying the impact of the organization's culture on creativity and competitiveness. This study was beneficial in the identification of some of the elements of creativity like the generation of ideas.

6− Study An,Ji − Young (2009) :

Organization culture, quality of work team and organizational effectiveness in Korean university hospitals.

This study aimed to choose the relationship between the organization's culture and the nature of the work, and the organizational efficacy. It also focused on the culture of the organization and the nature of the work. The study sample consisted on (145) nurses working at the Korean University Hospital, and it showed that there is a positive relationship between the organizations with organizational culture, good work quality on the one hand, and the organizational efficacy, on the other hand. And that organizations with good organizational culture and good work teams will definitely lead to the enhancement of organizational efficacy and will reflect positively on the work of the nurses and the work environment, in addition to the services provided to the patients, and that the weakness in the capability and efficiency of the nurses will reflect negatively on the care and services they provide, and the realization of the patients' needs and expectations.

Chapter Three
Methods and Procedures:

Methodology and Study Sample

The descriptive analytical methodology which involves collecting data, and analyzing and explaining it, in addition to statistically treating the variables and the relationship between them, and the analysis and explanation of the results through the actual relationship between them, was used.

(a) Study community

The study community was from employees in Jordanian Banks

b− Study sample: the researchers distributed the study questionnaire among the study sample, during a visit to the HSBC Bank. They distributed about (110) questionnaires, but discarded (10) of them because they were inappropriate for the analysis process, therefore the questionnaires that were appropriate for undertaking the Statistical analysis processes were (100). (Statistical tables and hypothesis tests were attached in another annex to the study)

Results and Recommendations

First: Results

Based on the analysis of the study data, the researcher came up with the following results:

1– The data in table (15) shows that the calculated value of (F=3.55), and is bigger than its spreadsheet value, and based on the decision rule: hypothesis (HO) will be accepted if the calculated value is less than the spreadsheet value. The rule also states that we should accept the alternative hypothesis, if the degree of significance (SIG) was larger than (0.05), and we reject the Zero-hypothesis if the level of significance was less than (0.05). From the previous table it was found that the level of significance (SIG) was (0.01). And since the level of significance is less than (0.05) then the decision rule indicates that there are statistically significant differences at level (0.05 ≥ α) on the impact of forming work teams on the processes of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

2– The data in table (16) shows that the calculated value of (F=3.24), and is bigger than its spreadsheet value, and based on the decision rule: hypothesis (HO) will be accepted if the calculated value is less than the spreadsheet value. The rule also states that we should accept the alternative hypothesis, if the degree of significance (SIG) was larger than (0.05), and we reject the Zero-hypothesis if the level of significance was less than (0.05). From the previous table it was found that the level of significance (SIG) was (0.00). And since the level of significance is less than (0.05) then the decision rule indicates that there are statistically significant differences at level (0.05 ≥ α) on the impact of forming work teams on the processes of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

3– The data in table (17) shows that the calculated value of (F=3.24), and is bigger than its spreadsheet value, and based on the decision rule: hypothesis (HO) will be accepted if the calculated value is less than the spreadsheet value. The rule also states that we should accept the alternative hypothesis, if the degree of significance (SIG) was larger than (0.05), and we reject the Zero-hypothesis if the level of significance was less than (0.05). From the previous table it was found that the level of significance (SIG) was (0.01). And since the level of significance is less than (0.05) then the decision rule indicates that there are statistically significant differences at level (0.05 ≥ α) on the

impact of conflicts within work teams on the processes of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

4- The data in table (18) shows that the calculated value of (F=3.20), and is bigger than its spreadsheet value, and based on the decision rule: hypothesis (HO) will be accepted if the calculated value is less than the spreadsheet value. The rule also states that we should accept the alternative hypothesis, if the degree of significance (SIG) was larger than (0.05), and we reject the Zero-hypothesis if the level of significance was less than (0.05). From the previous table it was found that the level of significance (SIG) was (0.02). And since the level of significance is less than (0.05) then the decision rule indicates that there are statistically significant differences at level (0.05 ≥ α) on the impact of cooperation within work teams on the processes of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

5- The data in table (19) shows that the calculated value of (F=3.11), and is bigger than its spreadsheet value, and based on the decision rule: hypothesis (HO) will be accepted if the calculated value is less than the spreadsheet value. The rule also states that we should accept the alternative hypothesis, if the degree of significance (SIG) was larger than (0.05), and we reject the Zero-hypothesis if the level of significance was less than (0.05). From the previous table it was found that the level of significance (SIG) was (0.00). And since the level of significance is less than (0.05) then the decision rule indicates that there are statistically significant differences at level (0.05 ≥ α) on the impact of performance within work teams on the processes of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan.

6- The T-Test was used whereby the value of (t) was calculated to be 4.441 which is of statistical significance at level 0.002, and since this level of significance is less than 0.05, the outcome is the rejection of the Zero-hypothesis (HO) that states that there are no difference of statistical significance at level (0.05 ≥ α)on the impact of forming work teams on the process of establishing knowledge, learning and creativity in High Technology Companies in the Hashemite Kingdom of Jordan based on the variable of gender, and accepting the alternative hypothesis (Ha) that states the presence of differences of statistical significance at level (0.05 ≥ α) on the impact of forming work teams on the

process of establishing knowledge, learning and creativity in High Technology Companies in the Hashemite Kingdom of Jordan based on the variable of gender.

7- The One Way Anova test was used to test the third hypothesis, and during this test it was found that the level of significance was (0.0112) which is less than (0.05), there the alternative hypothesis was accepted, and this is that there are differences of statistical significance at level $(0.05 \geq \alpha)$ on the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of age, and reject the zero-hypothesis that says there are no difference of statistical significance at level $(0.05 \geq \alpha)$ on the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of age.

8- The One Way Anova test **was used** to test the fourth hypothesis, and during this test it was found that the level of significance was (0.0222) which is less than (0.05), therefore the alternative hypothesis was accepted, and this is that there are differences of statistical significance at level $(0.05 \geq \alpha)$ on the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of academic qualification, and reject the zero-hypothesis that says there are no difference of statistical significance at level $(0.05 \geq \alpha)$ on the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of academic qualifications.

9- The One Way Anova test was used to test the fifth hypothesis, and during this test it was found that the level of significance was (0.0324) which is less than (0.05), there the alternative hypothesis was accepted, and this is that there are differences of statistical significance at level $(0.05 \geq \alpha)$ on the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of professional experience, and reject the zero-hypothesis that says there are no difference of statistical significance at level $(0.05 \geq \alpha)$ on the impact of forming work teams on the process of establishing knowledge, learning and creativity in high technology companies in the Hashemite Kingdom of Jordan based on the variable of professional experience.

Second: The Recommendations

From the previous results researchers have made the following recommendations:

First: General Recommendations

1- The researchers stressed the importance of increasing research related to work teams, whereby it was found by this study that there has a big gap in the studies related to this method.

2- The importance of choosing employees that are qualified and experienced to undertake the tasks assigned to them accurately.

3- The importance of rehabilitating and training employees at the bank.

4- The study recommends that other researchers use other variables in order to enhance the benefits of the issue of forming work teams among various organizations.

5- The importance of disseminating the results of this study within HSBC and other similar sectors.

Second: Special Recommendations

1- The researchers recommend buying everything that is new in the field of information technology, which has a major impact on facilitating the process of providing services to the public (the clients), speed up the processes of shortening the duration of procedures, and the interaction with the clients.

2- The importance of formulating an appropriate methodology to choose and select workers before employing them at the bank. It is necessary also not to be limited to this alone, but allow the employees to take part in specialized training courses in order to enhance their experience and knowledge and direct these for the welfare of the bank.

3- Seeking the opinions of experience and employees with a long experience, in addition to acquiring everything that is new in the field of knowledge, will ensure that the bank has a competitive edge among other banks, and thus this strategy must be given the required attention and should be included among the bank's priorities.

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