

PURPOSE OF THE ROLE ACCORDING TO THE SIX SIGMA STANDARD AND ITS RELATION TO THE EFFECTIVENESS OF THE ORGANIZATION

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ABSTRACT

The aim of this research is to identify the ambiguity of the role of the deans of the governmental colleges according to the Six Sigma standard from the point of view of the heads of the scientific departments. As well as to identify the effectiveness of the organization, then find the relationship between ambiguity of role and organizational effectiveness of the same sample, The researcher used the descriptive approach Correlative, The research community was the number of society (374) of the heads of departments in the public universities in the province of Baghdad. The sample was (299) head of department (80%), the sample was selected random fashioned way, the honesty and consistency of the scale that was prepared was extracted. The statistical methods used were Pearson's correlation coefficient and the equation of alpha Krocheakh. The second test is for one sample. The most important results were to play the role; the presence of the deans and his ratios below average, as for the organizational effectiveness, they are present at a good rate; the relationship between the variables is statistically significant, the researcher drew conclusions and recommendations.

THE PROBLEM OF RESEARCH

The administrative work in our time is characterized by many complications and overlapping powers and responsibilities, which may cause many conflicts and responsibilities, which may cause a lot of problems in performance and many organizational conflicts within the work, as well as psychological stress for the individual Perhaps the most prominent problem of ambiguity role Career, Therefore, the ambiguity of the role is a clear phenomenon in our educational institutions, Where it has become clear and influential largely on the managerial decision-making process, According to the results of interviews conducted by the researcher with a number of deans of colleges in Baghdad province, Where there is no significant scope of authority for the lower departments, and because there is not much work, which does not require a lot of skills in the administrative decision-making process, In contrast, in the higher departments, where there is a large area of routine work, which led, as noted by the researcher to the conflicts of powers because of the difficulty in determining who is responsible for the implementation of decisions (Hussein, 2018: 73). This led to the lack of clarity of the limits of the powers of each side, leading to the obstruction of administrative work to the poor relations between the workers (Scientific Sixteenth Congress, 83: 2016). Moreover, the twelfth annual conference held at the University of Wasit, Faculty of Education in 2017, pointed out that the lack of clarity of the

distribution of roles between workers and conflicts in the organizational determinants will inevitably lead to the ambiguity of the role of the dean, which negatively affects the effectiveness of the organization. 2017).The follower of the concept of effectiveness of the organization believes that this concept is still at the beginning of the road in spite of its role in advancing the level of performance of the institution and its effectiveness,Therefore, the Higher Education Strategy Committee in Iraq points out that the administrative system suffers from a lack of understanding of the administrative leadership for its role, which in turn neglects the difficulty of transferring information, which leads to a slowdown in all administrative processes (Ministry of Higher Education 21: 2012).The fundamental problem facing the educational administration is the characterization of the strategic vision that these leaders are supposed to exercise as a knowledge institution rather than a traditional educational institution (Najm, 2005: 109).The educational administration needs strategic organizational policies and plans of high quality by linking organizational objectives with the goals of the employees, which leads to the creation of efficiency that helps the dean in the performance level, and thus achieve quality in the outputs of universities in quantity and quality.

THE IMPORTANCE OF RESEARCH

that the world lives a period of political, economic and social turmoil, which is reflected in human efforts and capabilities as well as organizational reflection reflected in the level of proximity or dimension of these disorders,Therefore, the administrative system in the institution and its successful leadership are the ones that absorb these changes and absorb their impact on the performance of their employees and take into account the strategic visions of obstacles that hinder their growth and development.The lack of understanding by the deans of their roles may lead to ambiguity in the work and lead to confusion in the roles of their administrators, causing a conflict called the conflict of the role, which is one of the most important and dangerous types of conflicts for the organization.This is reflected in the fact that the individual works to disperse his abilities and mental and sensory abilities and affects his behavior within the institution in a manner that negatively affects the reduction of the goals of the institution (Al-Hilali, 2006: 17), The conflict of role derived from the ambiguity of the role occurs when the individual cannot combine the expectations of two or more groups about the role itself, and the lesson in the ambiguity of roles in the impact of conflict on behavior, which may lead to increased sense of the individual tension and frustration,As a result, it has proved to be a hindrance to the achievement of the Foundation's objectives (Al-Zubaidi, 2014), As well as the result of uncertainty conflict in the role within the individual itself as a result of the incompatibility between his needs and expectations of the role of the organization,He may play a role in the organization and feel that he does not meet his needs, whether basic or moral, which is attached to the incompatibility requirements and expected the Dean of his job, where is based on consensus on a set of conditions that have an impact on the effectiveness of the organization,Therefore, the ambiguity of the role of the job may be very influential on the administrative behaviors expressed by the Dean of his job, which inevitably will be an obstacle to the quality of performance and the art of implementation,As well as it would be an obstacle to the quality of communication and interaction with the rest of the members of the

institution, Which leads to non-compliance with the administrative regulations governing the work, as well as the term role refers to the behavior of individuals in different situations in the sense of how individuals behave in those situations and how to get satisfaction through the tasks of the roles they occupy. Therefore, the ambiguity role for the administrative leaders in educational institutions has a significant impact on the achievement of personal goals as well as the overall objectives of the institution, and thus be an obstacle to the effectiveness of the organization. Therefore, the organization's effectiveness and the concomitant change in the goals of the organization is no longer just a way to change the behavior of others, as it represents the ability of educational institutions Dean to apply the laws and instructions issued. Where the Dean draws his strength from the role he plays in the institution, which aims to establish positive relationships between employee satisfaction and productivity, which increases the effectiveness of the organization (Stephen, 2005: 76). The presence of educational institutions in a turbulent environment is constantly threatened by the impact on survival and development, so that the institutions that are active in the organization are able to cope with this troubled environment. In order to enhance that efficiency, institutions need to develop their potential not only to deal with everyday events, but also to deal with unexpected events of critical importance. Therefore, the effectiveness of regulation in educational institutions is also critical. Therefore, the effectiveness of the organization in institutions of higher education does not correspond to the level of ambition, which generates waste in time and money, and this causes lack of productivity and weak efficiency, by overcoming the problems that face. Although there is relatively little information on the required qualifications and scientific expertise that reflect the levels of organizational effectiveness of the global education institutions and the extent to which they achieve their goals as indicators of trends in performance and development. Thus, it is clear that the effectiveness of the administration of any college in its Dean, as an active person with personal, cognitive and administrative values that enable him to lead his college, and that his administrative behavior is distinguished by work and human relations (Salem, 1998: 47). In other words, the dean must be successful actor his performance, and the profession is seen as a model for the life of a decent high-end, professional and deals with the highest degree of honesty with oneself, and offers all counts. And provide all those who can services away from any material gain or personal interest.

Research Objectives: The current research aims to identify:

1. Ambiguity of the role of the deans of the government colleges according to the criteria of Six Sigma from the point of view of the heads of scientific departments.
2. The effectiveness of the organization (organizational) in the deans of government colleges from the point of view of heads of scientific departments.
3. The relationship between the ambiguity of the role of the deans of the governmental colleges and their organizational effectiveness.

Research limits: The current research is determined by the assistants of deans of government colleges in Baghdad governorate for the academic year 2017-2018.

DEFINITION OF TERMS

First: Ambiguity Role:

1. **Askar 1988:** The lack of information needed by the individual in the performance of the role in the organization such as information on the limits of his authority and responsibilities, and information on the policies and rules of the organization and methods of performance evaluation (Askar, 11: 1988).

Al-Mishaan 2000: It is the lack of clarity of work responsibilities and requirements, and the lack of feedback from individuals in the work they do, which leads to confusion and frustration, and thus the feeling of psychological pressure (Al-Mishaan, 211: 2000).

Theoretical definition: The limits on which the requirements of the role occupied by the Dean are not clear so that the performance of the role is different and different from the expectations associated with what it should be.

The procedural definition: The response of the deans' assistants (the research sample) to the scale prepared by the researcher to measure the ambiguity of the role, and this is shown by the total score obtained by their answers to the paragraphs of the scale.

1. ETFLAIK 2006: A proven set of modern management methods, analytical tools, enterprise monitoring techniques, and reporting that combine to form breakthroughs in problem solving and performance (ETFLAIK, 2007: 42).
2. Morocco 2007: is a methodology for solving problems, which is the most effective in solving and overcoming organizational problems (Morocco: 42: 2007).

Third: Effectiveness of the organization (organizational):

1. **ALFAR, 2002:** The ability of an institution to build, adapt and grow regardless of the goals it achieves (ALFAR75: 2002).
2. **Al Enezi 2013:** means the integration of the organization and the human resources that lead to the flow of operations and efficiency of external operations (Al-Anzi, 97: 2013).
3. Theoretical definition: The extent of success in achieving the desired goals, and therefore is related to obtaining the results envisaged by the administration.
4. Procedural definition: The degree obtained through the response of the deans' assistants to the paragraphs of the scale prepared for this purpose.

CHAPTER TWO

THEORETICAL BACKGROUND

THE FIRST TOPIC: AMBIGUITY OF THE ROLE

The concept of role ambiguity

The diversity of the concepts of role ambiguity varies according to the researchers' perception of this concept. The researcher states: In the concept of (Alimat, 66: 2014) The concept of ambiguity of the role shows through the denial of the information needed by the individual to perform his work and the lack of clarity of powers and powers resulting in a state of uncertainty and tension, A person in this case may not be fully aware of the objectives of the work or procedures followed or may be uncertain about the areas and responsibilities related to his work, From another point of view, mention (Source 6: 2012), However, the ambiguity of the role occurs as a result of the lack of information required to accomplish the tasks assigned to a specific job role. If the employee does not know the tasks to be performed, the responsibilities and powers granted to him, and how he assesses his performance at work, Either go back to the boss directly in every big and small or learn by trying and error in his responses to the requirements of the institution.

Al-Masaed (44: 2009) stated that ambiguity of the role is a situation that arises if the individual's expectations are not clear to him about the role he is playing, That is, if the person is not sure of his nature, and also leads to a contradiction in the concept of role from the concepts of all or some set of roles to the ambiguity of the role. In the concept of the researcher in the ambiguity of the role that the employee lacks the information necessary to perform his job or mission, which leads to frustration, and can be summarized that the failure to appoint the employee on the various tasks of the role entrusted to him.

It is noted that all the concepts focused on the subject of lack of information available to the individual about the task of what is required to perform what may cause him work pressure and the state of confusion affect negatively on his psychology.

The role played by the Dean within the institution is a technical role depends on his understanding of the nature of his work and the understanding of others related to the role of the Dean and the nature of his work, therefore, the success of the process of leadership within the college depends mainly on the practical skills possessed by the Dean and these come through the academic preparation and scientific training and the cooperation of all staff from the assistants deans to the simplest employee and this cooperation comes only by determining the roles and functions that must be done within the institution outside, To define the roles of the work and all employees and then cooperate with the Dean and help him to perform his mission for the real scientific division of this performance. (Al-Shura, 23: 2008), The lack of understanding of the role and function of the Dean leads to multiple problems, including overlap of professional

frameworks for different parties and the difficulty of division of performance as a key aspect of professional development as well as lack of job satisfaction.

The term role refers to the behavior of individuals in these different situations, that is, how individuals behave in those situations and how they get satiated by performing the roles they occupy, meaning that individuals in their roles are affected by the nature of social and cultural attitudes that constitute the environment in which they live.

The ambiguity of the role in this study indicates the lack of clarity of the role of the Dean in the institutions, which makes his employees unaware of the nature of his work. The ambiguity of the role in this study is also an increase in tension, low job satisfaction, lack of self-confidence and high blood pressure leading to thinking of leaving work, It can be said that the ambiguity of the role is a reduction in the knowledge of the duties and privileges and obligations required of the individual and him to carry out his work, so attention to scientific preparation and technical training and the dean of the characteristics and characteristics necessary and adherence to ethical controls is important and a necessary requirement in the work, deals with this topic.

The impact of ambiguity on the role of work:

Studies agree on the importance and clarity of ambiguity of role on job performance, Where studies indicate the role of role ambiguity in the low level of performance, which causes the disappearance of motivation in the individual to understand the work and move to the state of blind tradition with indifference to the safety of performance and what the individual assumes, Where the individual becomes the executor of decisions. The goal is to obtain the satisfaction of subordinates, which will lead to low performance and low production, and that increasing the sense of the individual ambiguity role may reduce the use of his mental and physical skills (Al-Rukhi, 2002: 32), The role of the institution is to increase the material costs and the cost of delay in work, absence and cessation of work, the operation of additional workers, malfunction and repair of machinery, the cost of material loss during work, the difficulty of concentration in work and the high rate of complaints, making decisions, and poor relations between the members of the institution. All because of the ambiguity of the role of the job at the level of the institution's weak participation in the work and complaint and requirements and the consequent decline in production and high incidence of accidents, low morale and organizational loyalty due to lack of enthusiasm for work.

The ambiguity of the role on the exercise of power:

The ambiguity of the role has a negative impact on the ability to exercise power through:

1. Not aware of the limits of his responsibilities and powers to work.
2. Lack of information available to the employee about his job role, which weakens his knowledge of the size of the power granted to him, and thus his ability to use them.
3. Limiting the ability of the official to delegate part of his powers to the lower levels of his conviction of disqualification, thus causing unclear responsibilities.

4. The employee's ignorance of the objectives and plans of action limits his ability to exercise the authority granted to him. The study also assumes that there is a negative impact of the ambiguity of the job role on the accountability of the subordinates for using the authority delegated to him and for accomplishing his duties due to the multiplicity of agencies that give him instructions, and because of the lack of clarity in the job description of the employee, and not to give him clear explanations of what must be done to perform his duties without reference to the President because of the lack of the President of the possibility of accountability and accountability according to a mechanism that everyone understands (Al-Nasser: 28: 2007).

THE SECOND TOPIC: SIX SIGMA

A general concept of Six Sigma: If we want to get an administrative technician we definitely want all the pros and we do not want any mistakes or flaws. That is, we do not want to be below expectations and ultimately we want high-quality outputs.

In the field of administration, emphasis is placed on standard deviation and variance, because it is of utmost importance in determining the necessary data, so that in light of it the process of the role of the function, especially in the division of performance, the figures and data must be carefully and accurately verified, and this is only by deviation standard. If the data is documented and confirmed, and also the amount of error in it will help improve performance, this means that if the standard deviation converges from the average, the accuracy of the number increases. If the opposite is increased, the installation becomes inaccurate because the data is inconsistent. If the standard deviation is the square root of the variance, if the deviation is a measure of the distance from the average and is symbolized by the Six Sigma σ (Latin letter), This is a simple introduction to the concept of Six Sigma to improve the quality of performance, The institutions that depend on evaluating and improving the performance of its outputs on the Six Sigma defect is in performance and very little improvement. However, this little degree of error or defect in performance is very important, must be taught in order to achieve the highest quality advantage, We must here to believe that the Six Sigma scale or a wonderful standard to remove any defect or even loss of endowment and money or anything. So that became the world's Six Sigma strategy for most of the various institutions disciplines.

The six packs contain six grades (1) to (6) highest where the maximum in quality levels, the higher the quality of the lack of errors and if the differences are a few decreases the effort in the attempt and training in order to improve performance, If the quality level rose by Six Sigma decreased effort and money spent in dealing with errors and problems, and this quality must apply, Most of the organizations that seek to connect to perfection and ideal in performance processes use the Six Sigma to get better results. The Six Sigma is the magic tool that helps to identify, determine the level of quality, defect, defect or problem, solve and develop it, and develop the best solutions in helping to maintain the degree the quality. (Al-Dorri, 2017, 5).

The importance of Six Sigma:

The Six Sigma programs aim at making direct progress in raising awareness of the outputs of educational institutions. Instead of waiting for years before making progress, the Six Sigma check the quality of the concrete outputs in quality. These outputs, of course, contribute to significant changes in the nature of society and reach the rank of Six Sigma, may be a gradual and cumulative process in which the organization moves from the rank of Sigma to the rank of another Sigma to achieve in the end the ultimate goal is to reach Six Sigma, whenever the institution closer to achieve more than doubled the necessary improvement and development efforts. It should be emphasized here that Sigma's program is suitable for both small and large enterprises. And achieve high quality returns in order to achieve the progress of society at all levels through the global program Six Sigma for education, and help its application to increase the satisfaction of the community, as well as workers within the organizational structure of the community, and will increase the incentives by increasing the realism of workers to work.

THE THIRD TOPIC : THE EFFECTIVENESS OF THE ORGANIZATION

This subject is still one of the most mysterious topics according to the researcher's knowledge, it is not just an idea or concept of interest to researchers, but is based on the emphasis on the principle of comparison and approach to the performance of institutions other institutions distinct and unique in the performance, and it is imperative that the administrative leaders are the ones who make the difference in the effectiveness of their organizations, through the organizational strength they possess and the wisdom in managing their institution on the basis of objective plans, the organization's foundation aim to achieve long-term goals, therefore, the concept of organizational effectiveness is one of the administrative concepts that did not enjoy a comprehensive change, the school's behavioral advocates went to the effect that the efficiency of the human relations in the institution, harmony of the relationship between the individual and the group and the presidents, and achieve the greatest satisfaction possible, in accordance with the principles of democracy and follow-up and the spirit of understanding, and behind that cooperation, achieve the factor of satisfaction and security of the job. the movement or school of scientific administration and its followers are focused on determining the meaning of effectiveness on the material aspects of the organization to achieve effectiveness, without regard to the aspects and behavior (Kamal, 2007: 83). The concept of effectiveness is based primarily on doing the right thing. As it should be based on clear objectives, objective and fair. Here comes a very important aspect, which is in the ambiguity that reveals the concept of effectiveness. Because of the different objectives from one institution to another, which led to the difficulty in finding a specific concept for them. Therefore, the active institution pursues sound management practices. But in contrast it is difficult to define a concept adopted by the institution to be effective. It was stated (Saeed: 2008) to clarify the concept of organizational effectiveness it to the organization's ability to invest their environment opportunities for scarce resources and value to perform the function (Saeed: 77: 2008). While explained (2010, HERMAN) that the effectiveness of the organization reflects the relationship between the output of the system and realized between

the planned objectives, The higher the output more contribution to the achievement of the goals the system was more effective, The researcher explains that organizational effectiveness is the ability to select and achieve the appropriate objectives of the institution.

The difference between efficiency and effectiveness:

The institution can be effective but at the same time incompetent, they achieve their goals with a huge waste of resources, therefore, the inefficiency of the institution negatively affects the effectiveness, while the efficiency represents the completion of work correctly, the effectiveness represents the work of the right things, the institution may be competent but not effective, as in the case of colleges in specializations does not need the community, and thus can be said that the efficiency and effectiveness is the performance of the right business in a correct manner, where the effectiveness of the leadership, and linking efficiency management. therefore, effectiveness is achieved when there is a clear vision and specific objectives, strategies, principles, values, development, organizational strength and other attributes of leadership, And efficiency is achieved when there is planning, organization and management of time and control and follow-up, and when there is effectiveness and there is no efficiency, the visions and objectives do not find who achieves it correctly, In the absence of effectiveness and the presence of efficiency; the work is accomplished but without clarity of objectives (Abdel Baqi, 2012,16), Showing the difference between effectiveness and efficiency is by highlighting the meaning that both take, since it is usually seen to be effective in terms of the results reached by the deans in their colleges and then the college is described as an actor if it has achieved the goals set, and that it is less effective if it does not achieve it as required or achieved part of it, and described as ineffective if it cannot achieve its ultimate goals, Proceeding from this concept we can differentiate between the effectiveness and efficiency, we say that effectiveness is the exploitation of available resources in achieving the goals set, namely, it is concerned with the achievement of results, while efficiency is the means or method used to reach the results or achieve the goals.

PREVIOUS STUDIES

Studies on role ambiguity:

1. Al-Jumaili study 2008:

Ambiguity of the role of educational counselors and their relationship to their satisfaction with their work.

The aim of the research was to identify the ambiguity of the role and its relation to the satisfaction of the work of educational counselors, the research sample consisted of (100) mentors and educational guides from Nineveh province, In order to achieve the objectives of the research, two tools were used: the first is a tool to measure the ambiguity of the role, which consisted of (C) a paragraph, and the second instrument is the measure of job satisfaction for the work which consists of (30), It was adopted in the research and use the second test of one sample and Pearson correlation coefficient as a means of statistics in the research, the research found several results,

the most important of which is that the educational counselors suffer from the ambiguity of the role and that they have a small degree of satisfaction with the work. In addition, there is an inverse relationship of statistical significance between the ambiguity of the role and the satisfaction with the work of educational counselors, in the sense that the more ambiguous role is reduced the level of satisfaction with work in the eye of research (Jumaili, 2008, 2).

2. Study of Waligerton and Others 2008:

Effect of Role Ambiguity in Job Satisfaction:

The study was designed to identify the effect of ambiguity in job satisfaction among the deans of private colleges and institutes. The study sample consisted of (1370) deans of private colleges and institutes in the United States of America. The researchers used two measures, one of which is ambiguity and the other measure of job satisfaction. The study found that the greater the ambiguity of the role, the lower the degree of job satisfaction among the deans of the faculties (Watron: 2008).

Studies on the effectiveness of the organization (organizational):

The impact of the organizational structure of environmental and non-confirmation in the effectiveness of some faculties (Baghdad University and private colleges), the study aimed to analyze the relationship between the organizational structure and non - environmental confirmation and organizational effectiveness and the impact of the organizational structure on the effectiveness of some institutions, as well as the extent of the impact of non - environmental assertion in the effectiveness of institutions. The questionnaire, the tool used to collect information and data, was the sample of the study (76) administratively chosen randomly by some of the faculties of the University of Baghdad and the private colleges. The following statistical methods were used: Pearson correlation coefficient, Kay square, simple regression coefficient, and weighted mean), of the highlights of the findings of the study:

1. There is a significant relationship between the organizational structure and organizational effectiveness of some colleges, this suggests that the structure of some colleges is adequate and satisfies the many requirements to achieve a desirable level of organizational effectiveness.
2. The Lack of environmental non-confirmation of the effectiveness of other college's effect.

2. Al-Majazi: 2004:

(Organizational Capacity and its Effect on Regulatory Effectiveness in the Jordanian Government Universities in the Region of Southern Jordan), the study aimed to identify the capabilities of the organization and its impact on organizational effectiveness in Jordanian public universities, the researcher adopted the questionnaire as a data collection tool. In order to achieve the objectives of the research, a random sample was chosen by (69.8%) of the original community for the research. There were (133), after collecting responses from the sample, the responses were analyzed based on the statistical package (SPSS), the following statistical methods were used in

data processing (Person correlation coefficient, simple regression coefficient, second test). The study reached the following results:

1. The perceptions of the members of the sample to the level of capacity building in the Jordanian public universities as a whole came to a medium degree.
2. The perceptions of the members of the sample were about to exclude the effectiveness as a whole at an average level.
3. There is a statistically significant effect at the level of (0.05) for the capacity-building process organized by its different dimensions.

CHAPTER THREE

RESEARCH METHODOLOGY AND PROCEDURES

First: Research Methodology: In order to achieve the goals of research, the researcher using the descriptive approach Correlative that is on the way described the phenomenon of the subject, As mentioned (Audi, 2002,97), this approach is not limited to data collection and classification, But amounts to a degree of interpretation of these data and their significance, Therefore, coupled with descriptions compared through the use of measurement and interpretation.

Second: Research Society: The research community consists of all the heads of the scientific departments in the Baghdad governorate universities (374) with (270) head of department of males and (104) head of section of females.

Third: Research Sample: After determining the size of the society, the next step is to determine the sample of the research from this society. the random method was followed in selecting the sample of the research, as the percentage of (80%) was withdrawn from the original community. the sample is 299 with (216) head of male section and (83) head of female section and table (1)

Table (1) shows the community and sample of the research

Universities	Male community	Male sample	Female community	Female sample
Baghdad	113	90	54	43
Al Mustansiriya	60	48	25	20
Technologie	32	26	7	6
Nahrain	29	23	5	4
Iraqi University	36	29	13	10
Total	270	216	104	83

Fourth: Research tools: The nature of the research and its objectives are the tools that determine the appropriate, since each subject has a tool to suit it, so in this research support and the availability of three tools to reach the objectives of the research:

Tool building procedures:

1. Set goals: The goal of each tool must be defined, depending on the search tool.
2. Determining the content of the tool: The content of the tool means the structural units of the instrument. The researcher has shown the first tool (role ambiguity) based on the criterion of Six Sigma and the second instrument based on theory, theoretical literature and previous studies.

3. Correct the tool: Corrected the first tool (Ambiguity role) in the first target according to the standard of Six Sigma and the (200) probability of error and draw each paragraph (probability) deviation standard and then extract the standard deviation of the scale as a whole, In order to arrive at a conclusion and then compare the standard deviation with its proximity and distance from the arithmetic mean, to place the standard deviation in its proper place to arrive at a true criterion for putting the specific performance into place to identify the number of errors in the performance of the deans (identify their roles in the work), This has been given for each paragraph (50) the possibility of the meaning and wording of the paragraph in order to reach all the possibilities to reach the correct percentage probability in the standard Six Sigma, Then the researcher recommended the probability of difference between forty paragraphs, put forty paragraphs after the division (2000) probability on (50) was the result 40 paragraphs measuring these possibilities, Thus we measure the ambiguity of the role of the deans from the point of view of heads of scientific departments, Therefore, the measure of ambiguity of the role of forty paragraphs, as well as the measurement of the third goal and developed five alternatives to each paragraph is (always, often, sometimes, rarely and not) and thus range of response between, and the second tool (effectiveness of the organization) (20) paragraph and put the same weights above to reach the achievement of the second goal and the third goal).

Experience and clarity of instruction and research tools:

After the instructions of the tool were put in place, it was more useful to verify the extent, to which the sample understood its instructions and the clarity of its paragraphs, Therefore, the researcher deliberately conducted a survey to determine the clarity of the instructions. A random sample of sections (8) was selected for the application of the tool. The results of the application showed the clarity of the instructions and the clarity of the paragraphs.

Second: The stability of the research tools

The researcher adopted the method of Alpha-Croteach equation, to verify the stability of the research tools, the stability was measured by the concept of internal consistency or homogeneity or measurement of ambiguity of the role (0.81) and the measure of effectiveness of the organization (organizational), (0.83).

The final application: After the research tools are ready in the final form on the sample of the research (299) Head of Department of the Universities of the State of Baghdad, as the application began on 4/8/2018 until 16/6/2018.

Statistical means: The researcher adopted in all statistical treatments on the statistical bag for educational sciences (SPSS). The following statistical methods were used:

1. Pearson correlation coefficient.
2. Alpha-Croteach equation in stability.
3. The second choice for one sample to achieve the research objectives.

CHAPTER FOUR

PRESENTATION OF THE RESULTS, INTERPRETATION, CONCLUSIONS AND PROPOSALS

To achieve the first objective (the ambiguity of the role of the deans of government colleges from the point of view of heads of scientific departments), The researcher divided the responses of the sample after converting them into numbers into six sections, extracting the arithmetic mean for each section, and then extracting the standard deviation of each section (Six Sigma), in order to identify the largest center and the nearest standard deviation of the six, to learn about the reality of the performance of deans and more accurately identify their performance and find the arithmetic mean and the standard deviation near the middle is the one who represents the right place for their site not to identify functional roles. The section of the X-axis to sixty degrees, as each standard deviation of the center and of the six ranges between 10 degrees, and this will be the first Sigma ranged from the middle between zero to ten degrees, as well as the standard deviation, The second Sigma center is between 11 to twenty, as well as the standard deviation, Thus, to be the center Sigma six in the sample response between (51) to sixty, We must note here that the force of the standard deviation by how close the Sigma (standard deviation) is from the arithmetic mean, The researcher found through the responses of the sample that the performance of their roles is shown in four positions in the mode (99.38%), that is, their roles are good, that is, the ambiguity of their role is weak, the possibility may be good, and this is a good indicator of their quality in the way to reach total quality, where the Six Sigma is an excellent standard for quality. In other words, the defects of the deans of the faculties are (6,120 defect) for every hundred defects in their performance, the equivalent of about six errors in their decisions out of every 100 decisions, the equivalent of the percentage of defects (0.62), the equivalent to (99.38%), That is, the deans in this position of the Sigma are qualified to fill this post, although the ambition is higher in the ranks of the Sixth Sigma.

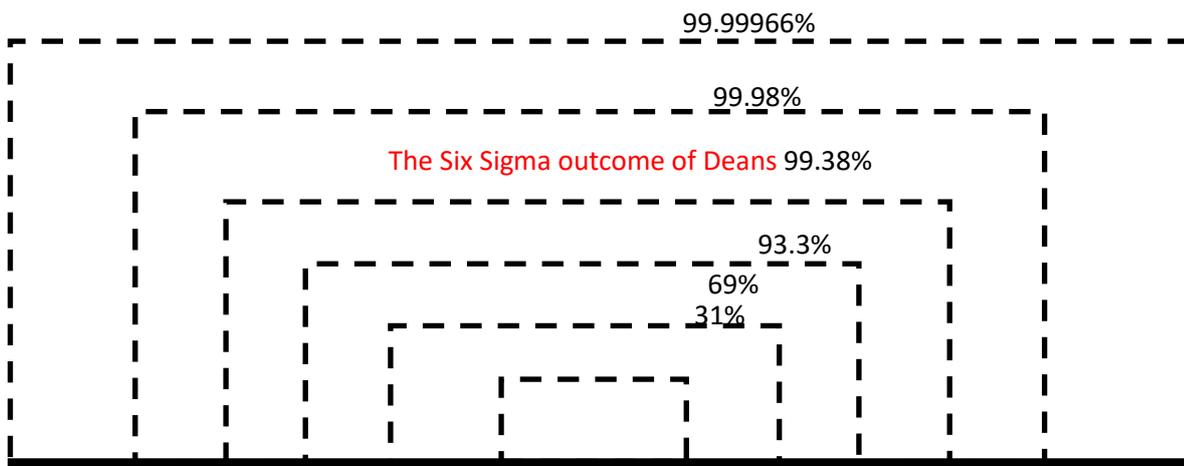


Figure (1) Curved drawing between the Six Sigma levels¹⁰ 20 30 40

As the arithmetic mean is (37.82) and standard deviation (32.86), which is the center position more than good by the standard deviation of the number of responses in this area (thirty to forty) If near the number in the middle of no standard deviation hath differences and lack of defects and the performance has increased and the quality has become as high as the ideal. In such a way defects will be identified. Quality has been developed and careful because it is not only a quality system, but a way of life and a way of working and this is required, to reduce costs and raise satisfaction and organizational loyalty, for the purpose of extracting the second selection of a single sample and then extracting the arithmetic mean for all standard responses and the standard deviation of all standard responses and standard deviation of all responses, Was the arithmetic mean of the total (82.224) and standard deviation for all responses (9798) the standard value calculated by (39.49), and the calculated standard value (1.96), which is statistically significant below 0.05 and table (2).

Table (2) shows the results of the second test of one sample to measure the ambiguity of the role from the point of view of the heads of scientific departments.

Sample	Degree of freedom	Arithmetic mean	Target medium	standard deviation	The second value		The significance level is 0.05
					Calculated	Tabulated	
299	298	82,224	60	9,797	39,149	1,96	Statistically significant

It is noted in Table (2) that there are differences between the mean of the scores of the sample members and the objective mean and for the computational mean of the sample scores

(heads of sections), this indicates that the deans know their duties in a most difficult way, and that the performance they have about the average, the reason may be that the deans are old teachers and know the administration well since most of them received managerial positions and their role ambiguity is low.

The second objective: To identify the second objective (organizational effectiveness) of the deans of government colleges from the point of view of heads of scientific departments:

Reached the arithmetic mean of the degrees of the sample of the number individuals (299) responsive to the organization's effectiveness scale (178.003) degree and a standard deviation of (24.901) degree is greater than the Target medium administration of (135) degrees and to find out the difference between the two facilitators used the second selection for one sample, The total value calculated by the second (29.863), which is greater than the second value Tabulated (1.96) at the level (0.05) and the degree of freedom (298) and Table (3) illustrates this.

Table (3) shows the results of the second test of one sample to measure Organizational Effectiveness from the point of view of the heads of scientific departments.

Sample	Arithmetic mean	standard deviation	Target medium	The second value		Degree of freedom	The significance level is 0.05
				Calculated	Tabulated		
299	178,003	24,901	135	29,863	1,96	298	Statistically significant

This finding suggests that the deans of the colleges are organizationally efficient, the existence of these behaviors within the framework of the university system, especially among the deans as the corner stone in the college, the practice of these behaviors in all their dimensions positively affects the quality of academic performance and effectiveness.

Third goal:

Identify the relationship between the ambiguity of the role of the deans of the governmental colleges and their organizational effectiveness, Pearson correlation coefficient was calculated between the scores of the sample on the tools, If the calculated Pearson correlation coefficient (0.662) is greater than the critical value of Pearson correlation coefficient (0,113) with freedom degree (297) at the level of significance (0,05), then use the second option to denote the correlation coefficients and the results are shown in Table (4).

Table (4) shows the value of the Pearson correlation coefficient and the value of the second test to indicate the correlation coefficient between the degree of ambiguity performance and organizational effectiveness.

Sample	Degree of freedom	The value of Pearson correlation coefficient calculated	The value of Pearson correlation coefficient critical	The value of the correlation coefficient square	The second value		The significance level is 0.05
					Calculated	Tabulated	
299	297	0,662	0,113	0,438	15,39	1,96	Statistically significant

The table above shows a statistically significant relationship between achieving organizational role and effectiveness, to determine the level of relationship between the two variables; the result was (0,438). It falls within the range of correlation coefficient between (0,25 – 0,49). Therefore, the correlation coefficient is moderate and the relation between the variables is moderate.

CONCLUSIONS:

In light of the results of the research, the following conclusions were reached:

1. Ambiguity little role when the deans of colleges.
2. College deans have a fairly good performance.
3. College deans have good organizational effectiveness.
4. There is a positive relationship between good performance and organizational effectiveness.

RECOMMENDATIONS:

In light of the results of the research, the researcher recommends that:

1. The total quality standard, especially the Six Sigma standard, should be considered.
2. The roles of deans in the faculties must be clarified in order to achieve quality.
3. To clarify the relationship between functional performance and organizational effectiveness to reduce the ambiguity of the role.

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