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The Level of Organizational Performance of Sports Institutions in the United Arab Emirates

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ABSTRACT

The study aims to identify the level of organizational performance of the work of Emirati sports institutions from employees' point of view. The study relied on the descriptive analytical approach and a questionnaire as a tool for collecting data. The study sample consisted of (83) workers. The study reached several results, including: The level of organizational performance of the work of Emirati sports institutions from employees' point of view was moderate and does not meet aspirations to reach achievements at the Olympic level. Among the recommendations reached by the study is to give workers in Emirati sports institutions courses from international federations to develop their skills to keep pace with everything new in the science of sports management in order to ensure that sports institutions achieving their goals in the sports strategy for the year 2030 and working to establish projects that aims to adopt the sports talents of the youth to lead them to Asian and Olympic levels of competition.

Keywords: Organizational Performance, Sports Institutions, United Arab Emirates

INTRODUCTION

The United Arab Emirates seeks to create sound practices for the work of sports institutions in a stable and balanced manner that is compatible with global systems and the requirements of continental and international federations. In order to create specific systems for managing sports institutions (Sports Legislation, 2020), in light of modern administrative behaviors and concepts that work to help institutions in strengthening its effectiveness and achieving its goals. As the emergence of these behaviors and concepts had a prominent impact on organizational performance, which is represented in the process of transforming inputs into outputs. Performance must depend on outputs such as goals, known as managing goals. As for inputs, such as skills, behaviors, and knowledge, which play an important role in achieving the required goals (Abdo, 2021).

According to Emirates Government (2023), determining the level of performance is considered necessary to monitor the organizations' achievements goals (Pulakos, 2009). The efforts made in the institutions' performance led to professionalism (Shibury and Ferkins, 2011), as sports institutions implement, perform, and adapt administrative practices in the sports environment (O'Boyle & Hassan, 2014). To meet and achieve its objectives, this research will therefore determine the level and reality of the organizational performance of Emirati sports institutions in light of launching of the National Sports Strategy for the year 2031, which carried the slogan of a qualitative leap for Emirati sports to reach the global level.

Problem Statement

The organizational performance of the work of Emirati sports institutions includes examining their performance in light of achieving their goals and objectives, as organizational performance includes real results or outputs compared to the intended outputs in light of the UAE government's endeavor to create sound practices for the work of sports institutions that are compatible with its regional, Asian, international and Olympic surroundings as well, and this is the problem of the study in determining the level of organizational performance of sports institutions, which are the General Sports Authority, the UAE National Olympic Committee, and Sports Federations, because by determining the level of work of these institutions, strategies can be established to develop their performance, particularly, in light of launching of the National Sports Strategy for the year 2031 under the slogan of a qualitative leap for Emirati sports to reach the international

RESEARCH AIMS

The study aims to identify the level of organizational performance of the work of Emirati sports institutions from the point of view of employees in those institutions. The study also aims to identify differences in the level of organizational performance of the performance of sports institutions according to independent study variables of gender, academic qualification, and years of experience in the field of work and the sports institution.

METHODOLOGY AND TOOLS

The sample consisted of (90) individuals out of the study community of (172) workers in the UAE sports system during year 2021/2022. The study sample was chosen by available method. The returned questionnaires were 83 which consisted the study sample and were 52.0% of the study community. The background of these workers was varied in terms of gender, qualification, years of experience and sport institution as shown in Table (1) below.

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Table 1: Distribution of Sample According to Study Independent Variables.

Variable	Class	Frequency	Percentage %
Gender	Male	55	65.7
	Female	28	34.3
Total		83	100.0
Qualification	Diploma and less	11	13.4
	BA	56	67.2
	MA and more	16	19.4
Total		83	100.0
Experience	Less than 5 years	15	17.9
	5-10 years	16	19.4
	10 years and more	52	62.7
Total		83	100.0
Sport institution	Emirati Olympic	41	49.3
	General Authority for sport	32	38.8
	Sports Federation	10	11.9
Total		83	100%

Validity of the Questionnaire

To ensure the validity of the questionnaire, it was rated by a jury of experts in the field of sport education. The questionnaire, then, was piloted on 20 workers with similar level of proficiency. The purpose of the pilot study was to determine whether the questions were comprehensible and can be interpreted by the workers as they are intended measure. The workers who were involved in the pilot study were excluded from the actual research. The respondents' comments and the jury's suggestions were taken into consideration to modify and improve the questionnaire's content and wordings by omitting, adding or rephrasing items bringing the number of items from 25 to 22.

To achieve the objectives of the study, the researchers used a 22-item questionnaire by using literature review and previous studies. The questionnaire consisted of two sections; the first focused on demographic profile such as gender, qualification, experience and sport institution whereas the second consisted of 22 items. The scores of responses to each item were calculated according to a five-point Likert scale, in which strongly agree=5 points, agree=4 points, neutral = 3, disagree = 2 points and strongly disagree = 1 point.

Procedure

The final draft of the questionnaire was distributed to the study sample. It took about three weeks for the instrument to be distributed, collected, and returned to the researchers. The total number of the returned questionnaires was 85 and only 83 were analyzed because 2 questionnaires were excluded as their responses were neither consistent nor complete.

Data Analysis

The data collected were analyzed using (SPSS) to provide answers to the questions of the study. Means, frequencies, standard deviations, t-tests for Independent Samples, One-Way Analysis of Variance (ANOVA), and LSD Test for distance comparisons were used to find out descriptive

statistical analysis. To analyze the findings, the researchers used the following scale to represent the estimation level of workers' responses.

Experiments and Analysis

This study aimed at identifying the level of organizational performance work for sports institutions in the United Arab Emirates from the point of view of workers in Emirati sports institutions. It also aimed at identifying the effect of gender, qualification, experience and sport institution on the level of organizational performance work for sports institutions in the United Arab Emirates from the point of view of workers in Emirati sports institutions, the researchers analyzed the data in accordance with the study questions and the results were as follows:

Results related to the Main Question. What is the level of organizational performance work for sports institutions in the United Arab Emirates from the point of view of workers in Emirati sports institutions? And the related hypotheses: Organizational performance of sports institutions work in the United Arab Emirates is high from the point of view of workers in Emirati sports institutions. To answer this question and its related hypotheses, the researchers used means and standard deviations as shown in Tables 2.

Table 2: Means and Standard Deviations of the level of organizational performance work for sports institutions in the United Arab Emirates.

No.	Item	Means	standard deviations	Estimation level
1.	The number of Olympic achievements achieved by the UAE meets aspiration	2.89	1.05	Low
2.	The vision of the sports system management is compatible with the historical and cultural context of the community	3.02	0.94	Moderate
3.	The UAE has achieved outstanding Olympic successes	3.22	0.92	Moderate
4.	Olympic sporting achievements in the UAE are proportional to the money spent on	3.25	0.85	Moderate
5.	A participatory approach is available to develop a strategy for managing the sports system in the Emirates	3.25	0.90	Moderate
6.	In general, the preparation and training of players is an influential factor in achieving Olympic sports achievements	3.25	0.98	Moderate
7.	There is a clear strategic management plan for the sports system linked to its vision.	3.29	1.08	Moderate
8.	The UAE has the potential to host the Summer Olympics	3.34	0.90	Moderate
9.	There is a strategic vision that unifies the perspective of the management of the sports system in the Emirates to enhance the performance of the sports system in the Emirates.	3.34	1.10	Moderate
10.	Sports system management processes produce results that meet the needs of stakeholders	3.34	1.00	Moderate
11.	Available human resources are invested to achieve set organizational goals.	3.38	0.93	Moderate
12.	Available material resources are invested in achieving specific organizational goals	3.38	1.03	Moderate

13.	I am satisfied with the extent of the UAE's representation in the Olympic committees, i.e., participation in committee membership at the (Arab, Asian, and international) levels.	3.43	1.02	Moderate
14.	. Sports players are constantly working to develop their skills and abilities.	3.43	0.99	Moderate
15.	There are long-term training and technical plans to prepare players for sports competitions.	3.43	1.11	Moderate
16.	Sports professionalism contributes to the physical preparation of players.	3.55	0.98	High
17.	Emirati athletes qualified for the Olympic Games with distinction and are achieved through Olympic qualification	3.64	0.87	High
18.	Preparatory camps for players are sufficient to compete in sports tournaments	3.68	1.06	High
19.	The services provided by the management of sports institutions are consistent with their capabilities.	3.74	0.87	High
20.	The employees of the sports system are closely informed of the goals that the sports system's administration aspires to achieve in the future.	3.83	0.92	High
21.	Sports facilities with international standards are available for training.	3.86	0.97	High
22.	There is a correspondence between the results achieved and the goals set by the management of sports institutions in the Emirates.	3.95	0.90	High
Total Degree		3.45	.620	Moderate

To answer the question " Are there statistically significant differences at (α ≥0.05) between studies samples responses about Organizational performance of sports institutions work in the United Arab Emirates due to gender?

And related hypotheses: There Are statistically significant differences at (α ≥ 0.05) between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to gender

Table 3: T-test for Independent Samples for organizational performance of sports institutions work in the United Arab Emirates due to gender

Total	Gender	N	Mean	S. D	t	Sig.*
	Male	55	3.4251	.632870	1.028-	0.30
	Female	28	3.4992	.613690		

Table 3 shows no statistically significant differences at (α ≥0.05) between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to gender. Significant value was 0.30 which is more than 0.05 The researchers attribute this result to the conviction of workers in the sports institutions that make up the UAE sports system, regardless of their gender (male or female), that the organizational performance of the work of sports institutions in the United Arab Emirates is developing and expanding through the plans and strategies that are being prepared and implemented.

Table 4: Frequencies, Means and Standards Deviations of Organizational performance of sports institutions work in the United Arab Emirates due to qualification

Qualification		N	Mean	S. D
Total Degree	Diploma	11	3.3251	0.65348
	B. A	56	3.3852	0.58217
	M.A and more	16	3.7635	0.66521
	Total	83	3.4505	0.62643

Table 5: Results of One-Way ANOVA for Organizational performance of sports institutions work in the United Arab Emirates due to qualification

Qualification	Source of variance	Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	8.037	2	4.018	10.844	0.000*
	Within Groups	123.028	81	0.371		
	Total	131.064	82			

Table 5 shows statistically significant differences at ($\alpha \geq 0.05$) level between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to qualification. Significant value was (0.000) which is less than 0.05. In order to explore the differences between the means of qualification, LSD test for post hoc comparisons was used and the results are shown in table (6).

Table 6: Results of LSD Test for Post Hoc Comparisons Organizational performance of sports institutions work in the United Arab Emirates due to qualification.

Qualification		Diploma	B. A	M.A and more
Total	Diploma	____	0.06008-	*0.43843-
	B. A	____	____	*0.37835-
	M.A and more	____	____	____

* The mean difference is significant at the 0.05 level.

Table 6 shows that the differences in total degree were between (2- year Diploma) and (Diploma and M.A) in favor of M.A holders. The researchers attribute this result to the fact that individuals with a master's degree or more have extensive scientific experience through which they believe that the reality of the performance of the institutions that make up the Emirati Arab sports system from a technical and administrative perspective is proceeding as planned, because the development in the performance of institutions is a cumulative process that needs to be followed up and evaluated and is not the result of a moment.

Table 7: Frequencies, Means and Standards Deviations of Organizational performance of sports institutions work in the United Arab Emirates due to experience

Experience		N	Mean	S. D
Total Degree	Less than 5	15	3.1204	0.48462
	5 and less than 10	16	3.5869	0.70026
	10 and more	52	3.5026	0.60897
	Total	83	3.4505	0.62643

Table 7 shows that there are differences in the means of the years of experience variable levels, where the highest was for the (5 and less than 10) and the lowest for the (Less than 5) level. To

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verify whether the differences in the means had reached the level of statistical significance. The researchers used One Way ANOVA, and Table (8) shows this.

Table 8: Results of One-Way ANOVA for Organizational performance of sports institutions work in the United Arab Emirates due to *experience*

Experience	Source of variance	Sum of Squares	Df	Mean Square	F	Sig.
	Between Groups	8.319	2	4.160	11.251	0.000*
	Within Groups	122.745	81	0.370		
	Total	131.064	82			

Table 9: Results of LSD Test for Post Hoc Comparisons Organizational performance of sports institutions work in the United Arab Emirates due to *experience*.

Experience		Less than 5	5 and less than 10	10 and more
Total	Less than 5	___	*0.46652-	*0.38228-
	5 and less than 10	___	___	0.08425
	10 and more	___	___	___

* The mean difference is significant at the 0.05 level.

The researchers attribute this result to the fact. The researchers attribute this result to the fact that individuals working for more than 10 years in sports institutions have greater experience due to the longer period of time compared to individuals working less than 5 years, and from 5-10 years, because they received training courses that contributed to raising their skills and abilities, which was reflected in Positively on their performance in working within the sports system in addition.

Table 10: Frequencies, Means and Standards Deviations of Organizational performance of sports institutions work in the United Arab Emirates due to sport institution

Sport institution		N	Mean	S. D
Total Degree	Emirati Olympic	41	3.4669	0.63777
	General Authority for sport	32	3.4658	0.65065
	Sports Federation	10	3.3333	0.48363
	Total	83	3.4505	0.62643

Table 10 shows that there are differences in the means of the sport institution variable levels, where the highest was for the (Emirati Olympic) and the lowest for the (Sports Federation) level. To verify whether the differences in the means had reached the level of statistical significance

Table 11: Results of One-Way ANOVA for Organizational performance of sports institutions work in the United Arab Emirates due to *sport institution*

Sport institution	Source of variance	Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	0.624	2	0.312	0.794	0.453
	Within Groups	130.441	81	0.393		
	Total	131.064	82			

* The mean difference is significant at the 0.05 level.

Table 11 shows no statistically significant differences at (α ≥0.05) level between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to Sport institution. Significant value was (0.000) which is less than 0.05. The researchers attribute this result to the fact that the sports institutions that make up the sports system in the UAE that were covered in the study (the General Sports Authority, the UAE Olympic Committee, and the UAE sports federations) work in harmony with each other and are complementary to each other. The General Sports Authority is the legal umbrella for the UAE Olympic Committee and the committee is the umbrella. Legal for sports federations.

CONCLUSION AND RECOMMENDATION

The level of organizational performance of sports institutions' work from the point of view of their employees was average. The level of organizational performance of the work of UAE sports institutions does not meet aspirations to achieve achievements at the Olympic level.

There are statistically significant differences at (α ≥0.05) level between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to the gender variable, due to the presence of conviction among the workers in the sports institutions that make up the system. Emirati athletes, regardless of their gender (male or female), confirm that the performance of the sports system is developing and expanding through the plans and strategies that are prepared and implemented to improve the level of technical performance of players at the Arab, Asian, Olympic and international levels as well. There are statistically significant differences at (α ≥ 0.05) level between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to experience in favor of employees with 10 years or more. The researchers attribute this result to the fact that individuals working for more than 10 years in sports institutions have experience. A larger process due to the longer period of time compared to individuals working less than 5 years and from 5-10 years, in addition to receiving training courses that contributed to raising their skills and abilities, which reflected positively on their performance in working in the sports system in addition.

There are statistically significant differences at (α ≥ 0.05) level between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to qualification. the differences were in favor of those holding a master's degree or higher. This is because they have great scientific experience through which they believe that the reality of the performance of the institutions that make up the UAE-Arab sports system from a technical and administrative perspective is proceeding as it is. It is planned because the development in the performance of institutions is a cumulative process that needs to be monitored and evaluated and is not the result of a moment.

There are statistically significant differences at (α ≥ 0.05) level between study sample responses about Organizational performance of sports institutions work in the United Arab Emirates due to sports institution, because the sports institutions that make up the sports system (the General Sports Authority, the UAE Olympic Committee, the UAE sports federations They work in harmony with each other, as they are complementary to each other. The General Sports Authority is the legal umbrella for the UAE Olympic Committee, and the Committee is the legal cover for sports federations. Based on the results of the study, the researchers recommend the following, Training workers in Emirati sports institutions from international

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federations to develop their skills to keep pace with everything new in the science of sports management to ensure that sports institutions achieve their goals in the sports strategy for the year 2030.

Establishing projects that foster the sporting talents of buds to reach competitive Asian and Olympic levels. Learning about the experiences of successful countries in the performance of their sports institutions from an administrative and technical perspective to benefit from them

LIMITATIONS OF THE STUDY

There are four major limitations to this study:

1 The study focuses only on the level of organizational performance of the work of sports institutions in the United Arab Emirates
2 It is limited to 2022
3 It is limited to United Arab Emirates.
4 It is limited to. Employees of sports institutions in the United Arab

Emirates, which consists of: employees of the General Sports Authority, the UAE National Olympic Committee, and the UAE sports federations

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