

The Relationship Between the Level of Administrative Performance and The Level of Administrative Creativity Among the Administrative Members of The Golden Square Clubs in The Iraqi League

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ABSTRACT

This study aims to identify the relationship between the level of administrative performance and the level of administrative creativity among the administrative members of the Golden Square clubs in the Iraqi league. Additionally, it sought to identify differences in the level of managerial performance and managerial creativity among the administrative members of the Golden Square Clubs in the Iraqi League based on the variables of educational qualification and specialization. To achieve this objective, the study was carried out with a sample of forty-eight (48) administrative members of the Golden Square Clubs. Two study instruments were prepared for data collection. The first instrument was the managerial performance tool consisting of 39 items distributed across four areas (planning, organizing and coordinating, directing and controlling, communication and decision-making). The second instrument was the managerial creativity tool consisting of 38 items distributed across four areas (encouraging creativity, problem-solving and decision-making, adaptability to change, spirit of risk-taking). The results of this study indicated that the managerial performance of the administrative members in the Golden Square Clubs was high, with a response rate of 74.93%. However, managerial creativity among the administrative members in Iraqi sports clubs was average, with a response rate of 71.23%. These results also revealed a statistically significant positive correlation at a significance level of 0.05 between the level of managerial performance and managerial creativity among the administrative members in Iraqi sports clubs. The correlation coefficient was high, reaching a value of 0.84. Furthermore, the study identified statistically significant differences at a significance level of 0.05 in the level of managerial performance among the administrative members in Iraqi sports clubs, attributed to the variables of educational qualification and specialization.

Keywords: Administrative performance, administrative creativity, Managerial performance, Managerial creativity, Golden Square Clubs, Iraqi league.

INTRODUCTION

Management is the foundation of successful operations in any sports organization. The aim of management is to achieve goals with the least possible effort, time, and financial resources. The success of sports entities, whether it be the Olympic Committee, sports federations, sports clubs, or various administrative bodies, is attributed to the success of management in these institutions. Conversely, failure is often linked to poor management.

Abdel Maqsoud and Al-Shafei [1] point out that the science of management, in general, aims to organize human resources to achieve the overall goals of an institution. Management science is interconnected with various disciplines, including law, economics, sociology, health, and other sciences. Professionals in the field of management require a diverse set of skills, including specific personal attributes and accumulated experiences that enable them to fulfill their managerial duties in accordance with the institution's philosophy. This should align with technical and professional trends, ultimately leading to the production of quality outputs that positively impact the institution, its management, staff, and targeted channels.

The importance of the study lies in giving a clear vision of the reality of administrative performance and the level of administrative creativity among administrative members in order to advance Iraqi sports clubs; in contributing to determining the relationship between the level

of administrative performance and the level of administrative creativity among administrative members in Iraqi sports clubs and in opening new horizons to researchers in conducting research and studies in this field based on the theoretical framework of the study and the reached results.

Sports clubs need to keep pace with scientific developments in various fields, especially in the field of modern management. Clubs also must keep pace with development, philosophy, and modern administrative directives in order to be able to achieve the required goals and requirements, and because of the importance of management in the success and ensuring the continuity of the sports institution, and the fact that the performance of the administrative members contributes significantly to the continuity of the work and success of these clubs.

Creativity in renewing, developing, and solving the problems facing the administration, looking comprehensively at all matters, and linking and analyzing things together to produce achievements and achieve the set goals is considered one of the very important matters . Through the researcher's knowledge of some relevant studies and research, and given the importance of the topic and the lack of studies, the problem of the study appeared for the researcher to identify the relationship between the level of administrative performance and the level of administrative creativity among administrative members of the Golden Square clubs. Through the researcher's work in the field of sports federations and his confrontation with many problems and challenges in the field of administrative performance and administrative creativity in sports clubs, he decided to prepare a study on administrative performance and administrative creativity among administrative members of sports clubs.

Objectives

This study aims to:

1. Determining and evaluating the level of administrative performance among the administrative members of the Golden Square clubs.
2. Determining and evaluating the level of administrative creativity among the administrative members of the Golden Square clubs.
3. Studying the relationship between the level of administrative performance and the level of administrative creativity among the administrative members of the Golden Square clubs.

METHODOLOGY

Research Sample

The research sample consisted of forty-eight administrators (48) representing all the administrative members of the Golden Square clubs in the Iraqi League, which number four (4) clubs.

Research Method

In this research, a descriptive survey method was used as it's suitable to the nature of the research.

Procedures

This study was carried out according to the following steps:

- Collecting information and data to design the study tool in its initial form.

- Preparing the two study tools in their initial form: The administrative performance tool consisted of four areas and forty-three (43) items, and the administrative creativity tool consisted of four areas and forty-one (41) items.
- Distribution of the two study tools to the arbitrators: The two study tools were distributed to eleven (11) arbitrators from Iraqi universities.
- Making appropriate amendments to the two study tools in accordance with the opinions of experts and arbitrators, so that the administrative performance tool now consists of four areas and thirty-nine (39) items, and the administrative performance tool consists of four areas and thirty-eight (38) items.

Tool Validity

The validity of the tool was verified by presenting it to a group of arbitrators specialized in the field of physical education from faculties of physical education in Iraqi universities, who numbered twelve (12) specialists. The arbitrators were asked to expressing their opinions on the extent to which each paragraph belongs to the field of the questionnaire, as well as the clarity of its linguistic formulation, rephrasing some paragraphs, and modifying and deleting some of them due to their lack of appropriateness or importance. The opinions of the arbitrators were taken into account in the process of judging the questionnaire paragraphs, so that in its final form it became composed of four (4) areas of performance questionnaire. Administrative and distributed into thirty-nine (39) items, and thirty-eight 38 items distributed into four (4) areas of the questionnaire administrative creativity.

Tool Stability

To verify the stability of the tool, the Cronbach alpha coefficient was used. The two scales were applied to a sample of twenty (20) administrators from outside the study sample. After five (5) days the two scales were re-applied to the same sample. Tables n° 1 and n° 2 showed the correlation coefficient for the fields and the degree college for both standards.

Table n°1: Illustration of the Cronbach's Alpha correlation coefficient in relation with the administrative performance scale.

N°	Areas of administrative performance	Cronbach's coefficient
1	Planning Process	0.87
2	Organizing and Coordinating Process	0.88
3	Directing and controlling	0.87
4	Communication and Decision-Making	0.85
The total score of the level of administrative performance		0.93

Table n°2: Illustration of the Cronbach's Alpha correlation coefficient in relation with the administrative performance.

N°	Encouraging creativity	Cronbach's coefficient
1	Spirit of innovation	0.93
2	Problem-solving and decision-making	0.84
3	Adaptability	0.89
4	Encouraging creativity	0.88
Overall score of the administrative performance level		0.93

Statistical Tools

To achieve the objectives of this research, we used the Statistical Package for the Social Sciences (SPSS) program, using the following statistical treatments:

- The arithmetic averages and percentages of the level of administrative performance among the administrative members of Golden Square clubs.
- The Pearson correlation coefficient for the relationship between the level of administrative performance and administrative creativity among the administrative members of Golden Square clubs.
- Cronbach's alpha coefficient to calculate the administrative performance.
- The one-way analysis of variance (one-way Anova) for differences in the level of administrative performance among the administrative members of Golden Square clubs.
- The Šidák correction for differences in the level of administrative performance in all areas and the overall level among the administrative members of Golden Square clubs.

RESULTS AND DISCUSSION

The arithmetic averages and percentages for the level of administrative performance among administrative members of the Iraqi sports clubs which represent a response to the first aforementioned objective of this research are presented in Table n°3.

Table n °3: Arithmetic Means and Percentages of Administrative Performance Levels among Administrative Members in Iraqi Sports Clubs

N°	Administrative Performance Areas	Average Response	Percentage (%)	Level of administrative Performance	Ranking
1	The Planning Process	3.73	74.60	High	Fourth
2	The Organizing and Coordinating Process	3.76	75.20	High	Second
3	Guidance and Control	3.77	75.40	High	First
4	Communication and Decision Making	3.73	74.50	High	Third

Maximum response score (5 points).

It is clear from the results of Table n°3 the ranking of the fields, where the field of guidance and control ranked first, then the field of the organizing and coordination process, then communication and decision-making, and in fourth place was the field of the planning process. It showed that the overall level of administrative performance of the administrative members of sports clubs was high, as the percentage of response reached 75%, and the response was high in all areas (the area of the planning process, the area of the organization and coordination process, the area of guidance and control, the area of communication and decision-making).

Regarding the ranking of the fields, the field of guidance and control was in first place, where the percentage of response reached 75.40%, and the field of the process of organization and coordination was in second place, where the percentage of response reached 75.20%, and in third place was the field of the planning process, where the percentage reached The response rate was 74.60%, and the field of communication and decision-making ranked fourth and last, and the response percentage was 74.60%. The high level of administrative performance of administrative members of the sports clubs can be explained by the great interest in sports and athletes at the local level and into the presence of experienced and distinguished members

capable of raising and developing the club to performance in all fields. This can also be explained by the permanent oversight of sports clubs by the Olympic Committee. The continuity of the elections on time also led to the availability of competencies who want to serve the club, given that the management period is limited to two years. Therefore, administrative members strive to provide the best, which has led to a high level of administrative performance. The results of this study are consistent with the results of the study of Al-Sharabi [2] and the study of Al-Awamleh [3] that the administrative performance of administrative members was high.

The table n°4 includes arithmetic averages and percentages of the level of administrative creativity among administrative members of the Iraqi sports clubs. This data is related to the second objective of the actual research. It is clear from these results the ranking of the fields, where the field of encouraging creativity ranked first, then the field of susceptibility to change, then the field of problem solving and decision making, and the spirit of risk-taking came in fourth place. It is clear that the overall level of administrative creativity of administrative members of the Iraqi sports clubs was average, as the percentage of response reached 20%, as the response was average in all areas (the area of encouraging creativity, the area of risk-taking spirit, the area of problem solving and decision-making, the area of susceptibility to change).

Table n°4: Arithmetic Means and Percentages of the Level of Administrative Creativity among administrative members of the Iraqi sports clubs.

N°	Fields of Administrative Creativity	Average response	Percentage %	Level of administrative creativity	Ranking
1	Spirit of innovation	3.61	72.20	middle	First
2	Problem-solving and decision-making	3.52	70.40	middle	Fourth
3	Adaptability	3.55	71.00	middle	Third
4	Encouraging creativity	3.56	71.20	middle	Second
The total score of the level of administrative creativity		3.56	71.20	middle	

Maximum response score (5 points).

Regarding the ranking of the fields, the field of encouraging creativity was in first place, with the percentage reaching 72.20%, the field of susceptibility to change was in second place, with the percentage reaching 71.20%, and the field of problem solving and decision-making was in third place, with the percentage reaching 71%, and the field of risk-taking spirit was ranked fourth and last, and the percentage was 70.40%. The administrative creativity of the administrative members of the Iraqi sports clubs was at a moderate degree, and this can be explained by the fact that most of the members of the study sample were administrative members of the Iraqi sports clubs, the majority of whom were surveyed, not specialists in physical education and do not have sufficient sports experience to reach the degree of creativity. Therefore, their results were mixed and unconvincing, due to the lack of skills and experience. The results of this study are consistent with the study of Al-Assaf [4] and Al-Salim [5].

The question that must be asked now is what is the relationship between the level of administrative performance and administrative creativity among the administrative members of sports clubs in Iraq?

To answer to this question, the Pearson correlation coefficient was used, and the results presented in Table n°5 show this.

Table n°5: Results of the Pearson correlation coefficient for the relationship between the level of managerial performance and managerial creativity among the administrative members of Iraqi sports clubs.

Administrative Performance		Managerial Creativity		Correlation Coefficient (r) Value	Significance
Mean	Deviation	Mean	Deviation		
3.75	0.60	3.56	0.64	0.84	0.000 **

Significance Level (<0.05)

It is clear from Table n°5 that there is a positive, statistically significant correlation at the significance level (<0.05) between the level of administrative performance and administrative creativity among the administrative members of Iraqi sports clubs, where the correlation coefficient was high and reached a value of 0.84. The following explanation can be provided: as the level of managerial performance increases, managerial creativity also increases. Higher managerial performance creates more opportunities for increased levels of managerial creativity. The presence of scientifically qualified individuals in sports clubs with extensive experience contributes to elevated managerial performance, leading to managerial creativity. This, in turn, establishes a strong correlation between the levels of performance and managerial creativity. These findings align with the results of studies conducted by Scott and Bruce [6], Hawamdeh [7], and Bannoura [8]. In this regard, Ohanjia [9] conducted a study in the United States of America with the aim of revealing the relationship between the creative behavior of heads of scientific departments and the morale of faculty members in three universities in the American state of Texas. The research sample consisted of 412 faculty members, to whom a questionnaire developed by the researcher was distributed. The study concluded that the morale of the teaching staff increases and, accordingly, their job effort increases whenever the administration is characterized by creativity and innovation. Sweeshel [10] also conducted a study in Spain aimed at revealing aspects of administrative creativity and its relationship to comprehensive quality in Spanish colleges and universities. The study sample consisted of 17 Spanish university colleges and universities, and the researcher distributed to them a measure of creativity and comprehensive quality. The study concluded that creative practices value business and the human element is valued more than comprehensive quality models that are based on mechanical processes that depend on continuous development. The universities that adopt a policy of continuous development are those that are more in line with creativity and adopt a successful creative culture.

CONCLUSIONS

This research leads us to the following conclusions:

- The level of administrative performance among the administrative members of the Iraqi League Golden Square clubs was high.
- The level of administrative creativity among the administrative members of the Iraqi League Golden Square clubs was average.
- There is a positive relationship between administrative performance and administrative creativity among the administrative members in the Golden Square clubs of the Iraqi League.

RECOMMENDATIONS

At the end of this research, we present the following recommendations:

- It is necessary to urge and push sports federations to work and intensify training courses for administrative members with the aim of constantly raising the level of administrative performance.
- Encouraging administrative creativity among the administrative members of the Iraqi League Golden Square clubs.
- Providing the capabilities that help members of administrative bodies achieve the unions' goals emanating from the general goals.

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