

The reality of the organizational environment for educational supervisors from the point of view of physical education teachers in Baghdad

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Abstract

The aim of the research to identify the details of the reality of the organizational environment for educational supervisors from the point of view of physical education teachers in Baghdad, and the two researchers relied on the descriptive approach on a sample chosen randomly from teachers and teachers of physical education who are continuing their time in their primary schools for the academic year (2023/2024), the total number (1730) individual, and they are distributed by (180) primary schools in the six education directorates in the capital, Baghdad, who are actually continuing the official working hours of the permanent owners and the number of those who number (1562) individuals, who were chosen for the survey Sam (0.694 %) of their origin society, as was chosen for the application sample (450) individuals included in the research in various schools of education directorates in the capital, Baghdad, and they represent (26.012 %) of their origin society, After the adoption of the organizational environment scale for educational supervisors, the main survey of the time period was conducted from Monday, corresponding to the date (4/8/2024) until Monday, corresponding to the date (6/4/2024), and results were addressed using the statistical bag system (SPSS) to be The conclusions and recommendations are that the educational education supervisors are an intermediate level of the organizational environment from the point of view of physical education teachers in Baghdad, and the point of view of physical education teachers in Baghdad has achieved an advanced level of the possession of educational physical education supervisors to justice the recommendation of the reward that raises the level of the organizational environment phenomenon, Raising the level of the organizational environment for educational education education supervisors needs to pay attention to organizational standards from the point of view of physical education teachers in Baghdad, and it is necessary to work to raise the organizational

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environment for educational education education supervisors because of its role in raising the level of change management they have to better levels, It is necessary to work to raise the level of organizational standards for educational education supervisors, because of the importance of raising the level of the organizational environment for them, and it is necessary to find ways to build direct cooperation seminars between the six directorates of education in the capital, Baghdad, with academics specialized in sports administration directly, to provide them with what It is new to raise the level of the organizational environment and the management of change for educational education supervisors

Key words: organizational environment, educators, physical education teachers.

Introduction:

It is one of the basic functions that management must be concerned with, for which it must set its goals in the short and long term, and it must bear responsibility for providing its opportunities, creating the appropriate atmosphere, and providing incentives and appreciation to those who succeed in it, and it must learn how to integrate creative talent into the organization and direct it in a specific direction ." (Abdullah, 2015)

“Administrative organization is of great importance to the success of institutions and the achievement of their goals, as it constitutes the human and material structure and tool through which an organized effort is established based on a drawn-up plan, and the various stages of the drawn-up efforts are directed and supervised for the purpose of achieving the goal ”. (Mahmoud, 2008)

Likewise“ ,any purposeful human activity must have management that leads its activity and directs it in the right direction, and the human element is considered the main determinant of administrative work. This is clear from the modern view of management, which focuses on it being an integrated human process related to planning, organizing, decision-making, (Manaf, 2015) communication, human relations, and monitoring the efforts of individuals ”.In a specific administrative formation to achieve a set of desired goals efficiently and effectively. (Ramadan and Khadija, 2016)

“The administration must grant authority to its teachers so that they can be motivated and become committed, satisfied, (Mondher et al., 2023) and supportive of the administrative formation in achieving its goals, and the transfer of authority to teachers in any case should be done with great care, and at the same time the teachers to whom authority has been transferred must bear the burden of accountability ”.about their actions (Ongori, 2009)

Also“ ,the administrative process in which priorities are determined, strategies are set, programs are formed, and policies are drawn up, is what governs the organization’s behavior in using the various material and human resources to achieve its goals ”. (Mahmoud, 2012)

Likewise“ ,the individual worker’s awareness of distributive justice occurs through comparison between the proportion of the gains he obtains with the inputs and outputs of another worker ”.(ahid, 2011)

“Creating an appropriate work environment, providing material and moral incentives, and applying modern management principles all contribute to increasing the employee’s feeling of belonging to his administrative formation, (Mondher & Khalaf, 2023) as here comes the greatest role for officials in providing incentives while recognizing the achievements of employees, supporting them and establishing friendly relations ”.And

friendship with them, and good control over the different situations that they both go through”. (Thaer, 2016)

It is also possible for an employee to be satisfied with his job in a comprehensive sense, and at the same time be dissatisfied with one or more of the specific components of his work. (Kareem, 2023) The person may realize that the actual work he performs may be rewarding and enjoyable, but he cares little about his colleagues with whom he works. The employee may be very satisfied with the opportunities for promotion within the administrative formation, but he receives a wage that is much lower than what he believes is appropriate for his work and abilities . (Patterson, 2010)

The two researchers noted the need to support the reality of the organizational environment, (Nashwan & Alzoubi, 2022) given that it is not possible to predict the level of its availability among educational supervisors unless it is subjected to objective diagnostic measurement. Therefore, arriving at the scientific truth requires work that this measurement be based on the determinants of an accurate diagnosis of what school sports management requires, which begins with a lesson. Physical education to know the actual reality of the phenomenon and then explore the strengths and weaknesses of several related fields, to ensure the continued development of the reality of the organizational environment that requires educational supervisors to deal efficiently represented by experiences. And administrative capabilities and skills and their optimal employment to solve problems or emergency events in the management of school sports using scientific methods. (Nashwan, 2024) Thus, the problem of the research lies as an attempt by the researchers to answer the question: What is the reality and level of reality of the organizational environment for educational supervisors from the point of view of physical education teachers in Baghdad? The research aims to identify the details of the reality of the organizational environment for educational supervisors from the point of view of physical education teachers in Baghdad. (HalahAtiyah et al., 2024)

Method and tools:

The researchers adopted the descriptive approach in the style of survey studies The two researchers adhered to the limits of the research problem community, which was represented by male and female physical education teachers continuing their work in their primary schools for the academic year (2023/2024), the total number of which is (1730) individuals, and they are naturally distributed among (180) primary schools in the six education directorates in the capital, Baghdad. The two researchers approached their study by adhering to what was observed in the research problem, ensuring that they achieve the objectives and methodological research procedures, and their continued presence on official working days to provide ease of contacting them, as (168) individuals were excluded, at a rate of (%9.711) of those who do not achieve the objectives required for this research, bringing the number of individuals actually continuing official work on permanent staff and included in the research to (1562) individuals . Among them, (12) random individuals were selected for the survey sample from various primary schools in the six education directorates in the capital, Baghdad, from those included in the research, with a percentage of (0.694%) from their community of origin. The small number of them came in light of the fact that the methodological procedures conducted on them are limited to testing the scale only, and to achieve For the purposes of the reconnaissance experiment, and without any statistical processing of the data for this reconnaissance experiment Aware of the criteria for its

individuals ,Also, (450) individuals were selected for the application sample from those included in the research in various schools of the six education directorates in the capital, Baghdad, and they represent (26.012%) of their community of origin .The methodological procedures for this sample are determined by applying the research scale to arrive at solutions to the current research problem and answer its questions.

The two researchers also adopted the Nadia scale (2024) to measure the point of view of physical education teachers about the organizational environment of physical education supervisors. It is a specialized scale for them and was not built for a period of (6) months, and it meets the scientific conditions for paper-and-pencil scales, as its details are shown in the table:(1) .

Table (1) shows the structure of the organizational environment scale for educational physical education supervisors as stated from its source

Scale areas	Number of paragraphs	Answer alternatives to paragraph statements	Key to correct paragraph substitutions	approx Total score	Hypothetical mean
Fairness of recommending rewards	5	I completely agree, I agree, neutral, I don't agree, I don't completely agree	5 4 3 2 1	25- 5	15
Social relations management	5			25- 5	15
Organizational support for internal and external environments	5			25- 5	15
Organizational structure.	5			25- 5	15
Risk and conflict management.	5			25- 5	15
Regulatory standards.	5			25- 5	15
the total	30			5	5
Unit of measurement: score, number of instructions for the answer(5)					

The two researchers applied the form of the scale adopted in this research to the application sample, which numbered (450) individuals, with the help of the assistant work team in the locations of the schools of the individuals of this sample within the geographical area belonging to the six general directorates of education under study, by conducting the main survey study on them and measuring Directly for them, in a collective and individual

way, by utilizing their presence as an official working hours in their primary schools for the period of time from Monday, corresponding to the date (8/4/2024) until Monday. Corresponding to the date (6/4/2024), by adhering to the measurement procedures and how to apply the scale to them, and then categorizing the scores extracted from this application by adopting the mechanism of emptying them from the paragraphs by means of the five-point correction key for their alternatives, and then collecting them in each of the areas of the organizational environment scale for educational supervisors. Mathematics educators, as this was done on special paper forms and stored in the electronic calculator in preparation for statistical processing.

The results were processed using the statistical bag system) SPSS (version) V(26To process the data automatically by finding each of the following values: percentage, arithmetic mean, standard deviation, and test) .t-test (For uncorrelated samples.

- .1 The total score of the scale = the number of items in the scale x the highest weight in the item alternatives.
- .2 Total domain score = number of paragraphs in the specified domain x highest weight in paragraph alternatives.

The sum of the weights of the alternatives

$$.11 \text{Hypothetical mean} \times \frac{\text{Number of items in the scale} \times \text{highest weight}}{\text{Number of alternatives}} = \text{number of paragraphs (Wahib, 2010, p. 100)}$$

Results:

Table (2) It shows the statistical features to compare the arithmetic mean with the hypothetical mean for the organizational environment scale for educational physical education supervisors

Number of individuals in the application sample	Number of paragraphs	Total score	Hypothetical mean	The middle Arithmetic	Standard deviation	average The difference between the two means	(t)	Sig
450	30	150	90	113.32	14.608	23.32	33.865	0.000

The difference is significant if it was) Say (0.05) < (At the degree of freedom (n-1) = (449) and the level of significance (0.05) Unit of measurement (degree)

table (3) It shows the statistical features to compare the arithmetic mean with the hypothetical mean for each area of the organizational environment scale for physical education educational supervisors.

Scale areas	Number of paragraphs	Overall field score	Hypothetical mean	Arithmetic mean	Standard deviation	Average difference between the two means	t	Sig	Ranking
Fairness of recommending rewards	5	25	15	20.78	3.145	5.776	38.96	0.000	the first
Social relations management	5	25	15	20.4	2.844	5.396	40.245	0.000	the second
Organizational support for internal and external environments	5	25	15	19.58	0.87	4.58	111.712	0.000	the third
Organizational structure	5	25	15	18.23	1.832	3.227	37.363	0.000	Fourth
Risk and conflict management.	5	25	15	18.18	1.772	3.184	38.124	0.000	Fifth
Regulatory standards.	5	25	15	16.16	4.656	1.158	5.275	0.000	Sixth

The statistical difference is significant if it is $t_{(n-1)} > t_{(0.05)}$ Say $(0.05) < (At\ the\ degree\ of\ freedom\ (n-1) = (449))$ and the level of significance (0.05) Unit of measurement (degree)

Discussion:

From reviewing the results of the application sample on the organizational environment scale for physical education supervisors presented in Table (2), it becomes clear that the positive level of this phenomenon has emerged from the point of view of physical education teachers. From reviewing the results of the application sample on the areas of the organizational environment scale for physical education supervisors presented in Table (3). It turns out that the opinions of the application sample showed that the values of the arithmetic mean for the six domains exceeded the values of the hypothesized mean for each of them in this scale, which means that the level of the domains of the organizational environment scale for physical education supervisors was at a positive level, with all of them varying, as the results indicate. (Salih et al., 2024) The details in this table indicate that the highest difference in comparisons between the hypothetical mean and the arithmetic mean for each of the fields ranked first in the field of fairness of recommending rewards, while the smallest difference was in the field of organizational standards, which ranked sixth, and was not seen among the fields of the scale of the organizational environment for educational supervisors. (Kadhim, 2023) Mathematics is weak at the level, and by referring to the results of the standard evaluation reference mentioned in Tables (4-2) and (4-3) to judge the level of the arithmetic mean within the categories of qualitative judgment at its level with the scores of this scale. Its evaluation was average, and the researcher attributes the emergence of this result to the importance of the organizational environment for physical education supervisors in organizing and determining the relationship with physical education teachers in order to advance their professional work in the physical education lesson, and to create opportunities for them to increase participation in school tournaments in coordination with school sports activity supervisors. This is what allows teachers the satisfaction required for their professional work, which can be invested in several aspects through which administrative creativity and excellence are produced for both supervisors and teachers to maintain the communication circles aimed at this advancement of work, which gives Indicating the importance of taking into account the point of view of physical education teachers in judging this phenomenon among educational supervisors. (Kadhim et al., 2021) The organizational environment is the mediator between work satisfaction and performance. The level of satisfaction indicates the presence of a positive organizational environment that allows high levels of performance, and vice versa ”. (Amjad, 2011)

Also“ ,the physical education teacher is considered one of the most important elements of the educational process that is relied upon to build good and effective generations in civilized societies. He is also considered one of the most important factors that affect the quality of education. (Kazar & Kazim, 2020) This is why he is given the important role in listening to the educational institution’s evaluation of its management in order to ensure the improvement of the required outcomes ”.Of his teaching ”. (Bokdam & Broek, 2014)

Also“ ,a good organizational environment enhances performance and productivity by providing a clear structure, precise distribution of tasks, and clearly defining goals ”. (Nelson & Quick, 2013)

In addition“ ,directives and policies can be improved by increasing the efficiency of the management of sports activities, as administrative directives and policies must be clear and

understandable to everyone, and these directives must reflect and enhance the goals of the administrative formation .”. (Leon & Other, 2017)

The researcher also attributes the results of the fairness of the recommendation for rewards over the rest of the areas of the scale, which give an indication of the strengths in the organizational environment of physical education educational supervisors, to the fact that the individuals in the application sample’s answers were attracted towards their complete agreement towards educational supervisors providing fair recommendations to reward distinguished teachers, (Manaf, 2022) and in a manner that is commensurate with The extent of their excellence, and that educational supervisors have adopted a clear system for recommending these rewards, and that they themselves see the excellence of teachers who deserve to be recommended for rewards, They take into consideration that the reward obtains the satisfaction of the teachers before recommending it, so that the results of this area represent strengths in the phenomenon of the organizational environment for educational supervisors, the results of which helped in the emergence of this positive result for the scale. (Munaf et al., 2022)

Also“ ,If the individual is able to satisfy his needs, he feels satisfied and reassured, and if he fails, he makes other attempts and other methods such as: withdrawal, justification, despair, or following any abnormal (pathological) method. In this last case, poor adaptation is evidence of psychological ill health ”.And a guide to personality disorder . (Dobroradnykh, 2003)

The researcher also attributes the emergence of this result to the phenomenon of the organizational environment, to the high level of social relations management that characterizes educational supervisors, which also gives another indication of the strengths in the organizational environment of educational physical education supervisors, to the point that the members of the application sample were attracted towards the ability of educational physical education supervisors. From consolidating relationships between teachers participating in school tournaments, and their keenness to build trust between physical education teachers in the same school, and bringing the points of view between school administrations and teachers closer together. Physical education, and their keenness to ensure that a friendly atmosphere prevails in school sports tournaments, mediated by the interest of educational physical education supervisors in communicating with sports activity management supervisors and physical education teachers in one circle.

“Social exchange theory is one of the most widely used theories to understand behavior in the workplace, (Kazim et al., 2019) as this exchange involves a series of interactions that generate obligations. The basic principle of this theoretical approach is that relationships develop over time into trust, then loyalty, then mutual commitment, and for the occurrence of the parties must adhere to certain rules of exchange, the most prominent rule being the rule of reciprocity, (Jamil & Saeed, 2021) as the exchange begins with one party giving a benefit to another if the recipient reciprocates, and a series of beneficial exchanges occur and create feelings of commitment between the two parties. (Najah, 2017)

Likewise“ ,the individual’s continuous interaction with his external environment gives him certain relationships with things, phenomena, and events, which makes his life filled with various emotions, such as joy, (Mahmood & Kadhim, 2023) pleasure, terror, fear, anger, and hatred. Emotions arise through the individual’s interaction with the experiences to which he is exposed, as they cannot be repelled or repulsed ”.Stop it even though it may cause the individual to feel unable to control the behavior ”. (Shamoon, 2009)

“Management must communicate effectively with employees of the organization and provide transparent and honest information about work, results and developments .”. (Fathi, 2019)

Also“ ,listening is a direct reason for communication and building trust between the leader and the subordinates based on the subordinates ’perception of their leader’s behavior, which shows attention, concern, and good behavior towards them. If the subordinate realizes that his leader is listening to him, (Kadhim, 2024) the possibility of sensing communication between them will increase and contribute to building harmonious relations between the two parties ”. (Khorakian & Others, 2018)

Bandura also believes, quoting Ali Rageh Barakat, that“ individuals have the ability to influence their behavior and their environment, that is, when a person arranges the variables in the situational environment, and creates cognitive foundations to produce the desired effects that can be derived from the variables, he exercises the characteristic of self-control, and accordingly, Energy, ability, means, methods, or strategies enable us to continuously and successfully interact with the environment (Ali, 2012)

As for the results of the area of weakness in this scale, they came to the area of organizational standards, and the researcher attributes the emergence of these results to the neutrality and lack of agreement in the answers of the application sample in a varying manner due to the attraction towards the necessity for physical education supervisors to pay attention to the coordination of scientific ideas with physical education teachers to implement the annual plan, and for supervisors to approve Physical education educators regulate the external influences surrounding physical education teachers to raise the level of their performance, and the lack of delegating some of their powers to school principals for the purpose of facilitating organizational matters, and the need to develop Alternative plans when emergency symptoms occur that prevent the implementation of the physical education lesson, and to take corrective measures in the physical education lesson after supervision by the physical education educational supervisors. (Munaf et al., 2021)

“The effectiveness of individuals ’accomplishment of the tasks entrusted to them depends on coordination of informing workers of their duties and the duties of their peers on a clear, regular basis in which an atmosphere of justice prevails. Thus, it raises for them the factors for achieving success in the administrative formation to which they are assigned ”. (Armstrong, 2012)

Conclusions and recommendations:

- .1Physical education supervisors have an average level of organizational environment from the point of view of physical education teachers in Baghdad.
- .2The point of view of physical education teachers in Baghdad achieved an advanced level of physical education supervisors 'possession of the fairness of recommending rewards that raise the level of the phenomenon of the organizational environment.
- .3Raising the level of the regulatory environment for physical education supervisors requires attention to organizational standards from the point of view of physical education teachers in Baghdad.
- .4It is necessary to work to raise the organizational environment for physical education supervisors because of its role in raising their level of change management to better levels.
- .5It is necessary to work to raise the level of organizational standards among physical education supervisors because of their importance in raising the level of their organizational environment.
- .6It is necessary to find ways to build direct cooperation circles between the six education directorates in the capital, Baghdad, with academics specializing in sports management directly, to supplement them with what is new to raise the level of the organizational environment and change management for physical education supervisors.

Appendix (1) shows the organizational environment scale for educational physical education supervisors

T	First: Fairness of recommending rewards:	Mark you with a sign(√)				
		I completely agree	I agree	neutral	I don't agree	I don't completely agree
1	Physical Education Supervisors provide fair recommendations to reward outstanding teachers.					
2	Physical education supervisors make recommendations to reward teachers in proportion to their excellence.					
3	Physical education supervisors adopt a clear system for recommending and rewarding distinguished teachers.					
4	Physical education supervisors inform educators themselves about the					

	excellence of teachers who are worthy of being recommended for reward.					
5	Physical education supervisors take care that the reward meets the teachers ' satisfaction before recommending it.					
T	Second: Social Relations Management:	Mark you with a sign(√)				
		I completely agree	I agree	neutral	I don't agree	I don't completely agree
1	Physical education supervisors are able to strengthen relationships between teachers participating in school tournaments.					
2	Physical education supervisors are keen to build trust among physical education teachers in the same school.					
3	Physical education supervisors work to bring viewpoints closer between school administrations and physical education teachers.					
4	Physical education supervisors are keen to ensure that school sports tournaments are in a friendly atmosphere.					
5	Educational physical education supervisors are interested in communicating with sports activity management supervisors and physical education teachers in one circle.					
T	Third: Organizational support for the internal and external environments:	Mark you with a sign(√)				
		I completely agree	I agree	neutral	I don't agree	I don't completely agree

1	Physical education supervisors adopt a formal system to control internal and external environmental events in the school that help the progress of the physical education lesson.					
2	I see that cooperation is clear between physical education supervisors and school principals in supporting the internal and external environments of the physical education lesson.					
3	Physical education supervisors take into account the expected changes in the environment surrounding the physical education lesson and develop plans to support adaptation to them.					
4	The atmosphere of cooperation between physical education supervisors and teachers in schools is characterized by harmony.					
5	Educational physical education supervisors determine the best responses to rapid changes in order to exploit them positively.					
T	Fourth: Organizational Structure:	Mark you with a sign(√)				
		I completely agree	I agree	neutral	I don't agree	I don't completely agree
1	Physical education supervisors show interest in teachers' opinions when making decisions related to their work.					
2	Educational physical education supervisors follow up on school complaints related to the shortage or					

	excess of students in the organizational structure.					
3	Educational physical education supervisors adhere to the regulations, laws, and work instructions without exceeding his authority when visiting the school.					
4	Educational physical education supervisors work to facilitate tasks without referring to excessive administrative circles.					
5	Physical education supervisors and teachers participate in developing proposals for developing the organizational structure of the staff.					
T	Fifth: Managing risks and conflicts:	Mark you with a sign(√)				
		I completely agree	I agree	neutral	I don't agree	I don't completely agree
1	Physical education supervisors have objective methods for judging conflicts between teachers.					
2	Pedagogical physical education supervisors facilitate communication between the school administration and teachers to resolve disagreements in a timely manner.					
3	Physical education supervisors discuss the decision to be made to resolve conflicts between teachers from multiple perspectives.					
4	Physical education supervisors maintain the stability of group values among teachers.					

5	Physical education supervisors provide workshops on tolerance and awareness of risks and conflicts.					
T	Sixth: Regulatory standards:	Mark you with a sign(√)				
		I completely agree	I agree	neutral	I don't agree	I don't completely agree
1	Physical education supervisors are interested in ensuring that scientific ideas are consistent with physical education teachers to implement the annual plan.					
2	Physical education supervisors intend to regulate the external influences surrounding physical education teachers to raise the level of their performance.					
3	Physical education supervisors delegate some of their powers to school principals for the purpose of facilitating organizational matters.					
4	Physical education supervisors develop alternative plans when emergency symptoms occur that prevent the implementation of the physical education lesson.					
5	Corrective measures are taken in the physical education lesson after supervision by the physical education educational supervisors.					

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