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مجلة علمية محكمة تصدرها كلية التربية البدنية وعلوم الرياضة



*Level of organizational capabilities of the departments of sports facilities of the Directorate of Youth and Sports in Dhi Qar Governorate*

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**ABSTRACT**

The organizational capabilities of sports facilities are of global interest through the development of operational and development plans for the departments of these sports facilities by adopting the principle of educating employees to ensure professionalism in administrative performance to appear at the required level when dealing with sports events that are organized and with practicing individuals. The importance of the study is that it is one of the important and necessary topics in the management of sports facilities, which is the basis for the success of sports events held by the Ministry of Youth and Sports in general and the Directorate of Youth and Sports in Dhi Qar Governorate in particular by upgrading the organizational capabilities of the departments in their sports facilities and improving the performance of these cadres, which rely on them to appear at the best level when organizing sports events. The researcher used the descriptive analytical approach for its suitability to the problem and nature of the study and the fact that it contributes to reaching the accurate results of the vocabulary of the study, and the research community was represented by the employees of the Directorate of Youth and Sports in Dhi Qar Governorate, who numbered (328) employees distributed between the directorate's office and between the sports facilities represented by halls, stadiums and forums, while the research sample was represented by the employees who are responsible for the tasks of managing sports facilities of the Directorate of Youth and Sports in Dhi Qar Governorate, numbering (127) employees, the study tool was A questionnaire was distributed to employees working in sports facilities, the study showed positive results, and the researcher recommends the need to develop the organizational capabilities of workers in sports facilities in the Directorate of Youth and Sports in Dhi Qar Governorate.

**Introduction:**

Human resources are one of the most important strengths of countries that rise, grow and rise through them, so it requires access to the optimal use of these resources by caring for them, developing their administrative capabilities, following up on their work, and determining the tasks assigned to measure, evaluate and evaluate them to identify weaknesses and strengths, as weaknesses must be addressed with programs and support necessary to reduce this weakness and then eliminate it, and in order to identify strengths in order to enhance them. (Hussein Musa: 67)

The follower of the activities of the Ministry of Youth and Sports can notice the great development in the last two decades in the development of sports infrastructure, where we are witnessing a great trend by the ministry to develop sports infrastructure, which led to Iraq leading the countries that have a distinguished base of sports facilities with the certificate of the World Federation of Football and the Asian Confederation, and after the successes achieved by the employees of the Ministry of Youth and Sports in the successful organization of many sports events, most notably the Arabian Gulf Cup hosted by the province of Basra, which showed The ability of Iraqi administrative cadres to organize international forums and events is clearly clear. (Thabet Ihsan: 28)

The organizational capabilities receive great attention at the level of sports facilities through the development of development plans for those facilities or their administrative cadres by adopting the principle of educating and developing the workers in those facilities to ensure professionalism and professionalism in performance to appear at the best level when dealing with sports events. (Omar Ali: 101)

The current study includes the study of the reasons that lead to the selection of the subject and the objectives desired by the researcher through hypotheses and the identification of theoretical concepts of the study, the study has been exposed to the concepts of organizational capabilities of administrative cadres that are represented by values, beliefs, norms, expectations and standards for measuring those organizational capabilities, and the study was also exposed to the requirements for improving organizational cadres and methods of evaluation through the strategic human resources system.

**Study Concepts:**

Efficiency: "It is the ability of individuals to accomplish the professional duties assigned to them by officials, establishments or communities appropriately and to obtain high satisfaction as a result of completing these duties." (Hamza Mahmoud: 81)

Performance: "It is the resulting achievement that is reached when exerting effort at all administrative levels in the establishments in order to identify the level of success in achieving the goals set for the institution and set in the curriculum of its plans." (Abdul Jalil Yaqoub: 94)

Effectiveness: "It is the optimal performance of the professional duties entrusted to individuals and institutions with economy in capabilities and peer competition at the level of achievement and consumption of resources used." (Abd al-Malik al-'Ubaydi: 113)

Sports facilities: "It is every group characterized by organization composed of individuals in order to achieve care for young people and create appropriate conditions for the development of their properties and capabilities through their care and the provision of sports and social services within the framework of state policy." (Issam Badawi: 17)

**Research Methodology:**

Organizational capabilities "are the appropriate arrangement for the work entrusted to employees in order to achieve the goals set and the identification of responsibilities and duties and their distribution to the cadres working in the implementation of these tasks." (Khalid Al-Naama: 127)

The current study aims to identify the organizational reality of the administrative cadres in the Directorate of Youth and Sports in Dhi Qar Governorate in sports facilities and to direct attention to these facilities to improve the performance of their employees and workers, and in order to introduce the role of the organizational capabilities of administrative cadres in raising the level of achievement in these facilities, as well as to enhance organizational capabilities that would raise the levels of individuals belonging to the Directorate working in the management of sports facilities.

The importance of the study is that it is one of the important and necessary topics in the management of sports facilities, which is the basis for the success of sports

events by upgrading the organizational capabilities of administrative cadres in sports facilities in the Directorate of Youth and Sports in Dhi Qar Governorate, and improving the performance of these cadres on which success plans are built to appear at the best level when organizing sports events. And to show the positive impact of the organizational capabilities of administrative cadres.

Also, attention to administrative cadres in sports facilities can create an environment that encourages success, so the current study seeks to develop the performance process to improve the administrative work of cadres through the adoption of scientific standards that are planning, guidance, organization and control. (Angular Aqila: 53)

The researcher used the descriptive approach to suit the problem and nature of the study and as it contributes to reaching the detailed and accurate results of the vocabulary of the study and the phenomenon to be reached to its merits, and the descriptive approach "is the procedures that integrate its details to describe a particular phenomenon depending on data collection, tabulation, classification, statistical processing, analysis and discussion in order to describe it and reach the final results that can be generalized on this topic." (Bashir Saleh: 59)

The research community was represented by the employees of the Directorate of Youth and Sports in Dhi Qar Governorate, which numbered (328) employees, while the research sample was represented by the employees of the Directorate entrusted with the tasks of managing sports facilities of the Directorate of Youth and Sports in Dhi Qar Governorate, which numbered (127) employees, and Table No. (1) shows the number of forms that were distributed and retrieved for the research sample.

Table (1) shows the number of forms distributed, retrieved, complete and incomplete

Incomplete forms	Completed Forms	Retrieved Forms	Distributed Forms
4	112	116	127
3,14%	88,18%	91,33%	100%

The researcher used a questionnaire form prepared and used in the Iraqi environment and codified to measure the organizational capabilities of administrative cadres in sports facilities, where the axes of the questionnaire are distributed on several axes that are answered by the laboratory freely and confidentially through paper distribution to the research sample in order to fill it out

after explaining it and then retrieving it the next day to ensure the availability of privacy for the laboratory when filling it out and sufficient time to answer its questions, and the questionnaire consisted of four dimensions of organizational capabilities: (Mahmoud Abdel Fattah: 112)

- 1- The contribution of organizational values in improving the performance of workers in sports facilities consists of six questions.
- 2- The contribution of organizational beliefs to improving the performance of workers in sports facilities consists of six questions.
- 3- The contribution of organizational norms in improving the performance of workers in sports facilities consists of six questions.
- 4- The contribution of organizational expectations to improving the performance of workers in sports facilities consists of seven questions.

The resolution showed a high stability coefficient through the statistical stability coefficient (Cronbach's alpha) to measure the stability of the resolution as in Table (2).

Table (2) Stability coefficient of the questionnaire

Degree of stability	Number of ferries
0,938	25 phrases

It is clear from Table (2) that the general stability coefficient is high, reaching 93%, and this indicates that the questionnaire has a high degree of stability, as it can be relied upon to achieve the objectives of the study. The sample answer in the questionnaire was divided into five-key scale as shown in Table (3).

Table (3) shows the estimated balance of the sample answers

Level	Average answer weight	Answer
low	1 – 1.79	At all
	1.80 – 2.59	Rarely
medium	2.60 – 3.39	Once in a while
High	3.40 – 4.19	Often
	4.20 – 5.00	All the time

## Results:

First: Presentation, analysis and discussion of the results of the questionnaire:

Table (4) shows the sample answers about the first axis

Level	Answer Percentage	Arithmetic mean	Standard deviation	Paragraph	t
High	82.60	4.14	0.961	We have regulations that define the discipline laws in the organization	1
High	93.81	4.69	0.515	I maintain a good relationship with my co-workers	2
medium	64.70	3.23	1.099	My staff respect the timing of work	3
High	96.30	4.83	0.464	We keep the property of the facility as if it is our personal property	4
High	77.60	3.78	1.197	I consider the behavior of my managers a role model for me	5
High	92.60	4.68	0.711	Sincere work is the way to achieve the goals of the organization	6
medium	56.40	2.82	1.003	The manager does not interfere in personnel affairs	7
High	91.00	4.565	0.778	There is a lot of confidence between me and my boss about my performance of my duties	8
High	77.80	3.84	1.114	The management of the institution calls for respect for the traditions of society	9
High	78.80	3.94	1.134	I don't mind doing volunteer work if the foundation invites me.	10
medium	70.00	3.60	1.148	The organization follows up on employee problems and seeks to solve them	11
High	71.00	3.50	1.272	Management separates job work from personal relationships between employees	12
medium	68.70	3.43	1.052	The instructions issued by the institution do not take into account the traditions of the community	13
High	68.50	4.13	1.033	Employees communicate with common concepts	14
High	83.20	4.12	1.033	Strengthening the relationship between the manager and the employee has negative consequences at work	15
High	81.60	4.08	1.052	The assignment of tasks in the institution is according to efficiency	16

High	83.60	4.13	1.042	A positive relationship with other workers increases work efficiency	17
High	76.70	3.83	1.234	The better the relationship with the manager, the higher my performance	18
High	87.00	4.30	0.930	The more the members of the organization participate in decision-making, the greater the respect between them	19
low	54.20	2.71	1.485	Senior and more experienced employees mentor their less experienced colleagues	20
High	91.00	4.70	0.763	Community traditions are taken into account by the institution when issuing instructions	21
High	73.00	3.70	1.340	ENEC follows up on the social complaints of its employees	22
low	53.20	2.72	1.475	When increasing work outside of work time, I expect rewards to be granted.	23
High	91.00	4.50	0.733	When the employee adheres to his principles, the respect of his colleagues for him increases	24
High	71.00	3.70	1.350	The more time and effort you spend on the work get an upgrade	25
	88.76	3.948	0.486	The axis as a whole	

Table 5 shows the results of linear regression

Statistical significance	Value (t)	$\beta$	Value (P)	Value (R2)	Dependent variable	Independent variable
0.000	11.476	1.163	153.253	0.579	performance	Organizational capabilities

**Discussion of the results:**

The results showed significant statistical differences through the value of (P) of (153.253) and these results explain that the first axis is explained by the degree of (56.9%) of the variation in the second axis to improve performance through the coefficient of determination, and the beta value that indicates the relationship between organizational capabilities and performance improvement, where the relationship was statistically significant indicating an effect through the probability



value of (0.000), which is less than (5%), which indicates a positive relationship. (Ziad Barakat: 63)

It is clear from the results of the current study that the vocabulary of organizational capabilities is one of the necessary foundations and requirements of administrative work that must be taken into account in the management of the institution and that departments and leaders adopt their outputs in order to develop and raise the level of workers and employees in the management of the work of sports facilities. (Hanan Al-Mutairi: 109)

The results that indicate the improvement of employees and workers their abilities, abilities, skills and experience, regulate their behaviors and motivate them to provide optimal performance and the best level of productivity and raise the level of expertise, whether field or theoretical to keep pace with the development witnessed by regulatory institutions and sports facilities at the global and regional levels through the organization of sports forums at the level of the Arab world and at the global level. (Daryadi Muhammad: 50)

"Organizational capabilities are the expertise exerted by the administrative leaders and workers behind each work to appear in the best image, accuracy and high organization without delays or defects." (Muhammad al-Masri: 33)

The research sample showed good levels in the level of organizational capabilities in sports facilities, which reflects positively on the quality of performance and the quality and quantity of work in sports facilities in the Directorate of Youth and Sports in Dhi Qar Governorate.

### **Conclusions:**

The results of the current study showed that the organizational capabilities of the departments of sports facilities are one of the important foundations that must be adopted by each institution in order to develop the level of performance of its employees by raising their capabilities, developing their skills, evaluating their behavior, motivating them to work and rooting their experiences in order to keep pace with organizational development in the countries of the world. (Salwa Muhammad: 497)

Through the results of the current study, we can conclude that the young category of employees leads to increasing the effectiveness of organizational and administrative work, and the scientific level is supportive of the development of the performance of organizational departments, and professional experience plays a



major role in work management, which facilitates overcoming obstacles facing work and coming up with immediate solutions to solve them. (Sayyid Muhammad: 60)

The discipline of work timings in terms of attendance, departure and achievement is one of the pillars of the success of the institution, that one of the organizational foundations is that there are differences in the job grade, seniority and distribution of tasks and positions, where there must be individuals who issue instructions and planning and others who implement these plans on the ground. (Abdul Ghafoor Daghbouj: 181)

The current study also showed that the employees of the Directorate of Youth and Sports in Dhi Qar Governorate are characterized by strong relations that led to an increase in the spirit of teamwork, which raises the rates of achievement in the tasks entrusted to them. (Suhaila Jabbar: 29)

There are regulations and organizational directives that lead to the respect of employees and workers in sports facilities for work timings, which leads to the completion of tasks in the specified schedules, that most employees and workers are keen on the public property of sports facilities remarkably, which leads to the preservation of their property and the need to spend money for their maintenance, that many employees follow the example of their manager and apply his directives, that employees are characterized by great discipline, which leads to avoiding legal dealing in punishment and reprimand, that the management of the Directorate of Youth and Sports in Dhi Qar Governorate takes care of evaluating the performance of its employees periodically and taking into account the social status of them, it was also noted that the elderly employees and workers are revered and given duties worthy of their age stage and this case is considered one of the ethics of the profession, that the administration pays great attention to the customs and traditions of the employees and citizens of Dhi Qar Governorate when issuing instructions related to sports facilities and their use, as the city, like other cities, has social features that must be taken into account, and the administration is keen to educate employees and workers in sports facilities about culture Organizational through courses, seminars and training workshops that are held periodically within the headquarters of the Directorate.

### **Recommendations:**

The researcher recommends the following:

- 1- Focusing on the human resources of the Directorate of Youth and Sports in Dhi Qar Governorate and seeking to develop their organizational skills through holding training courses and workshops and involving them in local and foreign forums to hone their talents and learn about organizational developments.
- 2- Respect for traditions and social norms when organizing sports and social forums in sports facilities at the level of Dhi Qar Governorate.
- 3- Making the organizational culture of the departments of sports facilities one of the objectives of the Directorate to master them and excel in their performance to appear in the best image.
- 4- Highlighting the organizational and ethical values that lead to the development of the performance of the directorate's employees, including respect for each other and reverence for the elderly.
- 5- Develop short, medium and long-term plans to organize sports and social events in sports facilities distributed throughout Dhi Qar Governorate.
- 6- Selection of administrative competencies to assume organizational tasks as they are the ones that plan and implement any event.

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