



COUNTER-INTUITIVE MOTIVATION AND ITS RELATIONSHIP TO JOB PERFORMANCE AMONG EMPLOYEES IN THE SPORTS ACTIVITIES DEPARTMENT, BABIL GOVERNORATE EDUCATION DEPARTMENT

Dr. Yahya Hasan Arrar Al-Dulaimi

General Directorate of Education, Babil Governorate, Iraq

yahya136302@gmail.com

Abstract.

The researcher conducted his current study entitled (Counter-attraction and its relationship to the job performance of workers in the Sports Activities Department, Babil Governorate Education). The aim of this study was to identify counter-motivation among employees in the Sports Activities Department and its relationship to their job performance. The researcher followed a descriptive approach using survey studies and causal relationships in his current study, using two measures of counter-motivation and job performance, which he adopted after establishing their scientific requirements. The research community was defined as all employees in the Sports Activities Department in the Babil Governorate Education Directorate. A research sample of 25 employees was randomly selected, and the main research procedures were applied to them. Questionnaires specific to the research variables were distributed, and after they were completed, the researcher conducted statistical analyses on the data related to the responses of the examinees. Based on the results obtained, he drew several conclusions, including:

1. It is clear that counter-motivation among employees in the Sports Activities Department of the Babil Governorate Education Directorate is limited and at a low rate, according to the results shown by applying the scale to the sample studied.
2. The results of applying the scale for job performance showed that the performance of employees in the Sports Activities Department of the Babil Governorate Education Directorate was at a good level. Based on the findings of the current study, the researcher recommends the following:
 1. Benefit from the results of the current study and disseminate them to all departments and employees of the directorate.
 2. Conduct similar studies focusing on counter-seduction and its relationship to other psychological and administrative variables.

Keywords: Counter-motivation- job performance.

1- Research Introduction:

1-1 Research Introduction and Importance:

The surrounding conditions and the significant pressures they impose on all members of society, particularly employees, cause negative psychological and social impacts on the individual's personality and society. These impacts can manifest in the emergence of psychological and social problems, and may lead these individuals to take unhealthy and unproductive paths, both for the individual and society. These phenomena represent one of the obstacles to the educational process. The most prominent problems are the



decline in professional motivation and the failure of individuals to confront challenges and overcome obstacles facing educational employees, especially in light of their deteriorating psychological state. This makes professional and functional contribution a secondary matter that is ignored instead of focusing on its development and improvement. (Al-Hafni: 2003: 68) In light of the tremendous technological developments we are witnessing in our current era and the unprecedented openness of cultures, humanity in general has been affected, especially in the field of work. New professions have emerged that focus on human and collaborative aspects, such as teaching, education, counseling, and psychotherapy. However, some challenges and pressures have also emerged that hinder employees from performing their duties effectively, leading to feelings of helplessness and inability to achieve the performance they desire or that others expect.

Although individuals working in the education sector possess a high degree of self-esteem, it is difficult for a person to adopt an opinion, idea, or belief unless they are convinced of its validity. This is known as "counter-appeal." This is particularly evident among those working in sports activities, who are more open and socially engaged due to their athletic nature and the spirit of fun and activity that characterizes their personalities. They also exhibit greater maturity in their interaction and response to the demands of change.

Job performance is a measure of the degree of confidence employees in educational institutions can have in their use of resources and keeping pace with developments. This refers to the degree to which individuals conform to pre-established standards. This is followed by the concept of feasibility, which expresses the timeframe within which these teachers can complete the tasks assigned to them. Multiple definitions of job performance have been offered by specialists in this field. Suleiman explained that job performance is "the level of execution of tasks related to an individual's job, and reflects the manner in which an individual is able to meet the requirements of their job." Performance and effort are often confused, as effort refers to the energy invested, while performance is measured based on the results achieved by an individual (Suleiman, 2014: 36). Hence, the importance of this research, which is to understand the relationship between counter-motivation and job performance among sports workers.

1-2 Research Problem:

Many public and private institutions face significant challenges in an ever-changing and turbulent work environment, where intense competition, economic and political crises, and even military conflicts have become an essential part of these conditions. Therefore, organizations need to discover and analyze the key elements that enable them to effectively confront these challenges, enabling them to continue to achieve excellence and success. Given the significant importance that the human element plays in guiding organizations toward excellence, organizational planning has paid great attention to the factors that contribute to raising the efficiency of employee performance. Among the modern concepts that have recently emerged and clearly impacted individuals' personalities is the concept of "reverse disapproval," which involves "an individual's opposition to all opinions and statements they receive, whether true or false." (Al-Akeely: 2011: 295) This type of behavior can lead to multiple outcomes that positively or negatively impact the professional performance of employees in educational institutions. Through the observations of the researcher, who holds the position of physical education teacher and deals directly with the sports activities department, it became clear that the practice of these informal and voluntary behaviors among employees was significantly limited in the performance of their duties. This reality prompted the researcher to study this topic and investigate the prevalence of the psychological variable known as "counter-appeal" among employees in the sports activities department, as well as to explore whether there is a relationship between this variable and their level of job performance.

Based on these observations, the research problem can be defined through the following questions:



- What is the extent of the study element (counter-appeal) among employees in the relevant department, and how does it relate to their job performance?

1-3 Research Objectives:

- 1- To study the counter-seduction behavior of employees in the Sports Activities Department of the Education Directorate in Babil Governorate.
- 2- To explore the level of job performance among employees in the Sports Activities Department of the Education Directorate in Babil Governorate.
- 3- To analyze the relationship between counter-seduction and job performance among employees in the Sports Activities Department of the Education Directorate in Babil Governorate.

1-4 Research Areas:

Human Area: Employees and supervisors of the Sports Activities Department, Babil Education Directorate.

Time Range: February 4, 2025 to March 9, 2025

Spatial Area: The Sports Activities Department building, Babil Education Directorate.

1-5 Definition of Terms:

Counter-appeal: An individual's attempt to reject or contradict some of the opinions, ideas, statements, and beliefs of others that are inconsistent with their own perceptions and facts, in order to assert themselves, use logical thinking, and convince others of what is presented to them (Abdul Wahid: 2006: 18).

Job Performance: An activity that enables an employee to perform or accomplish assigned tasks and achieve the set goals successfully, using reasonable resources (Al-Tawaliah: 2012: 33).

1- Research Methodology and Field Procedures:

2-1 Research Methodology:

In the current study, the researcher relied on the descriptive approach through survey methods and correlational studies, as it is appropriate to the nature of the issue being addressed. This approach is defined as "a method of scientific analysis and interpretation that aims to describe a specific phenomenon or problem and present it numerically by collecting and analyzing information and data in a precise, scientific manner." (Al-Manzel: 2010: 269). This was achieved by adopting two scales: (counter-attraction) and (job performance), and finding the relationship between them.

2-2 Research Community and Sample:

The researcher identified the study community using a deliberate approach. The community consisted of employees working in the Sports Activities Department of the Babil Governorate Education Directorate, with a total of (102) employees, distributed among administrative, teaching, and supervisory staff. From this community, the study sample was randomly selected after a lottery. (25) employees were selected to form the research sample. This sample was divided into two sections; the first section consisted of (5) employees as a survey sample, while the scales used were applied to (20) employees as the main sample for the study.

2-3 Devices, Tools, and Methods Used in the Research:

The researcher must choose the appropriate tools for his study in order to achieve his objectives. The appropriate tool is selected based on the research objectives, the proposed hypotheses, and the questions the researcher seeks to answer. These tools are the means the researcher relies on to collect information (Alawi: 2000: 23). Therefore, the researcher used the following tools and methods:

1. Arab and foreign sources, references, and studies.
2. The Internet.
3. Personal interviews with experts and specialists.



4. Counter-intuition scale.
5. Job performance scale.
6. Data entry form.
7. Personal computer.

2-4 Field Research Procedures:

2-4-1 Determining the Research Measures:

Since the primary purpose of this study was to explore counter-motivation among employees in the Sports Activities Department of the Babil Governorate Education Directorate, as well as to understand the relationship between this psychological variable and their level of job performance, the researcher was required to select appropriate measures for these two variables, in line with the intended research objectives. By reviewing the literature and sources that addressed both counter-motivation and job performance, the researcher found that previous studies had provided separate measures for each. These measures were considered appropriate for the current study, as they were applied to a similar sample under similar conditions. After presenting these measures,

2-4-1-1 Counter-Motivation Scale:

In the current study, the researcher adopted the counter-motivation scale developed by Rana Mohsen Shayea in 2013, which consists of 29 items. This scale is characterized by its clear concept and high levels of validity and reliability, making it suitable for the target sample. A five-point Likert scale was used as an alternative response, with the following options: (Applies to me completely - Often applies to me - Sometimes applies to me - Rarely applies to me - Never applies to me). This scale was presented to a group of experts and specialists to obtain their opinions on its use in the current study. They expressed their approval of its use and considered it appropriate for the research objectives.

2-4-1-2 Job Performance Scale:

The researcher used the job performance scale presented in a study (Ali Jamil Nasser: 2018) entitled (Transformational Leadership and Its Relationship to the Performance Efficiency of Technical Supervisors of Sports Activities in Baghdad). This study aims to analyze the community of sports supervisors, who are primarily physical education teachers. The scale consists of (32) items distributed across five domains: (Personality and Behavior, Management and Performance, Knowledge and Creativity, Values and Principles, and Social Interaction). Each paragraph corresponds to five response options: (completely disagree, disagree, neutral, agree, completely agree), which are reflected by scores on a scale ranging from (1 to 5). The highest performance score reaches (160) points. (Ismail: 2023)

2-4-2 The Exploratory Experiment:

Enhancing the quality of scientific research and ensuring the accuracy of the tools used, which include scales such as (counter-appeal and job performance), is crucial to assessing their suitability for the study objectives. It is also necessary to understand the participants' comprehension and clarity of the statements contained in these scales, to identify the time required to complete the questionnaire, and to identify any



potential difficulties they may encounter. To achieve this, a survey was conducted on a subsample of the research, which included five employees, on Wednesday, February 12, 2025. After completing this study and verifying the readiness of all aspects related to the research, the main study was initiated.

2-4-3 Application of Measures:

The researcher, with the assistance of the support team, conducted his main experiment, distributing questionnaires for the two measures from Tuesday, February 18, 2025, until Monday, February 24, 2025. The purpose was to identify "counter-attraction" and its relationship to "job performance." The number of questionnaires distributed under investigation was (20).

2-5 Statistical Methods:

The researcher used the ready-made statistical package (SPSS) to analyze the data and extract results, using the following statistical operations:

1. Arithmetic mean.
2. Standard deviation.
3. Pearson's correlation coefficient.
- 4- One-sample t-test.
- 5- Percentage.

3- Presentation, analysis, and discussion of the results:

3-1 Presentation and analysis of the results of the arithmetic mean, standard deviation, and t-value of the counter-interest scale for employees of the Sports Activities Department in the Babil Governorate Education Department:

Table (1)

shows the arithmetic mean, standard deviation, and t-value compared to the hypothetical mean of the counter-interest scale.

Variable	Mean	Standard Deviation	Hypothetical Mean	Calculated T	Sig. Value	Significance
Counter Attraction	61.63	2.66	72.28	2.421	4.712	Not Significant



Significant $< (0.05)$ with a degree of freedom $(n-1) = 19$.

From Table (1), which shows the arithmetic means, standard deviation, hypothetical mean value, and t-value of the attraction scale for employees of the Sports Activities Department, it was found that the arithmetic mean was (61.63), with a deviation of (2.66), and the hypothetical mean of the scale was (72.28), and the calculated T-value was (2.421), as it was shown from this that it is smaller than the tabular T-value, which is (4.712). Since the calculated T-value was smaller than the tabular T-value, then the differences were not significant in the answers of the target sample of the research. 3-1-1 Discussion of the results of the research sample's responses to the counter-incitement scale:

Table (1) indicates the presence of insignificant significance in the participants' responses using the counter-incitement scale. This significance indicates that employees of the Sports Activities Department in the Babil Governorate Education Directorate enjoy a low or minimal level of counter-incitement. The researcher interprets this as a result of employees' adherence to the applicable instructions and laws in organizing, managing, and implementing their work, and their refusal to make decisions on their own regarding the tasks assigned to them. This also results in employees taking into account the opinions of their subordinates and consulting with other colleagues in making and implementing decisions. This ultimately contributes to the development of their department and the enhancement of required functional activities. This is in addition to assisting their fellow physical education teachers within the educational cadres associated with this department, and assisting students participating in the sports activities organized by the department. This behavior also plays an effective role in developing the level of human and social relations prevailing among employees in the Sports Activities Department, which leads to improved communication and coordination among them. This, in turn, raises morale and contributes to the effectiveness of the educational institution and the achievement of its goals (Mustafa, 2017: 62).

3-2 Presentation of the results of the arithmetic means, standard deviations, t-value, and significance for the job performance scale for employees in the Sports Activities Department of the Babil Governorate Education Directorate.

Table (2)

shows the arithmetic mean, standard deviation, and t-value compared to the hypothetical mean for the job performance scale.

Variable	Mean	Standard Deviation	Hypothetical Mean	Calculated T	Tabulated T	Significance
Job Performance	92.33	8.28	73	12.7	5.82	Statistically Significant

Table (2) shows that the arithmetic mean of the job performance scale for employees in the Sports Activities Department of the Babil Governorate Education Directorate was (92.33) points, with a standard deviation of (8.28) points. The hypothetical mean of the scale was (73) points. The calculated T value was (12.7) points, which is greater than the tabular T value of (5.82), indicating a significant significance at a significance level of (0.05). This indicates that the sample members enjoy high job performance.



By examining Table (2), we note the significance of the job performance scale, which shows the extent of job performance in the Sports Activities Department of the Babil Governorate Education Directorate. The researcher attributes this to the fact that the research sample, representing employees in the Sports Activities Department, is sufficiently satisfied with the attention given by the directorate in which they work, and that the directorate adopts and takes into consideration sports activities and physical education lessons, which motivates specialists in the subject to be creative in their work and perform their tasks and assigned tasks in the most beautiful and optimal manner. 3-3 Presentation and discussion of the results of the relationship between the counter-intuition scale and job performance among employees in the Sports Activities Department of the Babil Governorate Education Directorate.

Table (3)

shows the results of the correlation values and significance level for the relationship between the counter-intuition scale and job performance among employees in the Sports Activities Department.

Variables	Mean	Standard Deviation	Correlation Coefficient	Sig. Value	Significance
Counter Attraction	61.63	2.66	0.449	0.000	Significant
Job Performance	92.33	8.28			

Table (3) shows the relationship between counter-attraction and job performance among employees in the sports activities department. After using the simple Pearson correlation coefficient, it was found that there was a weak significant relationship, as the value of the correlation coefficient reached (0.449), and the arithmetic mean reached (61.63) and the standard deviation (2.66) for the counter-attraction scale, and the arithmetic mean reached (92.33) and the standard deviation (8.28), for job performance. According to this



result, which was obtained during the statistical operations on the data obtained through applying the scales to the research sample, the researcher proved the existence of a low correlation with a value of (0.449) between counter-enthusiasm and job performance among employees in the Sports Activity Department of the Directorate of Education of Babylon Governorate. The researcher attributes this to the fact that counter-enthusiasm is the individual's tendency to avoid keeping up with others in different situations and not submitting to their ideas and beliefs. This does not apply in many aspects and situations to employees in the Sports Activity Department, who are by nature athletic individuals and enjoy a high sporting spirit that permeates aspects of their social personality and the love of meeting and keeping up with others. In addition, the work environment in this department requires everyone to listen to opinions and ideas, and not to be unique in opinions because most of the activities and work in this department require a spirit of cooperation and group in their implementation, in addition to the employee's readiness to work voluntarily and outside the routine context without any time limits in order to increase productivity in the institution in which he works. This positively impacts the employee's job performance within the organization. This also impacts their interactions with colleagues, creating a sense of cooperation and support among all, contributing to improving the organization's outputs and increasing its productivity, thus achieving its desired goals.

4- Conclusions and Recommendations:

4-1 Conclusions:

Based on the results obtained by the researcher after applying the two scales (counter-motivation and job performance) to a sample of employees in the Sports Activities Department of the Babil Governorate Education Directorate, and after statistically processing the data, he reached the following conclusions:

- 1- It is clear that counter-motivation among employees in the Sports Activities Department of the Babil Governorate Education Directorate is limited and at a low rate, according to the results shown by applying the scale to the sample studied.
- 2- The results of applying the job performance scale showed that the performance of employees in the Sports Activities Department of the Babil Governorate Education Directorate was at a good level.
3. The results indicate a significant inverse correlation between counter-motivation and job performance among employees in the Sports Activities Department of the Education Directorate in Babil Governorate.

4-2 Recommendations:

In light of the findings of the current study, the researcher recommends the following:

1. Utilize the results of the current study and disseminate them to all departments and employees of the directorate.
2. Conduct similar studies focusing on counter-motivation and its relationship to other psychological and administrative variables.
3. Apply the measures used in this study to other groups and teachers of various disciplines with the aim of improving the educational process.
4. Involve employees in the Sports Activities Department in development courses focusing on the topic of counter-motivation and its practical effects.



References:

1. Hekmat Abdul Jalil Ismail: Organizational Acumen and Its Relationship to Enhancing the Effectiveness of Job Performance of Physical Education Teachers in Anbar Governorate, Unpublished Master's Thesis, Tikrit University, College of Physical Education and Sports Sciences, 2023.
2. Jabbar Wadi Bahedh Al-Akeili: Personal Intelligence and Its Relationship to Social Persuasion and Counter-Persuasion among Outstanding Students, PhD Thesis, College of Education, Al-Mustansiriya University, 2011.
3. Sanaa Mahmoud Suleiman: The Impact of Business Ethics on Job Performance, 2014.
4. Ali Jamil Nasser: Constructing and Standardizing the Organizational Climate Scale and Its Relationship to Job Performance of Employees in Student Activities Departments at Iraqi Universities, Unpublished Master's Thesis, Anbar University, 2018.
5. Abdel Moneim Al-Hafni: The Psychological Encyclopedia: Psychology and Psychiatry in Our Daily Life, Cairo, Madbouly Library, 2003.
6. Abdullah Falah Al-Munizel: Adnan Yousef Al-Atoum: Research Methods in Educational and Psychological Sciences, Amman: Ithraa Publishing and Distribution House, 2010.
7. Muhammad Saad Abdul Wahid: Behavioral Problems among Highly and Lowly Attractive Students, Master's Thesis, Faculty of Education, Fayoum University, 2006.
8. Muhammad Hassan Alawi, Muhammad Nasrallah: Measurement in Physical Education and Psychology, Cairo, Dar Al-Fikr Al-Arabi, 2000.
9. Yara Saleh Hamad Al-Tawaliah: The Impact of Knowledge Management Processes on Enhancing Job Performance in the Hashemite Kingdom of Jordan, Case study, unpublished master's thesis, Jordan: College of Business and Finance, Al al-Bayt University, 2012.