



STUDYING THE REALITY OF ADMINISTRATIVE PROBLEMS FOR MEMBERS OF THE ADMINISTRATIVE BODIES OF FIRST-CLASS FOOTBALL CLUBS FROM THE PLAYERS' POINT OF VIEW

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ABSTRACT

The research aims to study the administrative problems in the sports management of the members of the administrative bodies of the first-class clubs of the province of Baghdad in football. The researchers used the descriptive approach (survey study) for its relevance to the nature of the research. The research community is



represented by first-class football players, who numbered (176) players. The research sample was chosen by the deliberate method, as the basic research sample reached (136) individuals from the total research community. The researchers used the questionnaire to collect the necessary data to achieve the goal of the research by applying a questionnaire that aims to identify the role of sports administration in solving the administrative problems facing first-class clubs. The most important results reached by the researchers are that the administrative bodies take into account the competition programs that they set and the important goals to be achieved by using the best ways to achieve them. The administrative bodies also work to organize the various efforts of the club towards achieving the set goals. And the lack of oversight to implement the decisions taken by the administrative bodies to raise the level of the game and the level of programs. There is the absence of special systems to evaluate the activities and programs offered by the club does not ensure that the financial policies are disposed of according to the established plan.

Keywords (administrative problems, administrative bodies, football)

المستخلص

هدف البحث الى دراسة المشكلات الادارية في الادارة الرياضية لدى اعضاء الهيئات الادارية لاندية الدرجة الاولى لمحافظة بغداد بكرة القدم . واستخدم الباحثان المنهج الوصفي (الدراسة المسحية) لملائمتها لطبيعة البحث، ويتمثل مجتمع البحث لاعبي الدرجة الاولى بكرة القدم والبالغ عددهم (176) لاعباً، وتم اختيار عينة البحث بالطريقة العمدية اذ بلغت عينة البحث الأساسية (136) فرداً من مجتمع البحث الكلي، واستخدم الباحثان الاستبيان لجمع البيانات اللازمة لتحقيق هدف البحث عن طريق تطبيق استبيان تهدف الى التعرف على دور الادارة الرياضية في حل المشكلات الادارية التي تواجه اندية الدرجة الاولى ، وكانت اهم النتائج التي توصل إليها الباحثان هي ان الهيئات الادارية تراعي برامج المسابقات التي تضعها والاهداف الهامة المطلوب تحقيقها باستخدام افضل الطرق لتحقيقها . كما تعمل الهيئات الادارية على تنظيم الجهود المختلفة بالنادي نحو تحقيق الاهداف المرسومة. وعدم وجود الرقابة لتنفيذ القرارات المتخذة من قبل الهيئات الادارية لرفع مستوى اللعبة ومستوى البرامج . وعدم وجود نظم خاصة لتقويم الانشطة والبرامج التي يقدمها النادي ولا يتم التأكد من ان السياسات المالية يتم التصرف فيها وفقاً للخطة المقررة .

الكلمات المفتاحية (المشكلات الإدارية ، الهيئات الإدارية ، كرة القدم)

Introduction:

Research methods play an important role in advancing knowledge, continuous efforts to develop and apply new research methods are essential for sport management research to capture the complexities of the contemporary sports landscape. Several important but complex research issues have emerged with the continued globalization of sport and its integration into the social, cultural, and environmental fabric of society. The diversity of the management curriculum may have a direct impact on the differences in the viewpoints of scholars in defining it and defining the concept of management. It can be said that one of the most important reasons for this difference is the modernity of management science as a whole. General. Management is organizing and coordinating the activity and efforts of the individual or individuals and directing them towards achieving the goal or goals through planning for them and supervising the achievement of interaction with the self and the group through performance resulting from appropriate behavior and abilities and evaluating it. Marwan Abdel Majeed defines it, quoting Frederick Taylor: "It is the correct knowledge of what we want." Men should do their work and you can observe them doing it in the best ways and at the lowest costs" (Abd & Shabba, 2021). It is the method of applying agreed-upon scientific principles and administrative foundations in any activity to achieve the goals of society. Management is not a product of social and economic development, but it is a cause of this development, and the secret of development does not lie in how it is employed, exploited, and the use of human resources and getting it to extract the best of its creative and creative energies, but rather in the presence of conscious management based on sound scientific foundations.

Here, some concepts of management must be addressed. Some see management as the ability to achieve by using the available material and human capabilities to achieve certain goals, and others see it as directing the



activity of a group of individuals and their efforts toward achieving a common goal by organizing and coordinating these efforts. It has also been defined as “a primarily human and behavioral process, and human behavior is the basic, driving, and guiding element of administrative work, which is the process of planning, organizing, leading, and controlling the efforts of the organization’s members” (Yassar Sabeeh Ali, Ahmed Amer Abdulhussein, 2023).

Sport is as important as other aspects of life and requires good management and organization. Specialists in sports administration affairs have presented general theoretical topics and processes that can be compatible with practical applied aspects. Thus, their mission is to determine the processes of analysis, planning, reporting, and monitoring basic daily issues related to development trends. The field of physical education and sports, in light of the combined experience that accumulates as a result of administrative work, indicates that all endeavors and work efforts made within the field seek to reach a main goal, which is achieving high sports achievements (Zina Abdul-salam, 2020).

Sports management in any sports game is considered an essential element that seeks to progress and flourish in the game (Ahmed Amer Abdul Hussein, 2020), It leads to progress and works hard to activate the incentives for change, develop its factors, and move its requirements (Hadi, A., 2019). The management in the field of sports is no different from its counterparts in other fields (Hmood & Al-Reda, 2022), Modern sports administration plays a vital role in directing sports institutions and organizations in their various fields and specializations towards ways of progress and development, solving problems, confronting conflicts and disputes, treating shortcomings and weaknesses, and increasing the effectiveness of strengths.

“Therefore, sports management is considered important, especially after it became clear that modern trends are based on some modern administrative concepts that are based on a new philosophy based on focusing on employees, their activities, and their creativity in the organization” (Ali Al-Attar & Jari, 2023). Sports management is the process of planning, organizing, and controlling the efforts of members of a sports organization and using all resources to achieve specific goals. It is also known as the art of coordinating work elements and sports products in sports bodies (Abd & Shabba, 2021). And directing it in an organized manner to achieve the goals of these bodies.

The problems that stand in the way of administrative work, of all types and frequency, represent one of the fundamental challenges facing the decision maker and require being aware of them and quickly dealing with them with the necessary solutions at the appropriate times (Farhan et al., 2016). This is in a way that ensures that they do not escalate and do not harm the level and quality of performance within the department, administrative unit, or facility in general, and represents the challenge represented by administrative problems and how to deal with them with unconventional creative tools and approaches that will create an effective work environment” (Saad et al., 2023). “Dealing with the problem with the necessary decisiveness and speed, with the appropriate approach, and with the optimal use of administrative, organizational, and legal powers will have positive effects on job performance and success in implementing the desired plans and programs” (Salman et al., 2022).

The sports body can identify the size and extent of the impact of its administrative problems by identifying the size of the gap or deviation between the actual level of achievement that has been achieved and the targeted level of achievement (Mahmood et al., 2023).

The importance of the study lies in the fact that it addresses one of the important administrative concepts, which is the administrative problems of members of the administrative bodies of first-class football clubs (Majid, S., & Jawad, 2023), Which is considered one of the important topics in modern administrative thought, as it is an important factor in the survival and sustainability of the organization, especially in institutions that always seek to adopt a modern management strategy. Also, this study can help decision-makers in the administrative bodies of first-class football clubs pay attention to the work environment and give it sufficient



priority because of its negative or positive impact on the team's results (Herrmann, 2020). "Sports clubs, which consist of a group of people who care for young people in the sports, social, health, psychological and intellectual fields. The club has a legal personality and carries out its various activities, working to achieve its goals following the law" (Dhahi et al., 2022). Administrative bodies must work in this professional manner. Unless a sports club has good management, its characteristics, and values are of little value because what enhances its market is its revenues, and maximizing its values is planning, organization, and control.

By following up on the issue of administrative problems, It has been noted that contemporary administrative bodies are living in changing and complex circumstances (Jawad Kadhim, M., & Salman Ahmed, 2016). This makes their need to solve problems urgent, as the members of the administrative bodies who manage these clubs must be keen to develop and develop administrative capabilities to contribute to solving problems through the most important administrative principles, which are planning, organization and control, as this research relied on preparing and applying a scale. Sports management for members of the administrative bodies of first-class football clubs. And learning about the administrative problems facing members of the administrative bodies of first-class football clubs.

According to what was stated above, a review of some studies that are related in terms of the variables studied, and among these related studies are:

- Studying the reality of the administrative problems of tennis federations in Iraq (Ramadan and Jassim, 2019):

The study aimed to identify the reality of administrative problems from the point of view of coaches and referees working in tennis federations in Iraq. Building and codifying a measure of the administrative problems of racket sports federations in Iraq. The study concluded that racket sports federations in Iraq suffer from administrative problems at the levels of (leadership, decision-making, planning, organization, supervision, direction, communication, coordination, and oversight), lack of involvement of those with experience and specialization in administrative decisions, and the use of their expertise in the field of planning. To develop the administrative work in the tennis federations, the most prominent recommendation of the researchers is the necessity of solving the administrative problems of the tennis federations in Iraq by selecting appropriate and efficient administrative leaders who have experience in the field of the game and the field of administration to work in these federations, and for these federations to develop long-term and short-term plans. Providing material capabilities and infrastructure, sending sports cadres in development courses, building an advanced administrative organizational structure that works according to scientific systems and foundations, using modern means of communication to communicate with international and subsidiary federations, and the need to pay attention to the supervisory system and its development.

- A comparative study of the system of sports professionalism among members of the administrative bodies of sports clubs participating in the Premier League Football Championship according to the academic achievement variable (Abdul Hamid and Malik, 2022) :

The research aimed to identify the effectiveness of the performance of administrative bodies in sports clubs in achieving one of the areas of sports economics according to the academic achievement variable. The researchers answered the research questions, which are: Are there differences between members of the administrative bodies of sports clubs in achieving sports economics according to certain determinants (investment, marketing, and professionalism) according to the academic achievement variable, It was concluded that academic achievement affected the sample's responses in dealing with some determinants of the sport's economics of football and dealing with the financial flows of sports clubs. The researchers recommend the need to improve the academic achievement of members of the administrative bodies of sports clubs, which contributes to the advancement of administrative work, as well as the necessity of engaging in a refinement course for



administrative work related to sports clubs, including making contracts with professionals, opening channels of communication with investment companies, and promoting the infrastructure and football schools of the sports club.

- The reality of administrative creativity among the administrative bodies of the first-division football league clubs in Baghdad (Raja and Ibrahim, 2019) :

The study aimed to build and codify a measure of administrative creativity and identify the level available to the administrative bodies of first-class football league clubs in Baghdad. The most important conclusions were that the estimate obtained was average due to the lack of practice of administrative creativity, and taking into account the real trade-off for developing creativity, as well as the absence of motives and incentives. supporting him. The study recommended applying the standard continuously as a reference for improvement and development, emphasizing collective creativity and interaction in exchanging information, adopting new proposals, and expressing freedom of opinion in creative ideas, with a focus on polling the opinions of all beneficiaries to develop the work of this body.

- Studying the administrative problems facing school administrations and ways to address them in Diyala Governorate (Kashkul, 2007) :

The study aimed to answer what are the administrative problems facing school administrations in Diyala Governorate, what are the obstacles that lead to delays in official mail between principals and their affiliated school administrations, and what are the treatments that help in solving these problems. The conclusions were that, in light of the answer to the research objectives, it appeared that there are administrative problems that hinder administrative work between school administrations on the one hand and the General Directorate of Diyala Education on the other hand, and therefore work must be done to help workers in the educational sector improve their job performance and provide them with the opportunity to improve their professional level as They have an effective role in helping the educational process achieve its goals and diversifying its programs and activities following the educational reality of the stages of general education. Obstacles have also emerged due to the problem of delayed response to official mail for both school administrations and the General Directorate of Education in Diyala, which requires serious consideration and work with all energy and energy to prevent this phenomenon from occurring and not to be negligent in answering official mail to process administrative work in the required manner and complete it on time in the service of the interest. The year.

Method

The research followed the descriptive survey method due to its suitability to the research topic. The research community consists of players in the first division football league for Baghdad clubs, who were chosen deliberately and numbered (176) players. The basic sample for the research was chosen randomly and numbered (136) and represented (77.27%) of the research community, and the exploratory sample amounted to (26).) a player from the research community and outside the main research sample, as shown in Table (1).

Table (1) shows the research population, the basic sample, and the exploratory sample

None	First-division football clubs	Research population	Sample Research	Exploratory sample
1	Nationality	25	19	4
2	Traffic	27	22	4
3	Civil Defense	24	18	3
4	Al-Hussein	28	20	4
5	Al-Sulaikh	25	22	4



6	borders	24	16	3
7	Electrical industries	23	19	4
	Total	176	136	26

The research tools, both theoretical and applied, lie in the sources and references that were used, including books, studies, research, articles, university dissertations, and the Internet. As for the applied field aspect, it relied on (field visits and personal interviews) at the headquarters and stadiums of the first-class football clubs in Baghdad with the players of the first-class football league. Field observations are the main tool in this aspect, which is the special questionnaire form that the researchers adopted in collecting basic data, applying a scale (Mohammed Jawad Kadhim, Ghadah Muayad Shihab, 2021). A ready-made questionnaire was adopted to measure the administrative problems of magazines: planning, organization, and control. The questionnaire was applied to the research sample, which numbered (136) players, for the period from (3/27/2022 - 6/5/2022). After analyzing the research sample's responses, the data was collected in a special form, so that each person had his score.

Administrative problems:

First: Validity of the scale: Validity is considered one of the basic conditions that must be met in the scale, as it indicates the degree of closeness or distance of the items of the scale to the characteristic that it aims to measure. The researchers obtained indicators of apparent validity, as the researchers tested the validity of the scale by presenting it, along with its items and areas, to experts and specialists who judged its suitability for application. Thus, the scale recorded apparent validity (Mohammed et al., 2021).

Second: The stability of the scale is one of the important conditions for good performance, meaning that if the processes of measuring one individual are repeated, his score will show some stability, and the stability coefficient is the correlation coefficient between the scores of individuals in the test over the number of times the different procedures are performed. To find the reliability coefficient for the Administrative Problems Scale, the method of applying and re-applying the test was used as one of the common methods for calculating reliability (Kadhim, 2012). The scale was applied to a sample of (15) players, and the scale was re-applied to them again two weeks after the initial application date. After collecting the questionnaires, they were processed statistically using the simple correlation coefficient (Pearson), and the calculated (R) value appeared (0.89), which is statistically significant, and indicates the stability of the scale.

Results

Table (2)

shows the arithmetic mean, standard deviation, calculated (T) value, significance value, and type of difference for the planning field

Type of difference	Arithmetic mean	standard deviation	Calculated T value	Indicative value	Type of difference
Planning	69.113	0.588	12.499	0.000	moral
The hypothetical mean of the field			54		

Table (3)

shows the arithmetic mean, standard deviation, calculated (T) value, significance value, and type of difference for the regulatory field



Type of difference	Arithmetic mean	standard deviation	Calculated T value	Indicative value	Type of difference
Planning	48.068	0.423	18.910	0.000	moral
The hypothetical mean of the field			36		

Table (4)

shows the arithmetic mean, the standard deviation, the calculated (T) value, the significance value, and the type of difference for the control field.

Type of difference	Arithmetic mean	standard deviation	Calculated T value	Indicative value	Type of difference
Planning	30.363	0.432	5.831	0.000	moral
The hypothetical mean of the field			39		

Table (2) of the sample results in the field of planning shows that there are statistically significant differences in favor of the arithmetic mean, as the value of the arithmetic mean is greater than the value of the hypothetical mean (Easa et al., 2022).

This indicates that the level of members of the administrative bodies of first-class football clubs is characterized by a good level of planning.

Planning is the fundamental administrative function of every sports institution and is the basis on which all administrative functions are based. It leads to logical thinking and the use of diagnostic science to solve them. Through it, the club's goals can be clearly defined to work to achieve them, and it determines the extent of each individual's familiarity with them. It also helps in choosing the best means. And the methods to achieve these goals, as "planning is the administrative process that develops and maintains the organization's position, which is compatible with its goals and resources, and with the changing opportunities at work. It is noted that the goal of planning is to form or reshape the organization's business units and their products in a way that leads to achieving both profits disease and desired growth (Ali Al-Attar & Jari, 2023).

Planning, coordination, and integration are achieved, as the club management relies on a declared policy to develop the level of performance of coaches and administrators, which thus benefits the club management in general. The club management also works to provide academically qualified administrators who allow them to work in the sports field. It also takes into account the competition programs it sets and the important goals to be achieved using the best methods to achieve them, and determines what is required of each individual and each organizational unit, thus determining responsibility from every aspect of the work. Planning aims to set visible goals logically, whether they are immediate goals, such as winning a local tournament, medium-term goals, such as participating in an Olympic tournament and achieving advanced positions in it, or long-term goals, such as getting a young player to international rank. Planning is "a continuous process, which means, very briefly, complete preparation to achieve goals directly, saving effort, time, and money. It is a future process based on and dependent on forecasting, and it is an essential pillar of planning, as planning speaks the language of the future" (Shaker, 2013).

The sports community is one of the communities that most needs and uses planning because of the desire for achievement, development, achievement of championships, and raising the level that is always accompanied by the change in the administrative bodies of clubs that are built upon it, and the subsequent intellectual change, development, and change in the established plans. In the sports field, the problem is no longer whether we plan



or not. All administrative bodies of sports clubs plan by one means or another, but the problem is how to plan more effectively.

Table (3) of the sample results on the field of organization shows that there are statistically significant differences in favor of the arithmetic mean, as the value of the arithmetic mean is greater than the value of the hypothetical mean. This indicates that the level of members of the administrative bodies of first-class football clubs is characterized by a good level of organization.

It shows that those in charge of managing the club are distinguished by the ability to organize activities efficiently, as an organization is a series of tasks and functions that help organizations define their goals, determine ways to achieve them, and measure the extent of their achievement, progress, and development at all levels, as there is the coordination of the club's various efforts towards... Achieving the set goals through internal regulations that regulate the workflow. Henri Fayol believes that "organization is the prior arrangement of the actions necessary to achieve the goal and determining the responsibilities entrusted to the individuals who undertake the implementation of those actions. It is described as putting everything in its place and everyone in its place and linking things and people to each other to form an integrated unit greater than the mere arithmetic sum of its parts" (Hassan, 2009).

In our current era, organization is considered the secret of success for organizations, regardless of the nature of the work of these institutions, whether they are service organizations, sports organizations, or other organizations seeking excellence. It is the backbone of the organization and is what can lead the organization towards achieving its goals that exist with the rest of the administrative elements. Organization "is an administrative process concerned with grouping the tasks and activities to be carried out into jobs or departments, defining powers and authorities, and coordinating between activities and departments to achieve goals while resolving problems and disagreements facing all activities and departments through the organization's members in an appropriate manner" (ابو حليلة, 2004).

In Table (4), the results of the sample on the field of control show that there are statistically significant differences in favor of the hypothetical mean, as the value of the hypothetical mean is greater than the value of the arithmetic mean. This indicates that the level of members of the administrative bodies of first-class football clubs is characterized by a poor level of supervision.

Oversight in sports institutions is an element of the administrative process because oversight has a primary goal, which is to ensure that the work of administrative bodies is moving in the direction of achieving goals satisfactorily. For oversight to be successful, it must have a great deal of deliberation and wisdom, in addition to familiarity with the psychological and humanitarian aspects of athletes. Control is the means of management in following up, implementing, and achieving activities by established plans.

There is a weakness in the administrative bodies of the clubs through the lack of follow-up on the implementation of the decisions taken by the club to raise the level of the game and the weakness of follow-up on the level of programs and lecturers in local courses to hone the administrators and coaches. The existence of special evaluation systems that are not valid with the activities and programs provided by the club does not ensure that financial policies are disposed of according to the established plan, and there is no provisional evaluation of the plans drawn up by the club. Pri Fayol: "The task of oversight in any facility is to verify that everything happens by the established plan, the instructions issued, and the established principles. Oversight also aims to show weaknesses and errors so that facilities work to avoid their occurrence or prevent them from occurring again" (Shaker, 2013).

The process of control provides the possibility of modification, substitution, and change in most of the elements that precede it. Among the results of control, it is possible to modify implementation, decision, planning, analysis, and forecasting. However, this will not happen unless the correct sources of information are available,



as well as the correct means of communication. It is known that the function of control includes aspects of activity that work. Provided that accidents and actions are consistent with the drawn-up plans, that the persons responsible for the occurrence of these deviations from work standards are identified, and that it is necessary to correct the situation in a way that works to continue achieving the facility's objectives by the best means and lowest costs.

Oversight is "the various aspects of activity necessary to ensure that the objectives have been achieved following the established plan, and the goal that oversight seeks is to ensure that the work has been carried out in the manner previously determined or in the manner that will enable the project to reach its objectives" (علي، 2019، *و الدسري*).

The planning is the stage of thinking that precedes implementation, and if organizing is the stage of distributing competencies and responsibilities and coordinating between actions, then control is the stage of ensuring that the actions that have been completed or are being carried out conform to the established plans, and control means following up on implementation processes and ensuring that the actions that are performed are consistent with what is specified for them. Detect any deviations in implementation, determine their causes, and take the necessary measures to address them. Therefore, the administrative bodies of clubs must give oversight a high priority because of its importance in following up on the implementation of duties and achieving them well, which benefits the clubs in general.

Through this study and after reviewing the results, the following conclusions were reached:

- Planning is achieved with coordination and integration by adopting administrative bodies on a declared policy to develop the level of performance of administrators and coaches. It also works to provide academically qualified administrators that allow them to work in the sports field. Administrative bodies also take into account the competition programs they establish and the important goals to be achieved using the best methods to achieve them.

The administrative bodies work to organize the club's various efforts toward achieving the set goals through internal regulations that regulate the workflow.

- Lack of oversight to implement decisions taken by administrative bodies to raise the level of the game and the level of programs that work to refine administrators and coaches. There are no special systems to evaluate the activities and programs provided by the club, and it is not ensured that financial policies are disposed of according to the established plan.

According to the conclusions of this study, the research proposes the following **recommendations**:

- Forming a committee of academic specialists in the field of sports management by club administrations to develop a strategy and application mechanism to solve the administrative problems associated with sports clubs. Administratively competent cadres who have experience in the field of sports management are also selected to be appointed to sports clubs.

- Continuous development of the database and information by increasing appropriate means and techniques so that it includes all data related to the club's sports facilities as well as the players and coaches for use in developing strategies and plans for the club.

- Increasing oversight of the financial allocations allocated by the administrative body to expand the construction of sports facilities and to implement the plans and programs established by the club.

- Intensifying training courses for sports administrators in federations to hone problem analysis skills and how to conduct oversight well.



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