



ISSN: 2456-4419

Impact Factor: (RJIF): 5.18

Yoga 2022; 7(1): 13-22

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www.theyogicjournal.com

Received: 12-09-2021

Accepted: 22-10-2021

Dr. Sachit Majeed Jaafar

College of Education for Physical
Education and Sports Sciences,
University of Al-Qadisiyah, Al-
Qadisiyah, Iraq

Organizational culture of the directors of youth and sports forums and their role in administrative innovation

Dr. Sachit Majeed Jaafar

Abstract

Culture is a phenomenon that is unique to the human being and has a great importance in influencing the behavior of individuals and groups. It is gained from the society in which individuals live, helps them to communicate with each other. Since institutions are part of the environment, their culture is a reflection of the prevailing culture in society. The problem of research is that there is a lot of evidence indicating that the administration of the youth and sports forums in Iraq is a clear administrative crisis, in light of the contradiction between the reality and what is hoped, in light of many factors, the most important of which is the absence of managerial creativity from work. The objective of the research was to identify the organizational culture and its role in the managerial creativity of the managers of the youth and sports forums in the province of Diwaniyah from the point of view of the employees. The researchers followed the descriptive method in the survey method to address the problem. The research community included all employees in youth forums (121), and the most important conclusions create an atmosphere of job satisfaction among the workers in the forum and away from the administrative jolazas, while the most important recommendations focus managers to encourage and motivate creative workers and to find an effective system of incentives for material and moral Yeh.

Keywords: Organizational culture of the directors of youth, sports forums, administrative innovation

1. Introduction

Culture is a human phenomenon, and it has great importance in influencing the behavior of individuals and groups, as it is acquired from the society in which individuals live, and helps them achieve communication with each other, and since institutions are part of the environment, their culture is only a reflection of the prevailing culture in society, which affects all employees of the organization. The study of organizational culture has become today one of the priorities that we must study, as our contemporary world is characterized by successive and rapid cultural changes, which result in the emergence of many problems, whether social, cultural or other, and consequently their effects on the behavior and actions of individuals. Organizational culture plays a major role At all levels and activities within the administrative organization, where it contributes and helps create the appropriate organizational climate that improves and develops performance well, which helps achieve goals through the development of values, trends and behavior that develop and develop job performance. Culture management is the development of social culture and technology in order to become an appropriate and effective culture that helps institutions achieve their goals, the process of developing institutions it is a long-term effort managed by the top management. The process of cultural fit is considered to be of the utmost importance because if innovations do not fit in with the existing culture, they are useless. Administrative creativity is seeing what others do not see, as well as the ability to solve problems in many ways. We may see creativity at the individual level, through people possessing acquired traits that can be trained and developed, and this helps the individual's intelligence, and creativity may be at the collective level with people cooperating with each other to change things for the better.

Corresponding Author:

Dr. Sachit Majeed Jaafar

College of Education for Physical
Education and Sports Sciences,
University of Al-Qadisiyah, Al-
Qadisiyah, Iraq

So the creative personality is the one who has self-confidence and the ability to implement creative ideas and possess great social relationships, boldness and other features, so in order to be able to reach creativity we must put the right person in the right place that relates to his experiences and skills, and give the person the opportunity to decide for himself how to implement the task Assigned to him, it develops self-motivation and then access to achieve the goals set. (Abd al-Rahman, 2008, pg. 4) [1], and also in order for the forums to be developing, it is necessary to take care of the workers as they are the source of the institution’s strength and to take care of their development and care and to give them all respect, and this will ensure that they do their best to complete the tasks entrusted to them to the fullest. Organizational directors of youth and sports forums and their role in administrative creativity.

1.1 Research problem

Institutions, with their various tasks and sizes, face many problems that require officials and workers in these institutions to think about reducing or exiting by relying on the traditional approach and trying to move towards the creativity approach in the field of this culture, and many writers, authors and administrators today agreed that the need for institutions to Administrative creativity is an urgent need and imposed by the economic, social, political and cultural changes in any society, in addition to the conditions experienced by these institutions. Youth and sports forums in Iraq are going through a clear administrative crisis in light of the contradiction between reality and while what is hoped and in light of many factors, the most important of which is the absence of administrative creativity from the administrative process, and due to the importance of organizational culture in formulating and directing human behaviors, this research will attempt to identify the role of culture Organization on creativity in forums, and from here we hope that this study will be necessary for us to enjoy schools E with administrative creativity and this is what distinguishes a successful leader and manager from other managers in many administrative matters, and administrative creativity will not have a great impact if the manager does not have the organizational culture that is the basis and influence of the manager in order to be creative in his work. (Khalil, 2005, pg. 20) [9].

1.2 Research Objectives

Identifying the organizational culture and its role in the administrative creativity of the directors of youth and sports forums in Al-Diwaniyah Governorate from the workers' point of view. Building standards of organizational culture and administrative creativity for managers of youth and sports forums in Al-Diwaniyah Governorate

1.3 Areas of research

1. The human field: workers in youth and sports forums in Diwaniyah Governorate
2. Timeline: 3/12/2018 to 5/4/2019
3. Spatial domain: Youth and Sports Forums in Al-Diwaniyah Governorate.

2. Research methodology and field procedures

1. Research Methodology: The researchers used the descriptive approach in the survey method for its suitability and the nature of the problem at hand.
2. Research community: - By the research community, we mean: “All the vocabulary of the phenomenon that the researcher studies.

(121) workers in youth and sports forums. And Table (1) shows that

Table 1: Shows the research community

T	Forums	Number of employees
1	Nahrawan youth	15
2	youth housing	27
3	Levantine youth	18
4	Ghammas youth	11
5	Shanafia youth	10
6	Hamza youth	12
7	Afak youth	12
8	scientific care	7
9	Women's Forum	9
	Total	121

2.1 The tools and means used

To solve the research problem, the researchers used the following methods: Arabic sources and references resolution

2.2 Scale building steps

2.2.1 The initial formula for the two scales

Through the researchers’ review of a set of studies and literature regarding the topic of the research, the researchers identified the items of the organizational culture scales, which numbered (26) and the items of the measure of administrative creativity, which numbered 21 items, and were presented to a group of experts and specialists, numbering (10) experts, to find out the extent Its validity or not, as shown in Table (2), and after the questionnaire was collected, it was found that paragraph No. (16) of the organizational culture scale is not significant, since its calculated value of (3.6) is less than the tabular value of (3,84) at the degree of freedom (1) and the level of significance (0.05), while the paragraphs of the administrative creativity scale are all valid because their calculated value is greater than the tabular value.

Table 2: Shows the validity of the paragraphs of the two scales

T	Paragraphs of the organizational culture scale	Expert opinions		ka value 2	Indication
		OK	Not agree		
1	Define permissions within the forum	10	0	10	moral
2	The hierarchy of information transfer is hierarchical	9	1	6,4	moral
3	Compulsory compliance with the instructions of the forum administration	10	0	10	moral
4	Adopting the principle of reward and punishment	9	1	6,4	moral
5	Pay attention to official procedures	10	0	10	moral
6	Contribute to the formation of creative work teams	9	1	6,4	moral
7	Creating an atmosphere of job satisfaction among the forum workers	10	0	10	moral
8	The strength of personality of the forum members and the love of risk in decision-making	9	1	6,4	moral

9	Giving the opportunity to solve problems and stay away from legal procedures	10	0	10	moral
10	Encouragement to face challenges and obstacles	10	0	10	moral
11	Emphasis on equality between employees	9	1	10	moral
12	Freedom of expression for employees	9	1	6,4	moral
13	Giving an opportunity to participate in decision-making	9	1	6,4	moral
14	Focusing while working on the human aspects	10	0	10	moral
15	Instilling confidence in the workers within the forum	10	0	10	moral
16	The importance of getting work done without looking at the results	7	3	3,6	insignificant
17	Desire to take risks while performing work	9	1	6,4	moral
18	Continuous evaluation on the axis of accuracy in work	10	0	10	moral
19	Caution among workers within the forum	9	1	6,4	moral
20	Adopting experience in decision making	10	0	10	moral
21	Commitment to the time required to complete the work	9	1	6,4	moral
22	Paying attention to the results of the work without regard to the method taken	10	0	10	moral
23	Encouraging the use of human and material resources in optimal ways	9	1	6,4	moral
24	Assignment of duties according to specialization	9	1	6,4	moral
25	Adhere to rules and regulations while working	9	1	6,4	moral
26	Job performance is the test in evaluating employees	9	1	6,4	moral
Paragraphs of the administrative creativity scale					
1	The management in the forum adopts new ideas that are acceptable to all	9	1	6,4	moral
2	The administration in the forum delegated the powers to the workers in the forum to participate in decision-making.	10	0	10	moral
3	Providing a positive climate that encourages creativity and innovation of new ideas and methods of work	10	0	10	moral
4	The forum manager takes creative ideas created by the staff	9	1	6,4	moral
5	There are resources in the forum to practice sports activities to develop aspects of creativity	10	0	10	moral
6	Administrative systems allow to support the freedom of expression of new ideas	9	1	6,4	moral
7	A forum manager seeks to achieve job satisfaction among employees	9	1	6,4	moral
8	The affiliate and the forum apply the new ideas and methods that they acquire through the courses	10	0	10	moral
9	The forum management supports the social worker to discover and nurture talented people to benefit from their qualifications	9	1	6,4	moral
10	The management in the forum encourages workers to present creative ideas to serve the local community	9	1	6,4	moral
11	The board of directors of the forum is preparing a record that highlights the aspects of professional and educational creativity	10	0	10	moral
12	All human and material elements in the Forum are evaluated by preparing annual reports	9	1	6,4	moral
13	The administration awards incentive awards and honors the hard-working	9	1	6,4	moral
14	The administration of the forum participates with the administration of the Directorate of Youth and Sports in preparing development plans that give freedom to experiment with new ideas	10	0	10	moral
15	The forum provides an opportunity to benefit from the results of research and studies to develop performance	9	1	6,4	moral
16	Inviting university professors in the corresponding specializations to train workers on the latest administrative systems	10	0	10	moral
17	The forum administration takes advantage of the aspects of technological development in the field of information and communications in creating new services	9	1	6,4	moral
18	Benefiting from the application of decentralization in adopting new administrative methods to solve problems within the forum	9	1	6,4	moral
19	The forum engages various community institutions in organizing creative activities	10	0	10	moral
20	The forum put in place development programs to help employees keep abreast of new educational developments	9	1	6,4	moral
21	The forum benefits from ministerial decisions to find appropriate solutions to performance problems in a way that achieves creativity and flexibility	10	0	10	moral

2.2.2 Discriminating ability

2.2.2.1 The two terminal groups

In order for the researchers to be able to know the discriminating ability of the paragraphs of the two scales, the two terminal groups were used and through the construction sample of (70) factors, as shown in the below:

Rank the total scores in descending order.

Determining the percentage of (27%) of the forms that got the lower grades and (27%) of the forms that got the higher degrees, thus there are two groups, each of them (19) workers.

After that, the (T-Test) test was applied for two independent samples to reach the statistical significance of the difference between the averages of the upper and lower groups for the paragraphs. The value of (T-Test) was adopted as an indicator of the validity of the paragraphs through comparison with the tabular value of (1.68) at the degree of freedom (36).

And the level of significance is (0.05), and it was found through the results that all the paragraphs are distinct, and the tables (3) and (4) show that.

Table 3: Shows the discriminatory power of the items of the organizational culture scale

Paragraph number	Senior group		Lower group		t. value	Indication
	Arithmetic mean	Standard deviation	Arithmetic mean	deviation Standard		
1	3	0	1,21	0,41	18,62	moral
2	2,73	0,45	1,10	0,31	12,89	moral
3	2,57	0,50	1,31	0,47	7,90	moral
4	2,47	0,51	1,42	0,50	6,30	moral
5	2,63	0,49	1,31	0,47	8,33	moral
6	2,63	0,49	1,52	0,51	6,75	moral
7	2,78	0,41	1,36	0,49	9,54	moral
8	2,47	0,51	1,52	0,51	5,69	moral
9	2,31	0,47	1,31	0,47	6,45	moral
10	2,78	0,41	1,31	0,47	10,11	moral
11	2,57	0,50	1,52	0,51	6,36	moral
12	2,52	0,51	1,78	0,41	4,85	moral
13	2,94	0,22	1,63	0,49	10,50	moral
14	2,68	0,47	1,47	0,51	7,52	moral
15	2,57	0,50	1,26	0,45	8,43	moral
16	2,84	0,37	1,52	0,51	9,02	moral
17	2,68	0,47	1,26	0,45	9,41	moral
18	2,47	0,51	1,42	0,50	6,36	moral
19	2,78	0,41	1,26	0,45	10,79	moral
20	2,63	0,49	1,47	0,51	7,07	moral
21	2,42	0,50	1,42	0,50	6,07	moral
22	2,63	0,49	1,36	0,49	7,85	moral
23	2,52	0,51	1,52	0,51	6,00	moral
24	2,68	0,47	1,36	0,49	8,33	moral
25	2,52	0,51	1,21	0,41	8,66	moral

Table 4: It shows the discriminatory power of the items of the administrative creativity scale

Paragraph number	Senior group		Lower group		t. value	Indication
	Arithmetic mean	Standard deviation	Arithmetic mean	Standard deviation		
1	2	0	1,25	0,46	6,85	moral
2	1,76	0,43	1,37	0,51	1,87	moral
3	2	0	1,62	0,51	2,76	moral
4	1,79	0,41	1	0	4,98	moral
5	2	0	1,40	0,50	5,33	moral
6	2	0	1,38	0,50	4,38	moral
7	2,63	0,49	1,36	0,49	7,85	moral
8	1,82	0,38	1	0	4,69	moral
9	2,78	0,41	1,21	0,41	11,61	moral
10	1,82	0,38	1	0	6,68	moral
11	2,52	0,51	1,10	0,31	10,28	moral
12	2,57	0,50	1,21	0,41	9,06	moral
13	2,73	0,45	1,05	0,22	14,47	moral
14	2	0	1,40	0,51	4,55	moral
15	2,52	0,51	1,15	0,37	9,39	moral
16	2,42	0,49	1,36	0,49	6,47	moral
17	2,57	0,50	1,31	0,47	7,90	moral
18	2,47	0,52	1,31	0,47	7,20	moral
19	2,64	0,50	1,10	0,31	11,23	moral
20	2,73	0,45	1,36	0,49	8,88	moral
21	2,78	0,41	1,15	0,37	12,65	moral

2.2.2.2 Internal consistency

Paragraph correlation coefficients with the total score of the two scales:

The internal consistency coefficient was calculated through the correlation between the degree of each paragraph and the total score of the scale, that is, by calculating the correlation

coefficient (Pearson), and to know the statistical significance, it was compared with the value of the tabular correlation coefficient of (0,23) at the degree of freedom (68) and the level of significance (0.05) and after completing the statistical treatments, no items were excluded from the two scales. And Table (5) shows that

Table 5: It shows the values of the correlation coefficient between the paragraph and the total score for the two scales

T	Two scales the Paragraphs of	Correlation coefficient	Indication type
First: Paragraphs of the organizational culture scale			
1		0,301	moral
2		0,310	moral
3		0,321	moral

4		0,322	moral
5		0,282	moral
6		0,293	moral
7		0,309	moral
8		0,278	moral
9		0,272	moral
10		0,391	moral
11		0,380	moral
12		0,377	moral
13		0,405	moral
14		0,374	moral
15		0,351	moral
16		0,320	moral
17		0,281	moral
18		0,264	moral
19		0,292	moral
20		0,338	moral
21		0,319	moral
22		0,283	moral
23		0,269	moral
24		0,248	moral
25		0,315	moral
Second: Paragraphs of the Administrative Creativity Scale			
1		0,299	moral
2		0,284	moral
3		0,248	moral
4		0,239	moral
5		0,261	moral
6		0,280	moral
7		0,282	moral
8		0,296	moral
9		0,289	moral
10		0,320	moral
11		0,324	moral
12		0,272	moral
13		0,282	moral
14		0,252	moral
15		0,240	moral
16		0,278	moral
17		0,311	moral
18		0,264	moral
19		0,238	moral
20		0,259	moral
21		0,242	moral

(t) tabular value at (68) degrees of freedom and below its significance level (0.05) = (23,,)

2.2.3 Final application of the scale

After the researchers completed the construction of the scale in its final form, it was applied to the application sample of (51) where the total of its paragraphs amounted to (46) distributed over two areas.

2.2.4 Statistical means

The researchers used the following statistical methods:

1- Ka 2

Standard deviation

Arithmetic mean

4- (t-test) for independent samples

Simple Correlation Coefficient (Pearson)

3- Presentation, analysis and discussion of the results:

3-1 Presentation, analysis and discussion of the paragraphs of the organizational culture scale.

Table 6: It shows the frequencies and percentages of the answers of the members of the research sample on the items of the organizational culture scale

T	Paragraphs	Verified		Verified to some extent		Unverified		Estimated total	Weighted mean	Relative weight	Paragraph sequence in field
		The number	The ratio	The number	The ratio	The number	The ratio				
1	Define permissions within the forum	17	33,3%	13	25,4	21	41.1	98	1,92	64,05	17
2	Gradient distribution of tasks	17	33,3%	12	23,5	22	43.1	97	1,90	63,39	18
3	Compulsory compliance with the instructions of the forum administration	13	25.4%	10	19,6	28	54.9	87	1,70	56,86	25
4	Adopting the principle of reward and punishment	20	39.2%	14	27,4	17	33,3	105	2,05	68,62	11
5	Pay attention to official procedures	13	25.4%	11	21.5	27	52,9	88	1,72	57,51	24

6	Contribute to the formation of creative work teams	18	35.2%	13	25,4	20	39,2	100	1,96	65,35	15
7	of job satisfaction Creating an atmosphere among the forum workers	30	58,8	11	21,5	10	19,6	122	2,39	79,73	1
8	The strength of personality of the forum -members and the love of risk in decision making	17	33,3%	14	27,4	20	39,2	99	1,94	64,70	16
9	Giving the opportunity to solve problems and avoid legal procedures	29	56.8%	10	19,6	11	21.5	118	2,31	77,12	2
10	Encouragement to face challenges and obstacles	19	37.2%	12	23,5	20	39,2	101	1,98	66,01	14
11	Emphasis on equality among employees	28	54.9%	10	19,6	12	23,5	116	2,27	75,81	3
12	Freedom of expression for employees	26	50.9%	9	17,6	16	31,3	112	2,19	73,20	4
13	Giving an opportunity to participate in making -decision	16	31,3	11	21,5	24	47.0	94	1,84	61,43	21
14	Focusing on the human aspects	24	47.0	11	21,5	16	31,3	110	2,15	71,89	6
15	Instilling confidence in the workers within the forum	25	49,0	12	23,5	14	27,4	111	2,17	72,54	5
16	Desire to take risks while performing work	14	27,4	12	23,5	25	49,0	91	1,78	59,47	22
17	Continuous evaluation on the axis of accuracy in work	20	39,2	12	23,5	19	37,2	103	2,01	67,32	12
18	Caution among workers within the forum	14	27,4	11	21,5	26	50,9	90	1,76	58,82	23
19	Adopting experience in decision making	19	37,2	13	25,4	19	37,2	102	2	66,66	13
20	Commitment to the time required to complete the work	24	47.0	10	19,6	17	33,3	109	2,13	71,24	7
21	Functional behavior within the forum	16	31,3	12	23,5	23	45,0	95	1,86	62,09	20
22	Encouraging the use of human and material resources in optimal ways	23	45,0	11	21,5	17	33,3	108	2,11	70,58	8
23	Administrative delegation from the boss to his subordinates	16	31,3	13	25,4	22	43.1	96	1,88	62,74	19
24	Adhere to rules and regulations while working	21	41.1	13	25,4	17	33,3	106	2,07	69,28	10
25	Job performance is the test in evaluating employees	22	43.1	12	23,5	17	33,3	107	2,09	69,93	9

Table (6) item (creating an atmosphere of job satisfaction among workers in the forum) achieved the first sequence with a percentage of (79.73%) Job satisfaction is the workers' feeling of happiness and acceptance towards themselves, their job and the place in which they work. High job satisfaction. This led to activity and enthusiasm at work, such as raising wages, implementing incentive bonuses, or other positive matters. While the paragraph (giving the opportunity to solve problems and staying away from legal procedures) came in the second sequence and got a percentage of (77.12%) the ability to solve problems within the forum is a positive thing as we begin to analyze the problem and this is the basic step of the solution steps and thus access to appropriate solutions We define it, know the time of its occurrence, and set goals related to its solution, as well as the timetable for its completion. This gives flexibility in the solution without following legal procedures. (Saati, Samia Hassan (1999) ^[4] as for the third sequence, the paragraph (emphasis on equality between workers) came, where I got a percentage (75, 81%) Managers have to deal respectfully with employees and to be fair and give them their rights, and this makes them feel reassured and peace of mind. They also have to establish the principles of equality and non-discrimination among them to provide a suitable work environment for all employees. Whereas in the fourth sequence came the paragraph (freedom of expression for employees of their opinions), where it got a percentage of (73.20%). Freedom of expression is one of the basic human freedoms in life, as through it workers can express their opinions and point of view and express their ideas on a subject Moeen, which is part of democracy as it is a fundamental pillar of a healthy democratic society. As for the fifth sequence, it was obtained by the paragraph (instilling confidence in the hearts of workers within the forum) at a rate

of (72, 54%). On work, this leads to working in a team spirit and achieving maximum success. Trust must be governed by the motto of the public interest, and it must have a firm foundation upon which to reap the fruits of success, and not just a fragile confidence that does not achieve goals. While the paragraph (focusing on the humanitarian aspects during work) came in the sixth sequence, at a rate of (71.89%) %), the human aspect of work aims at integration between individuals in a way that motivates them to love work and cooperate in order to solve problems and obstacles and increase the productivity of workers, as well as the need to Knowing their physical and mental capabilities, this creates a spirit of cooperation between workers and managers in order to maintain the permanence of the activity, as well as to avoid directly blaming the workers when a specific defect occurs in the work. (71.24%) Commitment to complete the work on time requires dividing the big works into small ones so that it is easy to implement, as well as focusing on the work that has priority and delegating others to other work in the event of short time as well as not exhausting oneself more than it can bear, as this may lead to not Interact with others in a healthy and better way faster at intervals. As for the paragraph (urge to use human and material resources in ideal ways), it came in the eighth sequence and at a rate of (70.58%) when the goals of individuals are achieved, their production increases, and also when they are placed in the field they love and care about, they create and bring out all the ideas within them, They also become highly devoted to work and increase their desire to develop themselves, and all this is reflected in the financial aspect for sure and is in the best way. (Badawi, Manal Sami Muhammad (2010) ^[6]. While the paragraph (job performance is the test in assessing employees) came in the ninth sequence with a percentage of

(69.93%) the assessment of workers by the manager contributes to helping them improve their abilities and claims, the extent to which they are added to the forum and their behavior at work, and the apparent improvement in their method of performing their responsibilities, as Through evaluation, organizational or administrative problems can be revealed. As for the tenth sequence, the paragraph (adherence to rules and regulations during work) came at a rate of (69.28%). Commitment to rules and regulations is very necessary in work, as it governs the society as a whole and works to organize it, as the society cannot live successfully if its members are not subject to the laws governing them, the law is Which sets the rules and regulations that define the rights and duties of individuals and sets the appropriate penalty in case of violation of the rules. As for the paragraph (adopting the principle of reward and punishment), it came in the eleventh sequence, at a rate of (68.62%), the principle of reward and punishment is one of the basic principles in how to deal with others. He has punishment for what he did, so it must be used to achieve the lofty principles and to be the motivating element or deterrent to the behavior of workers in the forum. While the paragraph (continuous evaluation on the axis of accuracy in work) came in the twelfth sequence at a rate of (67.32%) accuracy in work is a very important skill according to the standards set in terms of quality, time and cost. Skill and gives great achievements and thus the work becomes useful. As for the thirteenth sequence, the paragraph (adopting experience in decision-making) with a percentage of (66.66%) was the decision-making process, one of the most important components of the administrative process, as the largest possible number of workers participate in it. Which managers and employees spent, which gained them those experiences and good capabilities, as the process of solving problems and making the right decisions are good skills that lead to achieving the goals in the least time and cost.-) Abdel Rahman, Iman Saber (2008) ^[1].

While the paragraph (encouraging facing challenges and obstacles) came in the fourteenth sequence, with a percentage of (66.01%), encouraging the workers in the forum on how to face difficult circumstances, as they have to face challenges as soon as possible as soon as they feel their presence, as neglecting them leads to complexity and multiplication of difficulties. Benefiting from the experiences of others and taking their opinions, and this leads to making the right decision to make things easy and accessible. The paragraph (contributing to the formation of creative work teams) came in the fifteenth sequence and at a rate of (65.35%) team members work with each other as one unit that enhances psychological safety and cooperation between them and establishes intimacy, and teamwork is one of the secrets of the success of the forums, and the requirements of modern management at work Emphasizes these matters as a basis for administrative success and achieving job satisfaction for employees, so one work team will have positive outcomes through good relations to reach the desired goals. As for the paragraph (the strength of personality of the forum members and the love of risk in decision-making) it came in the sixteenth sequence, with a percentage of (64.70) workers possessing self-confidence, meaning enjoying the challenge and the ability to achieve as well as helping others to work and take decisions as quickly and without hesitation and not feel fear as well as making decisions Without external influence as well as not being afraid of criticism, all these things make the right decisions and accelerate the success. As for the seventeenth sequence, it was the share of the

paragraph (determining the powers within the forum) at a rate of (64.05%). Culture constitutes the main element of the mechanisms of social interaction and the level of thinking, which affects the philosophy of forums and individuals, their productivity levels and determine their validity, and thus this interest leads to harmony in work and achievement of goals.. As for the eighteenth sequence, the paragraph (graduation in distributing tasks) went to (63.39%). The successful manager is the one who knows how to gradual distribution of tasks by knowing the pros and cons of his employees and knowing their strengths and weaknesses, so he starts with simple tasks to move to the top of them and so on, This distribution helps the forum to perform optimally and also helps the person himself to know his ability to work. While the paragraph (administrative delegation from the chief to his subordinates) came in the nineteenth sequence, at a rate of (62.74%), the chief gave part of his powers to some of his subordinates who exercise them under his control, without relinquishing these powers. Practicing the work that was the subject of delegation and has the authority to follow up and monitor the work of a subordinate, and remains responsible for this competence before his subordinates, and he may at any time withdraw or terminate the delegation, as delegation here is a method for distributing administrative authority. As for the twentieth sequence, the paragraph (functional behavior within the forum) went to (62.09%) the organizational culture, with its values and behavioral rules that define for workers the nature of relationships between them and managers, even their appearance, performance levels, and the ability to solve problems, as well as developing collective work instead of Individual work, the employees' normal behavior is very important in their work.

As for the twenty-first sequence, the paragraph (give an opportunity to participate in decision-making) went to (61.43%). Taking individual and collective suggestions, recommendations and opinions contributes to reaching the most correct and effective decisions, as decision-making is the result of joint efforts of ideas and communications, relying on Many people, all this will add on the personal level self-confidence and thus will reflect positively on the work in the forum. While the paragraph (the desire to take risks while performing work) came in the twenty-second sequence with a percentage of (59.47%) courage and boldness bring good luck at work, that is, risk without hesitation. Others who have the courage and courage. -) Alyan, Dima Abdel Ali (2012) ^[3], while the paragraph (caution among workers within the forum) came in the twenty-third sequence and at a rate of (58,82%) caution among workers from negative matters in the sense of an unhealthy and sound atmosphere and thus negatively affects all matters in The forum, the good relationship earns trust and the workers are the forum's ambassadors to the outside community, and therefore this relationship will be reflected on the forum, and therefore the administration in the forum must update the importance and value of contacts with workers through the relationship between the workers and the forum and the forum's relationship with the families of the workers and others. As for the twenty-fourth sequence, the paragraph (attention to official procedures) was allocated at a rate of (57, 51%). Paying attention to official procedures is very important, whether in the governmental or private sectors, for example. Workers in the forum during official hours have to perform work, receive auditors and provide services Daily or seasonal, and also, he does not have the right to be late for work, but on the contrary, to adhere to working hours, because it is

considered a duty imposed by the regulations and job regulations and a civilized appearance. - (Ahmed and others' battles (2004).) [7], while the paragraph (compulsory adherence to the instructions of the forum administration) came in the twenty-fifth sequence and at a rate of (56,86%) adherence to the instructions and orders related to the work as its completion on time and to the fullest, and attention to the

equipment, tools and property of the forum, Working in the spirit of one team, maintaining the secrets of the forum, and refraining from exploiting its work for the purpose of achieving profit or personal benefit for itself or others.

3. Presentation, analysis and discussion of the paragraphs of the Administrative Creativity Scale

Table 7: It shows the frequencies and percentages of the answers of the members of the research sample on the items of the administrative creativity scale

T	Paragraphs	verified		Verified to some extent		Unverified		Estimated total	Weighted mean	Relative weight	Paragraph sequence in field
		The number	The ratio	The number	The ratio	The number	The ratio				
1	The administration in the forum adopts new ideas that are acceptable to all	40	78,4	6	11,7	5	9,8	137	2,68	89,54	1
2	Delegating the administration in the forum the -powers to the workers to participate in decision .making	16	31,3	15	29,4	20	39,2	98	1,92	64,05	18
3	Providing a positive climate that encourages creativity and innovation of new ideas and methods of work	38	74,5	7	13,7	6	11,7	134	2,62	87,58	2
4	The forum manager takes the creative ideas created by the employees	14	27,4	17	33,3	20	39,2	96	1,88	62,74	20
5	There are resources available in the forum to practice sports activities to develop aspects of creativity	15	29,4	16	31,3	20	39,2	97	1,90	63,39	19
6	Administrative systems allow to support the freedom of expression of new ideas	28	54,9	14	27,4	9	17,6	121	2,37	79,08	9
7	The director of the forum seeks to achieve job satisfaction among the employees	23	45,0	11	21,5	17	33,3	108	2,11	70,58	13
8	Forum members apply the new ideas and methods that they acquire through the courses	30	58,8	12	23,5	9	17,6	123	2,41	80,39	8
9	The administration of the Social Worker Forum supports the discovery and care of talented people to benefit from their qualifications	22	43,1	10	19,6	19	37,2	105	2,05	68,62	14
10	The administration in the forum encourages workers to present innovative ideas to serve the local community	34	66,6	7	13,7	10	19,6	126	2,47	82,35	6
11	The administrative body of the forum prepares a record that highlights the aspects of professional and educational creativity	25	49,0	8	15,6	18	35,2	109	2,13	71,24	12
12	All human and material elements in the forum preparing annual reports are evaluated by	18	35,2	13	25,4	20	39,2	100	1,96	65,35	17
13	The administration awards incentive prizes and working-honors the hard	36	70,5	9	17,6	6	11,7	132	2,58	86,27	3
14	The administration of the forum participates the Directorate of with the administration of Youth and Sports in preparing development plans that give freedom to experiment with new ideas	33	64,7	7	13,7	11	21,5	124	2,43	81,04	7
15	The forum provides an opportunity to benefit from the results of research and studies to performance develop	20	39,2	12	23,5	19	37,2	103	2,01	67,32	16
16	Inviting those with corresponding specializations to train employees on the latest administrative systems	28	54,9	12	23,5	11	21,5	119	2,33	77,77	10
17	The management of the forum takes advantage the aspects of technological development in of the field of information and communications in creating new services	36	70,5	8	15,6	7	13,7	131	2,56	85,62	4
18	Benefiting from the application of decentralization in adopting new administrative problems within the forum methods to solve	13	25,4	15	29,4	23	45,0	92	1,80	60,13	21
19	The forum involves various community institutions in organizing creative activities	22	43,1	9	17,6	20	39,2	104	2,03	67,97	15
20	The forum sets development programs to help employees keep abreast of educational developments and new sports	35	68,6	8	15,6	8	15,6	129	2,52	84,31	5
21	The forum benefits from ministerial decisions to	25	49,0	15	29,4	11	21,5	116	2,27	75,81	11

find appropriate solutions to performance problems in a way that achieves creativity and flexibility									
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It is evident from the presentation of Table (7) that the percentage of the paragraphs in the field of creative practices related to the internal and external environment ranged between (89.54% - 60.13%), where the paragraph (the management in the forum adopts new ideas that are acceptable to all) achieved the sequence The first, with a rate of (89,54%), new ideas and a new administrative style for the purpose of completing the required work in the forum, whether it is private or public, through which you can achieve many benefits, as we see the percentage of business completion is very large and also the interaction of all those you deal with, as well as the use of time And enjoy working. While the paragraph (providing a positive climate that encourages creativity and inventing new ideas and methods of work) came in the second sequence and got a percentage of (87.58%). That is, managers encourage this feeling among their subordinates, and even excite their motives, increase them, and motivate them to perform their work, and there are many means for that.

As for the third sequence, the paragraph (the administration grants encouragement prizes and honors the hard-working) came with a percentage of (86.27%). Provided that these efforts lead to the satisfaction of some of the needs of individuals, and there are tangible and moral prizes and are considered appreciative for the efforts made. Whereas, in the fourth sequence, the paragraph (the forum administration benefits from the aspects of technological development in the field of information and communications in creating new services) where it got A percentage of (85.62%) in the forum, it is necessary to benefit from modern aspects such as aspects of technological development in the field of information and communication to invent new ideas, which are added in order to address the content of the content to be communicated, and this is done by collecting data and information, whether audio, video or written by Through the electronic calculator, and then store and retrieve it easily at the right time. This process is done with manual, electronic, mechanical or electrical technology, according to the historical development stages of these means. As for the fifth sequence, the paragraph (the forum sets development programs to help workers keep pace with the new educational and sports developments) got it at a rate of (84.31%). As for the paragraph (the administration in the forum encourages workers to present innovative ideas to serve the local community) came in the sixth sequence with a rate of (82.35%). The Corporation's Creativity Department. Cauty-Lonitat (2005) [8], As for the seventh sequence, it was obtained by the paragraph (the forum administration participates with the administration of the Directorate of Youth and Sports in preparing development plans that give freedom to experiment with new ideas) and got a percentage of (81,04%). Creative ideas that help in finding new, modern outputs that develop and develop sports work. While the paragraph (members of the forum apply the new ideas and methods that they acquire through the courses) came in the eighth sequence and got a percentage of (80, 39%) that the bright methods and ideas are training programs Specialized technicians to raise the efficiency of workers or practitioners in the sports field within the forum and thus achieve the desired goals. As for the ninth sequence, it was obtained by the paragraph (administrative systems allow to support freedom of expression of new ideas) and a percentage of

(79.08%). Supporting freedom of expression and new ideas and creating a friendly atmosphere and great familiarity between workers and ease of communication between them helps to create promising ideas aimed at developing and developing the sports institution. While the paragraph (inviting specialists to train workers on the latest administrative systems) on the tenth sequence, at a rate of (77.77), a call for scientific and training specializations in the corresponding fields and specializations for the purpose of training workers in the forum on the latest administrative systems as they are integrated and overlapping parts that interact with each other. Some to achieve a specific goal, and the management information system provides the necessary information for decision makers and obtain this information from formal or informal systems by converting data after processing it into information. (Talaat, Manal (2001)).

As for the eleventh sequence, it belonged to the paragraph (the forum benefits from ministerial decisions to find appropriate solutions to performance problems in a way that achieves creativity and flexibility) at a rate of (75.81%), since sports forums are funded and approved by the state, especially from the Ministry of Youth and Sports, the forum always tries Maximum use of ministerial decisions to find appropriate solutions to solve administrative problems in a way that achieves sports and educational creativity at the same time. While the paragraph (the administrative body in the forum prepares a record highlighting aspects of professional and educational creativity) in the twelfth sequence, at a rate of (71,24%) the bodies always The administration in the sports forums prepares records through which they show the creative, professional and educational aspects of the workers in the sports forum in order to keep pace with the development and present modern ideas to serve the community. 58%) Job satisfaction is the main and important key to delegating the extent of the compatibility of workers in the forum with each other, as it is the basic and important key to the extent of harmony that exists between For workers and their forums, that the workers who have job satisfaction with their organizations are the ones who have sufficient willingness to provide more effort and dedication to their work. As for the fourteenth sequence, it was the part of the paragraph (supports the administration of the social worker forum to discover and nurture the talented to benefit from their qualifications) with a rate of (68, 62%) The forum management's support for talented people through their trainers and in multiple ways and methods such as using the moral and material stimulation method to encourage them to innovate, innovate and original, and often begins with the discovery of talents by the parents and then the school, because the talented person has a prominent future and a great impact on the development, progress and superiority of the nation. It is necessary to take care of them and provide them with special psychological, social and health care. As for the fifteenth sequence, the paragraph (the forum involves the various community institutions in organizing creative activities) came at a rate of (67.97%) as a result of the forum's need for many governmental and local institutions. It resorts to involving these institutions in its sports and non-sports activities such as health, defense and others for the purpose of implementing the forum's objectives by overcoming the difficulties facing the work of the Forum.

(Khalil, Muhammad Musa (2005)^[9].

While the paragraph (the forum provides an opportunity to benefit from the results of research and studies to develop performance) came in the sixteenth sequence at a rate of (67.32%) that scientific ideas liberate the mind and thinking from bias, inertia, myths and restrictions, as well as belief in the role of science and scientific research in finding scientific solutions to what they face. Societies face problems and challenges in various fields, and the belief that science does not contradict morals and religious values.

While the paragraph (all human and material elements in the forum are evaluated by preparing annual reports) came in the seventeenth sequence at a rate of (65.35%) through the preparation of annual reports, the human and material elements are evaluated. We should not be pessimistic or overly dreamy about the results, but we must be logical and realistic and allow for a lot of creative ideas that must be realistic and achieve a balance that helps a fair evaluation of a realistic creative idea.

As for the paragraph (delegating the authorities in the forum to the workers in the forum to participate in decision-making) it came in the eighteenth sequence and at a rate of (64.05%). The delegated director had the original authority. As for the paragraph (there are resources in the forum for practicing sports activities to develop aspects of creativity) it came in the nineteenth sequence and at a rate of (63,39%) resources are available for practicing sports activities in the forums, especially human resources that take change in proportion to the needs The modern institution, as previously it relied on human resources to pay salaries and vacations, then turned to searching for creative and qualified employees until human resources reached the role they play today, which is a pivotal role that transforms individual energy into collective energy. Al-Tablawi, Osama Al-Sayed (2000)^[5].

As for the paragraph (the forum manager takes the creative ideas created by the workers) came in the twentieth sequence with a percentage of (62.74%). Creativity is thinking in new and innovative ways and finding solutions that did not exist among the workers in the forum. And providing the means to develop and make it successful. While the paragraph (benefiting from the application of decentralization in adopting new administrative methods to solve problems within the forum) came in the twenty-first sequence and at a rate of (60.13%) for the purpose of allowing the forum workers to take their decisions and recommendations, some powers must be given From the president or manager to the subordinates in the forum or the employees, knowing that the word "decentralization" has many different meanings according to the attribute it accompanies. The decentralized system in sports management is based on the existence of common local interests within the limits of the sports function.

4. Conclusions and recommendations

4.1 Conclusions

1. Giving managers the opportunity to solve problems, listen to the opinions of employees, and stay away from routine procedures
2. Equality between workers and getting out of favoritism is evidence of the culture used in the forum.
3. Creating an atmosphere of job satisfaction among workers in the forum and avoiding administrative crises
4. Instilling confidence in the hearts of employees and focusing on the basic aspects within the forum.

5. Recommendations

1. Choosing the scientifically and practically qualified managers because of their contribution to raising the efficiency of job performance.
2. Emphasizing the managers to take into account the practical, social and psychological needs of the employees because of this positive results on their performance.
3. Emphasis on managers to encourage and motivate creative workers and to create an effective system for material and moral incentives.
4. Work to provide training programs of a creative and innovative nature aimed at increasing and improving the rates of administrative performance.

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