

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/378909697>

Organizational confidence and its impact on the decentralized performance of those in charge of managing local championships for the Iraqi Athletics Federation

Article in *Türk Fizyoterapi ve Rehabilitasyon Dergisi/Turkish Journal of Physiotherapy and Rehabilitation* · July 2021

CITATIONS

0

READS

6

1 author:



Saba Qays Ghadhban
University of Baghdad

13 PUBLICATIONS 1 CITATION

SEE PROFILE

Research Article

Organizational confidence and its impact on the decentralized performance of those in charge of managing local championships for the Iraqi Athletics Federation**Assist Prof Dr. Saba Qays Ghadhban^{1*}**

Presidency of the University of Baghdad / Department of Human Resources

Abstract

The aim of the research is to identify the level of both organizational trust and decentralized performance of those in charge of managing local championships for the Iraqi Athletics Federation, and to identify the effect of organizational trust in decentralized performance from their point of view. The descriptive approach was based on the method of relational relations on a sample of those in charge of managing local championships for the Iraqi Federation In athletics, represented by each of (coaches, referees, members, president and members of the administrative body of the central federation, and the president of members of sub-federations) for the sports season (2020/2021) of 260 individuals, all of them were intentionally chosen by (100%), As (30) individuals of them were identified to verify the scientific foundations and transactions of the two measurement tools for the two phenomena, and (10) individuals were identified to test these two tools as a survey, leaving (219) members of them for the main research sample. The researcher adopted the two measurement tools for each phenomenon studied, and conducting a field survey of the individuals targeted for measurement For the period extending from (12/27/2020) until (18/1/2021), the researcher verified that the results of her research were processed using the (SPSS-V26) portfolio to be the conclusions and applications that those in charge of managing the local athletics championships in Iraq need improvements to raise The level of organizational trust and decentralized performance because of their positive returns in enabling them to properly manage these tournaments in the fullest manner, and that organizational trust has an influential role that contributes to a moral relationship in the decentralized performance of those in charge of managing the local championships of the Iraqi Athletics Federation, the higher its level, the positively reflected on the increase The level of their decentralized performance, and it is necessary to find a cooperation mechanism between the Iraqi Athletics Federation and those in charge of managing international tournaments, and to strengthen this mechanism to develop the capabilities of those in charge of managing local and regional championships. Get their capabilities to qualify them to participate in the management of the International Olympics.

Key worlds: local championships, Iraqi Athletics Federation, Organizational confidence

Introduction:

The research problem and its importance: - Managing the sports institution's championships at the local level can gain its employees in developing them in several aspects, the most important of which is increasing the opportunity for these workers to participate in the management of international tournaments, given the accumulation of experience in organizing and applying the laws of events in athletics according to Internationally applicable regulations, except for some exceptions in the internal regulations authorized by the International Olympic Committee, as “the administration is the basis on which the sports administrative formations go to reach the desired goals, as the achievement of sports administrative institutions or bodies to their goal requires qualified people with a scientific, leadership and administrative standing, without them. Administrative work does not succeed, because these people represent the nerve that drives that body or the mind that directs it.”(Hanan, 2017) Also, “any meaningful human activity must have a management that leads and directs its activity in the right direction, and the human element is the main determinant of the administrative work and it becomes clear. This is from the modern view of management, which focuses on it being an integrated human process related to planning, organizing, decision-making, communication, human relations and control. On the efforts of individuals in forming a specific administrative structure to reach a set of desired goals efficiently and effectively.”(Ramadan and Khadija, 2016), and it is noticeable that the central performance management restricts the powers of workers in dealing and issuing decisions for the various changes in the work environment, especially in the management of tournaments imposed Its nature is the various situations that require direct intervention to find solutions or take a decision in a timely manner without

<https://turkjphysiotherrehabill.org/pub/32-3.html>

referring to higher managements. Perhaps the matter sometimes requires delegation of administrative powers, However, if the internal regulations and laws are completed, there is nothing to prevent us from moving towards decentralization and adopting the exchange of experiences between tournament managers, as “the theory of social exchange is one of the theories most used to understand behavior in the workplace as this exchange involves a series of interactions that generate Obligations The basic principle of this theoretical approach is that relations develop over time into trust, loyalty, then mutual commitment, and for this to happen, the parties must adhere to certain rules of exchange, the most prominent rule is the reciprocity rule, as the exchange begins with one party giving another benefit if The recipient reciprocates, and a series of beneficial exchanges occur and create feelings of commitment between the two parties.” (Najah, 2017) “The importance of decentralized performance planning lies in defining and defining the responsibilities, powers and duties of each job and matching them with the skills and capabilities necessary to perform the work, identifying the assistance needed by the individual to perform his work effectively and identifying The areas covered by the work, the priorities of the tasks and their sequence, and the building of a high degree of common understanding between the employees and their managers.” (Al-Salami, 2001). As one of the reasons for decentralized performance and its benefits is “the union’s need to respond to emergency conditions, reduce the number of administrative levels in the organizational structure, optimize the use of human resources in the union, speed decision-making, strengthen the aspects of belonging among those in charge of managing tournaments, and give individuals greater responsibility and focus management on The strategy is long-term. ” (Al-Afandi, 2003) Thus, what is required to delegate these powers is determined by organizational trust, which is defined as “the expectation carried by the individual or group that the word or promise issued by an individual or group in the organization can be relied upon, or the individual’s belief in the objectives and decisions of the organization, organizational policies, the organizational leader and all individuals working with him in the administrative formation (Mondy & Mondy, 2008), as “all leading administrative formations are similar in one basic thing, which is that they are based on trust, and organizational trust is also a source of competitive advantage because the establishment of trust increases cooperation between members of the administrative formation, which in fact reduces exchange costs as well as From opportunistic behavior (Lima & Caetano, 2006), organizational confidence is an essential element in solving administrative problems, and it is an important economic source. And he also encouraged the administrative formations to adopt a successful management strategy based on effective criteria whose results are reflected in the success of this strategy” (Adams, 2004). The powers granted in the management of these tournaments, which if we develop the capabilities of those in charge of them, many problems will appear to impede their progress according to what is planned or agreed upon by the participants in them ”(Ozgan, 2011) and through the work of the academic researcher in the field of sports management sought to present this The search is to provide support and assistance to those in charge of running local athletics tournaments to help them increase their capabilities in sports management, so that they can reach their intended improvements in participating in the management of the International Olympiad. To manage the local championships of the Iraqi Athletics Federation ?

The aim of this study is to: Identify the level of both organizational confidence and decentralized performance of those in charge of managing local championships for the Iraqi Athletics Federation, and to identify the effect of organizational confidence in decentralized performance from their point of view, on the assumption by the researcher that: Organizational trust has a relationship with contributions and an influential role in performance. The decentralization of those in charge of managing the local championships of the Iraqi Athletics Federation.

Study methodology: - The method of correlational studies was adopted, which is defined as “the type of research by which it is possible to discover whether there is a relationship between two or more variables, and then know the strength and direction of this relationship” (Ferial, 2015)

Study community and its sample: The researcher's observation of each of the two phenomena investigated in the problem of her research imposed that she adheres to the limits of the research community represented by those in charge of managing the local championships of the Iraqi Athletics Federation represented by (coaches, referees, members, head and members of the administrative body of the central federation, and the head of the federations The number of (260) individuals of the sports season (2020/2021), all of them were deliberately chosen at a rate of (100%) from this community whose description is shown in Table (1).

Table (1) shows the description of the research community

Description of the details								research community
total	Club coaches, assistants and administrators	Local rulers	Central Media Committee	Central Competition Committee	Central Referee Committee	President and members of the subsidiary federations	President and members of the Central Union	
259	140	44	4	5	5	54	7	Those in charge of

								running tournaments
100%	54.054%	16.988%	1.544%	1.931%	1.931%	20.849 %	2.703%	percentage

Some percentage values have been rounded off

The researcher identified (30) members of them to verify the scientific foundations and transactions of the two tools for measuring the two phenomena, and (10) of them to test these two tools as a survey, leaving (219) individuals for the main research sample.

Measuring tools and procedures:

The researcher adopted the two measurement tools for each phenomenon studied, which were the Organizational Confidence Scale (Sivat and Ozg, 2012), and the Decentralized Performance Scale (Ayman, 2010), as the higher the score, the better the level of the phenomenon through the measurement in each of them, and Table (2) shows their structure: -

Table (2) shows the structural details of the two measuring instruments

Hypothesized mean	border Total marks	Correction key	Paragraphs answer alternatives	No. item	Domains and Aggregate Scale	
36	12-60	5	always apply to me, It often applies to me, It applies to me sometimes, It applies to me rarely, does not apply to me	12	Confidence in the work team	Organizational trust
33	11-55	4		12	Work confidence	
36	12-60	3		11	Management confidence	
105	35-175	2		35	The overall scale	
		1	pentagram, five times greater			
60	20-100	5	Always , frequently , Sometimes , Scarcely , never	20	One area to measure decentralized performance	Decentralized performance
60	20-100	5	pentagram	20	The overall scale	

The peculiarity of this research in the field of sports management required making adjustments to the phrases of the paragraphs of each of the two scales to suit the specificity of the target sample for measurement, and by adopting the steps of statistical treatments, the experts agreed, by 80% or more, on this preparation to obtain apparent validity, and their two paper forms were also applied to the specific statistical analysis sample. To verify the validity of the formative structure by statistical treatments and sequential methodological steps, the stability was also verified by the split-half method, which reached (Guttman LA) equation (0.857) for the organizational confidence scale, and it reached (Horst) equation (0.893) for the decentralized performance scale, at the level of significance (0.05) and a degree of freedom (28), and each exploratory scale was tested to complete the acceptance of the two tools academically, and these two tools were applied to the main sample of (219) individuals in the international training and arbitration course that lasted for three days in Sulaymaniyah Governorate in northern Iraq with the participation of those in charge of managing the tournaments The local government from the various governorates of Iraq on (12/27/2020), and the application continued for the remaining in the rest of these governorates until (18/1/2021), and the researcher verified that the results of the study were addressed. SPSS-V26 search for percentage, mean, standard deviation, and simple correlation coefficient (person), and Guttman's correlation coefficient (L.A), (t-test) for one sample, (regression) coefficient, linearity, contribution ratio, standard error of estimation, (F) test for good fit in the regression model, and the law (T) for the regression effect.

Results and discussion: -

Table (3) shows the level of the two phenomena in comparison with the hypothetical mean of

sign	(Sig)	T Calculated	standard deviation	SMA	Hypothesized mean	The total score of the scale	no. item	The name of the scale
sign	0.001	3.485	7.503	106.77	105	175	35	Organizational trust
sign	0.000	4.341	10.633	63.12	60	100	20	Decentralized performance

each

n = 219 (t) function if (Sig) < (0.05) at significance level (0.05) and degree of freedom (218) unit of measure (degree)

Table (4) shows the simple correlation coefficient and linear regression

Standard Error of Estimation	Contribution rate	Linear regression coefficient 2 (R) (The coefficient of determination)	Simple correlation coefficient (R)	Affected	influencer
5.416	0.741	0.742	0.861	Decentralized performance	Organizational trust

Table (5) shows a test (F) to check the quality of fitment of the linear regression model

sign	(Sig)	F Calculated	Average of squares	Degree of freedom	Sum of squares	variance	Affected	influencer
sign	0.000	623.109	18279.139	1	18279.139	Regression	Decentralized performance	Organizational trust
			29.335	217	6365.774	Errors		

N = value of (F) a function if the value of (Sig) score > (0.05) * significance level (0.05)

Table (6) shows the values of the estimates of the fixed limit and the slope (effect) of the results

moral	(Sig)	T Calculated	Standard error	β	Variables	Affected
moral	0.000	12.839	5.233	67.179	Fixed limit	Decentralized performance
moral	0.000	24.962	0.049	1.22	Organizational trust	

The value of (t) is significant if the score of (Sig) < (0.05) is at the level of significance (0.05).

It is noticed from the results of the regression model of the relationship of organizational trust in the decentralized performance of those in charge of managing athletics tournaments locally that the

<https://turkjphysiotherrehabill.org/pub/32-3.html>

relationship contributes to a moral effect, and the researcher attributes the emergence of these results to the mutual trust between those in charge of managing tournaments and between the administration and between their confidence in their work increased the level of confidence. However, it needs more support to suit the requirements of decentralized performance, as their responses showed that they feel that the union's administrators enjoy a degree of independence and freedom in making decisions, and the higher leaderships in the union tend to participate in a participatory management style. And the higher management always has a willingness to delegate the authorities according to the specialization. Most of the tasks in the federation are accomplished without referring to the higher administrative levels, in addition to their feeling that the laws and regulations in force facilitate the decentralization of the management of local tournaments. The increasing complexity and competitive forces of business have raised the importance of human resource management goals, policies and strategies, and that the rapid change within the sporting administrative formations and flatter organizational structures and the wide extension of control and self-management of work groups and the integration of network structures with business relationships confirmed the importance of performance management as a link between the functions of human resource management. And the organizational competition (Compton, 2005), as it "emphasized the importance of linking incentives and the results achieved, which is a criterion for determining what an individual deserves in terms of material and moral incentives. It did not lead to the development of motivation mechanisms for organizations that can be compared between them and choose what is appropriate for them" (Taher, 2011). Also, "some practical evidence indicated that vertical trust (trust in the direct manager and senior management) plays an important role in improving job performance, as trust in leadership and management. The Supreme Council makes employees more ready to strive towards achieving the goals of the administrative formation, as is the case with regard to trust between peers, it is also It motivates workers to direct their efforts towards common goals" (Yang, 2005).

Extracts and applications: -

- 1- Those in charge of managing local tournaments with strong games in Iraq need improvements to raise the level of organizational confidence and decentralized performance, as they have positive returns in enabling them to properly manage these tournaments.
- 2- Organizational trust has an influential role that contributes to a moral relationship in the decentralized performance of those in charge of managing the local championships of the Iraqi Athletics Federation.
- 3- It is necessary to create a cooperation mechanism between the Iraqi Athletics Federation and those in charge of managing international championships and to strengthen this mechanism to develop the capabilities of those in charge of managing local tournaments and reach their capabilities to qualify them to participate in the management of the International Olympiad.

References:

- 1- Ayman Abdel Qader Abdel Rahim Radi, The Role of Decentralization in the Effectiveness of Organizational Conflict Management in the Ministries of the Palestinian National Authority - Gaza Strip: Master Thesis, Islamic University - Gaza, Deanship of Graduate Studies, College of Commerce, Department of Business Administration, 2010.
- 2- Hanan Nazem Muhammad Noori; The role of administrative leaders in managing the crisis of displaced students and its relationship to the administrative performance of the faculties of physical education and sports in some universities in Iraq: Master's thesis, Al-Mustansiriya University, College of Physical Education and Sports Sciences, 2017, p. 20.
- 3- Ramadan Saad Karim and Khadija Ahmed Othman; Potential Effects of Organizational Culture Elements on Organizational Loyalty and Organizational Citizenship Behavior for Teachers of Basic Education Schools in Benghazi, Nugd and Enlightenment Magazine, Issue 4, College of Arts, University of Benghazi, Libya, 2016, p 198
- 4- Civat Celsip and Özg Aler Yilmaturk; The relationship between organizational trust and multi-dimensional organizational commitment and perceived organizational support in educational institutions: Turkey, Izmir, Kocaeli University, Journal of Social and Behavioral Sciences, Vol. (46), 2012, pp (5763-5763).
- 5- Taher Mahmoud Al-Kalaldehy. Modern trends in human resource management: Amman, Dar Al

<https://turkjphysiotherrehabill.org/pub/32-3.html>

Yazouri Scientific for Publishing and Distribution, 2011.

6- Atia Al-Afandi; Empowering workers is an entry point for continuous improvement and development: Cairo, Arab Administrative Development Organization, 2003, p. 25.

7- Ali Al-Sulami; Human Resources Management and Strategy: Cairo, Gharib House for Printing, Publishing and Distribution, 2001, p. 137.

8- Faryal Muhammad Abu Awwad: The Origins of Psychological and Educational Research, Amman, Dar Al-Masirah for Printing, Publishing and Distribution, 2015, pg. 112.

9- The success of Mbarki; Organizational citizenship behavior of continuing education professors - a field study of the average of Abu Shqroun municipality; Master's Thesis, Faculty of Humanities and Social Sciences, Khidir University, Biskra, 2017, p. 45

10- Adams , S., (2004). The relationships among adult attachment , general self-disclosure , and perceived organizational trust , Unpublished dissertation of doctor of human development , Faculty of the Virginia Polytechnic Institute and State University .

11- Compton, Robert, (2005), Performance Management : Panacea or Corporate Outcast, Journal of Research and Practice in Human Resource Management, Vol.13, No.1.p:47.

12- Lima, S. & Caetano, A. , (2006). How to develop trust in organizations? To trust why? , ISCTE Business School , Lisbon , Portugal.

13- Mondy, R. Wayne & Mondy, Judy, (2008), Human Resource management: Pearson education Inc, New Jersey, USA.

14- Ozgan, H. (2011). The Relationships between Organizational Justice, Confidence, Commitment, and Evaluating the Manager and the Perceptions of Conflict Management at the Context of Organizational Behavior. Educational Sciences: Theory & Practice, 11(1): 241-247.

15- Yang , J. (2005). The role of trust in organizations : do foci and bases matter ? Unpublished dissertation of doctor of business administration , Faculty of the Louisiana State University .

Appendix (1) Organizational Trust Scale

does not apply to me	It rarely applies to me	It applies to me sometimes	Applies to me often	It always applies to me	Paragraph Phrases	s
					Confidence in the work team	
					I think my colleagues are doing their job well.	1
					I think my colleagues are willing to share any information I need on my job.	2
					Union workers believe that their colleagues can be counted on.	3
					Union workers feel that the achievements are appreciated.	4
					I think my colleagues are honest about their feelings for me.	5
					Most union workers believe they will get support from their colleagues when they need it.	6
					I think my colleagues really care about my thoughts.	7
					I think my colleagues are ready to support me when I have a problem.	8
					I believe my colleagues can be counted on even in a variety of settings.	9
					I feel safe when my colleagues appreciate my accomplishments.	10
					I think my colleagues are behaving ethically all the time.	11
					I believe my colleagues show respect and do not share personal information.	12
					Work confidence:	
					I believe that the capabilities and achievements of the union's workers are valued and rewarded.	13
					I feel supported to do my job better.	14
					My colleagues believe that they are	15

					treated fairly.	
					I feel positive about the future of the Federation Championships.	16
					I know that my work will be appreciated all the time.	17
					I believe that knowledge and information are always shared in the Federation.	18
					Know that the union is working according to pre-laid plans.	19
					Sports fans generally believe that the management of our tournaments is getting better.	20
					I believe that the ideas of the sports fans are valued in this union, and this makes me express my ideas without hesitation.	21
					The convergence of the ideas of the sports audience is valuable in this union.	22
					I believe the union provides a supportive environment.	23
					Management confidence	
					I think the administration is acting according to the promises it made previously.	24
					Most of the federation's staff trust its management of tournaments.	25
					I think the union managers are acting in concert.	26
					I think the federation administrators are acting in good faith.	27
					Union workers believe that the administration offers realistic solutions to problems.	28
					I think the union managers appreciate my extra efforts.	29
					I believe that the union's managers are keeping the decisions secret.	30
					I think the federation administrators fulfill their promises.	31
					I know that union administrators are ready and can be reached when I need them.	32
					I feel that the federation admin is ready to listen to me whenever I need to.	33
					I think that the union's administrators see that the union's employees are responsible people and that they do not need to be followed up.	34
					Workers in the union for good performance are rewarded.	35

Appendix (2) Decentralized Performance Scale

never	Scarcely	Sometimes	frequently	Always	Paragraph Phrases	s
					Union administrators enjoy a degree of independence and freedom to make decisions.	1
					Subordinates are involved in developing plans and defining union policies.	2
					The top leadership in the union tends to be a participatory management style.	3
					Union administrators provide sufficient freedom to exercise the tasks and activities of their subordination.	4
					The higher administrations and departments enjoy independence to exercise their administrative competencies.	5
					The senior management is keen to work with a team spirit in getting the work done.	6
					There is collective participation in solving problems and dealing with work issues.	7
					Most decisions about getting work done are made at lower levels.	8
					The senior management is ready to delegate powers according to competence.	9
					Managers are involved in setting and determining the Federation's budget.	10
					There is coordination between directors of departments and higher departments with regard to appointment, promotion and performance evaluation.	11
					I see that the lines of authority of superiors and subordinates are clear in the union.	12

<https://turkjphysiotherrehabill.org/pub/32-3.html>

					There is a clarity of the limits of responsibilities and bodies of accountability.	13
					The workload of the federation requires a delegation of powers and a distribution of responsibilities at administrative levels.	14
					The absence of managers and officials does not impede work.	15
					The tasks are accomplished in the union without reference to the higher administrative levels.	16
					Union administrators have the facilities and capabilities necessary to accomplish their work.	17
					The higher management is interested in the suggestions and initiatives that the subordinates make in the union.	18
					The Union intends to identify points of strength and weakness in the departments and work to develop them.	19
					I feel that the applicable laws and regulations facilitate the decentralization of the management of local tournaments.	20