

THE REALITY OF ADMINISTRATIVE EFFICIENCY AMONG DECISION-MAKERS IN COLLEGES OF PHYSICAL EDUCATION AND SPORTS SCIENCES FROM THE PERSPECTIVE OF THEIR FACULTY MEMBERS IN SEVERAL IRAQI UNIVERSITIES

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Abstract

The aim of the research was to understand the administrative efficiency of academic decision-makers in the Colleges of Physical Education and Sports Sciences from the perspective of their faculty members. The human field included faculty members from three universities: Mosul, Tikrit, and Kirkuk. The period covered the period from November 1, 2022, to March 26, 2023, and the location was the Colleges of Physical Education and Sports Sciences in these three universities.

The researcher defined the study population by listing the active and continuing faculty members during the academic year 2022-2023 in the Colleges of Physical Education and Sports Sciences at the three universities (Mosul, Tikrit, and Kirkuk), totaling 322 faculty members. The researcher selected a sample representing 85% of the population, which included 274 faculty members. The sample was divided into three groups: exploratory, reliability, and application samples.

Among the key recommendations were the need to employ the correct scientific efficiency in the appropriate positions within the Colleges of Physical Education and Sports Sciences, encourage academic leadership to hold workshops and technical courses within the college, and ensure the provision of an effective organizational climate suitable for the nature of the college. Additionally, the research emphasized creating a healthy working environment for faculty members in the Colleges of Physical Education and Sports Sciences.

Keywords: Administrative Efficiency – Academic Decision-Making – Colleges of Physical Education and Sports Sciences – Faculty Members.

Introduction

Introduction and Importance of the Research:

Efficiency-based management is considered one of the most important modern management practices, through which leaders can significantly improve and develop their institutions by optimally utilizing all the available competencies. This approach fosters distinction and innovation within the institution. Having such competencies available to leaders, especially

in higher education institutions like the Colleges of Physical Education and Sports Sciences, is crucial due to its significant role in optimal preparation. This is achieved by ensuring several factors are present, which contribute to the development and enhancement of the administrative efficiency of academic leaders, particularly deans of the Colleges of Physical Education and Sports Sciences. Educational institutions face a major challenge in improving these administrative competencies and managing them correctly to achieve their objectives. Based on the researcher's experience as a faculty member in higher education and scientific research, the importance of the current research lies in understanding the reality of the administrative efficiency of academic decision-makers in the Colleges of Physical Education and Sports Sciences, which in turn helps improve the level of interaction with faculty members.

Research Problem:

Administrative efficiency plays a critical role in the success of academic institutions and in achieving their educational and research goals. With the increasing administrative complexities and changing academic requirements, it has become necessary to assess the extent of the administrative efficiency of academic decision-makers in managing human and material resources, as well as directing academic work effectively. The presence of clear gaps between the required administrative skills and the current capabilities of academic decision-makers has impacted the quality of decisions made and the level of institutional performance. The researcher sought to identify the research problem through the following two questions:

- To what extent do academic decision-makers in the Colleges of Physical Education and Sports Sciences possess the necessary administrative efficiency?
- How does the availability of administrative efficiency affect the quality of administrative processes and the effectiveness of decision-making related to academic planning, resource distribution, and the management of academic teams?

Research Objective:

- To identify the administrative efficiency of academic decision-makers in the Colleges of Physical Education and Sports Sciences from the perspective of their faculty members in several Iraqi universities, specifically Mosul, Tikrit, and Kirkuk.

Research Fields:

- **Human field:** Faculty members in the Colleges of Physical Education and Sports Sciences in several Iraqi universities, specifically Mosul, Tikrit, and Kirkuk.
- **Temporal field:** From November 1, 2022, to March 26, 2023.
- **Spatial field:** Colleges of Physical Education and Sports Sciences at the three universities (Mosul, Tikrit, and Kirkuk).

Field Research Procedures:

Research Methodology:

The researcher used the descriptive survey method, as it is appropriate for the research problem.

Research Population and Sample:

The researcher defined the research population by listing the faculty members who were actively working and continuing in their official duties during the academic year 2022-2023 in the Colleges of Physical Education and Sports Sciences at three universities (Mosul, Tikrit, and Kirkuk), with a total of 322 faculty members. The researcher selected a sample representing 85.09% of the population, with a total of 274 faculty members. The sample was then divided into three sub-samples (exploratory, reliability, and application). Table (1) illustrates this division.

Colleges	Research Population	Research Sample	Excluded Population	Exploratory Sample	Reliability Sample	Application Sample
Mosul	178	151	27	10	10	131
Tikrit	69	59	10	5	5	49
Kirkuk	75	64	11	5	5	54
Total	322	274	48	20	20	234
Percentage	100%	85.09%	14.906%	6.211%	6.211%	72.670%

Research Tool:

The researcher used a questionnaire as a tool to collect information to achieve the research objective. A standardized questionnaire tailored to the Iraqi environment was used (Khalid, 2022). A standardized scale tailored to the Iraqi environment was applied to the faculty members. The scale consists of twenty-one items, as shown in Table (2).

No.	Statements
1	Enjoys high acceptance among colleagues in the college.
2	Works to achieve organizational justice among faculty members.
3	Creates an effective organizational climate within the institution correctly.
4	Strives for equality and fairness among faculty members.
5	Tends to use a democratic approach in dealing with faculty members.
6	Is humble and approachable in interactions with faculty members.
7	Distributes trust and respect among faculty members.
8	Exhibits positive behaviors in dealing with faculty members.
9	Works to create a good working environment for faculty members.
10	Has a strong sportsmanship spirit in accepting teamwork among faculty members.
11	Encourages faculty members to engage in scientific teamwork.
12	Has experience in dealing with laws and ministerial regulations.
13	Possesses the ability to understand and correctly apply external changes and overcome them.
14	Has substantial scientific knowledge to manage internal changes in the college.
15	Has alternative solutions for unforeseen crises within and outside the college.
16	Possesses a great imagination for proposing new and updated ideas to solve problems.
17	Encourages organizing workshops and technical courses within the college.
18	Utilizes scientific competencies in the correct places.
19	Has a quick response to urgent situations requiring decisive and rapid decisions.
20	Demonstrates significant ability in strategic planning for effective college management.
21	Possesses a strategic vision for effective institutional management.

Scientific Foundations of the Questionnaire:

- **Validity of the Questionnaire:** The researcher presented the questionnaire to a panel of seven experts (see Appendix 1) to obtain content validity. The experts approved all the statements without exception, thus ensuring the questionnaire's content validity. Table (3) illustrates this.

No.	Statements	Percentage
1	Enjoys high acceptance among colleagues in the college.	88%
2	Works to achieve organizational justice among faculty members.	87%
3	Creates an effective organizational climate within the institution correctly.	87%
4	Strives for equality and fairness among faculty members.	90%
5	Tends to use a democratic approach in dealing with faculty members.	78%
6	Is humble and approachable in interactions with faculty members.	87%
7	Distributes trust and respect among faculty members.	87%
8	Exhibits positive behaviors in dealing with faculty members.	98%
9	Works to create a good working environment for faculty members.	97%
10	Has a strong sportsmanship spirit in accepting teamwork among faculty members.	90%
11	Encourages faculty members to engage in scientific teamwork.	97%
12	Has experience in dealing with laws and ministerial regulations.	90%
13	Possesses the ability to understand and correctly apply external changes and overcome them.	78%
14	Has substantial scientific knowledge to manage internal changes in the college.	98%
15	Has alternative solutions for unforeseen crises within and outside the college.	89%
16	Possesses a great imagination for proposing new and updated ideas to solve problems.	82%
17	Encourages organizing workshops and technical courses within the college.	89%
18	Utilizes scientific competencies in the correct places.	92%
19	Has a quick response to urgent situations requiring decisive and rapid decisions.	94%
20	Demonstrates significant ability in strategic planning for effective college management.	80%
21	Possesses a strategic vision for effective institutional management.	87%

Questionnaire Reliability:

The researcher obtained the reliability of the questionnaire using Cronbach's Alpha coefficient by presenting the questionnaire to twenty faculty members, which represented 7% of the research population. Table (4) illustrates this.

No.	Statements	Percentage
1	Enjoys high acceptance among colleagues in the college.	70%
2	Works to achieve organizational justice among faculty members.	77%
3	Creates an effective organizational climate within the institution correctly.	78%
4	Strives for equality and fairness among faculty members.	73%
5	Tends to use a democratic approach in dealing with faculty members.	72%
6	Is humble and approachable in interactions with faculty members.	71%
7	Distributes trust and respect among faculty members.	74%
8	Exhibits positive behaviors in dealing with faculty members.	74%
9	Works to create a good working environment for faculty members.	79%
10	Has a strong sportsmanship spirit in accepting teamwork among faculty members.	71%
11	Encourages faculty members to engage in scientific teamwork.	72%
12	Has experience in dealing with laws and ministerial regulations.	70%
13	Possesses the ability to understand and correctly apply external changes and overcome them.	73%
14	Has substantial scientific knowledge to manage internal changes in the college.	79%
15	Has alternative solutions for unforeseen crises within and outside the college.	75%
16	Possesses a great imagination for proposing new and updated ideas to solve problems.	71%
17	Encourages organizing workshops and technical courses within the college.	72%
18	Utilizes scientific competencies in the correct places.	77%
19	Has a quick response to urgent situations requiring decisive and rapid decisions.	72%
20	Demonstrates significant ability in strategic planning for effective college management.	78%
21	Possesses a strategic vision for effective institutional management.	71%

Exploratory Experiment:

To assess the clarity and difficulty of the statements, the researcher presented the scale to twenty faculty members, representing 7% of the sample, using a random method. All statements were found to be clear and understandable by the exploratory sample.

Application of the Scale:

The definitive version of the scale was administered to a sample of 234 faculty members on Sunday, January 22, 2023, across the three universities. A total of two hundred valid questionnaires were obtained for statistical analysis, after excluding thirty-four invalid forms.

Statistical Methods:

The researcher analyzed the data using the Statistical Package for the Social Sciences (SPSS).

Presentation, Analysis, and Discussion of Results:

- The research objective (to identify the administrative efficiency of academic decision-makers in Colleges of Physical Education and Sports Sciences from the perspective of their faculty members at the universities in Mosul, Tikrit, and Kirkuk) was addressed.
- The researcher calculated the mean and standard deviation for each statement based on the responses from the two hundred faculty members. Table (5) presents these results.

No.	Statements	Mean	Standard Deviation (SD)	Ranking
1	Enjoys high acceptance among colleagues in the college.	2.21	1.654	14
2	Works to achieve organizational justice among faculty members.	3.13	0.954	6
3	Creates an effective organizational climate within the institution correctly.	1.78	2.000	19
4	Strives for equality and fairness among faculty members.	2.11	1.732	16
5	Tends to use a democratic approach in dealing with faculty members.	2.33	1.543	15
6	Is humble and approachable in interactions with faculty members.	2.00	1.982	17
7	Distributes trust and respect among faculty members correctly.	3.34	0.943	5
8	Exhibits positive behaviors in dealing with faculty members.	2.76	1.311	12
9	Works to create a good working environment for faculty members.	1.98	1.999	18
10	Has a strong sportsmanship spirit in accepting teamwork among faculty members.	3.56	0.730	4
11	Encourages faculty members to engage in scientific teamwork.	2.87	1.302	11
12	Has experience in dealing with laws and ministerial regulations.	2.55	1.432	13
13	Possesses the ability to understand and correctly apply external changes and overcome them.	3.75	0.540	3
14	Has substantial scientific knowledge to manage internal changes in the college.	2.96	1.211	10
15	Has alternative solutions for unforeseen crises within and outside the college.	3.00	1.011	9
16	Possesses a great imagination for proposing new and updated ideas to solve problems.	3.87	0.387	2
17	Encourages organizing workshops and technical courses within the college.	1.65	2.001	20
18	Utilizes scientific competencies in the correct places.	1.43	2.070	21
19	Has a quick response to urgent situations requiring decisive and rapid decisions.	3.01	0.995	8
20	Demonstrates significant ability in strategic planning for effective college management.	3.99	0.132	1
21	Possesses a strategic vision for effective institutional management.	3.11	0.987	7
Total		2.751	1.001	

According to Table (5), which shows the means and standard deviations for the "Administrative Efficiency of Academic Decision-Makers" scale, the overall mean for all

statements was 2.751 with a standard deviation of 1.001. Statement (20), "Possesses significant ability in strategic planning for effective college management," ranked first with a mean of 3.99 and a standard deviation of 0.132. This high ranking suggests that academic leaders are seen as having strong strategic planning capabilities, as confirmed by the sample responses.

Ben Ali & Al-Miyali (2020) emphasize that leadership that focuses on both administrative functions and the well-being of employees is crucial for meeting most administrative work requirements¹. Additionally, Statement (16), "Possesses a great imagination for proposing new and updated ideas that help solve problems," ranked second with a mean of 3.87 and a standard deviation of 0.387. The researcher attributes this to the fact that having a broad imagination and vision in developing innovative ideas in modern administration helps in providing solutions to the problems faced by many faculty members. This is supported by Bashir (2004), who noted that academic leaders with a wide imagination can introduce and propose modern ideas that assist in solving the problems faced by colleges and faculty members. Such ideas enable decision-makers to overcome many issues that disrupt the smooth operation of faculty members' duties.² Additionally, Statement (13), "Possesses the ability to understand external changes and utilize them correctly to overcome them," ranked third with a mean of 3.75 and a standard deviation of 0.540. The researcher attributes this to the fact that academic leaders have a clear understanding of both internal and external changes affecting colleges and how these changes impact many of the policies they follow. Ben Khalfan (2013) indicates that academic leaders are aware of the external changes surrounding colleges and their significant impact on internal policies in Iraq. This awareness allows academic leaders to effectively address these changes by studying them appropriately and overcoming their effects on the college's internal variables.³

Additionally, Statement (18), "Works on utilizing scientific competence correctly in the right places," ranked 21st with a mean of 1.43 and a standard deviation of 2.07. The researcher attributes this to the limitations faced by academic leaders in utilizing such competence effectively, as their role is more focused on operational aspects rather than appointments, which fall outside their authority. Imad Uddin (2006) confirms that academic leaders are often unable to employ scientific competence effectively in colleges because the appointment process is more concerned with refining faculty talents rather than the hiring itself, which is beyond the control of universities and colleges. Consequently, this statement ranked lowest based on the sample responses.⁴ The statement (17), which reads "Encourages holding training courses and workshops within the college," received the lowest rank (20) with a mean score of (1.65) and a standard deviation of (2.001). The researcher attributes this to the fact that academic leaders sometimes lack the enthusiasm to organize workshops and provide

¹ Ben Ali, M., & Al-Miyali, N. M. (2020). *Administrative Efficiency in Relation to Psychological Flow and Leadership Effectiveness of Sub-Federation Presidents in Fencing and Volleyball from the Perspective of Their Members*. College of Physical Education and Sports Sciences, University of Karbala, p. 98.

² Bashir, H. (2004). *Professional Development for University Faculty Members*. Al Alam Al Kutub, Cairo, Egypt, p. 41.

³ Ben Khalfan, M. B. (2013). *The Reality of Administrative Efficiency Among Post-Secondary School Principals in South Al Batinah Governorate, Sultanate of Oman*. Master's Thesis, p. 13.

⁴ Khedr, I. (2006). *Measuring the External Efficiency of Private Jordanian Universities Based on Cost Effectiveness*. Doctoral Dissertation, Arab Open University, Jordan, p. 34.

incentives. This is supported by Asil Taher (2020), who noted that decision-makers do not adequately encourage the organization of courses and workshops within the college and lack the motivation to offer scientific and material rewards to faculty members. Consequently, responses to this statement were low.⁵

Conclusions:

- Academic leaders possess significant capability in managing and strategically planning for the effective administration of the college.
- Academic leaders ensure they have a broad imagination for generating innovative and updated ideas related to modern management, which helps in problem-solving.
- Academic leaders are adept at understanding external changes and employing them correctly to overcome challenges.
- Academic leaders encourage faculty members to engage in scientifically sound and disciplined teamwork based on academic vision.

Recommendations:

- There should be a focus on deploying scientific expertise appropriately within Colleges of Physical Education and Sports Sciences.
- Academic leaders should be encouraged to organize training courses and workshops within the college.
- An effective organizational climate that suits the nature of the college should be established.
- A healthy and conducive work environment for faculty members in Colleges of Physical Education and Sports Sciences should be created.

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⁵ **Asil Taher Suleiman:** Evaluating the Efficiency of Administrative Leadership in Some Sports Institutions in Salah al-Din Governorate from the Perspective of Employees, Master's Thesis, Faculty of Physical Education, Tikrit University, 2010, p. 17.

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Appendix (1): Names of the Experts Who Reviewed the Research Scale

#	Name	Title	Specialization	Workplace
1	Rana Turki Mahdi	Prof.	Sports Management	Al-Mustansiriya University - College of Basic Education
2	Othman Mahmoud Shahada	Prof.	Sports Management	University of Diyala - College of Physical Education and Sports Sciences
3	Mohsen Ali Nassef	Prof.	Sports Management	University of Baghdad - College of Physical Education and Sports Sciences
4	Sajad Majid Jaafar	Assoc. Prof.	Sports Management	Al-Qadisiyah University - College of Physical Education and Sports Sciences
5	Thamer Hamad Rajeh	Assoc. Prof.	Sports Management	University of Baghdad - College of Physical Education and Sports Sciences
6	Shaheen Ramzi Rafiq	Assoc. Prof.	Sports Management	University of Kirkuk - College of Physical Education and Sports Sciences
7	Sundus Mousa Jawad	Assoc. Prof.	Sports Management	University of Baghdad - College of Physical Education and Sports Sciences for Girls