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### DESIGN AND APPLICATION OF THE ADMINISTRATIVE ORGANIZATION SCALE ACCORDING TO THE QUALITY OF PUBLIC PERFORMANCE IN THE IRAQI COUNTRY

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#### INTRODUCTION

The tangible development that we are witnessing in the different aspects of life, including the sports field, and responsibly heading to support and develop the scientific side, and in order to implement the plans of sports facilities and their programs, they must be supplemented with administrative elements that promote understanding and digesting responsibilities and their ability to carry out their duties and tasks to the fullest, as no one can An administrative system that achieves the required and set goals for it without performing the elements according to scientific plans and their role in the best way and completing it in a consistent and continuous manner. From here the role of the administrative side and competence appears a pioneering and important role in the direction and follow-up in particular and for all the joints of this aspect in general, including the administrators and those who prepare One of the main pillars of their role in the success of most of the related aspects and their development through upgrading the administrative performance, so the administration is the main engine to know the progress of individuals and perhaps one of the most important pillars of the sports movement, as it works to put the first steps on the road that enables him to become efficient In the future, he may contribute prominently to building the good that reflects the national level and the representation of his country in international and continental forums.

The process of organizing and its different levels that are commensurate with the nature of civilization in addition to its compatibility with the directives of

the programs that are prepared in advance, and with the difference in these programs, their size and tasks, what brings them together is work, as the sports aspects are among the work of these institutions, including the administrative aspect that seeks to achieve the desired goals. During the implementation of the administrative program according to its educational foundations, which is the most important part of its work and duties, the administrative staff is one of the foundations of institutions that seek, through their duties, to rise and progress through the harmony of administrative work with its field applications.

Among the requirements that planning seeks to achieve in all of its duties, there must be components that are commensurate with this work, which is the professional aspect represented by a successful administrative personality, which is the scientific tool that leads to the achievement of goals through real visions that must be applied to the reality of the situation in order to. The work becomes integrated encompassing both theoretical and applied aspects.

The importance of the research lies in shedding light on the optimal use of measures that are concerned with the administrative aspect between planning and knowing the extent of their impact on the level and performance of the administration to improve the administrative process in general and sports education in particular, as well as uncovering the most important problems facing the administrative organization that contribute to developing a therapeutic strategic plan to confront and reduce problems. Also highlight the role of the administrative staff as a leader and an educational planner.

### ***The concept and principles of sports administrative organization***

The sports movement has become in recent times a wide and more widespread and has diversified its institutions and facilities and naming its competitions throughout the year, which requires efficient management, which is one of the most important elements of any body or institution, but rather guarantees its survival and continuity, the sports field is a large field that includes many sports institutions that have a denominator. Joint is sports work in its various directions, requirements, and desired goals. The organization is the external framework for the administrative process, in which the responsibilities and powers that define the supervisors and the implementers in a set of formal relations are defined. After setting goals, plans and policies that aim to achieve the goals, there must be an appropriate organization.

Thus, we find how organizing is one of the administrative processes and one of the basic elements of management, because it is the means by which individuals can work together efficiently, and there are several principles of organization that many researchers in the field mentioned, including:

- The principle of defining the goal: that is, stipulating it directly.
- The principle of unity of purpose: It is based on the knowledge of all employees of the institution goals and participation in achieving them.
- The principle of efficiency: It is based on the study of good organization, which allows achieving the objectives efficiently and with the lowest possible costs and with the available capabilities.

- The principle of division of work and specialization: It is based on the division of labor according to competence and specialization in the sports field.
  - The principle of balance: that is, achieving a balance among the authorities and achieving a balance between the units of organization.
  - The principle of hierarchy of authority: that every president works within the limits of his presidency, so that the organizational process becomes good
- The importance of the administrative organization of sports clubs is evidenced by the interest of these clubs in developing administrative systems and working on planning the management of sports facilities and developing the capabilities of sports training programs in accordance with international requirements and standards, and from this standpoint, it embodies the concepts of improvement and human development.

Football differs from all other sports, due to the great qualitative development it has achieved through it, through which it has known a change in methods and methodologies of training, and this is thanks to the sporting policies, the fun and the great possibilities that are devoted to them by the clubs, which is shown by the good level this game has shown in many countries World (2).

There are many principles that help officials in organizing in order to accomplish the largest amount of work in the optimal use of the available information, capabilities and workers, as there are actions of administrative behavior that the manager carries out such as giving instructions, training workers, educating them, advising them, motivating them, listening to their problems and all that goes into the work. Administration.

***Research and Sample Society***

The research community included football players from the Iraq Premier League, whose number is (300), and the building sample was chosen for the scale by (200) by (15) clubs, which are the clubs participating in the league, and the remainder are the application sample of (60) and the sample percentage was ( 66.6%), with the remainder of the sample of (40) players divided into two groups for the purpose of conducting exploratory experiments, and the correct choice of the research sample is one of the things that the researcher must take into account as it is the part that represents the original community on which the researcher conducts his work and collects His data and information are from a representative sample of the original community, as Table (1) indicates the details of the community and the research sample.

**Table (1)** Shows the number of community members and the research sample distributed according to their portfolios

The number of clubs	research community	Construction sample	percentage	Application sample	Sample surveys	The total ratio

15	300	200	66.6	80	20	100 %
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***Tools and devices used in the research***

In order to reach a solution to the research problem and achieve its objectives, the researcher used the following tools and equipment:

- 1- Questionnaire: The researcher will prepare a questionnaire to determine the fields of the scale as well as the paragraphs, up to the numbers of the scale in its final form.
- 2- Scientific sources and references.
- 3- Personal interviews.
- 4- The International Information Network (the Internet).
- 5- Statistical technical programs (SPSS bag).
- 6- Electronic calculator (Pantium-4).
- 7- Manual calculator.

***Field research procedures***

***Scale preparation procedures***

The current research procedures included preparing the two scales in steps with scientific coordinated steps according to the nature of work, as they were represented by the (administrative organization) scale, in which the conditions and psychometric characteristics such as honesty, consistency and objectivity are met. In order to know its components and the extent of their availability among the members of the research sample, a tool must be used to measure these characteristics or phenomena.

Accordingly, it was arranged that the researcher numbers each component of the scale in relation to the scale and uses some statistical means that are suitable for construction operations so that he is ready for application processes that are comprehensive with regard to some of the variables to be studied, and that the process of preparing any scale must go through accurate scientific steps, including Determine the areas of each scale separately and formulate paragraphs for each area.

***Formulating the paragraphs of the administrative organization scale***

The paragraphs of the administrative organization scale have been formulated as follows:

- 1- With it the researcher determined the formula of the main and sub-paragraphs for each field, and each paragraph of the scale has a scientific connotation that really represents the field itself, as the researcher relied on the following rules in formulating the scale paragraphs:

\* - That the paragraph is clear and expresses one idea, subject to one interpretation.

- \* - Each area of the scale has various and comprehensive paragraphs, and the reason for this diversification is to reduce the respondent's tendency to the first answer.
- \* - That the paragraph is consistent with the nature of its component of the scale.

The means are that the best way to ensure the validity of the paragraphs is for a number of experts to determine their suitability to measure the characteristic for which they were developed is to apply (Ka 2). Based on that, and after the paragraphs of the scale were prepared, where the number of its paragraphs was (23) paragraphs, the researcher presented the scale to a group of experts and specialists in its initial form in the form of a questionnaire questionnaire using the three Likert scale on (18) experts and specialists in the field of management science, organization, testing and measurement, as shown in Table (2).

**Table (2)** shows the degrees of (Ca2) to determine acceptance of items for the scale of administrative Organizatio

<b>N</b>	<b>Statistics</b>	<b>Administrative Organization</b>
1	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
2	Chi-Square	<b>14.22</b>
	Asymp. Sig.	<b>.001</b>
3	Chi-Square	<b>8.097</b>
	Asymp. Sig.	<b>.004</b>
4	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
5	Chi-Square	<b>8.49</b>
	Asymp. Sig.	<b>.004</b>
6	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
7	Chi-Square	<b>14.22</b>
	Asymp. Sig.	<b>.001</b>
8	Chi-Square	<b>8.89</b>
	Asymp. Sig.	<b>.004</b>
9	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
10	Chi-Square	<b>14.22</b>
	Asymp. Sig.	<b>.001</b>
11	Chi-Square	<b>14.22</b>
	Asymp. Sig.	<b>.001</b>
12	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
13	Chi-Square	<b>8.29a</b>
	Asymp. Sig.	<b>.004</b>

<b>N</b>	<b>Statistics</b>	<b>Administrative Organization</b>
14	Chi-Square	<b>2.271a</b>
	Asymp. Sig.	<b>.154</b>
15	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
16	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
17	Chi-Square	<b>14.22</b>
	Asymp. Sig.	<b>.001</b>
18	Chi-Square	<b>1.56</b>
	Asymp. Sig.	<b>.197</b>
19	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
20	Chi-Square	<b>8.79</b>
	Asymp. Sig.	<b>.004</b>
21	Chi-Square	<b>10.88</b>
	Asymp. Sig.	<b>.002</b>
22	Chi-Square	<b>14.22</b>
	Asymp. Sig.	<b>.001</b>
23	Chi-Square	<b>2.29</b>
	Asymp. Sig.	<b>.164</b>

After collecting and unpacking the data, the researcher used the (Ca2) test with a level of significance (0.05) to identify the paragraphs that are valid and those that do not. The results showed the validity of the paragraphs, the scale of administrative organization, with the exception of the following paragraphs and as shown in Table (3) that shows that the paragraphs that do not work (14) - 18 - 23), so that the number of the scale paragraphs is (20).

***Steps to build the administrative organization scale***

One of the most important measures building measures in its scientific side, which is considered "the evidence that the respondent refers to the scale paragraphs. Therefore, the instructions must be taken into account in accordance with their precise concept in order to achieve the final training in its scientific form in order to achieve the purpose of correct scientific research, and according to what experts have confirmed according to the validity of the paragraphs of the regulation scale." The administrator, which became suitable for the purpose of construction and implementation, the researcher distributed

the questionnaire forms to the building sample itself in the Iraqi country, and statistical means were used to determine the validity of construction operations through the results of statistical procedures and as shown in Table () which shows the scientific procedures for building a scale.

First - discriminatory power, a measure of administrative organization: Calculating the strength of distinguishing paragraphs is one of the scientific steps to construct paragraphs scientifically, by arranging the total grades obtained by the researcher from the highest degree to the lowest degree, and then determined the midterm split at (50%), as this percentage achieves the best differentiation between the two groups. In the scale, by dividing the answers on the two equal groups, the coefficient of excellence was calculated for each paragraph of the test using the T-test to test the significance of the difference between the upper and lower group, and the paragraphs were able to differentiate significantly, and Table (3) illustrates that.

**Table (3)** the differential strength of the paragraphs Administrative Organization Scale

The paragraphs	Lower group		Supreme Group		Degree (t)	Indication level
	Mean	standard deviation	Mean	standard deviation		
1	1.130	0.036	2.876	1.304	3.122	0.02
2	1.121	0.082	2.777	1.245	3.460	0.02
3	1.012	0.830	2.897	1.519	3.101	0.03
4	1.011	1.252	2.699	1.507	2.570	0.02
5	1.302	0.231	2.284	1.521	3.011	0.03
6	1.143	0.122	2.949	1.806	2.987	0.03
7	1.121	0.951	2.478	1.221	2.302	0.02
8	1.203	0.278	2.953	1.171	3.427	0.93
9	1.037	0.130	2.728	1.326	2.872	0.02
10	1.430	0.357	2.696	1.301	3.232	0.03
11	1.023	0.193	2.568	1.231	2.371	0.03
12	1.241	1.022	2.787	1.205	2.163	0.03
13	1.523	0.423	2.869	1.114	2.350	0.02
14	1.572	0.139	2.928	1.011	3.432	0.03
15	1.012	1.242	2.665	1.504	2.572	0.02
16	1.305	0.238	2.297	1.524	3.051	0.03
17	1.148	0.125	2.977	1.803	2.989	0.03
18	1.127	0.959	2.493	1.225	2.111	0.02
19	1.208	0.231	2.936	1.172	3.476	0.03
20	1.018	1.224	2.688	1.506	2.543	0.02

Second - the moderate distribution of the scale (administrative organization) In order to identify the extent of the proximity and dimension of the sample's answers and the extent of their natural good distribution, the researcher calculated the torsion coefficient for each paragraph of the scale, and through our observation of Table (4), the standard error values appeared scientifically

proportional and this is an indication of the good normal and moderate distribution of the members of the research sample.

**Table (4)** Shows the standard error of moderation for individual answers Research sample (for administrative organization scale)

The paragraphs	standard deviation	Standard error
1	0.082	<b>0.005</b>
2	1.052	<b>0.071</b>
3	1.192	<b>0.084</b>
4	1.914	<b>0.135</b>
5	1.165	<b>0.082</b>
6	1.442	<b>0.101</b>
7	1.399	<b>0.098</b>
8	1.053	<b>0.074</b>
9	0.424	<b>0.029</b>
10	0.758	<b>0.053</b>
11	0.746	<b>0.052</b>
12	1.028	<b>0.072</b>
13	1.038	<b>0.073</b>
14	0.593	<b>0.041</b>
15	1.594	<b>0.112</b>
16	1.909	<b>0.135</b>
17	1.124	<b>0.079</b>
18	1.248	<b>0.088</b>
19	1.395	<b>0.098</b>
20	<b>1.074</b>	<b>0.075</b>

*Third - internal consistency factor*

Among the applications that show the degree of harmony between the paragraphs is the introduction of the internal consistency coefficient in the analysis of the scale paragraphs, i.e. the calculation of the veracity of the scale paragraphs using the internal criterion B (the total score of the scale) by finding the correlation between the degree of each paragraph and the total degree of the scale. The simple correlation coefficient law of Pearson was used. To extract the correlational relationship between the scores of the sample members of (14) on each paragraph and the total score of the scale, using the statistical bag (spss) and as shown in the tables (4) which shows the results of the correlation coefficient are high and that all the correlation coefficients are statistically significant compared to the level of significance (0.05) With regard to the amount of answers given by individuals of a sample, this means that all the paragraphs of the scale are honest in measuring what they were designed to measure and are consistent with each other to measure the characteristic to be measured.



### *scientific parameters of the scale*

The application of the scientific parameters of the two scales is one of the most important scientific procedures because it gives the complete picture of the test as well as demonstrates the ability of both scales to measure what was prepared for measurement. It also includes the ability of the scale to measure the phenomenon with an acceptable degree of accuracy or with the least possible error and confirms: "Measurement and evaluation is based on scientific foundations. For measurement or testing and has scientific importance in the scientific properties of the scale.

### *Validate the scale*

Truthfulness, which is that the test measures the ability, trait, attitude, or aptitude that the test is designed to measure. That is, it actually measures what it is intended to measure, and the honest test is the test that measures a sufficient degree of The phenomenon that it is designed to measure and does not measure anything else in place of it or in addition to it, and the truthful scale is "the measure that succeeds in measuring what was set for it. Two indicators of truthfulness have been identified, which are content honesty and construct sincerity. They are (validity of content and validity of construction.

### *First: Validate the content*

This type of honesty is achieved through analyzing the content of the scale and determining it based on accurate scientific judgments. Therefore, the researcher prepared a special form in all paragraphs of the scale, the administrative organization, and it was sent to experts and specialists in more than one field of physical education in order to judge the characteristic or phenomenon to be measured. The opinions of the judges and specialists are considered as the benchmarks for testing or measuring.

### *Second: Validity of building the metrics used*

It is intended to analyze the degrees of the scale based on the structure, the characteristic or phenomenon to be measured, or in a specific light. That is, it refers to the "extent by which it is possible to decide that the scale measures a specific theoretical building or a specific characteristic.

The validity of the construction is sometimes called "the sincerity of the concept or the sincerity of the hypothetical formation, and it is considered one of the most appropriate types of validity for building standards because it depends on the empirical investigation of the extent to which the scores of the paragraphs match the characteristic, phenomenon or concept to be measured.

A- Halftone segmentation:

The aim of the analysis of the scale paragraphs is to know the strength of the cohesion of the paragraphs among them according to the quality of the test, through the analysis between the paragraphs, and the discriminatory force means the ability of the paragraph to distinguish between the upper grades and

the lower grades in relation to the characteristic that the paragraph measures. The indicator when the discriminatory strength of the paragraphs was calculated using the half-segmentation method on the research sample members in all the measures that were used.

B- The internal consistency of the organizational culture scale and knowledge management scale.

"Internal consistency refers to the extent of homogeneity of the paragraphs in its scale of the characteristic as the total sum of the scale is considered as spoken measurements to measure the characteristic or phenomenon through its correlation with the scores of the sample on the paragraphs, and then the link of the paragraph with the total score of the scale" means that the paragraph measures the same concept that the total score measures. The researcher used this indicator when extracting correlation coefficients for the grade of each paragraph with the total score for each scale from the scale that was used.

### *Scale Stability*

Consistency is the accuracy of measurement and its non-contradiction with the results scientifically, and its consistency indicates to us the reliability of the results of individuals. The term consistency refers to stability in the results of the measuring tool. The fixed measurement is the one that gives the same result if it is applied to the individuals themselves under the same conditions and circumstances. Important psychometric properties of the scale. The aim of the reliability calculation is to estimate errors, the measurement and suggest methods to reduce these errors, and to verify the reliability of the measurement, the researcher used to extract the reliability through: (Fakronbach parameter) for all the three scale that were used through the researcher's reliance on data and results. The building sample of (200) players, as well as the results of the main experiment in extracting the results of stability, as the Statistical Bag for Social Sciences (SPSS) was used and when extracting the stability coefficient, the Fakronbach scores were between (0.87-0.91), which are highly scientifically significant scores that can be adopted. In their scientific form, they are scores that clearly indicate an estimate of the test's stability, and as shown in Table (5), which shows the results of the test reliability.

**Table (5)** The Cronbach's Alpha Coefficient of Test Reliability indicates the scale used under study

<b>Reliability Statistics</b>			
<b>Cronbach's Alpha<sup>a</sup></b>		<b>Sig</b>	<b>N of Items</b>
<b>Administrative organization scale</b>	<b>0.92</b>	<b>.001</b>	<b>1</b>

Table (5) shows the amount of scores obtained by the researcher during the application of Fakronbach, which amounted to (0.92), which are high-level scientifically significant grades that can be adopted in their scientific form, which clearly indicate the assessment of the test's reliability.

***Objectivity***

Objectivity means that the test does not affect the change of judges, and that the test gives the same results regardless of the test’s evaluation. This means that autonomy is excluded, as the lower the subjective judgments, the greater the objectivity of the test.

Likewise, objectivity means "freedom from bias, and that the provisions of the test are not affected by the subjectivity of the arbitrators or correctors, as it is related to the method of correction more than it is related to the test itself, and to ensure the objectivity of the standards during most of the results of statistical analysis, the most important of which is the degree of stability of the test that appeared at a high level, so the measurement is objective," he stressed The reliability of the test, if it indicated a high degree higher than (0.75), which indicates a scientifically high percentage, so the test or measurement is objective. "

3-6 The final form of the measures used under study:  
 After completing the procedures for the implementation of the construction process of the standards in its final form, and through the statistical analysis operations conducted by the researcher for the measures paragraphs and other procedures established in the construction stages, as well as ensuring the consistency, honesty and objectivity.  
 The scales have become ready in terms of the scientific aspect and can be applied to the main sample that was or consisted of (80) players.

***Key Experience***

After the scale is ready for application, the researcher, together with the assistant work team, proceed to apply the scale for the period

4/31/2021 on the application sample consisting of (80) players from the research community who were represented in the Premier League players from the country, Iraq.

**statistical methods**

The researcher used the statistical software package for the social sciences (SPSS) to extract the results of the current research, which are:

- 1- The Ca2 test.
- 2- The arithmetic mean.
- 3- Standard deviation.
- 4- The standard law of error.
- 5- Pearson correlation coefficient.
- 6- Coefficient of torsion.
- 7- The Bach Alpha Law.
- 8- Law (t) for correlated samples.
- 9- Law (t) for one sample.

**Presentation, analysis and discussion of the results of the administrative organization scale.**

**Table (6)** It shows the statistical means for the measure of administrative organization among the members of the research sample

One-Sample Test					
Variables	Arithmetic mean	standard deviation	Median	skewness	Standard error
Administrative regulation	41.250	10.851	41.111	0.038	1.213
Degree of freedom	79				
Indication level	0.05				

It is evident from table () that the statistical means of the scale of administrative organization among the members of the research sample are statistically significant at the level (0.05), with an arithmetic mean (41,250) and a standard deviation (10.851). This indicates what indicates the moderation of the research sample, and since the standard error of the scale is (1.213), this indicates the strength of confidence in those data that were included in the study.

The researcher also sees that there are a number of things that have contributed to the spread of such negative phenomena among athletes, which is the absence of aspects such as tournaments by federations or real-time to limit the negative aspects that appear during the course of matches and is one of the most important aspects that limit this phenomenon.

He pointed out (3) that sports riots are attributed to the failure of the federations in dealing with matters, and thus sports federations contribute in one way or another to the high level of sports violence as a result of some inconclusive practices in taking decisions to address matters before their exacerbation and to take appropriate penalties in a timely manner against everyone Commits a violation.

The researcher also noticed the absence of the simplest indicative elements by the administrative bodies, even the existence of a list or poster showing the walls of the stadiums that provide for the awareness of the players or fans at the same time

As shown (4), which showed that the use of administrative methods before competitions limits the occurrence of the phenomenon of stadium riots, and which also recommended taking into account the necessary administrative means, especially the issuance of legal regulations against the perpetrators of the phenomenon and writing it in clear handwriting on entry tickets to the stadiums, and providing surveillance and visualization cameras for several places. In the stadiums to diagnose rioters, and the selection of influential elements to lead the fans by the administrative bodies of clubs is an effective way to reduce the phenomenon of riots. And seeking assistance from administrative specialists and security agencies, determining the specifications and characteristics of referees, and raising the level of efficiency of arbitration are means that help reduce this phenomenon

**Table (7)** The significance of the differences of the administrative organization scale among the members of the research sample

Statistics-T-Test				
Variables	Arithmetic mean	standard deviation	) t(	Indication 0.05
<b>Administrative regulation</b>	<b>41.250</b>	<b>10.851</b>	<b>33.999</b>	0.000
<b>Degree of freedom</b>	79			
<b>Indication level</b>	00.05			

It is evident from Table (7) that there are statistically significant differences in the scale of administrative organization among the research sample, as the calculated value of (t) (33.999) is higher than the tabular value of (t) (1.658) at the level of significance 0.05 and the significance value (0.00), which indicates the existence of Statistically significant differences in the degrees of administrative organization.

The researcher believes that the administrative, security and media means play a fundamental role in reducing the phenomenon of riots in football stadiums by developing appropriate preventive methods, plans and administrative procedures, and planning for stadium security has become an imperative and this is done by taking the necessary measures to secure them, especially in

football stadiums, and educating the public about the concept of spirit Sports, which everyone should adhere to, and spreading the sports culture, which is among the tasks and duties of media institutions. It has become necessary to find preventive security methods and methods that are compatible with all circumstances and variables in a manner that enables the security services to perform their role effectively and professionally to ensure the preservation of the security and safety of people and property before, during and after sports competitions and competitions. In this context, attention must be drawn to the fact that confronting riots in the stadiums is one of the priorities of the men who specialize in that task (5).

## **CONCLUSIONS**

The researcher concludes in the light of the results reached that the administrative aspect is applied

- 1- The scale of the administrative organization is consistent with the nature of work according to the quality of sports performance in the Iraqi country.
- 2- Achieving high level ratios during the application process for the cadres specialized in this aspect.

## **RECOMMENDATIONS**

- 1- Adopting the scale as an organizational tool that enhances successful administrative work.
- 2- The necessity of a similar study regarding other administrative aspects to develop administrative work in an orderly manner.
- 3- Linking the administrative aspects within the field of planning as it is the most important aspect in implementation processes.

### ***Financial disclosure***

There is no financial disclosure.

### ***Conflict of interest***

None to declare.

### ***Ethical Clearance***

All experimental protocols were approved under the Directorate of Education Thi-Qar and all experiments were carried out in accordance with approved guidelines.

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