



The reality of sustainable development in the administrative performance of youth and sports forum directors from the perspective of employees

Raad Jaleel Abd¹, Bidaya Kilan²

^{1,2} University of Baghdad, College of physical Education and Sport Sciences

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Abstract

Purpose of the research was to determine sustainable development degree in besiege youth and sports from performance level of directors' forum about employee's perspective according to Baghdad. A case study was adopted on a randomly selected sample of 316 (28.546% of the original calculation) members of the population that are working officially in the digit youth and sport forum staff in Baghdad for employees ' year represented workers employed officially to its affiliates in 2023. They are located within an overall 1,107 members of staff spread across three forums and constitute the focus of the research problem. A minority exploratory sample of 9 subjects, that represented 0.813% of the original population was also randomly selected. Sustainable development scale on administrative performance was used by this study to collect data and SPSS for conducting the survey. From the employees' perspective, it is shown that directors of youth and sports forum have an acceptable level on sustainable development administrative performance along with high technical proficiency and quality productivity that contribute to the sustainability performance. However, the constant monitoring is determinative for closer employees' wants from better collecting data and sincere information production from the different sources with several measurement instruments. The Ministry of Youth and Sport should also involve forum directors in the capital, Baghdad to benefit from training courses aimed at spreading sustainable development among their forums.

Keywords: Sustainable development for management performance, youth and sports forum managers.

¹ University of Baghdad, College of physical Education and Sport Sciences.
raad.abd2104p@cope.uobaghdad.edu.iq

² University of Baghdad, College of physical Education and Sport Sciences.



Introduction

The urgent of the basic generalizations of success in managing different activities of forums young and sports as an integral volume is necessary to ensure that results are aimed at satisfaction with customer service from the administration throughout its various fields, thus ensuring a good reputation at local and international levels. Through the researcher's review of numerous sources and studies, as well as the findings of available academic research in this regard, the importance and necessity of sustainable development for the administrative performance of youth and sports forum directors became evident. This development is essential for them to confront the strengths, weaknesses, and challenges imposed by various changes, thereby maintaining the continuity of operations and ensuring their advancement within these forums.

It is posited that "the increase in the level of effectiveness of sustainable development for the administrative performance of the administrative formation is an indicator of the successful management of its operations, ensuring the achievement of its vision and mission, as well as an indicator of the soundness of its plans and the attainment of its objectives with ease." (Armstrong, 2014, p. 167) Furthermore, "administrative formations need to elevate the levels of administrative performance among their members to enable them to excel and surpass in competition, which adds to their responsibilities in developing their human resources in accordance with the developments in administrative work and administrative culture, within the framework of focusing on duties to achieve leadership and excellence in administrative work that benefits these administrative formations." (Saad, 2016, p. 133)

Additionally, "any purposeful human activity requires management to lead its activities and direct them in the right direction. The human element is the primary determinant of administrative work, as evidenced by the modern perspective on management, which emphasizes that it is a comprehensive human process related to planning, organizing, decision-making, communication, human relations, and monitoring the efforts of individuals within a specific administrative formation to achieve a set of desired goals efficiently and effectively." (Ramadan and Khadija, 2016, p. 198)

Through their review of various sources and studies, as well as conducting numerous interviews with experts and specialists, the researchers noted the necessity of delving into a study that would contribute to enhancing the level of administrative work in youth and sports forums in Baghdad. This necessitates an examination of the components of their management related to the topic of sustainable development for the administrative performance of these administrative leaders, which, to the best of the researchers' knowledge, has not been studied



within the field of sports management. Thus, they aim to define the research problem through the questions that they may address in their study.

Research Objective: To identify the level of sustainable development of the administrative performance of youth and sports forum directors from the perspective of employees in Baghdad.

Methodology

The requirements for addressing the current study problem necessitated the adoption of a descriptive research methodology, which is defined as "the methodology that describes a phenomenon according to a specific research plan that includes the description of phenomena, the collection of facts and information about them, the evaluation of these phenomena in light of what they ought to be, and in accordance with more appropriate standards, as well as proposing the steps that should be taken." (Majdi, 2019, p. 208)

Research Community and Sample

The boundaries of the research community consist of the members of the Youth and Sports Forums working in the capital, Baghdad, who are continuing their official duties for the year (2023) and are engaged in their professional roles within these administrative formations, totaling (1107) individuals. This selection is justified by their status as the community of the phenomenon under investigation in the research problem itself. A primary research sample was randomly selected from this group, comprising (316) individuals, representing (28.546%) of the original community. Additionally, an exploratory sample was randomly selected, consisting of (9) individuals, accounting for (0.813%) of the original community.

Measurement and Procedures

The scale developed by (Raad, 2023) was utilized to measure the sustainable development of the administrative performance of the directors of the Youth and Sports Forums, the structure of which is illustrated in Table (1):

Table 1. *The Structure of the Sustainable Development Scale for Administrative Performance among Directors of Youth and Sports Forums*

The Five Domains of the Scale	Number of Items	Response Alternatives for the Items	Scoring Key	Total Score Range	Hypothetical Mean
Effective Coordination and Teamwork	7	Always Agree, Sometimes Agree, Never Agree	3, 2, 1	7–21	14



Technical Competence and Quality of Performance	7			7–21	14
Initiative and Creativity	7			7–21	14
Time Management	7			7–21	14
Continuous Evaluation	7			7–21	14
Total	35	3	3	35–105	70

The scale includes four (4) instructional guidelines to facilitate and clarify the response process.

It is a measure that possesses scientific foundations and methodologies, as it was constructed based on the community itself and has not been in existence for more than six months. As detailed in Appendix (1), the researcher conducted a preliminary trial on a sample of ten individuals, although there is nothing noteworthy from this trial. Subsequently, the researcher sought to survey the opinions of a specified sample of 316 individuals, represented by employees in the youth and sports forums in the capital, Baghdad, at their respective forum locations. This was facilitated by the availability of the sample within these forums, allowing for the main survey to be conducted both collectively and individually using the research scale, with the assistance of a support team. This survey continued at the youth and sports forums in Baghdad from Sunday, October 22, 2023, to Thursday, November 16, 2023. After each respondent completed their answers, the paper forms of the two scales were collected. The researchers then proceeded with the following steps:

- The weight score for each item corresponding to the selected alternative was calculated using the specific correction key for the items.
- The scores of the item weights were aggregated separately to determine the total score for the domain and the overall score for the scale obtained by each respondent.
- The data from the scale were tabulated in specific paper forms in preparation for statistical processing.

Upon completion of these procedures, the results were analyzed using the Statistical Package for the Social Sciences (SPSS) version V26, calculating the percentage values, mean, standard deviation, and conducting a one-sample t-test.

Total score for the scale = Number of items in the scale × Highest weight in the alternatives of the items

Total score for the domain = Number of items in the specified domain × Highest weight in the alternatives of the items

Sum of weights of the alternatives

Hypothetical mean = _____ × Number of items

Number of alternatives

Result

Table 2. Statistical Indicators for Comparing the Arithmetic Mean with the Hypothetical Mean of the Sustainable Development Scale for Administrative Performance among Directors of Youth and Sports Forums in Baghdad

Number of Participants	Number of Items	Total Score	Hypothetical Mean	Arithmetic Mean	Standard Deviation	Mean Difference	(t)	(Sig)
316	35	105	70	83.94	4.342	13.94	57.065	0.000

The difference is significant as long as (Sig) < (0.05) at the degree of freedom (n – 1 = 315) and the significance level of (0.05). The unit of measurement is the score.

Table 3. Statistical Indicators for Comparing the Arithmetic Mean with the Hypothetical Mean for Each Domain of the Sustainable Development Scale for Administrative Performance among Directors of Youth and Sports Forums in Baghdad

Scale Domains	Number of Items	Total Score for the Domain	Hypothetical Mean	Arithmetic Mean	Standard Deviation	Mean Difference	(t)	(Sig)	Rank
Effective Coordination and Teamwork	7	21	14	16.84	1.047	2.83	48.132	0.000	Third
Technical Competence and Quality of Performance	7	21	14	18.96	1.465	4.96	60.153	0.000	First
Initiative and Creativity	7	21	14	15.87	0.989	1.87	33.542	0.000	Fourth
Time Management	7	21	14	17.23	1.028	3.23	55.944	0.000	Second
Continuous Evaluation	7	21	14	15.04	1.520	1.04	12.216	0.000	Fifth

The statistical difference is significant as long as (Sig) < (0.05) at the degree of freedom (n – 1 = 315) and significance level (0.05). The unit of measurement is the score.

Discussing



The results presented in Table (2) of the Sustainable Development Scale for the administrative performance of the directors of youth and sports forums in Baghdad, in its overall score, indicate an acceptable positive level of the measured phenomenon among the directors from the perspective of the employees in these forums. Furthermore, the results from the domains outlined in Table (3) reveal that the responses regarding technical efficiency and quality of performance ranked first among the other domains, based on the differences observed when comparing the hypothetical mean with the arithmetic mean for each domain, thereby representing a strength in this scale. The researcher attributes these results to the employees' satisfaction with the director's mastery of the knowledge, procedures, and methods associated with the type of activities and specific events, which enable him to possess skills that distinguish him from others in executing his specific functions. This, in turn, supports the ability to achieve the forum's set objectives with limited human and material resources and with good performance to attain accomplishments. Additionally, the researcher notes that the responses from the employees in the sample were inclined to consistently support the director's new ideas for implementation through modern methods, contributing to the improvement of the forum's service quality to enhance its competitive advantage, in accordance with the quality management criteria aimed at improving the forum's performance by developing comprehensive quality management systems across its various formations. Moreover, there is a focus on the efficiency of operational processes related to enhancing the forum's performance and supporting the development of the employees' diverse capabilities in executing the annual plan for the forum, which underscores the critical importance of technical efficiency and quality of performance in achieving sustainable development in administrative performance.

It is noted that "the effectiveness of individuals in accomplishing the tasks assigned to them depends on the frameworks of sustainable development for the administrative performance of the organizational structure, relying on increased interaction and equitable distribution of tasks, and organizing the employees' awareness of their duties and those of their peers in a clear and periodic manner characterized by an atmosphere of fairness, thereby stimulating factors that lead to success in the assigned administrative structure." (Armstrong, 2012, p. 143)

Furthermore, "today's officials face a challenging task in making decisions within increasingly complex and turbulent environments, and the consideration of sound planning for any decision primarily depends on the accuracy and credibility of the information. The efficiency of decision-making relies on the accuracy of the information that reaches the leadership of the organizational structure, each according to their level, necessitating that decision-makers verify this information while obtaining it from more than one source." (Drucker, 2005, p. 164).



The administrative process in which priorities are established, strategies are formulated, programs are developed, and policies are delineated governs the behavior of the institution in utilizing various material and human resources to achieve its objectives (Mahmoud, 2012, pp. 10-11). The results pertaining to the area of weakness in this measure have emerged in the domain of continuous evaluation, despite this level being accepted for exceeding the hypothetical level of the measure, which ranked fifth among the other domains based on the differences observed when comparing the hypothetical mean with the arithmetic mean of each domain. The researcher attributes the emergence of these results to the fact that the opinions of the employees underscored the necessity for managers to master the methodological processes that require the collection of objective data and truthful information from multiple sources using diverse measurement tools in light of specific objectives, with the aim of arriving at quantitative estimates and qualitative evidence upon which judgments or appropriate decisions can be made. Furthermore, the research attributes the emergence of these results to the tendency of the responses from the sample individuals to reflect a concern for the manager's commitment to rewarding high-performing employees and holding all employees accountable fairly, as well as the need for an objective mechanism for the continuous evaluation of employees' achievements in the forum by accurately documenting complete information prior to their assessment, thereby ensuring that performance evaluations are conducted independently of personal relationships. Additionally, there is a need for the manager to provide employees in the forum with opportunities to contest evaluations when they perceive them as unjust.

It is evident that "the manager's need for information arises early, beginning with the initial signs of a problem, in addition to the upper management's initiation of investigation and exploration for the existence of a specific malfunction or issue. This matter cannot be resolved with certainty without the provision and analysis of data. It is important to emphasize that generating alternatives is not a subsequent step to identifying and diagnosing the problem, but rather a concurrent step that runs alongside it" (Basem, 2010, p. 62).

Furthermore, "performance evaluation is an event that occurs once a year; however, performance management is a continuous dynamic process. Each component of the system, such as training, evaluation, and rewards, is integrated and interconnected to achieve a primary goal of ongoing organizational effectiveness. In performance management, the efforts of all employees must be directed towards achieving strategic objectives. If an employee needs to improve their skills, training becomes a necessity to achieve that. With performance management systems, training is directed towards achieving organizational effectiveness. Additionally, compensation and performance are directly linked to achieving organizational goals, and employees who meet the required expectations in the pursuit of these goals are rewarded" (Sphr & Mondy, 2010, p. 238).



Moreover, "recognizing the value of an individual's contributions and satisfying their need for esteem is essential. There must be acknowledgment of the rights of those who exert effort, master performance, and demonstrate dedication to their work, encouraging and motivating them to continue their creativity and commitment to ongoing progress and growth" (Kines & Others, 2011, p. 641).

Thus, addressing the strengths and weaknesses in managerial performance necessitates continuous evaluation to identify them in order to confront weaknesses and support strengths through administrative technical methods in accordance with sustainable development. This evaluation, by its nature, requires strategies characterized by objectivity and precision, which the forum manager must possess and adhere to strictly scientific principles for its optimal application.

Appendix

Appendix 1. *Sustainable Development Scale for Administrative Performance among Directors of Youth and Sports Forums from the Perspective of Employees in Baghdad*

First: Effective Coordination and Teamwork

No.	Item	Always Agree	Sometimes Agree	Never Agree
1	The director believes in consulting with employees before making any decision in the forum.			
2	The director encourages employees in the forum to work collaboratively to accomplish their tasks.			
3	The director ensures that all employees' opinions are included when formulating the forum's policy.			
4	The director avoids overlapping authorities before making decisions in the forum.			
5	The director discusses decisions with employees based on the most suitable alternative for solving problems in the forum.			
6	The director holds formal meetings with employees to deliberate decision-making.			
7	The director uses fair methods with employees when applying regulations.			



Second: Technical Competence and Quality of Performance

No.	Item	Always Agree	Sometimes Agree	Never Agree
1	The director supports new ideas for implementation using modern methods.			
2	The director contributes to improving the quality of the forum's services to enhance its competitive advantage.			
3	The director adheres to quality management standards to improve the forum's performance.			
4	The director rewards employees in the forum based on outstanding performance.			
5	The director pays attention to the efficiency of operational processes related to improving the forum's performance.			
6	The director develops total quality management systems across the forum's different units.			
7	The director supports the development of employees' various capabilities in implementing the forum's annual plan.			

Third: Initiative and Creativity

No.	Item	Always Agree	Sometimes Agree	Never Agree
1	The director trusts employees' abilities and their capacity for innovation and modernization in managing the forum.			
2	The director is concerned with coordinating initiatives among the forum's departments.			
3	The director encourages employees in the forum to be creative.			
4	The director provides employees with the necessary resources for renewal and change.			
5	The director ensures that employees establish lawful working relationships with other forums.			



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No.	Item	Always Agree	Sometimes Agree	Never Agree
6	The director urges employees to benefit from the scientific resources available in the forum's library.			
7	The director possesses the qualifications needed to identify talented employees in the forum.			

Fourth: Time Management

No.	Item	Always Agree	Sometimes Agree	Never Agree
1	The director develops a well-designed plan to utilize time efficiently when implementing the forum's programs.			
2	The forum director adheres strictly to scheduled appointments.			
3	The director issues instructions to employees to reduce time wastage.			
4	The director improves the alignment between program execution and the time allocated for it.			
5	The director monitors the forum's work according to an organized timeline.			
6	The director is concerned with improving time-management methods to provide better services in the forum.			
7	The director uses specific criteria to evaluate employees' time management.			

Fifth: Continuous Evaluation

No.	Item	Always Agree	Sometimes Agree	Never Agree
1	The director is keen on rewarding high-performing employees.			
2	The director holds all employees in the forum accountable fairly.			



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No.	Item	Always Agree	Sometimes Agree	Never Agree
3	The director completes the performance evaluation process objectively and away from personal relationships.			
4	The director ensures the accurate documentation of all relevant information before evaluating employees.			
5	The director follows an objective mechanism for the continuous evaluation of employees' achievements.			
6	The director conducts a comprehensive evaluation of all proposed alternatives related to the forum's work programs.			
7	The director provides employees with opportunities to appeal evaluations if they feel they are unfair.			



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