

Organizational Structure and its Relationship with the Administrative and Technical Performance of the University of Kirkuk's Student Activities Department.

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Abstract

The study aims to identify the reality of the organizational structure, administrative and technical performance, and the relationship between the organizational structure and the administrative and technical performance of the Student Activities Department in the Colleges of Physical Education and Sports Sciences at the University of Kirkuk (henceforth SAD-COPE-UOK). The researcher used a descriptive approach (survey) for this purpose. The sample was selected intentionally represented by the head and members of the (SAD-COPE-UOK) using a comprehensive inventory method. The study population consisted of (43) individuals—thus, the total number of participants in the basic sample was (43), representing (100%) of the study population. The study was implemented from 1/10/2018 to 1/12/2019. The most important results of the study were the deficiencies in the organizational structure of the (SAD-UOK), which showed that there is a strong positive (significant) relationship between the organizational structure and the administrative and technical performance of the student activities department. One of the most important recommendations of this study is to develop an organizational structure of the (SAD) by defining the terms of reference and responsibilities and giving employees more power to make important decisions. Conducting similar studies on the organizational structure and its relationship with administrative and technical performance in Iraqi universities is also recommended.

1- Research introduction and importance

Administration is an important science in many areas of life and has become increasingly important in peoples' lives. It has emerged as an important means of organizing the efforts of individuals and exchanging benefits. Administration is practiced today at the organizational level in various fields. It is a practice that must be present in any facility or company—whether industrial, commercial, or service—and in all institutions. It also contributes to developing peoples' wealth and achieving success for any institution.

The success of any institution depends on creating a suitable work environment as well as achieving high degrees of harmonization between its organizational structure and its goals. The efficiency of the workers and the financial resources also play an important role. Without an appropriate organizational structure based on scientific research, the organizational process becomes chaotic (6: 125). The design of the organizational structure and the definitions of organizational specialization and of employees' tasks should be based on an approach that has been determined according to discussions with organization leaders and employees. This is done by conducting in-depth interviews with members of senior management, officials, and employees of the organization and discussing the work performed in the organization, as well as possibilities for improvement (9:122).

The university is a service institution that works to achieve its goals to serve the community. It does this by achieving high levels of administrative and technical performance for its employees at various administrative and technical levels, taking care of them and treating them as important human resources, and helping them develop their capabilities and exploiting their energy and creativity.

The present study's importance lies in the necessity of applying organizational structures of all kinds according to the needs of the institution for improving the performance of workers.

The sports institution's organizational structure is defined as the organizational roles and relations between them in terms of the communication, authority, workflow, responsibility, organizational units, specialization, vertical and horizontal relations, analysis, and management related to both formal and informal organizations. The organizational structure uses an organizational map that shows the relationships among departments and the different administrative levels, as well as the line authority (125: 6).

This encouraged the researcher to address the study problem related to the organizational chart and its relationship with administrative and technical performance. The researcher tackles this problem by identifying the insufficiency in its structure because the number of employees in the student activities department is not commensurate with the size of the tasks and tasks assigned to them. Moreover, their tasks and work are not determined according to the organizational structure of the (SAD-UOK).

This is confirmed in the studies of Moataz Mustafa Abdel-Gawad (2004) (10), Karim Muhammad al-Hakim (2005) (7), and Muhammad Ibrahim Sharafi (2007) (8), who showed that there are obstacles that prevent effective organizing in various sports institutions (the Egyptian Badminton Federation, The General Administration of Youth Care at Alexandria University, and the Supreme Council of Universities). Such previous research has emphasized that there is no specific organizational structure shared by departments, branches, and tasks for each job level. Previous research has also described the development of the organizational structures of various sports institutions by defining specializations and responsibilities.

The present study aims to identify the state of organizational structure and administrative and technical performance in the (SAD-UOK). It also examines the relationship between the organizational chart and the administrative and technical performance of this department.

2-Research methodology: The researcher used a descriptive approach (survey method), owing to its suitability to the nature of the present research.

Research sample and community

The sample was selected intentionally represented by the head and members of the (SAD-COPE-UOK) using a comprehensive inventory method. The study sample comprised (43) individuals representing (100%) of the total study community. The pilot study sample consisted of (15) individuals who were randomly tested from outside the study community.

Sources of data and information collecting

The researcher designed the questionnaire based on the following procedures:

- The scientific references and the results of previous studies related to the research topic in the field of sports management and administration were assessed.
- The two axes of the questionnaire form were developed and presented to a group of experts and academics, totaling (5) experts with experience in the field of sports management, which were totally approved.
- The questionnaire form dealing with the two sections of the study was prepared. The first axis dealt with the organizational structure, and the second dealt with performance and included administrative and technical performance.

In total, (63) form paragraphs were distributed among the two axes of the study. Table (1) shows the form paragraphs that were totally approved.

Table (1).Form paragraphs

Axis	Field	Items fo .oN
organizational structure	organizational structure	24
performance	administrative	20
	Technical	19
Total number		63

First:validity

a-Face validity:The questionnaire form, with all its contents (axes and paragraphs), was validated by (5) experts in the field of sports management.

b-Internal consistency:The validity of the internal consistency (the correlation coefficient) was used to indicate the homogeneity of the axes and their related paragraphs. Table (2) shows the correlation coefficient for each paragraph with the total number of axes to which it belongs.

Table (2). Correlation coefficients between paragraph degrees and the degrees of the axes to which they belong (n=15)

The questionnaire form axes													
First axes						Second axes							
paragraph	correlation coefficient	paragraph	correlation coefficient	paragraph	correlation coefficient	Paragraph	correlation coefficient	1 paragraph	correlation coefficient	paragraph	correlation coefficient	paragraph	correlation coefficient
1	0.781	11	0.577	21	0.701	25	0.716	35	0.750	45	0.697	55	0.639
2	0.921	12	0.667	22	0.983	26	0.669	36	0.943	46	0.591	56	0.771
3	0.884	13	0.753	23	0.618	27	0.716	37	0.929	47	0.716	57	0.634
4	0.757	14	0.640	24	0.702	28	0.827	38	0.969	48	0.737	58	0.640
5	0.807	15	0.759			29	0.652	39	0.952	49	0.640	59	0.618
6	0.806	16	0.637			30	0.966	40	0.952	50	0.627	60	0.985
7	0.653	17	0.540			31	0.807	41	0.692	51	0.859	61	0.817
8	0.738	18	0.819			32	0.750	42	0.724	52	0.819	62	0.618
9	0.807	19	0.577			33	0.620	43	0.640	53	0.789	63	0.702
10	0.829	20	0.831			34	0.630	44	0.704	54	0.634		

0.497 sig. At 0.05=

Table (2) shows that paragraph correlation coefficients ranged between (0.5770) and(0.969). These values are significant at the level of 0.05, which confirms that the paragraphs belong to each axis.

Table (3)
Correlation coefficients between axes and questionnaire total degree (n =15)

No.	Section	Correlation coefficient
1	Organizational structure	0.921
2	The administrative and technical performance	0.891

Table (3) shows that the correlation coefficient ranged between (0.891)and(0.921), confirming significance at the level of 0.05 and indicating a high level of correlation between axes.

Forth: Questionnaire internal consistency:

To measure the internal consistency of the questionnaire’s performance, the researcher used Cronbach’s alpha to ensure the stability of the study’s performance on an exploratory sample consisting of (15) participants outside the study sample. The table shows the parameters of the form’s stability parameters. Table (4). Cronbach’s alpha coefficient for all questionnaire form sections (n=15)

No.	Axes	No. of paragraphs	Cronbach’s alpha coefficient
1	Organizational structure	24	0.83
2	Administrative and technical performance	39	0.80

Fifth: The Questionnaire Form Application:

The researcher applied the questionnaire form to the study sample, which contained (43)people. The researcher distributed the forms and processed the data statistically after the questionnaires were completed.

- Presenting and discussing the results: 3

Table (5). Arithmetic mean, standard deviation, and levels of organizational structure and administrative and technical performance

axes 1 : organizational structure		Arithmetic mean	Standard deviation	Level
1	There is an organizational structure for the (SAD).	1.76	0.42	medium
2	The organizational structure of the(SAD) defines the lines of authority and responsibility.	1.72	0.45	medium
3	The organizational structure helps define the specializations and responsibilities.	1.72	0.45	medium
4	The organizational structure takes into account the human capabilities in the Sport University Department	1.67	0.47	medium
5	The (SAD) suffers from having few employees.	1.72	0.55	medium
6	The organizational structure has three administrative levels.	1.69	0.51	medium
7	The organizational structure corresponds with the actual division of jobs in the(SAD).	1.72	0.72	medium

8	The organizational structure of the (SAD) is shown on a closed organization chart.	1.73	0.44	medium
9	Jobs are divided in a way that ensures the achievement of the objectives of the (SAD).	1.65	0.48	medium
10	Tasks and jobs are distributed in a way that ensures optimal employment for the staff of the (SAD.)	1.74	0.44	medium
11	The tasks and jobs of employees are specific and clear to all.	1.69	0.46	medium
12	The number of employees in the (SAD) corresponds with the size of the tasks assigned to them.	1.69	0.46	medium
13	The distribution of required tasks corresponds with the capabilities of the (SAD) staff.	1.69	0.46	medium
14	There is equity in the division of tasks between (SAD) employees.	1.69	0.46	medium
15	The previous experiences of workers are taken into account when distributing tasks within the (SAD).	1.69	0.46	medium
16	The specific number of tasks should be available to employees of the (SAD).	1.69	0.46	medium
17	Supervisors' tasks should be clear.	1.72	0.55	medium
18	The number of supervisors should correspond with the number of employees.	1.74	0.44	medium
19	There are many supervisors on the (SAD).	1.74	0.44	medium
20	The supervision method used helps to achieve the goals of the (SAD).	1.74	0.44	medium
21	Supervisors use their authority over the employees too much.	1.72	0.45	medium
22	The supervision method used promotes teamwork.	1.72	0.45	medium
23	The supervision method used promotes competition between workers.	1.72	0.50	medium
24	The supervision method is appropriate to the type of work.	1.74	0.44	Medium
Axis 2: Administrative and technical performance		Arithmetic	Standard deviation	Level
First: Administrative performance				
25	Make a plan for the (SAD) in accordance with the ministry's instructions.	1.97	0.63	Medium
26	Allow employees to list ideas for developing department work.	2.00	0.61	Medium
27	Follow up on all colleges' activities.	1.97	0.51	Medium
28	Interested in forming committees to implement all plans.	2.13	0.55	Medium
29	Get someone to manage tasks when he is absent.	2.02	0.67	Medium

30	Organize records of student activities.	1.93	0.59	Medium
31	Organize the work of supervising committee activities.	2.02	0.55	Medium
32	The department's employees know about the official correspondence.	2.06	0.63	Medium
33	The department makes a critical decision about problems.	1.97	0.55	Medium
34	Encourage the spirit of cooperation between employees.	1.90	0.52	Medium
35	Choose the most appropriate alternatives to solve problems.	1.93	0.55	Medium
36	Take responsibility for decisions.	1.88	0.58	Medium
37	Accept employees' observations.	1.88	0.54	Medium
38	Encourage workers to do their work.	1.81	0.54	Medium
39	Supervise financial and accounting matters in the department.	1.81	0.50	Medium
40	Department employees participate in training courses.	1.83	0.53	Medium
41	Instruct the department's employees to complete activities by specified dates.	1.93	0.63	Medium
42	Enhance the spirit of discipline among the department's employees.	1.86	0.46	Medium
43	The department employees are encouraged to use self-evaluations.	1.83	0.61	Medium
44	Impose punishments for negligence.	1.72	0.50	Medium
Second: Technical performance		Arithmetic	Standard deviation	Level
45	Proficient in (SAD) goals.	2.11	0.53	Medium
46	Department employees participate in developing the department's annual plan.	2.25	0.49	Medium
47	Proficient with modern and educational methods.	2.02	0.59	Medium
48	Helps workers improve their techniques in preparing plans for colleges.	2.06	0.50	Medium
49	Balances the administrative and technical aspects of activities.	2.02	0.46	Medium
50	Matches the department's work requirements with employees' interests.	1.93	0.50	Medium
51	Coordinates with college branches' directors.	2.11	0.58	Medium
52	Adheres to implementing the rules in the department and its branches.	2.20	0.59	Medium
53	Promotes human relations between all workers.	2.09	0.52	Medium
54	Knows employees' needs and personal circumstances.	2.11	0.54	Medium
55	Follows up on whether work is completed at specific times.	2.06	0.50	Medium

56	Promotes creativity among the department's employees.	2.09	0.52	Medium
57	Realizes that delegating tasks cultivates a sense of responsibility	2.02	0.51	Medium
58	The department's employees discuss the results of the department's activities	1.95	0.48	Medium
59	Appreciates the efforts of employees who are efficient in performing their work.	2.00	0.53	Medium
60	Holds courses for the department's employees after evaluating them.	1.86	0.51	Medium
61	Evaluates the extent of the commitment of the department's (and its branches') employees to the department system.	2.02	0.34	Medium
62	Informs workers and students of the conditions that our country is going through.	1.90	0.36	Medium
63	Encourages workers to follow modern methods of activities.	1.97	0.51	Medium

Table (5) shows the values of the first axis (organization structure) arithmetic mean, which ranged between (1.76) and (1.65). Standard deviation ranged between (0.42) and (0.55). At a medium level, this indicates a deficiency in the administrative work in the (SAD).

This is confirmed by CHECHEN-SUE-HUI (2010), who showed the existence of deficiencies in the organizational structure and indeterminacy employees' specializations.

This corresponds with the work of Nazik Sunbul and Maha Al-Saghir (2006), who found that organizing involves determining the number of jobs and employees needed for the institution, determining the terms of specializations and tasks of the employees and the relationship between them, determining the departments and divisions that make the organizational structure of the institution in an organizational map and developing organizational work regulations (11:48).

Based on these results, the study hypothesizes the necessity of restructuring, updating, and developing the organizational structure of the (SAD-UOK). This includes setting up organizational regulations and defining the means of communication among the three administrative levels by defining specializations, responsibilities, tasks, and organizational committees.

As for the second axes, for the first part (i.e., administrative performance), the values of arithmetic mean ranged between (2.06) and (1.72), and the standard deviation ranged between (0.67) and (0.46). At the medium level, this indicated a lack of good administrative performance and some degree of interference in administrative work in the (SAD).

These results corroborate the results of LOEHR (2005) and LUMPKIM (2002), who indicated that leadership behavior affects the creation of appropriate administrative conditions for performance and achievement. (15: 22) (16: 37).

LEE & CHRIS (1995) (83) demonstrated that perfect administration assumes responsibility and makes the right decisions, which is closely related to the extent of leadership skills.

JONES & GEORE (2003) indicate the necessity of the administrative ability to encourage and motivate individuals to achieve the goals of the organization and the group. They also mention the importance of the administrator's ability to direct the efforts of individuals to achieve goals by taking advantage of personal relationships. (14:57).

Similar to this point, Atef Abdullah Al-Makkawi (2012) mentioned the importance of administrative leader's abilities to link employees' and the institution's plans and future perceptions, promote positive forces in the facility, reduce negative aspects as much as possible, control and resolve work problems, resolve differences, and train and care for employees. This last aspect is especially important, as employees

are the most important resource of any institution since they consider the administrative leader as their role model (5:42).

The researcher believes that the administrative leader in the student activities department must have the capacity for creativity and the ability to complete the tasks by preparing annual plans describing the organization's goals and activities. The leader must also strive to develop the perfect organization by placing the right people in the right positions and employing their capabilities wisely according to a scientific methodology.

For the second part: Regarding technical performance, the values of arithmetic means ranged between (2.25) and (1.86), and the standard deviation ranged between (0.59) and (0.34). At the medium level, this indicates a lack of technical performance due to interference among various administrative and technical aspects and a lack of coordination among the administrative managers and the technicians in their works.

Atef Abdullah Al-Makkawi (2012) indicated that human skills are required at the administrative, technical, supervisory, and executive levels to foster a spirit of cooperation among the members of the group. Hence the leader's ability to communicate with and listen to others so that he can transmit information, motivate, encourage, and understand them based on what he wants to accomplish (5:41).

Iman Nazih Hamed (2003) (1) also recommends that sports administrative leaders should have the ability to set strategic goals while observing the scientific criteria for these goals. They should also be able to set flexible administrative rules to explain the work, provided that it is written and with the participation of talented people.

The researcher believes that technical performance must have the capacity for creativity and the ability to do the work through careful planning that involves preparing annual plans that describe the goals and activities that the student activities department will achieve.

Table (6). Coefficient correlation between organizational structure and administrative and technical performance

Variable	Organizational structure	Sig	
Administrative performance	0.55	0.00	Sig.
Technical performance	0.68	0.00	Sig.

At level = **0.005**

Table (6) shows a significant correlation between organizational structure and administrative and technical performance, with correlation values of (0.55) and (0.68), respectively, and a probability value of (0.00) for both performance types. This indicates that the more an organization adopts the organizational structure in which it clarifies the distribution of tasks, duties and responsibilities of the workers, the better the administrative and technical performance.

These results correspond with the results of Awara Saber Hamad (2014) (2), Abd al-Rahman Muhammad al-Tantawi (2012) (4), and Mark Leonard and DIETRICH EARNHART (13) that emphasized the importance of the organizational structure in sports institutions for the success of work and to increase the efficiency of employees.

Hussain Harim (2006) believes that an effective organizational structure helps organizations achieve their goals by creating harmony and coordination among various administrative units and activities. For him, it is important to define the activities and tasks to be carried out by the employees in order to avoid overlapping or duplication (3: 146-150).

Through the previous presentation, the researcher observes the importance of having an organizational structure based on workers' specializations and defining the responsibilities of the (SAD). The most important thing in the structure is to determine the administrative sequence by setting appropriate criteria for choosing the organizational structure.

4- Conclusions and Recommendations:

- a- **Conclusions:** This study showed a medium level of effectiveness of the organizational chart of the (SAD-UOK). This finding indicates a deficiency in the organizational structure of this department. The study showed average levels of administrative and technical performance. There are too many supervisors on

the(SAD).The resultsalso showed a strong, direct, and positive (moral) relationship between organizational structure and administrative and technical performance. Such a relationship indicates that the more appropriate the organizational structureadopted by a department, the better its administrative and technical performance.

- b- Recommendations:** The researcher recommends developingan effective organizational structurefor the (SAD) by determining the competencies and responsibilities of workers.Also, employees should be given more responsibility to make important decisions. Finally, the researcher recommends conducting similar studies on the relationship between organizational structure and the administrative and technical performance in other Iraqi universities and colleges.

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