





Sociological Investigation of Leisure Sports for Employees of Sports and Youth Departments in Iraq*

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Abstract

Aim: This study examines the impact of sports organization management on the leisure time evaluation and communication skills of Iraqi youth and sports administration staff.

Methods: The statistical population of this research is made up of the staff of sports and youth departments in Iraq. According to the Morgan table, the sample size was 302 people. The measurement tool in this research was a questionnaire, which Cronbach's alpha coefficient was used for the reliability of the questionnaires, and its validity was measured by consulting with the supervisors and consultants and sports management experts. In order to analyze the data, descriptive statistical methods such as percentage, mean and standard deviation and inferential statistical methods such as Pearson's correlation coefficient to test the relationships between variables and step-by-step regression to predict leisure-sports decision-making and skills Communication is through the effectiveness of the organization's management, which has been used using SPSS version 21 software.

Results: The findings showed that; there is a significant relationship between the effectiveness of organization management and sports leisure decisions and communication skills, and the structural equation model between the variables along with its components has a significant fit.

Conclusion: With an effective management, it is possible to strengthen communication skills in the decision-making of leisure programs. And in the conditions of the corona disease, researcher took a big step for different strata of the Iraqi society in leisure activities.

Keywords

Leisure,
Communication,
Sports organizations,
Effectiveness of management.

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Irak'ta Spor ve Gençlik Dairesi Çalışanları İçin Boş Zaman Sporlarının Sosyolojik Olarak İncelenmesi

Özet

Amaç: Bu çalışma, spor organizasyonu yönetiminin Iraklı gençler ve spor yönetimi çalışanlarının boş zaman değerlendirme ve iletişim becerileri üzerindeki etkisini incelemektedir.

Yöntem: Bu araştırmanın istatistiksel evrenini Irak'taki spor ve gençlik departmanlarının personeli oluşturmaktadır. Morgan tablosuna göre örneklem büyüklüğü 302 kişidir. Bu araştırmadaki ölçüm aracı bir anket olup, anketlerin güvenilirliği için Cronbach alfa katsayısı kullanılmış ve geçerliliği amirlere, danışmanlara ve spor yönetimi uzmanlarına danışılarak ölçülmüştür. Verileri analiz etmek için, yüzde, ortalama ve standart sapma gibi tanımlayıcı istatistiksel yöntemler ve değişkenler arasındaki ilişkileri test etmek için Pearson korelasyon katsayısı ve boş zaman-spor karar verme ve becerilerini tahmin etmek için adım adım regresyon gibi çıkarımsal istatistiksel yöntemler SPSS sürüm 21 yazılımı kullanılarak kullanılmıştır.

Bulgular: Bulgular; organizasyon yönetiminin etkinliği ile boş zaman spor kararları ve iletişim becerileri arasında anlamlı bir ilişki olduğunu ve değişkenler arasındaki yapısal eşitlik modelinin bileşenleriyle birlikte anlamlı bir uyuma sahip olduğunu göstermiştir.

Sonuç: Etkili bir yönetimle, boş zaman programlarının karar alma sürecinde iletişim becerilerini güçlendirmek mümkündür. Korona hastalığı koşullarında araştırmacı, boş zaman faaliyetlerinde Irak toplumunun farklı katmanları için büyük bir adım atmıştır.

Anahtar Kelimeler

Boş zaman,
İletişim,
Spor organizasyonları,
Yönetimin etkinliği.

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INTRODUCTION

It can be said that the successful performance of managers determines the performance of an organization and its level of success in achieving its goals. Successful and effective management is a management that tries to achieve the goals of a proper and humane relationship, to use 80-90% of the employees' abilities in relation to achieving organizational goals. The effectiveness of organizational management is an indicator that shows how managers effectively and efficiently use the organization's resources to gain customer satisfaction and achieve organizational goals. In order to fulfill their mission

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in the organization, the heads and managers of the organization play various roles and perform various functions and tasks, they set goals and plan, organize and finally lead the activities of individuals and organizational units through communication, and they monitor and inseparable from management and use it in any task in an impressive way.

Management is always faced with cases that require decision-making on its part, and the quality and manner of these decisions determine the success and fulfillment of organizational goals (James, 2011). It can be said that decision making and management can be considered as synonyms. Because it is the main part of management. Koontz and Weihrich (2006), believes that the existence of plan, program, policy and policy depends on the existence of the role of the manager, because he must think about what path to choose, what should be done. Effective and successful management is different from this type of managers in almost all aspects, they play the role of leaders and in a word, they emphasize the role of communication skills, because social abilities are an important part of communication and, in fact, objectivity is a part. It also has an important role in decision making. Paying attention to the definition of decision-making (choosing a way from among different ways), getting the possible ways and their results and choosing the right one among them and if a manager can make this choice effectively, it is an effective and productive decision (Herbst, 2006). In their research, researchers have paid attention to people's lifestyles and based on this, they have presented five decision-making styles, which include rational, intuitive, dependent, immediate, and avoidance decision-making. It is his duty to make his own decision. In addition to organizational factors, demographic characteristics also cause managers to behave differently in decision-making situations, and as a result, they are different in decision-making style.

On the other hand, in today's era, sports is one of the things that have been raised in different ways in the world and many groups are facing it in different ways. There are a number of professional athletes and a group of amateur athletes, a group of fans and interested in sports and watching programs and competitions, and another group spend their time doing sports (Dingley et al., 2008). Various sports ministries and centers have been established. A significant part of TV, radio, magazines and other mass media deals with sports news. Sports in the world is seriously discussed and has importance from various economic, social and political aspects. On this basis; Sports organizations are also important as centers providing sports goals, it is necessary to examine the managers of this group of organizations who are responsible for managing and making decisions in organizations. On the other hand, people with extensive communication can achieve new thinking and new realities and thus play a role in organizational development and the growth of society (Wolfe et al., 2011). Establishing communication arouses the feeling of being social in human beings and in establishing this communication, a person acquires new skills and new ways of thinking, to the extent that as organizations expand, human communication becomes more complex. It seems that lack of communication skills leads to increased costs and ultimately reduces effectiveness (Alizadeh et al., 2023). The communication of people who have better feedback, speaking and listening skills will succeed in creating effective communication. Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration within the work environment that has effects on organizational performance and decision making. Therefore, communication is considered an integral part of management functions and managers must have management skills to successfully perform their duties. Knowing people's communication skills and exerting influence on them in order to achieve organizational goals is a fundamental issue in the study of human behavior. In addition to knowledge, managers must have sufficient skills, and without a doubt, the educational system has high effectiveness, efficiency, and credibility, and one of these skills is communication skills, which is one of the most important skills as an educational tool that helps in success and Its effectiveness has a significant impact (Musheke and Phiri, 2021). Therefore, the researcher seeks to measure the effectiveness of the management of sports organizations on sports leisure decisions and the communication skills of the staff of the Iraqi Sports and Youth Department.

METHOD

Model of the research

According to the type of research, the research method is descriptive research, in terms of correlation between variables, and according to the objectives of the research, it is applied research.

The universe and sample of the research

The statistical population of this research is made up of all the employees of the Sports and Youth Department in Iraq. Sampling in this research was done by simple random sampling based on Morgan's table (Krejcie & Morgan 1970). Therefore, according to the investigations and data collection from sports and youth departments, 302 people out of 1388 people in the society were collected according to Morgan's table in order to complete the questionnaire and analyze the data. Out of 302 people in the sample, 199 were men and 103 were women. The age of 30-35 years old had the highest number, i.e. 115 people, and 48 years old and above had the lowest number. Table 1 shows the demographic information of the sample under review:

Table 1. The results of descriptive findings

Variable	Groups	Frequency	Percentage
Gender	Male	199	64.4
	Female	103	35.4
Age	30-35 years	115	38.3
	36-41 years	137	44.7
	42-47 years	39	12.3
	48 years and above	11	3.7
Education	Physical Education	181	59.9
	Non-physical education	121	40.1
Service record	1 to 5 years	61	20.3
	6 to 11 years	102	33.4
	12 to 17 years	109	36.1
	18 to 23 years	30	9.2
Sports history	Athlete	114	37.1
	Non-athlete	188	62.9
Total		302	100

According to the questionnaire distributed among the examined sample regarding the sports history and education of the sample people, it was found that the highest percentage is related to the athletes who have between 12 and 17 years of experience and have a degree in physical education, which is shown in the above table.

Data collection tools of the research

The method of collecting information was in the field (using the questionnaire tool) and in the library (books, articles, scientific journals, etc.). The required information from the current state of the statistical sample was collected using three questionnaires:

- Questionnaire 1: 17-question standard questionnaire of Jeffery's organization management effectiveness (2002) which had three components of planning, organizational interaction, and flexibility.
- Questionnaire 2: The 10-question questionnaire of Ziaee et al.'s (2021) leisure time sports decision-making with 10 questions that had two components: understanding the message and regulating emotions. 3-Queen Dam's 34-question questionnaire of communication skills (2004) has 34 questions that have five components: Receiving and sending messages, emotional control, listening, insight into the communication process, and communication with assertiveness.

Data analysis of the research

The validity of the present questionnaires was checked by experts, supervisors and consultants, and its reliability was calculated by retest method using Cronbach's alpha coefficient in SPSS version 21 software. Cronbach's alpha of organizational management effectiveness questionnaire was 0.79, sports leisure decision making questionnaire was 0.81 and communication skills questionnaire was 0.78. In order to analyze the data, descriptive and inferential statistics (Kolmogorov-Smirnov, correlation and regression) were used to investigate the effectiveness of sports organization management with sports leisure time decision-making and communication skills.

Table 2. The results of the data normal distribution test

Variable	variable/components	p	Normal/abnormal
Kolmogorov-Smirnov test	research variables and components	>0,05	Normal

According to the Kolmogorov-Smirnov test, the data are normal when the significance level is greater than 0.05. According to Table, the research variables and components are consistent with the researcher's expected distribution, that is, the data distribution was normal.

FINDINGS

Table 3. The relationship between the effectiveness of the management of sports organizations and the decision of sports leisure times

Independent variable	Dependent variable (Components)	Quantity	Average	Standard deviation	r	p
Effectiveness of organization management	Decision	302	40.13	1.02	0.44	0.02
	Knowledge	302	14.33	1.73	0.41	0.04
	Being on time	302	12.64	1.35	0.39	0.001

According to the results of the above table, correlation at the level in this research hypothesis in order to investigate the relationship between the effectiveness of management of sports organizations and the decision-making of sports leisure time of employees, first the relationship of two variables has been investigated. Also, according to the correlation coefficient obtained (0.44), we find that there is a relatively good and positive relationship between the dependent and independent variables.

Table 4. Bivariate regression between the effectiveness of organization management and sports leisure decision making

Independent variable	R ²	Adjusted R ²	β	F	p	Test result
Effectiveness of organization management	0.37	0.36	0.21	1.314	0.038	Accept the hypothesis

According to the significance of the F value in Table 4, it can be concluded that the regression model of the research composed of the independent variable (the effectiveness of the organization's management) and the dependent variable (decision making of sports leisure time) is a relatively good model and the independent variable is able to change the time decision making and explain sports leisure. The coefficient of determination also shows that 37% of the total variance of the changes in sports leisure decision-making is related to the effectiveness of the organization's management.

Table 5. The results of regression analysis between the effectiveness components of organization management and sports leisure decision making

Multiple regression	B	S.E	β	p
Planning	0.28	0.09	0.29	0.016
Organizational interaction	0.21	0.11	0.23	0.35
Flexibility	0.37	0.07	0.36	0.011

The significance of planning components (0.016) and organizational interaction (0.035) has decreased from the value of sig and has become significant. (Sig ≤ 0.05) means that these two components have been able to predict sports leisure time decision making. Also, the higher the beta coefficient of a variable, the greater its role in predicting the dependent variable.

Table 6. The factor loading of the relationship model between the effectiveness of organization management and sports leisure decision making

Variables	Factor load	t	p
Planning → Effectiveness of organization management	0.391	-	-
Interaction → Effectiveness of organization management	0.464	3.241	0.012
Flexibility → Effectiveness of organization management	0.164	1.107	0.17
Knowledge → Sports leisure decision making	0.673	-	-
Being on time → Sports leisure decision making	0.486	4.133	0.015
Effectiveness of organization management → Sports leisure decision making	0.583	6.429	0.016

According to the results of the above table, the relationship is confirmed (at the error level of 0.05) if the value of t is greater than 2 or less than -2, which will be a positive and negative relationship, respectively. Paul Klein believes that indicators whose loading is less than 0.3 or whose statistics are smaller than the absolute value of 2 indicate the weakness of that indicator and are removed from the model.

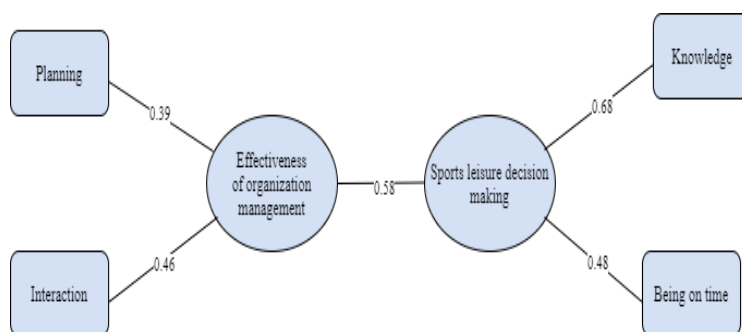


Figure 1. The relationship model between the effectiveness of organization management and sports leisure decision making

Table 7. The relationship between the effectiveness of management of sports organizations and communication skills

Independent variable	Dependent variable (Components)	n	Average	S.D.	R	p
Effectiveness of organization management	Communication skills	302	37.26	1.62	0.41	0.03
	Receive and send messages	302	12.67	1.54	0.32	0.001
	Emotional control	302	10.52	1.82	0.36	0.011
	Listening	302	14.81	1.22	0.28	0.02
	Insights into the communication process	302	12.15	2.02	0.40	0.01
	Communication with determination	302	14.37	1.68	0.39	0.01

Statistical results were significant ($p < 0.05$). Details are given in the table.

Table 8. Bivariate regression between the effectiveness of organization management and communication skills

Independent variable	R ²	Adjusted R ²	β	F	p	Test result
Effectiveness of organization management	0.32	0.32	0.16	2.677	0.024	Accept the hypothesis

According to the significance of the F value in Table 8, it can be concluded that the regression model of the research composed of the independent variable (effectiveness of organization management) and the dependent variable (communication skills) is a relatively good model and the independent variable is able to change and explain the decision making of sports leisure time. The determination coefficient also shows that 32% of the total variance of changes in communication skills is related to the effectiveness of the organization's management.

Table 9. The results of regression analysis between the effectiveness components of organization management and communication skills

Multiple regression	B	S.E.	β	p
Planning	0.44	0.16	0.43	0.019
Organizational interaction	0.41	0.18	0.42	0.017
Flexibility	0.30	0.19	0.31	0.15

Statistical results were significant ($p < 0.05$). Details are given in the table.

Table 10. Factor loading of the model of relationships between the effectiveness of organization management and communication skills

Variables	Factor load	t	p
Planning → Effectiveness of organization management	0.477	-	-
Interaction → Effectiveness of organization management	0.510	4.318	0.036
Flexibility → Effectiveness of organization management	0.1254	1.738	0.19
Receive and send messages → Communication skills	0.429	-	-
Emotional control → Communication skills	0.557	3.429	0.001
Listening → Communication skills	0.519	5.221	0.011
Insights into the communication process → Communication skills	0.623	3.465	0.001
Communication with determination → Communication skills	0.487	6.914	0.019
→ Effectiveness of organization management → Communication skills	0.475	5.113	0.012

Statistical results were significant ($p < 0.05$). Details are given in the table.

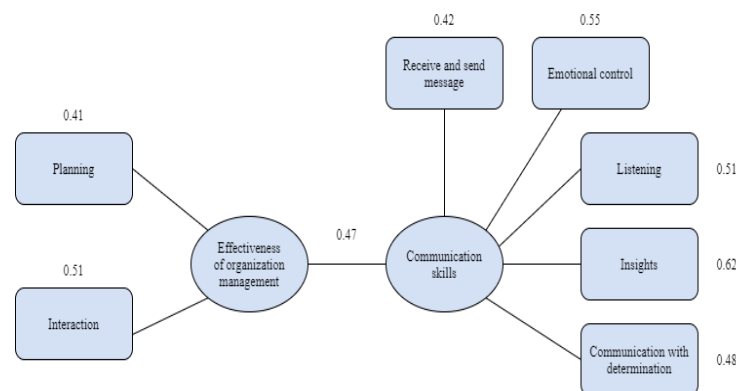


Figure 2. The relationship model between the effectiveness of organization management and communication skills

DISCUSSION

The present study investigated the effectiveness of sports organization management by deciding on sports leisure time and communication skills of Iraqi youth and sports administration staff. According to the findings of the research regarding the first hypothesis, the result showed that there is a positive and significant relationship between managerial effectiveness and decision-making of employees' leisure time. The factor load between effective management and sports leisure time decision-making showed 0.58. Also, the correlation result showed a good and positive correlation between these two variables. Therefore, it can be said that by using effective managers and holding effective leadership training courses among the managers of the organization, the decision-making skills of the employees of sports organizations were strengthened. If the management of the organization is effective and shows itself at all organizational levels, it can influence the decisions of the employees with documented plans. So that when the employees see the effective management, they always follow the steps in reaching the goals on time by planning the sports related to their field. On the other hand, effective management with organizational interaction of employees also has an effect on employees' decisions; So that it can be said that this management is effective that by interacting and creating high working relationships, among the employees of different parts of a sports organization and by creating hidden roles in different organizational layers, making decisions. It strengthens the employees in the shade of interactions (Tatum et al., 2003). Also, the findings showed that flexibility cannot have a successful relationship with employees' sports leisure decisions, which may be one of the influential factors in descriptive factors such as work experience. Different work experiences usually show more or less resistance in an organization from a flexible and changeable approach to managing an organization. On the other hand, in effective management, managers always try to focus their attention on employees' behavior (Rockstuhl et al., 2011). This causes the internal motivation of the employees and while establishing a stronger relationship with the management, they are more careful in their decisions in work matters and increase their work sensitivity. These people are always more noble than their related matters, which shows their knowledge in the field of work decisions (Mubarak, 2014). As the results of this research also showed, effective management has a positive and meaningful relationship with employees' decision-making knowledge. This knowledge shows its importance among the employees of Iraqi sports and youth departments who are always dealing with implementation programs. These findings are consistent with the findings of Oliveira (2014), Smith et al. (2012). The results regarding the second hypothesis indicated a relationship between effective management and communication skills of the employees of sports and youth departments. Asking employees for their opinions about effective management and applying these opinions to the manager's behavior leads to the creation of a lively and healthy organizational atmosphere in the organization for employee satisfaction and improving group and organizational efficiency. The factor load between the dimensions of communication skills and effectiveness of group management is 0.47, which is significant. Therefore, there is a positive and meaningful relationship between communication skill and management effectiveness, and the hypothesis is confirmed. Therefore, managers can encourage and facilitate the network of relationships, friendships and informal communication of employees with colleagues by providing communication, expanding the flow of information and social support and provide group and organizational effectiveness (David, 2011). The relationship between the dimension of insight into the communication process and

management effectiveness is 0.40, which is a relatively good and significant relationship. Therefore, the attention of managers and employees in organized communication skills and the newness of this skill in today's organizations and its importance, by setting up briefing sessions and training courses by managers and high-level officials and improving the conceptual and operational understanding of this skill by themselves. Employees strengthen the organization through peripheral studies in identifying the position and importance of communication skills. It is also possible to increase the managerial effectiveness of the organization with the participation of employees related to the field of management and their communication with other classes of the organization. Organizational attitudes make employees more effective, because employees have more access to important resources to maintain and improve their performance, and they consider it necessary to respond to quick challenges that arise (Nazari et al., 2015). The results of this research show that there are many ways to create effective communication that leads to more effective management. Therefore, based on the results of the assumptions of this research and the review of the background and the results of the researches that have been conducted with the focus on management skills, group effectiveness inside and outside Iran, it is possible to see the compatibility of most of the research findings with the findings of this research. As revealed from the results of the research, improving the basic communication skills of employees in the organization is emphasized because its impact on a healthy atmosphere and also the effectiveness of the organization's management cannot be denied. The findings of this research are in line with the findings of Madani and Gholami Lavasani (2017).

RESULTS

This study examines the impact of sports organization management on the leisure time evaluation and communication skills of Iraqi youth and sports administration staff. The research results indicate a significant relationship between managerial effectiveness and employees' leisure time decision-making. Additionally, it has been shown that effective management and leadership training can enhance employees' decision-making skills. A positive relationship was also found between organizational interaction and employees' decisions. The findings suggest that flexibility does not establish a successful relationship with employees' leisure time decisions and that this may be influenced by descriptive factors such as work experience. There is also a significant relationship between effective management and employees' communication skills. Soliciting employees' opinions and reflecting these opinions in managerial behavior revitalizes the organizational atmosphere and increases group productivity. These findings underscore the importance of developing employees' communication skills in enhancing organizational management effectiveness and creating a healthy atmosphere.

Ethical Approval Permission Information

Ethics Committee: Education committee of International University of Imam Reza.

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