



RESEARCH ARTICLE

Incentives and Their Role in the Job Performance of the Sports Federations in Kirkuk from the Point of View of Sports Federations Members

Mohammed Ahmed SABER^{*1}, Zaki Mirdan OMAR² and Barzan Othman QADER³

¹Kirkuk University / Iraq

²AlQalam University College, Kirkuk / Iraq

³AI-KitabUniversity / Iraq

*Corresponding author: mohammedsaber@uokirkuk.edu.iq

Abstract

This study aims to determine the relationship between incentive, job performance levels and job performance among the members of sports federations in Kirkuk. The universe and the sample of the study were chosen with the intentional method consisting of (60) members of sports federations in Kirkuk. The researcher distributed (50) questionnaires to the study sample, then took a sample of (10) from the original community for the pilot study, the researcher used the survey method from the basic methods in the descriptive research because it is suitable for the nature of the study. According to our findings; The reward and financial incentive provided by the federation, moral appreciation was found to be an additional incentive to do more tasks (2.68 ± 0.62 ; 2.60 ± 0.60). On the other hand; It was determined that the participants preferred to receive financial incentives compared to moral incentives (3.98 ± 0.55). Regarding the work performance of its members; It was determined that the positive performance evaluation results motivated me and pushed me to work efficiently (2.72 ± 0.64), while the members obeyed the working rules and procedures (3.48 ± 0.81). It also shows that there is a significant relationship ($p < 0.00$) between incentives and job performance. Sonuç olarak; It is recommended to organize training courses for administrative leadership in the field of awards, the need to support and strengthen positive business relations between employees in non-sport sports institutions, incentives, human relations and employee evaluation methods, and to conduct a study on these incentives and improve work performance for other sports institutions.

Keywords

Sports Federations, Job Performance, Role, Incentives

INTRODUCTION

Today, it is possible to see changes and differentiations at certain rates in all areas of life. In the face of this change and differentiation, organizations have made an effort to keep up with the times and conditions. In our country, sports federations have been given the independent duty, powers and responsibilities to ensure the spread of sports to the masses, to train successful athletes, to represent the country on the international platform. The federations' ability to keep up with innovations within these responsibilities, to

compete, to renew the institution, and to determine the most appropriate strategies for the institution depends on economic power (Çelik, 2016).

On the basis of branches of sports, the management and administration is carried out by sports federations. Whichever federation it is, it is possible to achieve its goals related to the area it serves, by organizing a solid organization within itself. The success of the organization depends on good and effective human resources. In order to fulfill the general purpose and target of sports, it can be realized by the managers who will implement the annual activity practices of the

Received: 21 August.2023 ; Revised ;12 September 2023 ; Accepted: 07 December 2023; Published: 25 January 2024

How to cite this article: Saber, M.A., Omar, Z.M and Qader, B.O. (2024). Incentives and Their Role in the Job Performance of the Sports Federations in Kirkuk from the Point of View of Sports Federations Members. *Int J Disabil Sports Health Sci*;7(1):77-85. <https://doi.org/10.33438/ijdshs.1347528>

federation and the expanding and the personnel who know the dynamics that have the job (Kılıç and Tabuk, 2022).

Sports federations stand out as organizations that provide services in order to organize organizations related to sports branches in their own fields, to spread sports among the grassroots and to help young people get away from bad habits. When the service provided by the federations in this sense is evaluated in many respects, it imposes an important mission and responsibility on the federations. Sport is not only a visual phenomenon, but also the product of a successful organization. Employees with high motivation and performance have an impact on the emergence of this product (Ek and Mukuru, 2013).

Organizations, including sports federations, depend in the implementation of their activities and work on human resources, which implement their programs and achieve their goals, and the federations are always looking for how to make their human resources provide their best to achieve growth, development, increase productivity, and provide services efficiently, and all organizations are keen to carry out their work and various activities with a high level of efficiency and effectiveness, and the employee represents one of the most important basic variables affecting this efficiency, and the desire of employees to obtain rewards is a catalyst behind improving their performance (Abbas and Suleiman, 2009). Human resources have become a vital factor for sports institutions, which necessitates the presence of workers and administrative, technical and medical staff at the highest level, in addition to taking care of them through incentives to achieve their ambitions.

Corporate governance has become an important topic of discussion among all public and private sectors at local, regional, national and international levels. Therefore, the concept of corporate governance is one of the contemporary concepts that helps management authorities address important issues by expanding the active participation of employees in planning, goal setting and making the right decisions. Active participation of employees raises their performance levels to the optimum level, helps to ensure job stability and makes them highly committed to their jobs (Rassouli, Sajjadi, Mosaffa, & Rasekh, 2020).

Job performance refers to the degree of success and completion of the tasks that make up an individual's job. It is the opposite of how an individual achieves or satisfies the requirements of the job; Here, job performance is of fundamental importance to multiple organizations through optimal use of their strengths and human resources so that the organization can thrive and deal well with everyone (Saber and Ibrahim, 2022).

It increases their level of comfort and acceptance of their assigned duties, incentive system, working hours, social justice and work discipline. This leads to the personal and professional development of the employee and the organization as a whole. This organized structure of the system increases the performance of employees in institutions with all specialties in general and sports institutions in particular (Fouad & Fayrouz, 2019; Yassin, 2012).

The fact that the incentives process is one of the basic and necessary processes to raise the level of performance, and it is also the main task of successful management in helping, embracing and discovering capabilities, preserving them, and harnessing them for the interest of the individual first, and then the interest of work second. Hence, the research problem is represented as indicated by the recommendations of some previous studies, such as the study of Zahia and Latifah (2021) and Al-Faris (2011), which emphasized the need to reconsider the incentive system, strengthen it, and link it to employee performance, because it affects the achievement of the goals for which the incentives were set.

In addition to the paucity of studies addressing the impact of incentives in sports institutions, including sports federations, the importance of studying the issue of incentives has an impact in guiding the behavior of employees in various institutions, which is reflected in their job performance. Therefore, this study aims to examine the level of incentive and job performance among the members of sports federations in Kirkuk, as well as the relationship between the incentives of the members and their functional performance.

MATERIALS AND METHODS

The researcher used the survey method from the basic methods in the descriptive research because it is suitable for the nature of the study.

Participants

The study population represented by the members of sports federations in Kirkuk as a community to conduct the current research. Where the sample was chosen intentionally from the members of the sports federations in Kirkuk consisting of (60) members of the federation. The researcher distributed (50) questionnaires to the study sample, and then took a sample of (10) from

the original community for the pilot study, in order to standardize the questionnaire, distributed as shown in Table (1).

The participating athlete was informed about the study protocol, their rights, and the associated risks of participation before providing written informed consent. Ethical approval was obtained from the Ethics Committee before starting the study Approval Date: 22.08.2023. After obtaining ethical approval, we obtained institutional permission. The entire study was carried out in a determined adherence to the principles contained in the Declaration of Helsinki. Additional precautions were taken by the investigator(s) to protect the volunteers in this study.

Table 1. Description of the basic research sample and the pilot study sample

Sample	Number Of Sports Federations	Number Of Members Of Each Federation	Total Number Of The Sample	Number Of The Pilot Study Sample	Total Number Of The Study Sample
Sports Federations	20	3	60	10	50
Total				10	50

Data Collection Tools

The researcher relied on obtaining data and information on the available theoretical side from Arab and foreign sources that dealt with the subject of the study (books, research, similar studies, and the information network (the Internet). A number of phrases were developed and formulated to suit the purpose and sample of the study, and it was taken into account when choosing them that they all have a positive trend. A five-point Likert scale was developed (completely agree, agree, neutral, disagree, completely disagree) for the responses of the sample's opinions on the phrases. The questionnaire of each (incentives, job performance) became in its initial form before conducting scientific transactions on it for rationing.

Pilot Study

The researcher conducted an exploratory study on a sample of (10) individuals from the main study sample and from within the study

community, during the period from 2/1/2023 to 22/1/2023.

Scientific steps for questionnaires

A: Face validity

The questionnaire was presented in its initial form to (7) experts in the field of sports management in order to seek their opinions on the extent of the truthfulness of the phrases, and they agreed with a percentage ranging between (80-100%) to the phrases, and the approval of the experts on the questionnaire in its final form after the amendment was considered as the validity of the study tool.

B: Questionnaire validity: (internal consistency validity)

The validity of the internal consistency was calculated by means of the simple correlation coefficient (Pearson) between the score of each statement and the total score of the questionnaire (incentives, job performance), which is as shown in the following table (2).

Table 2. The internal consistency between the responses of each phrase and the total score of the Pearson simple correlation coefficient form to examine the validity of the questionnaires' phrase

Phrase No.	Incentives	P	Phrase No.	Job Performance	P
	Correlation Coefficient	Value		Correlation Coefficient	Value
1	0.843	0.04	1	0.774	0.01
2	0.924	0.00	2	0.843	0.04
3	0,738	0.02	3	0.924	0.00
4	0.774	0.01	4	0.774	0.01
5	0.684	0.02	5	0.907	0.00
6	0.907	0.00	6	0.757	0.01
7	1.000	0.00	7	0.657	0.03
8	0.688	0.02	8	0.774	0.01
9	0.757	0.01	9	0.843	0.04
10	1.000	0.00	10	0.924	0.00
11	0.924	0.00	11	0.843	0.04
12	1.000	0.00	12	0.924	0.00
13	0.774	0.01	13	0,738	0.02

p<0.05

C: The reliability of the questionnaire form (Crunbach alpha coefficient)

The reliability coefficient of the questionnaire was calculated using the Crunbach alpha

coefficient (incentives, job performance), and it is as shown in the following table (3).

Table 3. The value of the Crunbach alpha coefficient for the questionnaire phrases

	Axes	Phrases total	Crunbach alpha coefficient
1	incentives	13	0.81
2	job performance	13	0.77

Application of the questionnaire form

The researcher applied the questionnaire form (incentives, job performance) in its final form to the study community, numbering (50) individuals, during the period from 12/3/2023 to 3/4/2023 in the presence of the researcher and handing over the form hand in hand and after completing the application of the questionnaire Collected and unloaded private data to subject them to appropriate statistical processing.

Statistical Means

To identify the degree of estimation, the researcher relied on the arithmetic averages of the answers of the sample to be an indicator of the degree of estimation based on the following criterion in judging the estimation of the arithmetic averages, by dividing the grades into three levels (high, medium, low) based on the following equation, which is the correction criterion:

Upper limit of alternatives – minimum limit of alternatives = 5-1= 1.33

levels 3

The first range: 1 + 1.33 = 2.33., the second range: 2.34 + 1.33 = 3.67., the third range: 3.68 + 1.33 = 5.01 then the estimates become as follows:

1. Less than or equal to (2.33) a low indicator.
2. Greater than (2.34) and less than or equal to (3.67) as an average indicator.
3. Greater than or equal to (3.68) a high indicator.

After obtaining the initial data set collected from the study population using the study tool, which was the questionnaire, statistical processing was used through the SPSS program in order to obtain clear scientific answers. Statistical analysis was done using the Statistical Package for Social Science (SPSS) version. Descriptive tests (mean and standard deviations) and validity and reliability tests were used in the present study. Correlation analysis was used to determine the relationship between incentives and job performance for members of sports federations in Kirkuk.

RESULTS

First objective:

Identify the level of incentives among the members of the sports federations in Kirkuk

Table 4 shows that; the lowest average of the answers given by the participants, respectively; You are satisfied with the reward and financial incentive policies provided by the Federation and Moral appreciation is an additional incentive to perform more duties than is automatically imposed (2.68 ± 0.62 ; 2.60 ± 0.60) was detected.

On the other hand, the highest average given by the participants; members prefer to receive financial incentives compared to moral incentives (3.98 ± 0.55), working in the federation helps me stand out in society (3.92 ± 0.69) and periodic awards related to reaching a certain goal at work,

federation members to this goal It has been determined that there are answers given to the question that encourages people to make an effort to reach (3.88 ± 0.32).

Table 5 shows that; the lowest average of the answers given by the participants, respectively; I find that positive performance evaluation results motivate and pushes me to work efficiently (2.72 ± 0.64) and The policy followed by the federation makes you feel stable at work (2.74 ± 0.63) was found to be at the lowest level. On the other hand, the highest average among the statements given by the participants about the job performance level; Members comply with the working rules and procedures (3.48 ± 0.81) and I see that the federation presidents are interested in performance evaluation results on the basis of reward and punishment criteria (3.42 ± 0.73).

Table 4. Arithmetic means, standard deviations and level expressions for participants' incentive statements

Incentives	X	SD.	Level
1 Federation members feel job stability and security.	3.38	0.53	Average
2 The federation provides opportunities to participate in decision-making.	3.76	0.47	High
3 The federation is interested in providing certificates of appreciation to the deserving.	3.12	0.59	Average
4 The federation provides opportunities to participate in training courses.	3.46	0.50	Average
5 Bosses offer expressions of thanks, appreciation and praise when achieving the required goals.	3.72	0.49	High
6 The federation provides appropriate working conditions.	3.26	0.69	Average
7 Working in the federation helps me to stand out in society.	3.92	0.69	High
8 Moral incentives of various kinds improve performance.	3.74	0.66	High
9 You are satisfied with the policies of rewards and financial incentives granted by the Federation.	2.68	0.62	High
10 Members prefer to receive financial incentives compared to moral incentives.	3.98	0.55	High
11 Moral appreciation is an additional incentive to perform more tasks than automatically imposed.	2.60	0.60	Average
12 Having financial incentives helps you to do more at work.	3.30	0.64	Average
13 Periodic rewards associated with achieving a specific goal at work encourage federation members to strive towards achieving this goal.	3.88	0.32	High
Total	3.15	0.56	Average

Second objective:

Identify the level of job performance among the members of the sports federations in Kirkuk

Table 5. Arithmetic means, standard deviations and job performance level expressions of the participants

Job Performance	X	SD	level
1My job matches my skills and abilities	3.14	0.60	Average
2I feel satisfied with my work performance	3.00	0.83	Average
3Members develop their performance continuously	3.02	0.51	Average
4Members have a good communication skills with others	3.24	0.59	Average
5The administration relies on performance reports to discover the compatibility between the worker's performance and his work	3.04	0.69	Average
6Performance is evaluated based on scientific foundations and clear criteria	3.04	0.63	Average
7Members abide by work rules and procedures	3.48	0.81	Average
8Feel the fairness and justice of the outcome of my performance evaluation	3.08	0.77	Average
9I find that positive performance evaluation results motivate and pushes me to work efficiently	2.72	0.64	Average
10Mechanisms and methods of granting incentives affect performance	3.34	0.65	Average
11The policy followed by the federation makes you feel stable at work	2.74	0.63	Average
12I believe that a good incentive system works to improve the performance of members	2.90	0.58	Average
13I see that the heads of the federations are concerned with the results of performance evaluation on the basis that it is a criterion for reward and punishment	3.42	0.73	Average
Total	3.08	0.66	Average

Third objective:

Identify the relationship between incentives and job performance for members of sports federations in Kirkuk.

Table 6 shows that there is a significant relationship between incentives and job performance with the correlation value (0.56) and

the probability value ($p < 0.00$). There is a direct relationship between incentives and job performance and this shows that the more incentives are applied among the members of sports federations in Kirkuk, the higher the job performance and vice versa.

Table 6. Incentive correlation coefficient and job performance

Variables	X	SD	Correlation	P Value
Incentives	44.80	1.95	0.56	0.00
Job Performance	39.60	2.70		

DISCUSSION

Organizations, including sports federations, work on the implementation of their activities and human resources that implement their programs and achieve their goals. Therefore, the main task of successful management is that the incentive process is one of the basic and necessary processes to raise the level of performance, and at the same time helping, adopting and discovering, protecting and using talents for their interests (Zahia and Latifah, 2021). It increases their level of comfort and acceptance of the duties and duties assigned to them, the incentive system, working hours, social justice and work discipline. Sport needs to be

increasingly sustainable, from local to global levels, as sports services are increasingly subject to scrutiny by stakeholders to ensure that activities are flawless. Therefore, it is particularly important for organizations such as federations in the nonprofit sports sector to demonstrate sustainability, safety and integrity (Cuesta-Valiño et al., 2021).

According to the results of our study, when the incentive statements of the participants were examined, it was determined that the lowest average was the reward and financial incentive policies provided by the Federation, and moral appreciation was an additional incentive to do more tasks. Therefore, the researcher believes that

there is no incentive system in sports federations. Since the budget of sports federations is insufficient, it is claimed that incentives are only applied if the sports federations are successful. On the other hand, it has been argued that the participating members prefer to receive financial incentives compared to moral incentives and that working in the federation is used as a tool to stand out in the society. Result of the this study agrees with the study of **Mohammed Ahamed Saber (2023)** on the necessity of paying attention to an incentive system among the heads of the departments of the faculties of physical education and sports sciences. According to a study by **Awad bin Omar (2020)**, it is confirmed by her advice that incentives should be considered, as they have a positive effect and ultimately lead to higher performance levels. In another study, it has been suggested by **Al-Hallabia (2013)** that incentives are among the important factors that must be present for any organized effort aimed at achieving a high level of performance.

According to our study results; It was claimed that positive performance evaluation results motivate federation employees and push them to work efficiently. On the other hand, it was claimed that the members of the federation comply with the working rules and procedures, and the federation presidents are interested in the performance evaluation results on the basis of reward and punishment criteria. This result shows that there is a good job performance in sports federations, this is a result of the federation members' effective performance, motivation and desire to work in sports federations to achieve their work and to realize their own abilities, and the researcher explains why. The desire of the members of the federation to perform their duties in the federations without being paid and the work they do on a voluntary basis is the desire to serve sports in Kirkuk. In **Shami's (2010)** study, it was stated that work performance as the final output is of great importance in the organization, trying to achieve success and progress.

Therefore, the importance of performance is not only at the organizational level, but also goes up to the importance of performance in the success of economic and social development plans in the country. Another study conducted by **Alnsour (2012)** is consistent with the study by **Alnsour (2012)**, in which the study reveals the willingness of beneficiaries to achieve satisfaction, despite the

need for financial incentives of the employees included in the study.

The results of my study show that there is a significant relationship between incentives and job performance. There is a direct relationship between incentives and job performance and this shows that the more incentives are applied among the members of sports federations in Kirkuk, the higher the job performance and vice versa. This is what **Hussein (2008)** believes that the incentive system achieves many benefits for the individual, including (workers' feeling of justice and equality within the organization, increasing workers' production, reducing work losses, and others). The result of the current study agrees with the result of the study of **Nasser Rizk (2021)** that there is a significant relationship between financial and moral incentives and job performance among teachers in the Negev region.

The result of this study is also consistent with the study (**Al-Alish Muhammad Al-Hassan and Wissam Ali Hussein, 2016**) that organizations seek to improve the performance of employees in order for individual performance to be better in terms of quantity and quality. To achieve this, incentive systems must be linked to employee productivity, since incentives increase persistence. The worker has to perform the work by creating his desire by increasing the enthusiasm and motivation of the worker, which reflects positively on the overall performance and increase productivity.

Conclusion

The conclusions and recommendations reached by the study, as the results of the level related to incentives and job performance were average among members of sports federations in Kirkuk. Also, the results showed that there was a statistically significant relationship between incentives and job performance among members of sports federations in Kirkuk. The researcher recommends the need to establish a culture of work in the spirit of one team as a moral incentive to reach the planned performance levels, the need to link the results of evaluating sports federations and granting incentives and rewards based on those results, the need to support and strengthen positive work relations between workers in sports and non-sports institutions, holding training courses for administrative leadership In the field of incentives, human relations and methods of evaluating employees, and conducting a study

related to the incentives and job performance of other sports institutions.

Conflict of interest

No conflict of interest is declared by the authors. In addition, no financial support was received.

Ethics Statement

Ethical approval was obtained from the Ethics Committee before starting the study Approval Date: 22.08.2023. After obtaining ethical approval, we obtained institutional permission

Author Contributions

Study conception and design: MAS, ZMO, BOQ ; Data Collection: MAS, ZMO; Analysis and Interpretation of results: MAS, ZMO, BOQ; Draft manuscript preparation: MAS, ZMO, BOQ; All authors reviewed the results and approved the final version of the manuscript.

REFERENCES

- Abbas, A., Suleiman, H. (2009). Incentives and their impact on performance, a field study. *Expatriate Development Journal*, 31(93).
- Abdulaziz, H. (2008). *Distinctive management of human resources, distinguishing limits*. Egypt: Al-Mansour Bookshop for Publishing and Distribution.
- Al-Faris, A.S. (2011). The impact of incentive policies on organizational loyalty in public institutions. *Journal of Economic and Legal Sciences*, 27 (1).
- Al-Halaibeh, G. (2013). *The impact of incentives on improving the performance of workers in public sector institutions in Jordan*. Jordan.
- Al-Alish Muhammad Al-Hassan, W. A. H. (2016). *Incentives and their role in improving employee performance*,. Baghdad.
- Al-Fattah, A. a.-H. A. (2007). *Recent trends in the studies and practices of human resource management*. Morocco, Al-Asriyya Library.
- Al-Nsour, M. (2012). Relationship between incentives and organizational performance for employees in the Jordanian Universities. *International journal of business and management*, 7(1), 78. [[CrossRef](#)]
- Al-Salem, M. A.-S. (2002). *Human Resources Management: A Strategic Approach*, . Irbid: Modern Book World for Publishing and Distribution.
- Arar, N.R.A. (2021). Financial and moral incentives and their relationship to job performance among teachers of the Negev schools. *Journal of Arts, Literature, Humanities and Sociology*, 3(69).
- Cuesta-Valiño, P., Gutiérrez-Rodríguez, P. and Loranca-Valle, C. (2021). Sustainable Management of Sports Federations: The Indirect Effects of Perceived Service on Member's Loyalty. *Sustainability*, 13, 458. [[CrossRef](#)]
- Chami, S. (2010). *Organizational climate and its impact on employee job performance*. (Unpublished master's thesis), University of Boumerdes, Libya.
- Çelik, A. (2016). Sporty Look. *Journal of Sports and Educational Sciences*, 3 (1), 1-9.
- Ek, K., & Mukuru, E. (2013). Effect of motivation on employee performance in public middle level technical training institutions in Kenya. *International Journal of Advances in Management and Economics*, 2(4), 73-82.
- Fouad, B., & Fayrouz, A. (2019). *The role of governance principles in enhancing the performance of workers in sports institutions*. Regional Delegation for Youth and Sports in Tunisia.
- Kılıç, M.Ö., ve Tabuk, M.E. (2022). Effect of Job Security of Employees on Work Performance In Independent Sports Federations. *Eurasian Journal of Sport Sciences and Education*, 4(1), 42-55. [[CrossRef](#)]
- Maleh, A.B.O.A. (2020). Financial and moral incentives and their impact on the satisfaction and performance of administrative employees, an applied study on administrative employees in the faculties of Taif University. *Scientific Journal of the Faculties of Commerce Sector - Al-Azhar University*, 2(23).
- Rassouli, M., Sajjadi, N., Mosaffa, N., & Rasekh, N. (2020). Good governance and international relations in Iranian sports organizations. *SPORT TK-Revista EuroAmericana de Ciencias del Deporte*, 9(2), 109–114. <https://doi.org/10.6018/sportk.431151>

- Saber, M.A., and Ibrahim, A.M. (2022). Impact of governance on the social responsibility of sports institutions in Kirkuk Governorate. *Sport TK-EuroAmerican Journal of Sport Sciences*, Volume 11. Supplement 2, 1-14.
- Saber, M. A., Muhammad, A. A., & Mohammed, D. F. (2023). Administrative Delegation and Motivation and Its Relationship to Effective Decision-Making for Heads of Departments in Physical Education and Sports Sciences Faculties in Iraq. *Revistaiberoamericana de psicología del ejercicio y el deporte*, 18(1), 11-14.
- Yassin, M.G. (2012). *Determinants and Criteria of Governance*. International Scientific Conference “Globalization of Management in the Age of Knowledge”, Jinan University, Tripoli, Lebanon.
- Zahia Tawam , L.K. (2021). Financial and moral incentives and their relationship to job performance, a field study on the workers of the Tiaret Sonelgaz Company. *Journal of the Institute of Economic Sciences*, 24 (1).



This work is distributed under <https://creativecommons.org/licenses/by-sa/4.0/>