



The reality of organizational normalization for administrative decision-makers in the formations of Iraqi Ministry of Youth and Sports from the point of view of its employees

Prof. Dr. Bahaa Haider Fleih¹ M. Anwar Haider Fleih²

Qadisiyah University/ Faculty of Education/ Department of Physical¹, Directorate of Education Qadisiyah²

Abstract

ARTICLE INFO

Received: Nov 1,2024

Keywords

Regulatory

Normalization.

Administrative decision.

Administration and

Organization

Corresponding Author :

This study aims to design a special questionnaire for organizational normalization to identify the reality of normalization to identify the responses of workers and organizational suitability in the formation of Iraqi Ministry of Youth and Sports. The human field included workers in the formation of Iraqi Ministry of Youth and Sports. Time Ranges: For the period from 3-7-2024 to 22-5-2024. Geographical region: Formation of Iraqi Ministry of Youth and Sports. The researchers identified the research community from all youth and sports institutions in the country. Their number was (450) employees, according to the different departments and institutions for youth and sports, their number was (10) departments. The researchers took (50%) of the original research community which totaled (225) employees. The researchers divided the research community into (3) different samples. Each containing (50) employees from multiple departments by (22%) for the exploratory sample. Another sample was collected for stability amounting to (50) with a composition ratio of (22%). As the remaining sample, it has become the basis for research. It reached (125) by (55%) and the researchers suggested that the Directorate should strengthen its cooperation with the employees of Iraqi Directorate of Youth and Sports to address the issues they have, raise the employees morale of Iraqi Ministry of Youth and Sports to address the psychological issues facing them in relation to their work, encourage workers to be more ambitious and motivated in their work instead of punishing or directly accusing workers in the directorates of Iraqi Ministry of Youth and Sports.

1.1 Introduction and importance of research:

The concept of organizational normalization is one of the basic concepts that play a major and important role in working on the success of the internal and external environment of institutions in general. In particular, To develop and improve the level of productivity for sports institutions as the failure and success of these institutions depends mainly on the correct understanding and accurate practical application of the concept of normalization in institutions, especially the formations of the Ministry of Youth and Sports. They are in direct contact with workers and through which they directly affect the empowerment of workers within all formations in the first place. It is reflected negatively or positively according to the correct understanding and accurate linkage between these variables. This is done by creating the correct organizational climate in the formations. It helps to develop and improve the performance of workers significantly and noticeably. The lack of proper understanding of these variables is reflected negatively on the formations on workers within the institution in general. It affects the functional productivity of workers within the directorates which is reflected negatively on the work of ministry to a large extent. As the correct organizational normalization practiced by the administrative decision makers (managers) and the empowerment of some employees through drawing The correct functional rules in their correct form greatly help to increase the functional productivity of workers in the formations. It helps to improve the Ministry's return in that aspect. Hence, the importance of

the current research lies in identifying the direct impact of organizational normalization on the administrative empowerment of workers in the formations of Iraqi Ministry of Youth and Sports.

Problem statement:

The problem of the current research lies in the formulation of the following question (What is administrative organizational normalization from the workers' point of view in the formations of Iraqi Ministry of Youth and Sports)

1.1 Research objectives

1. Designing a special questionnaire for organizational normalization to identify the reality of normalization in formations.
2. Learn about the responses of those working to identify organizational normalization in the formations of Iraqi Ministry of Youth and Sports.

4.1 Areas of Research:

Human field: Workers in the formations of Iraqi Ministry of Youth and Sports.

Time Range: For the period from 7-3-2024 to 22-5-2024.

Spatial scope: Formations of Iraqi Ministry of Youth and Sports.

2. Research methodology and field procedures:

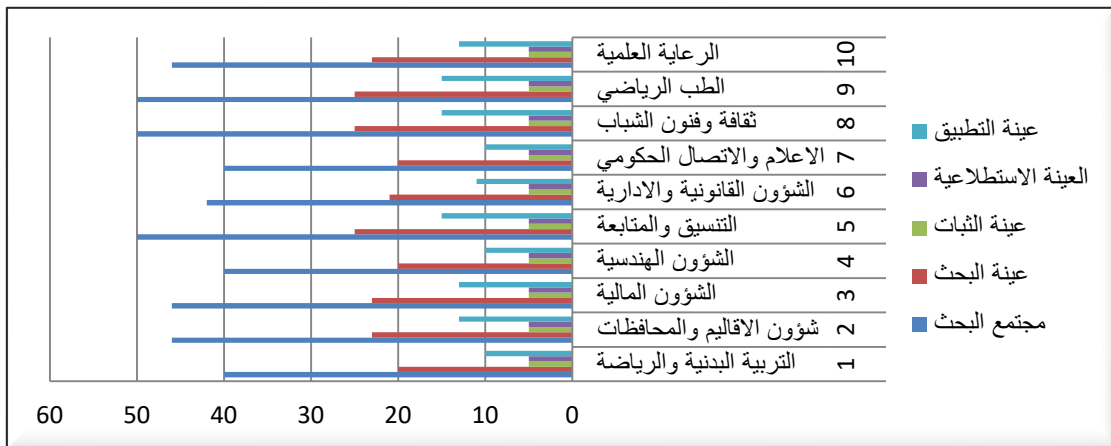
The researchers used the descriptive analytical approach and correlational relationships to fit this approach the nature of the problem and the description of the event.

2.2 Research community and its samples:

The researchers identified a research community of all employees in the formations of Iraqi Ministry of Youth and Sports, which numbered (450) employees and according to the departments and formations of the Iraqi Ministry of Youth and Sports, which numbered (10) departments. The researchers took (50%) of the original community for research. The research sample amounted to (225) workers. The researchers divided the research sample into (3) samples, where (50) workers were taken from multiple departments and a percentage of (22%) for the exploratory sample, as well as a stability sample of (50) and a percentage of (22%). The remaining sample became an application sample for the research which numbered (125) and a percentage of (55%) as in the table and Figure (1).

Table 1 Financial resource requirements by component
It shows the community and the research sample and the three samples (exploratory, stability, application)

Sr	Directorate	Research Community	Research Sample	Stability Sample	Exploratory Sample	Application Sample
1	Physical Education and Sport	40	20	5	5	10
2	Provincial Affairs	46	23	5	5	13
3	Finance	4.6	23	5	5	13
4	1 GS (OL), 3 LL	4.0	20	5	5	10
5	Coordination and follow-up	5.0	25	5	5	15
6	Legal and Administrative Affairs	42	21	5	5	11
7	Media and Communication	40	20	5	5	10
8	Youth Culture and Arts	50	25	5	5	15
9	Sports medicine	50	25	5	5	15
10	Scientific sponsorship	4.6	23	5	5	13
Total		450	225	50	50	125
		100%	50%	22	22	55%



(Fig.1)

Demonstrates the research community and sample and the three samples (exploratory, stability, application)

3.4 Measurement tool:

The researchers prepared the organizational normalization scale by reviewing the studies and researches related to the research topic and through personal interviews with some experts in the field of sports management. The number (11) Appendix (1), a set of phrases related to the research topic (organizational normalization) was agreed upon. The organizational normalization scale consists of (25) phrases that were presented to the experts and showed their validity and suitability for the research topic as shown in Table (2).

Table (2)

Shows the phrases of the regulatory normalization scale and the degree of agreement of experts on them

This service allows customers to issue a permit	Phrases	Approved	Percentage %	Disagree	Percentage %
1	Practical training works to increase the ability of employees in the directorates of the Iraqi Ministry of	10	90	1	10

	Youth and Sports				
2	Practical training by directors of directorates in the Iraqi Ministry of Youth and Sports My manager contains experiences and concepts of the concept of administrative empowerment and organizational normalization	9	81	2	19
3	The trainers work to develop the capabilities of the employees in the directorates of the Iraqi Ministry of Youth and Sports to help develop the administrative side of them.	9	81	2	19
4	There is an appropriate atmosphere of respect and cooperation between trainers and workers in the directorates of the Iraqi Ministry of Youth and Sports.	11	100	0	0
5	It helps the correct feedback to understand the instructions required by the employees in the directorates of the Iraqi Ministry of Youth and Sports.	11	100	0	0
6	Effective communication on understanding the requirements of employees in the directorates of the Iraqi Ministry of Youth and Sports.	10	90	1	10
7	The correct understanding by the directors of the formations of the Ministry of Youth of a teacher of workers helps to improve the level of work forworkers in the directorates of the Iraqi Ministry of Youth and Sports.	10	90	1	10
8	Developing the correct understandability among the formation managers of the Ministry of Youth working in the directorates of the Iraqi Ministry of Youth and Sports. It helps in the good and effective normalization of the administrative organization of workers .	11	100	0	0
9	Understanding the information and instructions by the senior management working in the directorates of the Iraqi Ministry of Youth and Sports. Very necessary in determining the correct type of response for any required situation	11	100	0	0
10	Moral support from others helps to improve the level of relationship between them in a positive way	11	100	0	0
11	Cooperation between colleagues in the Directorate helps to build social trust among employees in the directorates of the Iraqi Ministry of Youth and Sports	11	100	0	0

12	Employees in the directorates of the Iraqi Ministry of Youth and Sports work to properly encourage their colleagues to avoid mistakes within the directorate .	10	90	1	10
13	Organizational support by the managers of the formations continuously working in the directorates of the Iraqi Ministry of Youth and Sports helps to normalize the relationship between them properly .	10	90	1	10
14	The Directorate is concerned with granting material and moral incentives to employees of the directorates of the Iraqi Ministry of Youth and Sports	11	100	0	0
15	The communications system in ministerial formations allows the flow of necessary and sufficient information for decision-making to workers in the directorates of the Iraqi Ministry of Youth and Sports	10	90	1	10
16	The Directorate or formation tends to motivate and encourage instead of directing sanctions and blaming the employees in the directorates of the Iraqi Ministry of Youth and Sports	10	90	1	10
17	The Directorate or formation is keen to identify the needs of workers in the directorates of the Iraqi Ministry of Youth and Sports to improve the level of performance of their work.	11	100	0	0
18	The Directorate or formation is keen to provide the necessary services and opportunities to develop the capabilities of employees in the directorates of the Iraqi Ministry of Youth and Sports	10	90	1	10
19	The Directorate or formation holds various training courses and workshops on an ongoing basis to help workers in the directorates of the Iraqi Ministry of Youth and Sports to acquire new skills that benefit them in performing work.	9	81	2	19
20	There is a strong relationship between the Directorate or formation and the employees of the directorates of the Iraqi Ministry of Youth and Sports	9	81	2	19
21	The Directorate or formation has the spirit of dealing with employees in the directorates of the Iraqi Ministry of Youth and Sports in order to take into account their psychological pressures	10	90	1	10
22	The Directorate or formation periodically holds meetings with employees in the directorates of the Iraqi Ministry of Youth and Sports in order to encourage and	10	90	1	10

	motivate them .				
23	The Directorate or formation allocates a large amount of time to listen and assist employees in the directorates of the Iraqi Ministry of Youth and Sports for functional adaptation within the formation .	11	100	0	0
24	There is cooperation between the Directorate or formation and the employees of the directorates of the Iraqi Ministry of Youth and Sports in order to solve the problems facing them .	11	100	0	0
25	The Directorate or formation takes into account the wishes, inclinations and employees of the directorates of the Iraqi Ministry of Youth and Sports.	10	90	1	10

2 Conditions that meet the validity of questionnaire scientifically:

1.5.2 Validity of the questionnaire:

The validity of the scale was verified by distributing it on a group of experts to know the suitability of the statements for the axes and research subject. The experts (11) agreed on the statements collectively which led to the scale having apparent validity.

2.5.2 Tool Stability:

The researchers achieved the stability of the scale by applying it to a sample of (50) employees from various departments in Iraqi Ministry of Youth and Sports. (22%) of the employees were randomly selected by the researchers from the academic community. The researchers obtained a significant degree of correlation and the value of stability was (0.78).

2-6 Exploratory experiment:

The researchers conducted a small experiment on the scale that they intended use to identify the errors that may occur when applying the scale to a sample. The researchers applied it on (50) employees of the Department of Youth and Sports in Iraqi Ministry by (22%), who were randomly selected from the community and excluded from the larger sample to identify the clarity of the scale terms where the response time was (16) minutes.

2-7 Application of the scale:

The scale was used to evaluate the degree of workers qualification in the various departments in Iraqi Ministry of Youth and Sports. Therefore, the previously established scale was used which evaluates the degree of qualification of (125) workers in the various departments in the agency by (55%) on Sunday (28-4-2024), (100) valid forms were received, in addition to (25) missing forms.

2-8 Method of statistical analysis:

The researchers used the Spss statistical software package for statistical analysis.

View and discuss the results.

The first goal of the researchers was achieved by designing a special questionnaire for the reality of organizational normalization. It consisted of (25) phrases and was applied to the application sample of workers in the formations of Iraqi Ministry of Youth and Sports. The researchers obtained the responses by extracting the arithmetic media, standard

deviations and the order for each of the scale phrases and as in Table (3):

Table (3)
Shows the arithmetic means, standard deviations and order for each of the statements of the organizational normalization scale

This service allows customers to issue a permit	Ferries	Arithmetic mean	Standard deviation	Order
1	Practical training works to increase the ability of employees in the directorates of the Iraqi Ministry of Youth and Sports	943	587	3
2	Practical training by directors of directorates in the Iraqi Ministry of Youth and Sports My manager contains experiences and concepts of the concept of administrative empowerment and organizational normalization	2.255	1.543	16
3	The trainers work to develop the capabilities of the employees in the directorates of the Iraqi Ministry of Youth and Sports to help develop the administrative side of them.	3 211	799.	10
4	There is an appropriate atmosphere of respect and cooperation between trainers and workers in the directorates of the Iraqi Ministry of Youth and Sports.	2.133	1/677	17
5	It helps the correct feedback to understand the instructions required by the employees in the directorates of the Iraqi Ministry of Youth and Sports.	3.909	0.592	4
6	Effective communication on understanding the requirements of employees in the directorates of the Iraqi Ministry of Youth and Sports.	2,000	1.899	19
7	The correct understanding by the directors of the formations of the Ministry of Youth of a teacher of workers helps to improve the level of work forworkers in the directorates of the Iraqi Ministry of Youth and Sports.	3.012	0.832	11
8	Developing the correct understandability among the formation managers of the Ministry of Youth working in the directorates of the Iraqi Ministry of Youth and Sports. It helps in the good and effective normalization of the	2.032	.789	18

	administrative organization of workers .			
9	Understanding the information and instructions by the senior management working in the directorates of the Iraqi Ministry of Youth and Sports. Very necessary in determining the correct type of response for any required situation	.678	0.600	5
10	Moral support from others helps to improve the level of relationship between them in a positive way	321.	.789	9
11	Cooperation between colleagues in the Directorate helps to build social trust among employees in the directorates of the Iraqi Ministry of Youth and Sports	2.321	1.201	15
12	Employees in the directorates of the Iraqi Ministry of Youth and Sports work to properly encourage their colleagues to avoid mistakes within the directorate .	1 974	1.987	20
13	Organizational support by the managers of the formations continuously working in the directorates of the Iraqi Ministry of Youth and Sports helps to normalize the relationship between them properly	1.543	1.876	22
14	The Directorate is concerned with granting material and moral incentives to employees of the directorates of the Iraqi Ministry of Youth and Sports	2.765	999.	13
15	The communications system in ministerial formations allows the flow of necessary and sufficient information for decision-making to workers in the directorates of the Iraqi Ministry of Youth and Sports	3,543	0.676	6
16	The Directorate or formation tends to motivate and encourage instead of directing sanctions and blaming the employees in the directorates of the Iraqi Ministry of Youth and Sports	1.400	1.832	23
17	The Directorate or formation is keen to identify the needs of workers in the directorates of the Iraqi Ministry of Youth and Sports to improve the level of performance of their work.	477	.699	8
18	The Directorate or formation is keen to provide the necessary services and opportunities to develop the capabilities of employees in the directorates of the Iraqi Ministry of Youth and Sports	768	1.655	21
19	The Directorate or formation holds various training courses and workshops on an ongoing basis to help workers in the directorates of the Iraqi Ministry of Youth	987	0.987	12

	and Sports to acquire new skills that benefit them in performing work.			
20	There is a strong relationship between the Directorate or formation and the employees of the directorates of the Iraqi Ministry of Youth and Sports	3.998	0.543	1
21	The Directorate or formation has the spirit of dealing with employees in the directorates of the Iraqi Ministry of Youth and Sports in order to take into account their psychological pressures	1.354	1.711	25
22	The Directorate or formation periodically holds meetings with employees in the directorates of the Iraqi Ministry of Youth and Sports in order to encourage and motivate them .	3.500	.698	7
23	The Directorate or formation allocates a large amount of time to listen and assist employees in the directorates of the Iraqi Ministry of Youth and Sports for functional adaptation within the formation .	434	199	14
24	There is cooperation between the Directorate or formation and the employees of the directorates of the Iraqi Ministry of Youth and Sports in order to solve the problems facing them .	1.325	754	24
25	The Directorate or formation takes into account the wishes, inclinations and employees of the directorates of the Iraqi Ministry of Youth and Sports.	943	0.567	2

Through Table (3) and sample responses to the questionnaire. The researchers obtained the arithmetic means and standard deviations then arranged them according to the highest arithmetic mean. The phrase (20) obtained the first order according to the following results:

Sr	Ferries	Arithmetic mean	Standard deviation	Order
20	There is a strong relationship between the Directorate or formation and the employees of the directorates of the Iraqi Ministry of Youth and Sports	3.998	0.543	1

The researchers see through the above data the strong relationship that is formed between the Directorate or formation in Iraqi Ministry of Youth and Sports. Its employees is one of the important and basic factors to work to achieve institutional integration. It is reflected positively at the general level for the individual and collective performance of workers. It contributes significantly to the development of sports and youth in Iraq.

The phrase (25) ranked second according to the following results:

Sr	Ferries	Arithmetic mean	Standard deviation	Order
25	The Directorate or formation takes into account the wishes, inclinations and employees of the directorates of the Iraqi Ministry of Youth and Sports.	943	0.567	2

The researchers believe through the above data that the Directorate does not care or form all the desires and inclinations of the employees of the General Directorates of Iraqi Ministry of Youth and Sports. It is not only strategically considered to serve human resources, but is one of the most important long-term investment projects that reflect on the results achieved by the Directorate through success and work to achieve the objectives in their correct form¹.

¹Salam HANTOUSH RASHEED: Supervisory management quality effectiveness of sports and scholastic activities supervisors from the sports activities teachers' viewpoint, Supplementary Issue: Spring Conferences of Sports Science. Costa Blanca Sports Science Events, 21-22 June 2021. Alicante, Spain

The statement (1) ranked third according to the results below :

Sr	Ferries	Arithmetic mean	Standard deviation	Order
1	Practical training works to increase the ability of employees in the directorates of the Iraqi Ministry of Youth and Sports	943	587	3

According to the above data, the researchers believe that practical training has a significant and important role by working on the investment of human capital, through a contribution to building the capabilities of workers and working enable them to perform their job tasks significantly and efficiently. It helps to enhance the work of Directorate and work to achieve its objectives significantly and tangible results to achieve its strategic and development goals.²

The phrase (21) ranked twenty–fifth according to the results below :

Sr	Ferries	Arithmetic mean	Standard deviation	Order
21	The Directorate or formation has the spirit of dealing with employees in the directorates of the Iraqi Ministry of Youth and Sports in order to take into account their psychological pressures	1.354	1.711	25

The researchers believe that the weakness of the Directorate or the formation by not spreading the spirit of dealing and working with workers. It was not taking into account their psychological pressures during work, caused this to not achieve a balance between the basic needs of the institution and the workers. This balance does not guarantee a stable work environment within the Directorate, which reduces the productivity of workers. The weakness in enhancing the

²Salam Hantosh Rashed; Administrative possibilities of academic institutions and their correlation with sports tendencies of students and attitudes towards practicing sports. Journal of Global Pharma Technology .Volume 10 Issue

general capacity of the Ministry to achieve its objectives in serving youth and sports in Iraq³.

4. Conclusions, Recommendations

1.4 Conclusions :

1. There is a strong relationship between the Directorate or formation and the employees of directorates in Iraqi Ministry of Youth and Sports in the field of positive interaction and cooperation .
2. There is a great desire on the part of the Directorate or the formation to understand the desires, tendencies and employees of the directorates of Iraqi Ministry of Youth and Sports.
3. The Directorate is characterized by the work of practical training for workers to increase their ability with develop and improve the level of job productivity.

2.4 Recommendations :

1. The importance of enhancing collective cooperation between the Directorate or formation the staff of Iraqi Ministry of Youth and Sports to address the issues they have.
2. Raise the morale of the employees in Iraqi Ministry of Youth and Sports to address their psychological concerns related to the job.
3. Increasing employees' enthusiasm and satisfaction with work instead of directly targeting them with sanctions and reprimanding employees in Iraqi Ministry of Youth and Sports.

³Khamayel Abdul Hussein Jawad: Motivational management for academic leaders and its relationship to the quality of performance of faculty members of the Faculties of Physical Education and Sports Sciences in Baghdad, unpublished master's thesis, University of Baghdad, 2022.

References

1. Khamayel Abdul Hussein Jawad: Motivational management for academic leaders and its relationship to the quality of performance of faculty members of the Faculties of Physical Education and Sports Sciences in Baghdad, unpublished master's thesis, University of Baghdad, 2022.
2. Salam HANTOUSH RASHEED: Supervisory management quality effectiveness of sports and scholastic activities supervisors from the sports activities teachers' viewpoint, Supplementary Issue: Spring Conferences of Sports Science. Costa Blanca Sports Science Events, 21-22 June 2021. Alicante, Spain
3. Salam Hantosh Rashed; Administrative possibilities of academic institutions and their correlation with sports tendencies of students and attitudes towards practicing sports. Journal of Global Pharma Technology .Volume 10 Issue

Shows the number of experts who were shown the scale

Sr	Name	Surname	Major	Workplace
1	Walid Khaled Hammam	?	Sports Management	Mosul University -Faculty of Physical Education and Sports Sciences
2	Khaled Aswad Laikh	?	Sports Management	Muthanna University -Faculty of Physical Education and Sports Sciences
3	Salam Hantoush Rashid	?	Sports Management	Mustansiriya University -Faculty of Basic Education
4	Osman Mahmoud Shehadeh	?	Sports Management	Diyala University -Faculty of Physical Education and Sports Sciences
5	Rana Turki Naji	- J.D.L.	Sports Management	Mustansiriya University -Faculty of Basic Education

		?		
6	Thamer Hammad Rajeh	أ. : signature.	Sports Management	Baghdad University -Faculty of Physical Education and Sports Sciences
7	Yassin Ali Khalaf	A.M.D .	Sports Management	Al-Anbar University -Faculty of Physical Education and Sports Sciences
8	Haidar Hassan Lattah	A.M.D .	Sports Management	Mustansiriya University -Faculty of Basic Education
9	Hussein Khamis Mohammed	A.M.D .	Sports Management	Baghdad University -Faculty of Physical Education and Sports Sciences
10	Omar Nouri Abbas	A.M.D .	Sports Management	Mustansiriya University -Faculty of Basic Education
11	Ghazwan Aziz Yasser	A.M.D .	Sports Management	Wasit University -Faculty of Physical Education and Sports Sciences