

# Administrative Creativity and its Relationship to Job Performance among Administrative Leaders in the Iraqi Faculties of Physical Education and Sports Sciences

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**Abstract---** This research aims to identify the correlation of administrative creativity among the administrative leaders in the Faculties of Physical Education and Sports Sciences (FPESS) and to identify the correlation of job performance among the administrative leaders in the FPESS, as well as to identify the relationship Between the administrative creativity and the performance of the administrative leaders in the Iraqi FPESS, the research problem lies in answering the following questions first what is the correlation of administrative creativity among the administrative leaders in the FPESS, and the second what is the correlation of job performance among the administrative leaders in the FPESS. The researcher followed the analytical descriptive research approach, which depends on the collection of facts and then comparing analyzing and interpreting them down to the conclusions that provides researchers with real information about the phenomena studied and influential in the research subject. The researchers identified the research community of administrative leaders in the faculties of physical education and sports sciences which was 90 and the researchers chose 84 study sample after excluding the exploratory experiment samples and the researchers concluded that the administrative leaders in the faculties of physical education and sports sciences in Iraq enjoy a high level of administrative creativity and a high level of job performance and the researchers recommended strengthening the administrative creativity level enjoyed by the administrative leaders in various ways and in all fields in order to maintain this level of creativity in administrative job performance.

**Keywords---** Administrative Creativity, Job Performance, Physical Education.

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## I. INTRODUCTION

Administrative creativity is considered one of the most important pillars of the progress and development of countries in various fields of economic, social and educational, because it helps in solving problems of different kinds as well as improving the working climate and methods in creative ways, and administrative creativity leads to improving the working climate for decision-making also It defines the type of solutions, get rid of normal thinking and produce the largest number of ideas in the least amount of time and effort. In the field of management there are many educational challenges that require the leader to provide a suitable atmosphere for teaching and learning and in the midst of those challenges the leader finds himself facing many obstacles because he is not supposed to work away from the life experience good or bad, but works in the midst of those events his mission is to create people

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armed with knowledge, and creativity in learning from non-coexistence nations, which is required to coexist with reality and keep pace with the progress and development of humanity. In the field of the job performance of the administrative leaders in the faculties of physical education and sports sciences in particular, educational institutions of all kinds and forms, they all face a common challenge which is their need to raise the level of their leaders performance so that they can adapt to the demands of rapid change that occurs in real life, hence the need to link job performance and creativity in management of educational institutions, in order to achieve creative responses that are meaningful and effective in the challenges highlighted by change in the fields of scientific development.

### ***The Research Problem***

In this research, the researchers will try to answer the following questions:

What is the correlation of administrative creativity among the administrative leaders in the Iraqi faculties of physical education and sports sciences?

What is the correlation of job performance among the administrative leaders in the Iraqi faculties of physical education and sports sciences?

What is the relationship between administrative creativity and job performance of administrative leaders in the Iraqi colleges of physical education and sports sciences?

### ***The Research Goals***

1- Identifying the correlation of administrative creativity among the administrative leaders in the Iraqi faculties of physical education and sports sciences.

2- Identifying the correlation of job performance among the administrative leaders in the Iraqi faculties of physical education and sports sciences.

3- Identifying the relationship between administrative creativity and job performance of administrative leaders in the Iraqi colleges of physical education and sports sciences.

### ***The Research Fields***

Human field: Administrative leaders in the Iraqi Faculties of Physical Education and Sports Sciences

### ***Time Domain***

Spatial fields: Iraqi Faculties of Physical Education and Sports Sciences

## **II. MATERIALS AND METHODS**

### ***Procedures***

The researcher followed the analytical descriptive research approach, which depends on the collection of facts and then comparing analyzing and interpreting them down to the conclusions that provides researchers with real information about the phenomena studied and influential in the research subject.<sup>1</sup>

### ***Participants***

The researchers identified the research community of administrative leaders in the faculties of physical education and sports sciences which was 90 and the researchers chose 84 study samples after excluding the exploratory experiment samples.

### Measures

The researchers used the following tools and equipments:

- 1- Laptop type acer.
- 2- Manual calculator.
- 3- Questionnaire form for the two scales.
- 4- Data dump form.
- 5- Assistant team.
- 6- Internet.
- 7- Arab and foreign sources and references.

### Analysis

Statistical data was processed through the use of the statistical bag (spss), using the following laws:

(percentage, arithmetic, Chi-squared, standard deviation, Pearson simple correlation coefficient , Cronbach's alpha stability coefficient, t-test for one unrelated sample equal and unequal in numbers, relative importance).

### Results

The first goal is to identify the administrative creativity among the administrative leaders in the Faculties of Physical Education and Sports Sciences

To verify the first goal, the T-test was used for one sample to compare the arithmetic mean of the sample with the hypothetical mean, as shown in the table below.

Table 1: The Results of the T-test for One Sample of the Sample Scores in the Administrative Creativity Scale

Field	Subjects number	Arithmetic mean	Standard deviation	Theoretical mean	Calculated (t) value	Tabular (t) value	Freedom degree	Significance level at 0,05
administrative creativity	84	136,18	1,87	105	48,41	1,96	83	Significant

Table 2: The Results of the T-test for One Sample of the Sample Scores in the Field of Job Performance

Field	Subjects number	Arithmetic mean	Standard deviation	Theoretical mean	Calculated (t) value	Tabular (t) value	Freedom degree	Significance level at 0,05
job performance	84	190,45	6,29	153	113,49	1,96	83	Significant

Table 3: Explains the Correlation between the Areas of Administrative Creativity and Job Performance

Areas of administrative creativity	Correlation coefficient value	job performance
Authenticity	0,41	
Intellectual fluency	0,75	
Mental flexibility	0,53	
Problems sensitivity	0,40	
Focus attention	0,59	
Accepting risk	0,88	
Ability to analyze and connect	0,35	

### ***Field Research Procedures***

In order to achieve the research objectives and measuring variables, the researchers prepared the first research tool as a measure of administrative creativity, the researchers adopted the test of administrative creativity in 2011, which was carried out by the lathey, Mohammed bin Ali Hassan #, The researchers found that the test was appropriate to their research procedures in areas of (authenticity, intellectual fluency, mental flexibility, sensitivity to problems, maintaining direction or focusing attention, accepting risks, ability to analyze and link), this test included (35) paragraphs with (5) paragraphs for each area, and the alternatives that were adopted were (strongly agree , agree, unsure, disagree, strongly disagree) and the grades were (5, 4, 3, 2, 1). As for the job performance tool a scale was prepared after looking at some previous studies such as the study (Badr, 2010)<sup>2</sup> and the study (Yassin, 2008)<sup>3</sup>, the tool included seven areas, which were (leadership, decision-making, human relations, devolution, planning, organizing, and job evaluation).

The researchers also described paragraphs specific to each field and with this procedure, 66 paragraphs have been set for the job performance tool.

### ***The Scientific Basis of the Two Scales***

The researchers extracted the Psychometric properties, for the two scales which are honesty and stability as follows:

#### ***Honesty***

The researchers adopted two types of honesty (transparent honesty, constructive honesty), through the correlation of the paragraph degree to the scale overall degree and the correlation of the paragraph degree to the degree of the field to which it belongs, as well as the extraction of the paragraphs discriminatory power, as follows.

#### ***Transparent Honesty***

The transparent honesty is based on the general appearance of the tool in terms of the type of vocabulary, how it is formulated and how clear it is, as well as the handling of its instructions, accuracy and objectivity, and it can be reached through the researcher judgment on the measurement degree of the test, and since this judgment is characterized by a degree of subjectivity, therefore the test is given For more than one arbitrator, the transparent honesty of the test is assessed through the consent between the arbitrators' assessments.<sup>4</sup>

The researchers presented the paragraphs of the two tools to a group of 11 specialized arbitrators in sports management, psychology, measurement and evaluation, to judge the validity of the fields of the two tools in terms of their words clarity and suitability to measure the field to which they belong, as well as to express opinion on the validity of the instructions and answer alternatives, and to verify the validity of the paragraphs in measuring what it was prepared to measure, the percentages of the experts opinions were extracted, and their statistical significance using chi-squared test, all were statistically significant and larger than the tabular value of the chi-squared test (3.84), at the level of (0.05), with a degree of freedom of (1) for both scales and therefore did not exclude any paragraph of the two scales and the researchers committed to apply all the observations and modifications referred to by the experts to meet the transparent honesty requirements.

### ***Constructive Honesty***

It is an important measure in the scale construction as it aims to verify the accuracy of the standard characteristics of the scale itself, and it is done after making the required modifications from the experts and arranging the scale for the purpose of applying it to the statistical analysis sample which represents the initial experimentation of the scale and cannot be dispensed with no matter how accurate the transparent honesty was.<sup>5</sup>The researchers have followed the following methods in extracting the constructive honesty:

### ***Distinction of Two Scales Paragraphs***

The distinction of paragraphs is one of the important standard characteristics of the paragraphs of psychological and educational measures so that the scale can detect individual differences between individuals in the measured characteristic on which the psychological measurement is based, and the discriminatory power of the paragraphs means the ability of the paragraphs to distinguish between the sample members of the higher and lower levels in relation to the characteristic measured by the paragraph and the researchers adopted the ratio of (27%), the highest and (27%) as the minimum as the two extreme groups.

According to the literature of measurement and evaluation, the approval of the percentage (27%) for each group of upper and lower groups represents the best percentage that can be adopted, because it offers us two groups as much size as possible and differentiation as well as being characterized by the ease of processes required, and the accuracy of the results.<sup>6</sup>

The grades of each of the two scales are analyzed using the T-test for two independent samples to test the difference between the averages of the upper and lower groups. When comparing the T-values calculated with the T-tabular values of (2.0) at the level of significance of (0.05) and with a degree of freedom (52), the results showed that all the paragraphs of the two measures are significant because the t-values calculated for each paragraph are greater than the value of tabular t.

### ***The Relationship of the Paragraph Degree to the Scale Overall Degree***

The paragraphs coefficients of the honesty of the two measures (administrative creativity and job performance) have been calculated using the total degree of the two scales as an internal judge and the Pearson correlation coefficient as the statistical mean of extracting the correlation of the paragraphs degree to the tool total degree and the statistical processing showed that the paragraphs All of them are statistically significant, as their calculated values are greater than the tabular value of the correlation coefficient (274), at a level of significance (0.05), with a degree of freedom (82), i.e. all the paragraphs were true.

### ***The Relationship between Paragraph Degree and the Field Degree Which it Belongs***

To confirm the authenticity of the paragraphs, an additional test was adopted, the relationship of the paragraph degree to the field degree which it belongs, the total degree of each field (administrative creativity and job performance) was extracted, and then correlation coefficient was calculated between the degree of each paragraph and the field degree which it belongs, using Pearson correlation coefficient, and for statistical treatment, which states

that the values of all correlations are statistically significant, as their calculated values were greater than the value of the tabular correlation coefficient (0.274), at the level of significance (0.05), with a degree of freedom (84).

### ***Stability***

#### ***Two Methods have been Used to Calculate Stability***

##### ***Testing and Retesting Method***

To verify the stability of the two scale, the scale was applied to a sample of (6), which is the same stability sample for the two scales, and then reapplied the scale to the same individuals after the utilization of the first test, and after correcting the answers, Pearson correlation coefficient was used to find the stability factor of the scale as a whole, as the stability factor value of the scale reached (0.831), which is a good indicator of the stability of the scale.

##### ***Cronbach's Alpha***

To extract stability in this way, the researchers adopted the Cronbach's alpha equation, to calculate the correlations between the paragraphs degrees to the stability sample, as the stability reached in this method (0,932), and this indicator is considered good on the internal consistency of the scale paragraphs.

#### ***The Main Experiment***

After the two scales became ready for application in its final form and the researchers with the help of the assistant team distributed the forms on the research sample.

### **III. DISCUSSION**

It is clear from the table above that the administrative leaders in the Iraqi faculties of physical education and sports sciences all enjoy a high degree of administrative creativity in the performance of their duties, and the result that has emerged is only a clear indication of the extent to which they have the basic abilities of administrative creativity (Authenticity, intellectual fluency, mental flexibility, problems sensitivity, focus of attention, risk acceptance, Ability to analyze and connect).

This finding is consistent with the study of Laithi<sup>7</sup>, where the results of the study showed that the practice degree of administrative creativity was very large, especially the element of authenticity from the perspective of the sample, as well as this result came in agreement with the study Almoalem<sup>8</sup> where the results of the study indicated that there is a direct effect of skills Creativity in the development of job performance.

The second goal is to identify the job performance among the administrative leaders in the Faculties of Physical Education and Sports Sciences.

To verify the first goal, the T-test was used for one sample to compare the arithmetic mean of the sample with the hypothetical mean, as shown in the table below.

The result shows that the administrative leaders in the Faculties of Physical Education and Sports Sciences of Iraq have a high level of job performance in the management of their colleges, which they manage and guide towards achieving the desired goals, their job performance reflects a picture of their knowledge with laws and

regulations. This result is consistent with the study Badr<sup>9</sup>, which was one of the results of which the administrators enjoyed a better performance in relation to relations with others and working conditions, and also in accordance with the study of Sawsan<sup>10</sup> which proved that the heads of scientific departments enjoyed a high level of job performance.

To learn about the relationship between administrative creativity and the job performance among the administrative leaders in the Iraqi faculties of physical education and sports sciences

This objective dealt with the analysis of correlation between the areas of administrative creativity and job performance, through the use of Pearson correlation coefficient.

The critical value of Pearson correlation coefficient is (0.16) with a degree of freedom (148) at a significance level of (0.05).

It turns out that creativity has a strong relationship with job performance manifested by the ability of the director in educational institutions to carry out his administrative work at the highest levels of developing strategies and making comprehensive improvements to procedures, methods, techniques and work methods, which contributes to a course in the design of a work environment model that raises the level of administrative performance and the activation of the educational process and its development, as the creative leader or (creative director) is the one who works on the development that encourages creative work and reaches to convince everyone of its importance in bringing about change and development for a bright educational future.<sup>11</sup>

Badri adds that the most important characteristic of the relationship of administrative creativity to job performance is the ability of creative managers to visualize and imagine multiple alternatives to deal with existing problems - and the ability to deal with the requirements of change - and the ability to adapt, experiment and innovate - and boldness and opinion expressing and giving the necessary proposals as well as the independence of the individual so that the authority of others is not imposed on him and does not impose his authority on others.<sup>12</sup>

#### **IV. CONCLUSION**

1- The administrative leaders in the Iraqi faculties of physical education and sports sciences enjoy a high level of administrative creativity.

2- The administrative leaders in the Iraqi faculties of physical education and sports sciences enjoy a high level of job performance.

3- Creativity has a strong relationship with job performance.

Recommendations:

1- Strengthening the high level of administrative creativity enjoyed by the administrative leaders in various ways and in all fields in order to maintain this level of creativity in the administrative work as well as in job performance.

2- Establishing a special department for creativity or establishing a so-called (Bank of Ideas) that is responsible for supporting and encouraging the creators and distinguished in the field of administrative work.

#### **ACKNOWLEDGMENTS**

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