

A Study of the Leadership Competencies of Directors of Sports Youth According to the Total Quality Management in the General Directorate of Education and the Ministry of Youth and Sports in Diyala Governorate from the Point of View of Employees

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Abstract

Education is the tool and means that leads to achieving the best achievements in society and the basic entry point for comprehensive development, as it bears the responsibility of preparing and developing the capabilities of the individual, who in turn is able to reach the highest levels of work. Including the movement to search for sources and foundations for outstanding organized performance, its techniques are based on all the administrative and organizational elements that make the application of quality management necessary to achieve satisfaction for all individuals and society as a whole. Youth and Sports in Diyala Governorate from the point of view of its employees, diagnosing strengths and weaknesses and identifying training needs by knowing the performance gap between what is applied and what is planned, as well as informing decision makers with information and recommendations in the mechanism of evaluation and selection of sports leaders. The research sample consisted of (150) Individuals distributed among (80) administrative employees and (70) supervisors. Preparation of a questionnaire, in its final form, consisting of (77) paragraphs divided into (6) areas. The results showed that sports activity managers possess leadership competencies that are commensurate with the requirements of the current situation during the work process.

Keywords .leadership competencies, management in the General Directorate of Education, Ministry of Youth and Sports, Diyala

Introduction

The manager is that vital element capable of leading the administrative work, and directing all administrative activities either towards achievement and success, or towards failure and destruction. The consensus today among management thinkers and practitioners is to consider the manager as the leader who bears the responsibility of drawing up strategies and policies, setting plans and making decisions that guarantee reaching specific goals and results, using all the resources and energies available to him, which he can develop and develop and work to maximize the return from them. Hence, the choice of the manager should not be arbitrary or categorical, as is often the case with us, but should be achieved on the basis of his availability, i.e. the in-depth practical and scientific experience, who can invest and manage time so that he benefits from every minute, and spends time in Its correct place, because time is the most valuable and most important resource in our contemporary complex world, which directs its attention and thinking mainly to goals and results and does not drown itself and its time in

procedures and methods, and who can discover the strengths of the situation and works to invest and benefit from them, which focuses on vital areas of work. The one who has a comprehensive and decisive impact on the course of things and the possibilities of achievement that lead to clear and decisive results, and he is the one who can accurately determine the matters that have priority, and who is characterized by the ability to make effective decisions, that is, decisions that are executable and can be converted into tangible results, and who bears the responsibility to follow up and implement them.. Leadership adequacy is one of the modern administrative methods and an action plan that includes all aspects of management for the institution in order to achieve excellence in the quality of performance through continuous improvement and evaluation of institutional performance. Therefore, the success of the educational institution in achieving the overall quality of its outputs depends to a large extent on the adequacy and effectiveness of its educational leaders, as it needs educational administrative staff. conscious of the importance of change and possess sophisticated vision to enable them to guide the efforts of workers towards the completion of the work correctly and in accordance with the standards and thus contributing to the overall quality of "leadership is a very vital element in the translation of ideas and educational theories of modern and make it a reality real, so the success of the mission of educational depends on the level of leadership From the practical and theoretical standpoints" (Al-Masry: 2007: 2), it is necessary for the Ministry of Education to keep pace with everything new and developed to advance the educational process to a level that meets the needs of its educational outputs by continuously assessing the performance of its human cadres and rehabilitating them in line with the new era through the application of total quality management, which will lead to A qualitative development for the performance of the educational institution in line with the modern administrative revolution. The directorates of sports activity are organizational units within the formations of the Ministry of Education and the Ministry of Youth and Sports that play a major role in preparing and building generations intellectually, physically, socially and psychologically to achieve the goals of physical education based on the philosophy of the Ministry of Education. On the other hand, he shall be responsible for managing, organizing and controlling the sports, scouts and school departments, as a representative and executor of the views of individuals and the group that it includes, in a manner consistent with achieving the objectives and tasks of the department he manages.

Research importance

The importance of the research lies in the fact that it deals with a very important topic that is addressed for the first time in the Ministry of Education, which is the sports leadership competencies of the middle departments in the general directorates of education, the sports and school activities departments in the light of total quality management, because the success of the department in achieving its goals and mission is linked to the way it is managed and the leadership style that It is practiced by the director and because physical education and school sports are one of the most important areas of organized motor activity that aims to educate students and students healthily, mentally, psychologically and socially, and because it is an important means of the educational curriculum to bring about an integrative process from all aspects in the educational process. And through observation, field visits and many complaints On the existence of weakness and lack of leadership skills and competencies for some sports activity managers and their weak administrative capabilities for the foundations of professional work and their low motivation to complete the work in a way that subordinates can perform their duty in an optimal manner and ensure the quality of what they offer. Study or scientific research to find out the level of competencies The sports leadership of sports activity managers and its important effects in the management and development of institutional performance, and that poor performance and achievement requires educational institutions to consider and take a closer look

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at this problem, because the poor selection of leaders is a waste of human and material energies in the organization, and the process of applying total quality management depends largely on leadership competencies Which the leader must possess and his awareness and understanding of their importance in his work in order to achieve the required achievements.

2- Research methodology and field procedures

2-1- Research Methodology:

The researcher used the descriptive approach because it is the most appropriate method to achieve the objectives of the research by analyzing and interpreting the data and extracting relevant conclusions from them for the research problem.

2-2- Research sample and community:

The current research community consists of administrative staff and technical supervisors working in sports activity in the General Directorates of Education and the Ministry of Youth and Sports in Diyala Governorate, whose number is (200) supervisors and employees for the year 2020-2021, distributed over (6) districts belonging to the directorates of education in Diyala Governorate.

A representative sample of the original community was selected, provided that the sample bears the characteristics of the original community itself. The sample was selected search the current neo - induced from the research community of 150 employees and a supervisor at a rate (75%) from the research community the original is this ratio is suitable and represent the current search by (80) Administrative Officer and (70) Technical Supervisor Distributors, according to general directorates, according to Table No. (1)

Table No. (1) Shows the population and sample of the research

NS	Directorate General	Number of Employees	Number of technical supervisors	Total	The research sample
1	Punishment	25	22	47	30
2	Al Khalis	20	18	38	30
3	Muqdadiya District	20	15th	35	30
4	Khanaqin District	15th	15th	30	20
5	Kifri District	13	15th	28	20
6	Baladruze District	12	10	22	20
Total		105	95	200	150

2-3- Devices, tools and means of collecting information:

2-3-1 Means of collecting information:

- Arab and foreign sources, personal interviews, the Internet, a questionnaire.

2-3-2 Devices and tools used in the research:

laptop type (dell voster 1454camera type) sunnyDry pens, pencils.

2-4 Leadership Competency Scale:

- In light of this, the questionnaire was prepared and formulated in its final form after being presented to a group of specialists and arbitrators in the field of education, in which it was deleted, amended and formulated in line with the objectives of the research. It consisted of (6) areas containing (77) paragraphs directed to measure the leadership competencies of activity

managers Sports school and the corresponding weight on the gradual ladder according to Likert (degree of very large, large degree, medium degree, degree weak, very weak degree) has been given a digital gradient to those estimates are (1,2,3,4,5) represents a degree Approval of the application. As in Table (2)

Table (2) shows the number of domains of the scale with its paragraphs

NS	the field	vertebrae
1	Personal self-efficacy	12 paragraphs
2	human competencies	8 paragraphs
3	Planning and Organizing Competencies	15 paragraphs
4	Decision-making competencies	12 paragraphs
5	Focus on customer satisfaction	14 paragraphs
6	Continuous improvement competencies	16 paragraphs
	Total	77a paragraph

2-4-1 Scientific bases of the tool:

1- Validity: To verify the tool's sincerity, the apparent validity was relied on, and the questionnaire was presented to a group of expert arbitrators, educators with specialization, to express their opinion on the areas and paragraphs of the questionnaire, and the extent of its relevance and coverage of what it measures and its relevance to the subject of the research. The goal for which it was set and its suitability for that until it became in its final form consisting of (77) paragraphs distributed over (6) areas.

2- Stability:- To ensure the stability of the study tool, it was done in two ways:

A- Test and retest, where the questionnaire was applied to a sample from outside the study sample consisting of (12) individuals from outside the research sample, and it was re-applied to the same sample after ten days, and the Pearson correlation coefficient was calculated between the first and second test, so the correlation coefficient was (0.83)

B - The stability coefficient was calculated by the split- half method in order to calculate the correlation between the degrees of the two halves, and the correction was made for the stability coefficient by the (Spearman Brown) method, as the reliability coefficient was (0.82).

2-5 The main experience:

The researcher conducted the main experiment on Sunday 15/8/2021 at 8:00 pm by preparing an electronic form due to the current conditions that the country is going through and distributed it to the members of the research sample by sending a link to the form through social networking sites after the validity was confirmed The scale and its stability The scale was applied to the research sample of (150) individuals, as all the paragraphs were answered by the members of the research sample.

2-5- Statistical means

The researcher used the statistical bag spss To process the data and extract the results.

3- Presentation, analysis and discussion of the results:

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Table No. (3)

It shows the values of the weighted means and the percentage weights of the research sample according to the variable of the job title

NS	Job Title Fields	administrative staff		Technical Supervisors	
		weighted mean	weight percentile	weighted mean	weight percentile
1	Competencies of personal personality traits	2,24	74,81	2,35	76,39
2	Competencies of human relations	2,28	77,09	2,22	74,96
3	Planning and Organizing Competencies	2,13	68,05	2,43	69,14
4	Decision-making competencies	2,06	69,56	2,01	70,03
5	Focus on beneficiary satisfaction	2,07	67,85	2,01	66,39
6	Continuous improvement competencies	1,98	61,83	1,93	91.36

Through Note Table 3 which shows the values of circles weighted weights percentage of the sample and all areas if we look at the results of all the values to have seen that did not get any field on a very good estimate or the privilege of this indicator calls stand him and reconsider the criteria for selecting individuals for leading departments in the Ministry of Education or rehabilitation because they did not reach a high level of achieving standards in any of the six areas:

It is clear from the results that the domains of subjective and personal competencies and the domain of human relations competencies are well graded from the point of view of the workers, as their managers enjoyed a good degree of positive traits that represent ambition, perseverance, work, responsibility and objectivity, as well as motivation, courage and self-confidence, in addition to the field of human relations and its consideration of the conditions of its workers and preparing A climate of cooperation, teamwork, appropriate atmosphere, and equality between them, and that these characteristics are a positive guide to good dealings. Taking into account two main aspects, namely, the individual's efficiency in performing the work and his personal characteristics such as values and principles and the possibility of reliance on them, as well as the existence of an atmosphere that provides cooperation and team spirit among the group, which increases achievement and communication with openness and credibility in addition to commitment and innovation." He also adds that the administrative leader in the sports field has an important role in Coordination and organization of administrative work in all its aspects in order to achieve the goal of the institution and determine the behavior of others and push them with a sincere desire To get the job done efficiently. Anderson points out (Anderson2002) that one of the leadership competencies for the head of the department is not, as some believe, is the development of the department members, but rather the balance between the department's goals and development on the one hand and responding to the objectives of the members' requirements and working to develop them on the other hand, as having these leadership competencies in achieving this is evidence of a successful leadership ability. And (Al-Khouli: 2005: 13) indicates that "the attitudes of subordinates towards the department head and his administrative and leadership performance is a sure measure of the department's success and its ability to achieve the goals and policies of the institution and a guaranteed premise for achieving that performance

and an objective base for the variation of deficiencies, then suggesting appropriate solutions and steps to address the shortcomings in performance.”

As for the areas of planning competencies and decision-making competencies, and I got an average rating, these indicators are somewhat equitable, but they do not meet the ambition because of their importance in leadership work by noting the paragraphs that received weak values below the level of the cutoff threshold, which is that he does not have a future vision for the development of a mechanism the work of the structural section and weak development plans for workers those with Allowatye performance and weak comprehensive and integrated programs for the development section and consistent researcher with confirmed (Jalal: 2014: 126) "and that the success of the process of overall quality are highly dependent on the leadership management and Altejotait also to be aware of the commander of the need to provide the right kind of Correct administrative performance: "Planning is one of the basic activities of leadership, and management of institutions requires qualified leadership in all aspects, possessing know-how, planning and sound decision. Bright:2001:29" "At the top of the leadership competencies that managers must possess is their ability to plan, predict the future and make decisions related to the performance of tasks." Therefore, decision-making is the essence of the leadership process and the most important features that distinguish an effective leader from others, as it is the starting point for all steps and activities that take place. Within the institution and in the context of its external relations. The focus area on the satisfaction of the beneficiary obtained an estimate of verbal weak and less than the threshold level of (66.66) and these indicators are very important should stand then and depth review of a comprehensive and take the necessary measures, in particular measures the final paragraphs five in the field because these indicators and attest to the extent of the application The principles of total quality management in the educational institution, and these values that have emerged indicate poor performance in this particular field. Focusing on the satisfaction of the beneficiary is one of the priorities of quality management that begins with the beneficiary and focusing on it is extremely important because it constitutes the main axis in the improvement of work, starting with his needs and ending with the provision of quality educational services. In order to achieve the desired results, it is necessary to know who the beneficiaries of the educational service are from the outputs of the directorates of sports and school activity and in the fields of physical and artistic education and in proportion to the requirements of the local community.

As for the field of continuous improvement competencies, we note the weak values of the paragraphs, which are the weak openness to the local community and organizations, the weak evaluation and evaluation of work and workers, as well as the lack of development of workers by putting them in training courses and workshops that help in professional development and the creation of promising leaders for the future. Continuous improvement is of great importance in the development of the educational institution in order to rise It keeps pace with recent rapid developments in order to achieve the required achievements because quality management begins with planning and ends with continuous improvement and is characterized by continuity and among the quality approaches that were emphasized by (Al-Tarturi and others: 2009: 38) is the "entrance is based on work teams and continuous improvement rather than individual work interrupted it depends on the cooperation and understanding, interdependence and complexity of all members of the organization to do business with the participation and understanding and conviction of each individual in which the principles of quality" continuous Valthasin includes all levels of functional organization and areas and are investing resources Alp Harih And all materialism to achieve this, and (Abdul-Jabbar: 2005: 38) asserts that "the leadership capabilities that managers enjoy is the main foundation to which the contents of contemporary thought have been directed. 597: "The process of improving institutional performance is an integrated process

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that includes comprehensive planned activities that are carried out according to strategies that include processes, structures, resources and technology.

Conclusion

Through the results that appeared, the researcher concluded that sports activity managers possess leadership competencies to a medium degree in the fields of personal self-efficiencies and the competencies of human relations, and to a good degree in the fields of planning and organization competencies and decision-making competencies, and to a weak degree in the fields of competencies focusing on beneficiary satisfaction and continuous improvement and there are no differences Statistically significant among the answers of the research sample according to the variable of the job title about the sports activity managers' possession of leadership competencies. Sports leaders according to the tasks and competencies required to be available and to be an objective measure for issuing judgments and selecting individuals to fill administrative positions in all sports and administrative institutions.

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Supplement (1)
Driving Efficiency Measurement

the field	Paragraph order	Sub Competencies		
Self-Competencies Personal	1 2 3 4 5 6 7 8 9 10 11 12	He is a good role model for employees Excited to work He takes responsibility for his work He is characterized by calm and composure in crises facing work Characterized by self-confidence He has complete and complete information about his department He is positive in his work He is objective in his decisions It takes into account the capabilities and capabilities of the employees in the department Resilient, initiative and courageous He is ambitious and motivated to achieve Possesses the ability to work under pressure		
Competencies of human relations	1 2 3 4 5 6 7 8	He uses the democratic style in his administration of the department It creates the appropriate atmosphere for the morale development of the employees It takes into account the personal and social conditions of the workers Provides an atmosphere of cooperation and teamwork Supports employees in solving their problems It achieves equality among employees It develops strong relationships among the employees of the department Flexibility in dealing with employees		
Planning and Organizing Competencies	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15th	Manages meetings effectively and efficiently Adheres to the deadlines set in the plan to complete the work He delegates some of his powers to the department assistants It takes into account the capabilities of employees in the distribution of work and administrative and supervisory tasks Organizes department affairs and assigns roles and responsibilities to employees Prepares the department's plan in light of the ministry's strategic plan When developing plans, he takes into account the available capabilities and the needs of the department Builds educational and administrative plans in the light of regulations and instructions		

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		<p>Familiar with the policies, regulations and regulations related to his administrative position</p> <p>Develops development plans for low-performing employees</p> <p>Develops strategic development plans for the department</p> <p>He has a future vision for the development of the work mechanism and the structure of the department</p> <p>Flexible in planning work</p> <p>Plans and organizes training courses and workshops for employees to improve their performance</p> <p>Organizes comprehensive integrated programs to achieve the required goals</p>	
Decision-making competencies	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p>	<p>He chooses the appropriate alternative in making the decision for his work</p> <p>Uses the information and directives of the directorate to make internal decisions for the department</p> <p>Providing employees with specific information and data related to the department</p> <p>Constantly directing administrative and technical staff</p> <p>Holds periodic meetings for technical supervisors, trainers and administrators</p> <p>Apply scientific steps when making decisions</p> <p>It predicts the problems and crises that may face the decision when implementing</p> <p>Possesses delegation skills</p> <p>Establishes standards that measure achievement when implementing decisions</p> <p>Involve employees in assigning job roles to them</p> <p>Uses the democratic method to make decisions</p> <p>Involves employees in decision-making</p>	
Focus on beneficiary satisfaction	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p>	<p>Motivates employees to do their best to get the job done</p> <p>It encourages employees to be creative to raise the level of work performance</p> <p>Provides the best capabilities to enable work with school sports teams</p> <p>Holds periodic meetings with coaches and supervisors to reach the best performance</p> <p>He acts as a coordinator between student athletes and higher administrative authorities</p> <p>He is keen to select the best specialized trainers to work in the department</p> <p>Maintains advanced achievements for school sports</p> <p>Contributes to making the department in partnership</p>	

		<p>with the local community and providing a service to it</p> <p>Understands the needs of the field of work</p> <p>It is a variety of methods to reveal the needs of talented students, both technically and mathematically</p> <p>have relationships With parents of students to develop a common understanding of their needs</p> <p>Invests available human and material resources to achieve school achievements</p> <p>It employs highly qualified supervisors to supervise school races</p> <p>Coordinates activities and events with external and local bodies and organizations</p>	
<p>Continuous improvement competencies</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15th</p> <p>16</p>	<p>Invests in human and material capabilities to achieve continuous improvement of the department</p> <p>Continuously evaluates the performance of the department's employees</p> <p>He is committed to controlling the quality of work in the department and for all divisions and units</p> <p>It works to attract experienced and qualified people to work and benefit from their expertise</p> <p>Possesses the ability to change and renew methods, activities and events</p> <p>Uses modern technologies to support the leadership work in the department</p> <p>Reviews the plans in place to achieve the quality of institutional performance</p> <p>Motivation, encouragement, and reward are used for better job performance</p> <p>Continuously evaluates and supervises the working committees in the department</p> <p>It works to increase the professional growth and development of employees in the department</p> <p>Opening up to directorates that have made achievements to benefit from their experiences</p> <p>Motivates employees to conduct educational studies and research to develop the department's work</p> <p>Engaging employees in workshops and modern training courses to raise the level of their performance</p> <p>He has the ability to prepare promising leaders for the future</p> <p>Performs a comprehensive evaluation review of the department's outputs</p> <p>Encourages scientific Houdoralamatmrat and specialized courses for workers</p>	