

Administration with goals and its impact on the performance of workers: a field study in the Directorate of Youth and Sports in Wasit/ Iraq.

Abdul Raheem Y. O. AL Abdiy a, *

a Department of Preparation and Training/Waist Education Directorate/ Wasit, Iraq

ARTICLE INFO

Abstract

Received: 20 April
Accepted: 19 May
Volume: 3
Issue: 2

This study seeks to determine Administration with goals and its impact on the performance of workers: a field study in the Directorate of Youth and Sports in Wasit/ Iraq. The study population may be employees of the Directorate of Youth and Sports in Waist After applying the study to the Directorate's headquarters and sports clubs, 43 people were selected through stratified random sampling. (Director - Head of Department - Club Officials).

Results: The study concluded that employee performance was low and that management by objectives was low in all three dimensions. The findings also demonstrated a positive correlation between employee performance and the objectives of management.

Competent modernity /esteem: Additionally, there is a relationship between the performance of workers in the Directorate of Youth and Sports in Waist and the aspects of management by objectives

Keywords: management by objectives, employee performance, organizations, youth and sports directorate, sports clubs.

Introduction

There is no need to emphasize the significance of the human component, as it is the element responsible for achieving the goals that organizations seek with a high degree of excellence and excellence. Therefore, the management of modern human resources is not only limited to employing, training, motivating workers, evaluating their performance and solving their problems, but its role extends to include the development of these workers and the harness of their capabilities, and not in terms of efforts made. They put in their work, even further, the creativity that they can achieve and the contributions that they can offer to their organizations by involving them in setting goals, because the use of this concept decreases the emergence reduces stress and issues and improves the working environment because the lowest administrative levels help set goals, and making them feel their value and importance, listening to their opinions, and accomplishing alignment between the organization's objectives and the individual's.

The administration with goals is one of the modern administrative methods that began to be introduced into various administrative systems, and studies have proven their effective role in improving The performance level of employees in organizations by working to develop goals and clarify them for workers and identify them. They involve them. By formulating it, they feel responsible for its implementation. The lack of participation of employees and the inability to create a kind of union between their personal goals and the organization's goals is reflected at how well they perform on the job.

1. RESEARCH METHODOLOGY

1.1. Research problem

In light of the continuous development of modern management methods, management with goals has become one of the important strategies aimed at improving work performance and increasing productivity within organizations. However, government institutions may find it difficult to implement this approach due to the nature of the work environment and bureaucratic procedures. In this context, it should achieve its goals by knowing the means of developing workers' performance and choosing the best means to fulfill the objectives of the company. Therefore, The low awareness of business organization employees regarding the relationships between companies is the study's problem. What the effects of the application and use of the administration with the goals on the performance of workers, as well as Poor implementation and utilization of contemporary administrative techniques, and that these organizations suffer from the problems of low level of workers 'performance, and this is what the current study seeks. attempting to ascertain how the administration's management with the objectives affects the performance of employees in Wasit's Youth and Sports Directorate. The solution for the following issue: Does the improvement of employee performance in the Youth and Sports Directorate in Wasit have a connection to the administration's implementation of the goals?

1.2. The significance of the research:

The significance of this study stems from its interest in examining and assessing how management with goals affects employee performance because it offers useful insights that help strengthen the method's role in raising overall performance in the Directorate of Youth and Sports in Wasit and identify the key components that the management method requires with goals, such as:

- Understanding the importance of mutual trust and participation in goal-setting between the president and the subordinate.
- Knowing the relationship of commitment by workers as one of the characteristics of the management method with goals.
- It benefits the plans and training and rehabilitation programs for workers within the organizations, which increases efficiency and performance.
- The significance of management with goals, which has been successful in enhancing administrative performance across a range of domains, is where this study derives its significance.
- Supporting the administrative modernization strategies in the government sector, which provides the study as a reference for administrators and decision makers on the benefits and challenges of applying management with goals, which may support the adoption of this method as part of a comprehensive strategy to develop job performance and achieve administrative update.
- Supporting the administrative modernization strategies in the government sector, which provides the study as a reference for administrators and decision makers on the benefits and challenges of applying management with goals, which may support the adoption of



this method as part of a comprehensive strategy to develop job performance and achieve administrative update.

1.3. Study objectives

The following objectives are sought to be accomplished by this study:

- Learn at the level of management with the three dimensions of its three dimensions within the Directorate of Youth and Sports, and to know how Employee productivity and efficiency can be increased using this technique.
- The rate based on employees' performance level within the environment of the Youth and Sports Directorate, including motivation, organizational commitment, and the work environment.
- Determining the relationship of management's application to the goals of improving workers 'performance and assessing its impact on their career performance and professional skills.
- Identifying the aspects of management that are most closely linked to the objectives of employee performance in government agencies, particularly in the Directorate of Youth and Sports, and identifying the obstacles that could prevent this strategy from achieving its objectives.
- Provide recommendations to develop management methods with goals in the Directorate of Youth and Sports, and to enhance the effectiveness of this method in a way that helps to raise the overall effectiveness of workers and raising the efficiency of the services provided.

1.4. Study hypotheses

In light of the issue with the research and its objectives, the main hypothesis of the study, which states the following, has been formulated: Very little statistically significant correlation has been observed between the administration with the goals of the performance of workers in the Directorate of Youth and Sports in Wasit .

Among the main assumption The sub-hypotheses listed below emerges: The initial sub-hypothesis: No statistically significant relationship between the administration with the goals in terms of dimension

Setting goals and performing workers in the Youth and Sports Directorate in Wasit. The second sub-hypothesis: No statistically significant correlation exists between the administration with the goals in terms of dimension

Implementing goals and the performance of workers in the Youth and Sports Directorate in Wasit. The third sub-hypothesis: The performance of employees in the Youth and Sports Directorate in Wasit does not exhibit a statistically significant correlation with the administration's involvement in goal implementation.



2. Curricula study procedures and tools

2.1. Study variables:

- The independent variable consists of the managing style variable of three basic elements:(Setting goals / implementing goals / monitoring goals).
- The performance of the employees is the dependent variable.

2.2. Study community:

The factors that facilitate consists of the employees of the Youth and Sports Directorate whose headquarters in Wasit Governorate (Kut) has been chosen (the headquarters of the Directorate and fourteen sports forums) were chosen, and given the limited time and the large size of these organizations, the random examination method was adopted.

2.3. Study sample:

The study community included forty-three workers from the Youth and Sports Directorate, according to Wasit Governorate, according to the records of the Youth and Sports Directorate for the year 2024, and the researcher chose a sample in the simple random way.

2.4. Study limits:

- Focus: The study's focus was on how the administration's objectives affected employees' performance: a community study in the Directorate of Youth and Sports.
- Time limits: The study took place in 2024.
- Spatial borders: The study was conducted in the Youth and Sports Directorate in Wasit.

2.5. Study curriculum:

The researcher employed a descriptive curriculum in light of the study's nature.

2.6. Study terms

- The definition of management: Abdul Rahim (1977) defined the administration as "the process of achieving the desired results by influencing human behavior in an appropriate environment for goals" (Abdul Rahim, 1977, page 72). Definition of goals: (Baraa, 1991) defined the goals as "the goals that all the activities of the organization are heading towards, which are the end of planning points" (Baraa, 1991, p. (Al -Alaq, 1997, page, 724). Since these goals extend up and down to the bottom of the organizational administration and represent networks of expected results and the desired events that include all parts of the organization, these goals fall under the top of the organizational pyramid and general goals are divided into sub -goals and then detailed goals.
- The definition of management with the goals. This term was defined for the first time by the director of the administration, Peter Darker in his book, which was published in 1954 entitled "Exercise" as: "An example of administration that takes the goals as a method for it in administrative work, as it is at the same time on the basis of goals and dedication to work," and he understood it to be: "The process by which individuals integrate within the organization and focus on accomplishing the institution's goals and purposes." According to Al-Rashidi (2014), goal-oriented management is an "administrative style in which the president participates and agrees with the subordinate to set the goals to be achieved during

a specific period, followed by the subordinate assessment of the results reached, and during this specified period the subordinate coordinates with his president to reach him first with what has been accomplished, and after the end of the specified period the president meets with the subordinate to evaluate what was accomplished" (Al -Rashidi , 2014, p. 9).

- The definition of the performance of the workers (Rawiya 1988) defined the performance as: "The degree of achieving and completing the tasks that make up the per capita function and indicates how well the person satisfies the demands of the position and frequently wearing and overlapping between performance and effort, the effort indicates the energy.

3. Previous studies

3.1. Radwan Nazif Shaghari study 2018 entitled (The role of the administration with goals in promoting self-learning and the impact of developing technical and personal employee's skills in emerging institutions- emerging institutions in Lebanon, the study included (150) individuals of workers in (Tripoli- Sayed- Beirut). This study aimed to highlight the importance of management with goals and its role in developing technical and personal employees' skills in emerging institutions, with a focus on institutions The emerging in Lebanon. The study showed that the emerging institutions in Lebanon often lack the application of the management system, which negatively affects its performance and contributes to the exit of many of them from the market in the early date. Emerging institutions in Lebanon, such as weak management, human resource inefficiency, lack of financing, and the shortcomings of training and development programs, and recommended the study to the necessity of adopting the emerging institutions in Lebanon for the control method to goals, and providing the necessary training and development for employees, in order to improve their performance and ensure their sustainability in the market.

3.2. A study of Khaled Mohamed Ali 2014 entitled (A Suggested Model for Administration with Goals to develop work in management Port Said Youth Welfare), the research aims to determine how widely the management style is being used of goals to manage the Welfare of the University of Port Said University, the researcher used the descriptive curriculum, included (65) individuals of youth sponsorship workers. The intentional method of the basic research sam The existence of clear plans to care for youth confrontation crises, the presence of a deficiency in determining the type of work required of workers, and the presence of few experienced within the care of youth in the field of various disabled activities, as well as there is conflict between the competencies and responsibilities of each of the individuals working for youth sponsorship, and also not to invest time in an appropriate manner, which leads to not implementing many of the goals set, and the researcher recommends applying the proposed form of the administration in the goals.

4. THEORETICAL FRAMEWORK

4.1. The concept of management with goals

By empowering them with authority and accountability, this management approach helps managers accomplish these objectives, improve teamwork, and match personal objectives with corporate objectives. Furthermore, the system is dynamic, enabling managers to improve their abilities and engage in self-assessment (Güney, 2017; Yıldız & çobanoğlu, 2016).



Administration with goals is a fundamental administrative strategy for boosting output, enhancing business procedures, and gauging success at work, to put it simply. The management includes objectives to specify the objectives that the person or organization has set, establish plans to reach these objectives, track performance, and work toward achieving the goals. (Dinesh & Palmer, 1998; Fields, 1974; rahman et al., 2020)

It is better to describe the administration as goals as a method or approach that aims to enhance the effectiveness of management activities instead of just explaining the relationship relationships and the result between the events of the administration. Therefore, it is more appropriate to describe management as goals as a tool or approach that seeks to improve the efficiency of management activities. (Çelik & şimşek, 2013; Fields, 1974; Koçel, 2013)

In short, The definition of the organization's development goals and the capacity of managers and staff to help themselves improve are both components of the dynamic system that is goal management. It provides a general understanding of the tasks that the manager and employee should complete. It enables the manager and staff to work together effectively and engage in their roles. The administration has demonstrated the same objectives as a style of administration that serves as a tool for the supervision function. (çelik & şimşek, 2013; rodgers & hunter, 1991).

4.1.1. Advantages,difficulties and obstacles in the implementation of the administration with the goals

We know below the advantages and management defects of the goals (DAFT, 2010; Kreitner, 2009).

❖ Administration advantages in the goals

- Focus on the goals
- The ability to improve the effectiveness of the organization at all levels
- Planning and controlling the rational management system are combined in MBO.
- From the top management level to the lowest, MBO compels the company to establish and refine the hierarchy goals.
- MBO prioritizes outcomes over employees' personal qualities or well-meaning intentions.
- MBO promotes individual involvement and self-management by allowing participants to set goals.

❖ Second: Disadvantages of the implementation of the administration with the goals

- Constant changes interfere with MBO use.
- The setting in which the MBO event is being adversely affected by the president-subordinate relationship.
- Practical goals can take the place of strategic goals.
- Many times, MBO is viewed as a solution to every issue facing the company.
- Strict bureaucratic regulations and policies, as well as the authoritarian management style (X theory), are the products of MBO.
- MBO results in a great deal of paperwork and requires a lot of time and effort.



4.1.2. Administration principles in the goals

I have mentioned many literature administration's principles with goals and can be determined from the following points:

- The principle of participation: This principle involves giving subordinates the opportunity to express their opinions and make suggestions on their work, while creating an atmosphere of freedom, tolerance and frankness in discussing problems, seeking to collect views and exchange information in ways that help forming operations, and making decisions. Responsibility, and building morale. (Al -Ajmi, 2018).
- The principle of achieving goals: The goals are the backbone of the administration with goals because the goals determine the results to be achieved, and this principle is divided into several sub -principles.
 - ✓ The necessity of distinguishing between goals and means;
 - ✓ The end of the ultimate goal, where it can translate it into sub -goals for the ability to achieve it with ease and ease;
 - ✓ Grade in achieving goals start with the sub -goals on the narrowing of the programs, then starting for the total goals and relying on the appropriate methods to achieve this (Indian, 2017).
- The principle of reducing risk: It includes achieving the effective design of information systems, and then reducing risks in the planning process, studying alternatives and solutions available, making decisions on them and ensuring organizational continuity and growth (Al - Ajmi, 2018).
- The principle of periodic review: This process begins when the goals are determined and plans are set. The following phase of the management process aims to achieve the previously determined results and objectives, which include the development of a control system to guarantee that the company is proceeding in the desired and specified direction and that the procedures are followed. (Amine, 2017).
- The principle of putting the appropriate person in the ideal situation: This principle is based on the selection of executives based on their capabilities and preparations and their adaptation to the desired results in terms of reducing expenditures and human relations and social and stimulating social and stimulating work (Indian, 2017).

4.2. Performing workers

4.2.1. Performance and types of performance

Researchers have several definitions of performance, such as (Amer 2010, page 52), which defined performance as the activities of the individual, which contribute to the transformation process through the use of The company's resources and the distribution of its products, or the provision of general planning for performance and supervision, which helps the organization achieve effectiveness and efficiency, as (Willin and Honger, 2002, 243) performed the As the activity's end result, performance (Al Saud, 2008, page, 74) Performance is implemented by the employee. his duties and work assigned to him by the company or the entity to which his work relates, and it shows the outcomes the employee has produced for the company. (Hassan 2013, p. 61) and knew it like the effort made is the relationship between the outcome and the outcome, and the quantitative information is often



between the extent to which the objectives and those established by the organization have been met.

There are three different categories of performance: tasks, circumstantial performance, and opposite performance. (Abu Al Saud, 2015):

- Task performance includes any performance that directly or indirectly aids in the execution of the organization's operations, including stock management, sales, and direct or indirect production. It also includes behaviors that help the organization complete its fundamental processes.
- The term "circumstantial" or "stand-up" performance refers to any actions that indirectly help to change and handle basic organizational operations. These actions also help to shape the culture and climate of the organization, depending on the situation. For instance, they can be directed at coworkers or the organization as a whole by showing concern and perseverance, putting in extra effort at work, or volunteering to perform tasks outside of the official job description. Observe the rules and regulations when they conflict with a person's preferences.
- Confusion's opposite performance differs from the first two in that it encompasses a wide range of actions, including deviance, violence, aggression, and the desire for vengeance.

4.2.2. Performance standards

(Mari, 2003) defined it as a set of conditions that are thought to exist in order to finish the work or reach the intended goals, in accordance with specific specifications, at the least amount of expense and effort, or as written information that outlines the level of competence that needs to be performed. Within the firm.

The most important criteria are below (Abu Karim, 2013):

- ✓ **Quality** is connected to every activity carried out by the company since it shows the degree of work performance and quality. It has a variety of meanings, including sensual and realistic ones. Regarding the practical interpretation, it refers to the dedication of organizations to the actual application of metrics like production machinery and waste percentage, followed by the application of standards and the dedication of organizations to the recognized specifications and standards. Regarding quality's sensory meaning, it is contingent upon the emotions and advantages experienced by service recipients. Whether the employees are able to deliver these services at a level of quality that satisfies their needs and expectations is determined by the beneficiary, who indicates their assertion and satisfaction with the services rendered.
- ✓ **The quantity** signifies the amount of work completed, which shouldn't be greater than or less than an individual's abilities. As a result, it is preferable to reach a consensus regarding the scope and volume of work completed as the driving force behind attaining a satisfactory rate of performance growth proportionate to the experience and training that the person and facilities obtain.
- ✓ **Time is due** to the importance of time that it is an indisputable and replacement resource that the capital, not income, is the one that requires its appropriate exploitation at every moment of our lives.
- ✓ **The procedures** are the actions that must be taken to accomplish the tasks; in other words, a previous statement of the steps and procedures that must be followed. Hence,



consensus on the methods to be used in order to finish the work is required. between the presidents and subordinates, so that everyone is aware of the situation and that performance is unaffected by one employee's absence.

4.2.3. The concept of performance evaluation

Evaluation system is a formal system that measures and evaluates an individual's work performance and behavior by continuously monitoring and organizing that performance, behavior, and its outcomes over predetermined time periods. It is the process of determining how effective an employee is at their job. Moreover, well-known eras (stoning and Al - Manasiriya, 2018). And I knew (Sabrina, Al -Farsi, 2015, p. 378) Assessing each employee over a predetermined time period in order to estimate their performance is known as performance evaluation. The degree and caliber of its performance, the application of the procedure to ascertain whether the performance is decent or not, and in any areas, and (Abu Sheikha 2018, pp. 331-332) has known it as a means that allows the administration to issue an objective judgment on the employee's performance in carrying out the tasks and responsibilities of his job, as well as verifying his behavior during work, as well as the extent of the improvement in the way he performs the tasks and responsibilities of his job.

4.2.4. Performance evaluation goals

The main goal of the performance evaluation process is to give employees notes on the extent of their effectiveness in performing their duties, in addition to guiding them in developing their performance in the future, so the performance evaluation goals are essential to ensure a balance between the institution's requirements and the needs of workers, in a way that contributes to building a productive and stimulating work environment and divides (Al - Dabbagh, 2013) The goals of evaluating performance into the following:

- ✓ Improving individual and collective performance: Performance evaluation aims to identify employee strengths and weaknesses, which makes it possible to enhance positive aspects and address the aspects to be developed, thus improving the general performance of the team and the institution.
- ✓ Stimulating employees and developing the incentive: by providing feedback for performance, performance evaluation can motivate employees and increase their incentive to achieve higher levels of efficiency and productivity.
- ✓ Planning for vocational training and development: Employee training needs are identified through performance evaluation, which contributes to developing personal training programs to develop employee skills and increase their efficiency.
- ✓ Getting the organization's strategic goals accomplished: Performance reviews are closely linked to the organization's overall objectives, because it allows measuring the extent of employees' contribution to achieving these goals and directing efforts towards achieving them effectively.
- ✓ Improving job planning and human resource management: Performance evaluation supports human resources planning by identifying the best ways to use and develop employee skills according to the needs and goals of the company.



THE APPLIED ASPECT

Description of the Sample and Testing the Reliability of the Scale

5.1. Study management

Achieving the strategic goals of the organization: Performance evaluations are directly related to the organization's overarching goals, as a questionnaire form was developed on goal management. The questionnaire form consists of two main parts:

- ✓ The first section: which includes some of the administration's demographic variables with goals. The sample personnel (sex, age, educational level, service period, job center).
- ✓ The axes of the research are included in the second section. The questionnaire paper consists of (23) paragraph divided into two axes.
- ❖ **The first dimension: comprises fourteen paragraphs interspersed throughout three axes:**
 - ✓ Identifying the objectives is connected to the first axis, which comprises four paragraphs.
 - ✓ The subsequent axis: it is linked to the implementation of the goals, and it comprises four passages.
 - ✓ Thirdly, axis: It is linked to the follow -up of the implementation of the goals, and it is composed of six passages.

- ❖ **The subsequent dimension: indicates the performance of the workers and includes nine passages.**

5.2. The stability and sincerity regarding the study aid

To test the study scale stability, the alpha kronbach equation was applied to calculate the study scale. This equation has been applied to an exploratory sample consisting of (20) employees, which led to a high degree of stability that require confidence at all levels. The sincerity of the scale was also calculated using stability transactions, all of which got a high degree of stability, which indicates that the questionnaire was characterized by stability and honesty and a high degree of excellence shown in Table (1) following:

s	The content of the phrase	Number of phrases	Stability	Honesty
1	The field of setting goals	4	0.654	0.887
2	The field of implementing goals	4	0.672	0.819
3	The field of monitoring the implementation of goals	6	0.677	0.823
4	The field of performance of workers	9	0.855	0.921
5	Administration application with goals	23	0.838	0.913

5.3. View the results of the study data analysis

5.3.1. View general descriptive data

This part deals with test for the study analysis, as mentioned in the research instrument, as follows:

Table No. (2) distribution of the research sample based on the initial data

Specific variables	Categories	number	Ratio
Gender	male	36	88.37
	female	5	11.63
	the total	43	100
the age	than 30 years old Less	6	14
	From 30 to less than 40 years	11	25.58
	From 40 to less than 50 years	21	48.8
	years and more 50	5	11.63
	the total	43	100
Educational level	secondary	3	7
	University	30	69.8
	Supreme studies	8	18.6
	Others	2	4.7
	the total	43	100
Duration of service	years to 10 years From 5	9	20.93
	From 11 years to 16 years	15	34.88
	years old 17	19	44.19
	the total	43	100
Job Center	Boss	1	2.33
	Department	15	34.88
	Sports forum director	27	62.79
	the total	43	100

From Table No. (2), which includes the general descriptive data of the studied sample, it turns out that the percentage of men was the highest, as it reached (88.37%), while the percentage of women reached (11.63%) of The total number of study participants. (25.58%) Less, then the age group is less than 30 years old, at a rate of (14.0%), and finally the age group came 50 years and more and its percentage was (11.63%), and with regard to the variable of the educational qualification, the higher percentage of the scientific qualification (university) was at a rate of (69.8%), then the scientific qualification is higher studies) and reached (18.6%), followed by the academic qualification (Secondary) and reached (7.0%), and finally the educational qualification (other) was (4.7%) of the total participants in the study and the fact that the participants are a campaign of higher qualifications, this means that they are able to understand the content of the questionnaire and answer it, and for the variable of the years of service, the highest rate of experience was from 11 years to less than 15 years) and reached (34.88%), then the experience came with the same (17) years and more) and it was (44.19%), followed by experience (from 5 years to 10 years) and was (20.93%), and this result is explained in light of that they are from the leadership centers that are required to reach a long period of work practice, and with regard to the job center variable, it becomes clear from table (2) that the highest percentage was the director of a sports forum and has reached



(62.79%), followed by the job center (the director of the department With a rate of (34.88%), and in the last rank the job center (manager) was (2.33%), out of the total participants. It stems from the examination of the initial data and its indicators, it can be said that these proportions are acceptable for the nature of work in this directorate, which gives greater support and confidence to the findings of the statistical evaluation of the research findings.

5.3.2. Examining the study's descriptive findings

The mathematical averages, standard deviation, and relative weight are calculated.

❖ Analysis of the first axis paragraphs (goals setting)

Table No. (3) shows that the average arithmetic, standard deviation and proportional weight

S	Paragraphs	The mean mathematical	Typical deviation	Relative weight	Practice
1	It determines your own goal that you are achieving	2.06	0.96	41.2	Low
2	Focus on the work you do instead of want to achieve focusing on the goal you	2.81	1.05	56.2	Medium
3	You have the opportunity to participate in setting goals	2.19	0.82	43.8	Low
4	The head of the department cooperates team members to formulate with his goals	1.74	0.72	34.8	Low
average of setting goals The general		2.2	0.88	44	Low

It is clear from Table No. (3), which shows the mean answers of the members of the information that can improve, after setting goals, that a paragraph "focuses on the work it does instead of focusing on the goal you want to achieve. It comes first having a mean of (2.81) and a variance from the mean (1.05) weighing in relation to (56.2%), while the passage " the head of the department's cooperation with his team members in the formulation of goals "ranked first. My account (1.74) and a standard deviation (0.72) and the relative weight (34.8%).

❖ Analysis of the second axis paragraphs (the implementation of goals)

Table No. (4) the average arithmetic, the prime consideration and the variance after implementing the goals

S	Paragraphs	The mean mathematical	Typical deviation	Relative weight	Practice
5	Benefit from training in carrying out the tasks assigned to you	2.16	1.04	43.2	Low
6	Your boss gives you the ability to implement the goal	1.81	0.54	36.2	Low
7	Your boss gives you the ability to implement the goal	2.05	0.72	41	Low
8	Direct communication makes it possible implementation of the to monitor the goals	1.63	0.57	32.6	Low
average to follow the goals The general		2.2	0.88	44	Low

It is clear from Table No. (4) Which displays the mean answers of the research sample following the execution of the objectives, that a paragraph "receives training to complete the tasks assigned to you" comes first with an average account. With a rate of (2.16) and a difference from the norm of (1.04) with a relative weight (43.2%), while the paragraph "Direct Communication allows monitoring the implementation of goals" came in the last position, and in the midst of my account. (1.63) and a standard deviation (0.57). The relative weight reached (68%). The arithmetic medium following the implementation of the target is evident from the table. "Reached (1.91), which is less than the hypothesis." On the average study tool (3), the degree of practice was low to implement the target (38.2). This indicates that this dimension was low level from the viewpoint of the manager, department managers and managers of sports forums in Wasit.

❖ Analysis of the third axis paragraphs (monitoring the implementation of goals)

Table No. For the dimension of monitoring the goals' implementation, (5) displays the computation of the average arithmetic, standard deviation, and relative weight.

S	Paragraphs	The mean mathematical	Typical deviation	Relative weight	Practice
9	Self -monitoring of your business increases the achievement percentage of	1.58	0.73	31.6	Low
10	You prefer your boss to play an administrative role the supervisory role instead of	2.05	0.81	41	Low
11	Prefer to evaluate your performance constantly in order determine your mistakes to	1.72	0.5	34.4	Low
12	The Foundation sets standards for performance evaluation	1.77	0.78	35.4	Low
13	You are offered an increase in salary when you succeed achieving your goals in	2.44	1.2	48.8	Low
14	Constant motivation helps to achieve goals	1.72	0.7	34.4	Low
average to follow up the implementation of goals The general		1.91	0.8	38.2	Low

It is clear from Table No. (5), which shows the average answers of the research protein's participants, after monitoring the implementation of the goals, that a paragraph "gives you an increase in the salary when you succeed in implementing the goals" came first. It came in the midst of my account (2.44) and a standard deviation (1.20) with a relative weight (48.8%), while the last rank came in the "restraint in your work" "increases the ratio". To achieve the goals "with an average account (1.58) and a variance of (0.73). The relative weight reached (31.6%). It turns out from the table that the calculation of the dimension after monitoring the goals achieved is (1.91), which is less than the virtual average of the study tool (3). The degree of practice for the general tracking in general. Low, which indicates that this dimension was low variance from the manager's perspective, department supervisors and supervisors Sports forums in Wasit

❖ Standard performance level

The results of the calculation of this dimension's averages, standard deviation, and relative weight are shown in Table No. (6):

The average arithmetic, standard deviation, and relative weight of the worker performance axis are calculated and displayed in Table No. (6).

S	Paragraphs	The mean mathematical	Typical deviation	Relative weight	Practice
15	There is a program to develop personal skills	2.21	0.67	44.2	Low
16	The Foundation provides individual learning requirements	2.55	0.86	51	Medium
17	The Foundation updates the information continuously available to it	2.12	0.82	42.4	Low
18	The discussion between the team members obtain knowledge and makes it possible to benefit from the experiences of others	1.65	0.48	33	Low
19	The Foundation has the spirit of the team	2.02	0.85	40	Low
20	The team members focus on their mission group can work as a group and how the successfully	1.88	0.62	37.6	Low
21	The Foundation takes advantage of the solutions for the crises it faces to find future	2	0.75	40	Low
22	The Foundation tries to take advantage of other companies the experiences of	2.14	0.86	42.8	Low

23	Attention to skills is one of the institution's priorities	2.02	1.08	40.4	Low
average performance of workers The general		2.06	0.77	41.2	Low

❖ Administration level in the goals

To determine the level of management with the goals in the Director of Youth and Sports in Wasit, the mathematical averages, normative deviations and percentages of the dimensions of this axis were calculated, as follows:

Table No. (7) shows How the arithmetic mean arithmetic, standard deviation and the relative weight of the axis of the administration with the goals.

S	Paragraphs	The mean mathematical	Typical deviation	Relative weight	Practice
1	After setting goals	2.2	0.96	44	Low
2	After implementing the goals	1.91	0.71	38.2	Low
3	After following up the implementation of the goals	1.91	0.8	38.2	Low
average management of the goals The general		2.006	0.76	40.12	Low

It is clear from Table No (7) which shows the averages following the establishment of the objectives, the study sample's responses on the administration's axis provided an average account of (2.20) and a variance (0.96) relative weight (44.0%), while it came in the ranking after following up the implementation of the goals with an average account (1.91) and a variance (0.80) relative weight (38.2%), and in the third place came after Implementing the goals with an average account of (1.91) and a variance of (0.71), and it is noted from the tray where the arithmetic axis of the planning axis with the goals reached (1.91), which is less than the hypothesis of the study tool (3) the degree of practice of this dimension is also low and this indicates that this dimension was low level from the viewpoint of the manager, department managers and managers of sports forums in Wasit.

5.4. Examining the study's descriptive findings

5.4.1. The study's primary hypothesis

Which states that: "There is no statistically significant relationship with the administration with the goals of the performance of workers in the Youth and Sports Directorate in Wasit, and the result was as follows:

Table No. (8) Administration with goals and the performance of workers

Statement	number	Correction laboratory	Statistical significance
Administration of goals and employees' performance	43	0.685*	0.00

At a significant level of 5%

Through Table No. (8), which clarifies the connection between When the administration's objectives and employees' performance are compared, we observe that the linkage coefficient

reached (0.685), and the value of the statistical significance (0,000), statistically significant at the significance level (08). 10.05) As a result, the main hypothesis has been rejected and it can be said that there is a strong positive relationship with statistically significant to apply goal-oriented system of management for job satisfaction of the Youth and Sports Directorate for Wasit Governorate.

5.4.2. First, the comment thread

According to this, there is no statistically significant correlation between the administration's goal-setting performance and the performance of employees in the Youth and Sports Directorate in Wasit.

To verify the validity of this hypothesis, the correlation coefficient was calculated between the answers of the members of the study sample in setting goals and the performance of workers, the results were as follows:

Table No. (9) The correlation laborator

Statement	number	Correction laboratory	Statistical significance
Setting goals and performing workers	43	*0.308	0.044

(*) At the level of significant, a noteworthy value 0.05 = a

Schedule No. (9), which shows the relationship between setting goals and the employee's performance, demonstrates that the correlation coefficient achieved (0.308) and how much the analytical evidence is worth (0.044), which is a statistically significant value at The degree of importance (0.05), and thus the initial sub-hypothesis, which states "there is no statistically significant relationship between the administration with the goals in terms of setting goals and the performance of workers, and it can be said that there is a positive acceptable relationship The association is a statistical importance between preparing goals and the performance of workers in the Youth and Sports Directorate for Wasit Governorate.

5.4.3. Second, the post

" Regarding the administration's implementation of the goals and the performance of employees in the Youth and Sports Directorate in Wasit, there is no statistically significant correlation*.

The correlation coefficient between the study sample members' responses to the objectives and the workers' performance was computed in order to confirm the validity of this hypothesis, and the findings were as follows:

Table No. (10) The correlation laborator

Statement	number	Correction laboratory	Statistical significance
Implementing goals and performing workers	43	**0.783	0.00

(*) The value of the signal level 0.01 = A

With the help of Table (10), which explains the relationship between goal implementation and employee performance, it can be seen that there is a strong positive association relationship

with statistical significance between goal implementation and employee performance in the Youth and Sports Directorate in Wasit. The correlation coefficient has reached (0.783), and the statistical significance value (0,000) is a morally significant value (0.01). As a result, the hypothesis is rejected.

5.4.4. The third sub-theorem

" The administration's performance and the goals' implementation, as well as the employees' performance, do not statistically significantly correlate Directorate of Youth and Sports in Wasit.

Checking the validity of this hypothesis and then calculating the correlation coefficient between the answers among the participants in the research sample to follow up the implementation of the goals and the performance of the workers, and their results were as follows:

Table No. (11) the correlation laboratories between monitoring the achievement of the objectives and employee performance

Statement	number	Correction laboratory	Statistical significance
Follow up the implementation of performance of the goals and the workers	43	*0.372	0.014

A sign value at a level of significance 0.05 = a

Through Table No. (11), which clarifies the relationship between following up the implementation of the objectives and the workers' output, it is noted that the correlation coefficient has reached (0.372) and predictive validity value (0.014), which is At the moral level, a clinically important value (0.05) and accordingly the hypothesis is rejected, and it can be said that there is an acceptable and positive correlation relationship with statistical indication between monitoring the attainment of the objectives and the performance of workers in the Youth Directorate Sports in Wasit.

Conclusions

- 1- The findings demonstrated a robust correlation between the use of planning method with goals and the performance of the employees of the Youth and Sports Directorate in Wasit.
- 2- The findings demonstrated that there is a significant relationship between the Youth and Sports Directorate for Wasit Governorate employees' performance and the goals they are implementing.
- 3- The study's results showed that the level of management in the goals in the Wasit Youth and Sports Directorate was low in all its dimensions.
- 4- The study's findings demonstrated that the degree of performance of workers in the Youth and Sports Department in Wasit was low.
- 5- The findings demonstrated a favorable correlation without the average between the dimensions of setting goals and monitoring their implementation and the performance of workers in the Youth and Sports Directorate of Wasit Governorate.

recommendations

Through the results reached from the analysis of the research findings, the scientists suggested the following:

- 1- Focusing on the use of the management technique with the objectives in a comprehensive and strong way in all sections of the directorate.
- 2- Paying special attention to the stage of implementing, following and evaluating goals.
- 3- Improving the organisational tier with the goals in the directorate in all its dimensions.
- 4- Establishing plans and programs aimed at raising the level of workers 'performance in the department.
- 5- Working to enhance the dimensions of setting goals and monitoring their implementation in particular.

References

1. Abbas Bashir Al-Allaq (1997) Management: Principles, Functions, Applications. 1st ed., National Book House, Benghazi, Libya.
2. Abdel Rahim, Muhammad (1977) Fundamentals of Administration and Organization. 2nd ed., Al-Ta'alluq Press, Cairo.
3. Abu Al-Saud, Muhammad Hazem (2015), The Reality of Applying the Unified Government Cadre and Its Relationship to Employee Performance at Al-Aqsa University, Unpublished Master's Thesis, Islamic University, Gaza.
4. Abu Karim, Ayman Muhammad Ahmad (2013) The Relationship of Management Information Systems to the Improvement of Administrative Performance: A Field Study Applied to Non-Governmental Organizations in the Gaza Strip, Unpublished Master's Thesis, Al-Azhar University, Gaza.
5. Abu Sheikha (2018) Human Resources Management. Dar Safaa for Publishing, Amman.
6. Al Saud, Saud (2008) Public Administration in the Kingdom of Saudi Arabia. First Edition, King Fahd National Library, Riyadh.
7. Al-Ajmi, Muhammad Hasanein (2018) School Administration and Educational Planning: Theory and Application. (26), Dar Al-Masirah for Publishing and Distribution, Amman.
8. Al-Amin, Mawaheb Ahmed Suleiman Muhammad (2017) The Impact of Management by Objectives on the Performance of Employees in Engineering Companies in Sudan. Master's Thesis, Omdurman Islamic University, Institute of Research and Islamic World Studies, Sudan.
9. Al-Dabbagh, Essam (2013), Personnel Management. Dar Zahran for Publishing and Distribution, Amman.
10. Al-Hindi, Ashraf Adnan Muhammad (2017) The Reality of Applying Management by Objectives in Governmental Institutions and Its Impact on Qualifying an Alternative Leadership, Master's Thesis, Islamic University, Faculty of Commerce, Gaza, Palestine.
11. Al-Rashidi, Muhammad Mubarak Muhammad (2014) The Impact of Using the Management by Objectives Method on Employee Performance, Master's Thesis, Middle East University, Faculty of Media, Department of Business Administration.
12. Amer, Sameh Abdel-Muttaleb (2010), Performance Management. Dar Al-Fikr for Publishing and Distribution, Amman.
13. Ba'eira, Abu Bakr Mustafa Abdul Jalil Al-Mansouri, Bin Issa Khoudana, and Ahmed Oweidat (1991), The Administrative Encyclopedia. 2nd ed., Garyounis University, Benghazi.



14. DEVELİ, A. (2023). General View of the Management by Objectives. *Yönetim ve Örgüt Tarihi Dergisi*, 2(1), 82-93.
15. Farsi, Sabreen (2015). Employee Performance Evaluation and Its Impact on Performance. Master's Thesis, Algeria.
16. Hassan, Khaled Ahmed (2013), The Role of Performance Management Processes in Performance Excellence - An Analytical Study in Saad General Company, *Journal of Administration and Economics*, Al-Mustansiriya University, Issue (96).
17. Hassan, Rawia Muhammad (1988) *Human Resources Management: A Future Vision*. Al-House, Egypt.
18. Mar'i, Muhammad (2003) *Moral Motivation and How to Activate It in the Arab Governmental Public Sector*, Damascus University, Higher Institute for Administrative Development.
19. Rajam, Khaled Manasriya Rashid (2018) *The Reality of Employee Performance Evaluation from the Perspective of Human Resources Managers, A Case Study of a Sample of Oil Institutions in Hassi*. Faculty of Economic and Commercial Sciences and Management Sciences.
20. Sing, D. (2012). Enhancing insights on the leadership role of South African Public Servants. *Administratio Publica*, 20(2), 8-33.
21. Wheelen, T. and Hunger, D.J (2002), *Strategic Management and Business Policy*, 8th ed., Prentice Hall, New Jersey. 1

