

Administrative excellence and its relationship to the professional compatibility of technical supervisors in the education directorates of the governorates of central and southern Iraq

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ABSTRACT

The study aimed to find out the administrative excellence and professional compatibility of technical supervisors and the relationship between them. The research problem was an attempt to answer the following question (Do technical supervisors in the departments of sports and teacher activities have a relationship between their professional compatibility and their administrative excellence?) Utilizing correlational correlations and the survey method, the researchers employed a descriptive strategy and community of the research community was defined by the supervisors. The sample was divided into (exploratory, construction, and application) technicians, numbering (185) technical supervisors. Scientific foundations were used to construct the scales: validity (discriminatory ability and internal consistency) and reliability (half-segmentation and Cronbach)., Utilizing the statistical software for the social sciences, the data was processed. and the researchers concluded the validity of the scale in measuring... The variables investigated and the technical supervisors' enjoyment of professional compatibility and administrative excellence. The investigators suggested extrapolating the present study's findings to the Iraqi governorates' departments of education and athletics.

Keywords: Administrative excellence, professional compatibility, supervisors, southern Iraq

1- Definition of the research:

1-1 Introduction to the research and its importance:

Sports organizations face rapid and unprecedented changes, including educational institutions, which makes these organizations need to adapt their workers to confront these changes, especially since these changes have imposed more challenges on the workers, so paying attention to the distinguished performance of technical supervisors in them and developing their functional capabilities may help directly in confronting these modern challenges, as the distinguished performance of technical supervisors is one of the ways to succeed in the educational process.

An action or work that strives for a production that is distinguished by novelty, applicability, and potential for growth is known as distinguished performance. Alternatively, it can be an uncommon production (by an individual or small work group) that is distinguished by seriousness and appropriate ideas that can be put into practice and used in particular contexts. Lastly, it can be the opposite of innovation—the creation of something new. The term "creativity" refers to the cohesive wholeness of a variety of subjective elements that work together to produce something novel, unique, and worthwhile

for both the person and the group. As one of the subsets of general work behaviour compatibility, professional compatibility aids technical supervisors in. Undoubtedly, the workplace is regarded as one of the most significant domains where a person should strive for the highest level of compatibility. Two main reasons account for this importance: first, the person works in the field for a significant portion of his time. Compatibility plays a significant part in the workplace. It encompasses an individual's compatibility with the different environments in which he operates as well as his compatibility with himself, his skills, his proclivities, and his mood. The troublesome aspect of him and others, as well as the way his behaviour is mirrored negatively in the work's organizational structure, serve as representations of this professional compatibility. When a person and their work are in harmony and they feel content with their career, this is known as professional compatibility. A fundamental objective of professional institutions is job satisfaction. The importance of the study lies in that it contributes to focusing on an important topic that has not been given its due by researchers previously. It clarifies the relationship between professional compatibility and its prediction of administrative excellence for technical supervisors, which will be a turning point in the administrative and technical work of supervisors and their management of themselves in a positive way and as a result creativity in performance. This study contributes to enriching information as well as providing an intellectual and scientific discussion of a modern topic and contributes to supplying the Iraqi sports library with topics and theoretical framework for them in the field of sports management, which helps sports institutions and researchers to benefit from them.

1-2 Research problem:

It is therefore essential for institutions to make a noticeable effort to provide functional maturity and appropriate professional compatibility in order to achieve high levels of distinguished performance through the developments that came about as a result of the information revolution and the numerous technological explosions that affected them , and this commitment is always made in response to changes and updates that stay up with these changes by introducing fresh concepts and approaches that help the company address issues. and as a result, the researchers have the following query regarding the study problem:

- Is there a relationship between administrative excellence and professional compatibility for technical supervisors?

1-3 Research objectives:

The purpose of this study is to:

- Build and apply the scales (administrative excellence and professional compatibility).
- Know the administrative excellence and professional compatibility of technical supervisors
- Identify the relationship between professional compatibility and administrative excellence for technical supervisors

1-4 Research areas:

1-4-1 Human field: Technical supervisors for the academic year (2023-2024).

1-4-2 Time frame: 3/1/2024 to 4/1/2024

1-4-3 Spatial frame: Sports activities sections

2- Research methodology and field procedures:

2-1 Research methodology:

Given the nature of the issue and the goals of the study, the researchers employed the descriptive approach, which included the survey and correlation methods.

2-2 Research community and its samples: The technical supervisors in the sports activity divisions provide the researchers with an approximate estimate of the research community, which they purposefully identified from (185). There were three separate samples taken from the sample:

1- The exploratory experiment sample, which numbered (15) supervisors

2- The sample for constructing the measures, which numbered (90) supervisors

3- The application sample, which numbered (80) supervisors

2-3 Tools, devices and means used in the research (questionnaire, field visits to collect information. Arab and foreign references. A laptop computer, type (DEALL). A hand calculator, type (kenko). A data entry form.

2-4 Field research procedures:

2-4-1 Steps for constructing the study measures (administrative excellence, professional compatibility)

2-4-1-1 Determining the goal of constructing the study measures

Building a professional compatibility scale and measuring the exceptional performance of technical supervisors in the departments of sports and school activities are the two main objectives of these initiatives. The administrative excellence measure aims to identify the technical supervisors' professional compatibility.

2-4-1-2 Determining the axes of the professional compatibility scale

After reviewing many previous and similar studies, the axes of the professional compatibility scale were determined (relationship with management, working conditions, relationship with colleagues, relationship with the supervisor) The axes of the administrative excellence scale were (administrative leadership, operations management, human resources, community service) and To determine whether such scale areas are valid, they were presented to a group of specialists in the field of (sports management) numbering (17) experts. After collecting and unpacking the data, the (chi-squareed) test was used to accept the scale areas. The areas that obtained a (chi-squareed) value more than the T value of (3.84) at a freedom degree (1) and a significance level of (0.05) were accepted, as all areas were accepted, as shown in Table (1), while administrative excellence, all areas were accepted because they obtained a (chi-squareed) value more than the T value of (3.84) as displayed in Table (2).



Table (1)

shows the calculated (chi-square) values for the opinions of the specialists regarding the areas of the professional compatibility scale.

	Axes	Response		Chi-square	Accept nomination	
		Agree	Do not agree		Yes	No
1	Relationship with management	16	1	13.23	√	
2	working conditions	15	2	9.94	√	
3	Relationship with colleagues	16	1	13.23	√	
4	Relationship with supervisor	14	3	7.11	√	

Table (2)

shows the calculated (Chi-square) values for the opinions of the specialists regarding the areas of administrative excellence.

	Axes	Response		Chi-square	Accept nomination	
		Agree	Do not agree		Yes	No
1	Administrative leadership	15	2	9.94	√	
2	Operations management	17	0	17	√	
3	Human resources	16	1	13.23	√	
4	Community Service	15	2	9.94	√	

2-4-2 Preparing the initial formula for the two scale items:

2-4-2-1 Collecting and preparing the two scale items: In order to collect an appropriate number of items concerned with measuring the areas of professional compatibility and administrative excellence, the researchers sought to review the sources, publications, and studies related to the relevant scales.

2-4-2-3 Determining the validity of the paragraphs for two scales: In order to examine the scale paragraphs for appropriateness and validity, make observations, and add or remove any incorrect paragraphs, the researchers gave the two scales to a panel of specialists and experts, totaling seventeen experts. By means of a square, the professional compatibility scale became (30) distributed over (4) fields, and the administrative excellence scale (20).

2-4-1-4-2 Determining the method of alternatives to the scale paragraphs

In developing alternatives to the scale paragraphs, the researchers will use the developed (Likert) method, which is a widely used technique in measurement and research. It asks the respondent to choose an alternative from a range of options with varying weights after presenting him with a scenario.

2-5 Exploratory experiment for the study scales

With the aim of elucidating the answer method for sample members, the researchers carried out an exploratory experiment with the assistant work team on a randomly selected sample of fifteen supervisors. Giving the opportunity for sample members to inquire. 2-6 Psychometric properties of the scales:

In order for the test to give reliable results in issuing judgments and making sound decisions, it must have properties such as validity and reliability (2:82).

2-6-1 Validity of the scales:

Validity means "the ability of the tool to measure what it was designed for or the characteristic to be measured, meaning that the scale measures the function it claims to measure and does not measure something else instead (1:113). **The researchers used the following:**

First: The method of the two extreme groups (discrimination ability):

The researchers used the method of the two extreme groups, since this approach is suitable for identifying the paragraphs and demonstrating the study scales' paragraphs capacity for discrimination (professional compatibility, administrative excellence). From the statistical analysis of the sample of (90) technical supervisors, the researcher used the following:

1. Sort the total scores in decreasing order, and then determine which two-thirds of each subfield's total scores are the highest and lowest, so that the highest group represents 27% of the highest scores for the project, and the lowest group represents 27% of the highest scores for the project technical supervisors.
2. For each field on the study scale, the two groups' scores' arithmetic means and standard deviations were determined, and afterwards, by comparing them with the significance level of (0.05) and a tabular (t) value of (0.05) for the study scales, the (t-test) test for independent samples was applied using the statistical package (spss) to determine the statistical significance of the differences between the upper



and lower groups. The outcomes demonstrated that the value of the significance level is less than (0.05) and that all the scale paragraphs are significant (distinctive).

Second: Internal consistency of the study scales paragraphs:

Internal consistency is the most common type used in the sports field scales. It is achieved when the ability or trait to be measured includes several tests and the sum of the scores of these subtests gives an image of the test score as a whole. The higher the correlation coefficient of the subtest scores with the total score, the more it indicates the availability of internal consistency for the test as a whole. (6:84)

- The ability to highlight the correlation between the scale paragraphs.
- It is a homogeneous scale for researchers in its paragraphs, as each phrase measures the same behavioural dimension that measures the scale as a whole.
- The internal consistency procedure is an extraction of the stability of the phrases (4:65)
- The internal consistency procedure is one of the aspects of construct validity.

The researcher calculated the internal consistency coefficient for the paragraphs of the study scales on the construction sample, which came to ninety (90) technical directors in the departments of sports and school activities in Iraq's central and southern governorates, wherein the (spss) was used to calculate the correlation coefficient among the sample members' scores on each statement and their overall study scale scores.

❖ The internal consistency coefficient, which measures how well a paragraph performs in respect to both the field's overall score and the scale's total score, is as follows:

In this case, the study scale fields' total score and paragraph score are compared using the Pearson correlation coefficient. (professional compatibility, administrative excellence) by finding the correlation coefficient between the paragraph score and the total score of the field to which it belongs and the total score of the scale, and through the results it appeared that all coefficients are significant because the significance level is less than (0.05)

2-6-2 Stability (study scales):

The following steps were taken by the researchers to confirm the scales' stability:

1. The split-half method:

Because the split-half approach is quick and fits the test specifications, the researchers decided to use it. The study scales had two sections, and the researcher's collected information on (90) technical supervisors on them, the ratings for each individual paragraph are in one section, while the scores for the even paragraphs are in the second. The Pearson method is used with the (SPSS) to extract the correlation coefficient among the sum of the two halves of the scores. These figures indicate the correlation coefficients of the two sections of the sub-domain test, which were computed for the learning measurement domains (administrative excellence and professional compatibility). By using the Spearman-Brown equation to correct the stability coefficient, the overall stability of the test was obtained. After correction, the stability coefficient of the professional compatibility scale became

(0.948), and the stability coefficient of the administrative excellence scale became (0.851). It indicates the stability of the criterion.

2. (Cronbach's Alpha) coefficient: After reaching (0.798) for the professional compatibility scale's stability coefficient, the stability coefficient for the study scales was extracted, It can be used to estimate the stability of the scale because it has a high stability coefficient. A high stability coefficient (0.741) was found for the administrative excellence scale, indicating that the scale's stability can be accurately estimated.

2-7 Study scales in their final form:

After completing the study scale procedures (professional compatibility, administrative excellence), these scales became ready for application. The professional compatibility scale consisted of four (4) areas, which are (relationship with management, work conditions, relationship with colleagues, relationship with the manager). (30) paragraphs were distributed among these areas. The administrative excellence scale consisted of four (4) areas, which are (administrative leadership, operations management, human resources, community service). (20) paragraphs with five alternatives were distributed among these areas: I strongly agree, valued at (5), I agree, valued at (4), neutral, valued at (3), I disagree, valued at (2), I strongly disagree, valued at (1). Thus, the study scales in their final form became ready for use on the application sample.

2-8 Main experiment:

The researchers, with the help of the assistant work team, distributed the two scales to the research sample of (80) supervisors for the period from 3/15/2024 to 4/1/2024

2-9 Statistical methods: It was necessary to use (SPSS) version (V26).

3. Presentation and discussion of the results

Table (3) shows the identification of the professional compatibility and administrative excellence scales for technical supervisors.

	Variable	Arithmetic mean	Standard Deviation	Hypothetical mean	T value	Freedom degree	P-value	Significance level
1	Professional compatibility	123.500	19.298	90	1.49	79	0.000	Sig.
2	Administrative Excellence	87.200	9.288	60	8.320	79	0.000	Sig.

3-1 Displaying the results of the two scales

By reviewing Table (10), it becomes clear to us that the arithmetic mean of the professional compatibility scale (123.500) is greater than the hypothetical mean of (90), demonstrating the scale's importance from the sample's point of view. As for the administrative excellence scale, the arithmetic



mean (200.87) is greater than the hypothetical mean, demonstrating the scale's importance from the perspective of the sample.

3-2 Discussion

By reviewing Table (3), it becomes clear to us that technical supervisors have professional compatibility, as professional compatibility is a dynamic process with specific contents that aim to achieve happiness for the individual. It is an ongoing process throughout the individual's life, achieved through different means and mechanisms at different ages, such as satisfying needs, achieving harmony between different motives, and harmony and integration between personal abilities and tendencies. And the individual's ability to change his behavior when facing a material, social or psychological problem. (3: 62)

According to the study, a technical supervisor's capacity to successfully complete his work and adjust to changing demands and situations depends on his or her professional compatibility. Consequently, to succeed in one's line of work, a person must be able to adjust to the physical and social demands of the workplace, build more harmonious connections with others, and consistently put forth his best efforts to achieve success by making himself feel important. One measure of professional compatibility is job satisfaction, which is a reflection of the supervisor's contentment with the work and various aspects of the work environment. These elements can be attributed to various factors, including the individual's personality as well as the work level and requirements. The technical supervisor's administrative brilliance is a result of their interactions with superiors and coworkers, as well as their distinctions in the nature of their jobs.

Also, when reviewing the results of Table (3), we note that technical supervisors enjoy administrative excellence from the results that were reached. The researcher believes that excellence is a qualitative process of practices carried out by the technical supervisor that includes Self-assessment to increase the sports activities' effectiveness departments and their competitive position and flexibility of work in them by understanding all actions taken to eliminate mistakes and enhance the procedure in order to achieve perfection. The capacity to harmonize and synchronize the institution's components and run them in a cohesive and integrated manner in order to attain the maximum levels of efficacy and, consequently, provide results that meet the needs, advantages, and expectations of the public (7: 175)

3-3 Presenting the results of the relationship between variables

Table (4) shows the correlations between the variables.

Statistics Variables	Correlation coefficient	Significance level	Statistical significance
Administrative Excellence X Professional compatibility	0.780	0.000	Sig.

By reviewing Table (4), we notice the existence of a correlation between professional compatibility and administrative excellence in the research sample. Professional compatibility is very important in the work of technical directors in the school and sports activities departments. It is a continuous dynamic process carried out by the technical supervisor in order to be able to achieve his goals, by achieving adaptation and harmony between him and the professional environment in which he works, which helps to achieve administrative excellence. There is no doubt that it is necessary to achieve the greatest possible degree of professional compatibility in the field of work. Contemporary management realizes the value of integration and interaction between various material, human and information resources for the sake of excellence, and works to develop each resource to the highest levels of effectiveness and productivity in coordination and harmony with the rest of the other resources. It also plans to collect the energies and capabilities available to the organization in order to achieve the maximum degree of achievement and competition with all its distinguished resources. Contemporary management believes that human resources are the basis for the success or failure of a business organization, and therefore it is necessary to develop concepts and methods of human resources management and move from the stage of negative dealing with individuals as a procedure to a stage in which the human resource rises to a partner in authority and responsibility. (5: 76)

4. Conclusions and Recommendations

4-1 Conclusions

- 1- Validity of the scales (professional compatibility and administrative excellence) in measuring the studied variables
- 2- Technical directors for the departments of athletics and extracurricular activities enjoy professional compatibility and administrative excellence
- 3- The technical supervisor feels confident in the administration he works with
- 4- Officials appreciate the distinguished performance of the technical supervisor at work
- 5- The sports activity management encourages creativity through the quality and type of service provided
- 6- There is a continuous update of plans and programs to achieve distinguished sports and scientific performance

4-2 Recommendations

- 1- Inform technical supervisors at the department of sports and school activities in every governorate of Iraq of the findings of this study.

- 2- Set up all of the government institution's technological and contemporary communication tools so that you can review the most recent advancements and use them to support the professional compatibility and professional compatibility aspects of achieving all necessary goals.
 - 3- Work on developing professional compatibility to achieve administrative excellence
 - 4- Organizing intensive training courses for technical supervisors regarding excellence and creativity
- Administrative

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Appendix (2)

Administrative Excellence Scale in its final form

	Paragraphs	Always	Often	Usually	Rarely	Never
1	Work to meet the requirements of teachers to develop their scientific and mathematical level					
2	Ensure that teachers and students trust you to ensure that assignments are completed					

	with high quality.					
3	Respect the opinions and feelings of the employees within the department.					
4	Adhere to the system in performing activities, procedures and operations.					
5	I understand the problems of teachers and find solutions for them					
6	Delegate some of the powers to some distinguished teachers for the purpose of excellence					
7	Performance indicators are a source of ideas for prioritizing sporting activities.					
8	The department management encourages creativity through the quality and type of service provided.					
9	Tasks within the department are completed according to a specific system.					
10	There is a continuous update of plans and programs to achieve outstanding athletic and					

	scientific performance.					
11	The department management uses specific criteria to evaluate the performance of technical supervisors.					
12	Work to provide safety and security measures in sports activities					
13	The administration works by enrolling technical supervisors in periodic training and development programs according to its needs.					
14	Make sure every teacher feels special, unique and special.					
15	I work on organizing trips to scientific and sports places.					
16	Work to enhance communication methods with the community, its individuals, institutions, parents' committees, and coordination with other schools.					
17	Help teachers and students					

	find appropriate solutions to the mistakes they make.					
18	Work to communicate with civil society organizations, sports and cultural clubs and cooperate with them to contribute to serving and developing the community.					
19	Encourage teachers to make use of free time in school or outside school with various purposeful sports activities.					
20	Work to cooperate with families and local community institutions. This cooperation will enhance opportunities for sports development.					

Appendix (3)

The Professional Compatibility Scale in its final form

	Paragraphs					
1	Allowing the technical supervisor to know the results of his work first hand					

2	The technical supervisor's sense of self-esteem through his work achievements					
3	The reward that the technical supervisor receives for good performance is negotiable.					
4	What opportunities for technical supervisors to work in terms of renewal and innovation					
5	The extent of the time that allows the technical supervisor to work with his family					
6	The extent to which the effort exerted by the technical supervisor at work is consistent with the job benefits he receives					
7	The institution provides the technical supervisor with opportunities to acquire new skills through participation in courses.					
8	The nature of the work performed by					

	the technical supervisor is commensurate with his capabilities.					
9	Technical Supervisor Opportunity to Gain Work Experience					
10	Opportunities available for the technical supervisor to develop his skills through his practice of work					
11	The technical supervisor has a negative feeling about my decision to nominate for the title of technical supervisor because it was a mistake.					
12	The technical supervisor is thinking about changing the profession in the future if he is given the opportunity to choose again.					
13	The technical supervisor gets bored and stressed during working hours.					
14	The technical supervisor finds it difficult to control his negative emotions when performing					

	the tasks assigned within the work.					
15	The way subordinates deal with the technical supervisor when he performs the work is satisfactory					
16	Good relationship between the technical supervisor and the subordinate at work					
17	The technical supervisor is annoyed to continue the activity due to the difficulty of understanding with the official					
18	Officials appreciate the technical supervisor's outstanding performance at work.					
19	The technical supervisor feels that the officials are fair and objective in dealing with him.					
20	The technical supervisor believes that the officials appreciate the supervisor's special circumstances.					

21	Officials contribute to solving technical problems related to the department.					
22	Officials respect the supervisor's professional opinions and suggestions.					
23	Officials accept constructive criticism.					
24	The technical supervisor participates with the officials in making decisions related to the institution.					
25	Material working conditions (lighting - air conditioning - housing) are available.					
26	Technical supervisor's satisfaction with working hours in his job compared to similar hours in other jobs					
27	Opportunities are available for the technical supervisor to try new methods for better performance.					
28	The number of working hours required					

	for the technical supervisor is appropriate.					
29	The appreciation that the technical supervisor receives from others is satisfactory.					
30	The technical supervisor believes that the institution's facilities are not prepared to implement the functional curriculum.					