

## DELEGATING AUTHORITY AND ITS RELATIONSHIP TO THE LEVEL OF ADMINISTRATIVE PERFORMANCE IN THE SUB-SPORTS FEDERATIONS IN KIRKUK GOVERNORATE FROM ITS ADMINISTRATIVE MEMBERS POINT OF VIEW

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### Abstract

The study aimed to identify the level of delegation of authority and administrative performance, as well as to identify the relationship between delegation of authority and administrative performance in the sub-sports federations in Kirkuk Governorate from the point of view of its administrative members, where the researcher used the descriptive approach (survey method) for its relevance and the nature of the current research, and the research community included from (86) members of the sub-sports federations in Kirkuk Governorate, where the final research sample consisted of (48) individuals from the total research community, After excluding (28) presidents of the sub-sports federations, as they are concerned with the process of delegation of authority, as well as (10) of the sample of stability and pilot study, The researcher used the statistical package (spss) to analyse the data and the statistical treatments. Researcher concluded that the authority is delegated at a high level to the presidents of the sub-sports federations in Kirkuk governorate from the point of view of its administrative members, with a strong relationship between delegation of authority and administrative performance in the sub-sports federations in Kirkuk Governorate from its administrative member's point of view.

**Keywords:** Sports psychology. Sports exercise. Delegating authority. Administrative performance

### Introduction

Delegating is one of the most successful strategies that are used in modern productive or service institutions, As delegation has become an urgent necessity within the institution in order to achieve the desired goals and facilitate the implementation of basic skills by everyone working in it in terms of saving time and effort in making decisions, as well as in order to eliminate the centralization of power and improve and develop the work of institutions, especially in the field of sports institutions. The expansion and complexity of administrative organizations has led to a reduction in the concentration of authority at the top of the organizational hierarchy in the organization and the expansion of the process of delegation of authority, whenever possible, Because the managerial leader in any organization can no longer be fully acquainted with the many and varied functions in the organisation, Even if he has the ability and skill, he may not have enough time to process and control all activities in the organization with high efficiency (Fred, 2015, 12).

The importance of this study lies in highlighting the role of delegation of authority in improving the performance of the presidents of the sub-sports federations in Kirkuk governorate, and the skills provided by the members of the administrative organizations of these federations in exercising some powers and discovering the extent

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to which they bear responsibilities. This study also contributes in increasing the interest of administrative leaders to develop and train subordinates to lead and improve their performance, and to devote senior leaders to accomplish the most important tasks and works.

The need to exercise delegation of authority is a result of the diversity of jobs and functions undertaken by all sports organizations, as it is difficult for the leaders to perform all functions and works alone, regardless of their competence, and the administrative level they occupy, except by delegation, which is a natural reflection of the growth of democratic ideas, it is a practice carried out by the administration Which allows the development of leadership capabilities of subordinates gradually, and the participation of administrative levels in decision-making and in the implementation of administrative work. The idea of this study came as a result of the researcher's review of the recommendations of some research and similar studies on the process of delegation of authority and administrative performance, as well as during the researcher's follow-up to the work of sports federations and noting the disparity in the process of delegation of authority, and from the manifestations of the concentration of power in the hands of a limited number of leaders, Which leads to the occurrence of bottlenecks at work and the disruption of the interests of the beneficiaries of the sports activities of those federations and the impact on the morale of subordinates, Hence, the research problem can be highlighted through the following questions:

- What is the level of delegation of authority in the sub-sports federations in Kirkuk governorate from the point of view of its administrative members?
- What is the level of administrative performance in the sub-sports federations in Kirkuk governorate from the point of view of its administrative members?

Research objectives are identifying the level of delegation of authority in the sub-sports federations in Kirkuk governorate from the point of view of its administrative members. Identifying the level of administrative performance in the sub-sports federations in Kirkuk governorate from the point of view of its administrative members. Identifying the relationship between delegation of authority and administrative performance in the sub-sports federations in Kirkuk Governorate from the point of view of its administrative members.

### Methodology

The researcher used the descriptive method in the survey method for its suitability and the nature of the research.

#### Research community and sample

The research community included (86) members working in sub-sports federations in Kirkuk governorate, (28) presidents of the sub-sports federations, were excluded, as they were concerned with the process of delegation of authority, as well as (10) of the sample of stability and pilot study, which means that the research sample was determined by (48) members representing (28) sub-sports federations in Kirkuk governorate. And Table 1 shows that (Table 1).

#### Research tool

In order to obtain the information and data that achieve the objectives of the research, the researcher used two scales, the first of them (delegation of authority) and the second (administrative performance), which was designed by (Rasoul, 2018) and consisting of (29) phrase for delegating authority and (29) phrase for administrative performance, which It requires adapting these scales to the work environment of the members of the sports federations through conducting scientific transactions.

#### Scales validity

The validity of the scale means "that the scale is able to measure what it was designed to measure, that is, that the items of the scale have a close relationship with the characteristic that you measure" (Maamaria, 2012, 180). Where the researcher presented the two scales to a group of specialists and experts in the field of sports management and sports psychology, and after taking their opinions and suggestions, they agreed by (100%) on the validity of the two scales and the possibility of relying on them to measure the situation to be measured, and thus the validity of the scales was verified.

#### Reliability

For the purpose of obtaining reliability, the method of (Alpha Cronbach's) coefficient was used, which is of special importance as it is used in calculating the reliability coefficient of the article and objective tests (Al Nabhan, 2004, 284) and the questionnaire statements whose answer requires choosing from

**Table 1:** Shows the research community and its sample.

NO	Federation	Members NO.	Sample NO.	Pilot study NO.	NO.	Federation	Members NO.	Sample NO.	Pilot study NO.
1	football	5	4	1	15	Triathlon	3	2	1
2	boxing	3	2		16	karate	3	2	
3	badminton	3	2	1	17	billiards and snooker	3	2	
4	wushukonfu	3	2		18	handball	3	2	1
5	gymnastics	3	2		19	Table Tennis	3	2	1
6	archery	3	2	1	20	tennis	3	2	
7	fencing	3	2		21	Physical strength	3	2	1
8	Weight lifting	3	2		22	chess	3	2	
9	kickboxing	3	2		23	judo	3	2	
10	Athletics	3	2	1	24	Baseball and Softball	3	2	1
11	taekwondo	3	2		25	Cycling	3	2	
12	Basketball	3	2		26	Bodybuilding	3	2	
13	Volleyball	3	2	1	27	Kiko Shinkai	3	2	
14	swimming	3	2		28	wrestling	3	2	

among multiple alternatives (Allam, 2006, 100). The value of the total reliability coefficient of the scale (delegation of authority) was (0.881), and the value of the total reliability coefficient of the scale (administrative performance) was (0.795), and with this procedure, we infer that both scales enjoy a high degree of stability and this reflects the high quality.

**Pilot study**

The researcher conducted a pilot study on a sample of (10) members of the sub-sports federations in the governorate of Kirkuk, and they were excluded from the final experiment sample. The results showed that the phrases of both questionnaires are clear and understandable.

**Scales description in final form**

The scale of (delegating authority) consists of (29) phrases, and the answers to the questionnaire's phrases are according to (5) answer alternatives with a degree (always, often, sometimes, rarely, never) and the respondent chooses one of them and bears the weights (5, 4, 3, 2, 1) respectively, and with this statistical procedure, the total degree of the scale of delegation of authority ranged between (29-145). As for the (administrative performance) scale, it consists of (29) phrases, and the answer to the scale's phrases is according to (5) alternatives to the answer are in a degree (always, often, sometimes, rarely, never) and the respondent chooses one of them and bears the weights (5, 4, 3, 2, 1) respectively, as for the degree of the administrative performance scale, it ranges between (29-145).

**Statistical means**

The researcher relied on the statistical package (spss) to calculate the statistical treatments (arithmetic mean, percentage, Pearson simple correlation, and Cronbach's alpha coefficient).

The researcher adopted the approved percentages to assess the level of the phrases of two questionnaires, as follows (Al-Dulaimi, 2012, 61):

1. (80%) or more, a very high level
2. (70%) to (79%) a high level.
3. (60%) to (69%) an average level.
4. (59%) to (59%) a low level.
5. Less than (50%) a very low level.

**Presentation and Discussion of the Results**

**Presenting the results and discussing the delegation of authority in the sub-sports federations in Kirkuk Governorate from the point of view of its administrative members** (Table 2).

Table 2 shows that the arithmetic mean of the overall scale of delegation of authority has obtained (113.68) and the percentage (78.4%) at a high level. The members of the sub-sports federations, exercise the delegation of authority at this level to accomplish the tasks entrusted to them to run the daily work of their sports federations, and to benefit from the experiences of the president of the federation by exercising some of his tasks by the member delegated to him the authority, and here the delegation provides the opportunity for training to perform the leadership work in the sports federation in the future.

We can point out that delegating authority is a form of collective administrative leadership that relies on distributing work to members, and not confining it to the hands of a single president. (Al-Saud and Rahim, 2014) believes that the delegation of authority reflects positively on the boss himself, on the subordinates and the organization, as the leader who delegates some of his powers to his subordinates, relieves himself of some job burdens, helps subordinates to develop the leadership aspects in their personalities, and generates motivation, confidence and a sense of responsibility They have, and push them to perform the tasks delegated to them in the best way, and all of this leads to the development of job performance among subordinates in the organization (Al-Saud and Rahim, 2014, 34).

Also, it appears from Table 2 that the arithmetic means of the phrases ranged between (3.05 - 4.45) and the percentages ranged between (61.0-89.0%), while the level of the phrases ranged between (average - very high), and it can be explained that most of the phrases got the level Very high and high, and this result indicates that the delegation helps the president of the federation in distributing his time on all the activities that are required to be completed, as well as not delaying the work and completing it in the required time and with the same quality and the ability of the federation members to have confidence in himself in making the right decisions, and this is reflected in the leader by providing sufficient time to think and develop The organization through the process of creativity and innovation, and (Netzer, 1999) believes that the idea of the president delegating part of his powers to a member of the administrative organization to perform a specific task is not limited to carrying out this task in a good way, but the matter is more meaningful because delegating part of the administrative authority provides for The president has the time and effort that he has to invest in other activities for the benefit of the organization. (Netzer, 1999, 44).

**Presenting the results and discussing the administrative performance in the sub-sports federations in Kirkuk Governorate from the point of view of its administrative members** (Table 3).

Table 3 shows that most of the phrases in the administrative performance scale have obtained a level (medium - very high), with arithmetic mean between (4.32-3.15) and the percentage between (63.0-86.4%), and the researcher attributes this positive result to that the process of Delegation has a vital role in the performance of members of sports federations, by relying on the principle of parity between authority and responsibility and coordination between them, and a balance between the additional tasks that are delegated and the incentives (material and moral) that are granted, and facilitating the control process in auditing and reviewing the performance of management members of The Federation, with the use of multiple communication channels to exchange information in achieving the goals of the federation, and the delegation of authority achieves parity between authority and responsibility and provides mutual trust between the superior and subordinate and contributes positively to increasing the motivation to work and increasing the acceptance of additional work (Fred, 2015, 169), where delegation is linked With all the elements of the administrative process, such as administrative leadership, communications, policy-making and plans, training in decision-making, and oversight. (Al-Ghamdi, 22, 2015).

It is clear from Table 3 that the phrases (13, 9, 14, 16, 24, and 27) obtained a (low) level, with arithmetic mean ranging between (2.55-2.85) and the percentage between (51.0-57.0%). The researcher attributes this result to perhaps the

**Table 2:** Shows the arithmetic mean, percentage, level of paragraphs and the overall measure of delegation of authority.

NO.	Phrases	Arithmetic mean	Percentage	Level
1	Delegation improves the quality of work	4.31	86.2	very high
2	The authorization given to me increases my self-confidence and improves my performance	4.32	86.4	very high
3	The administrative delegation motivates me to work in a team spirit in the Federation	4.22	84.4	very high
4	The delegation contributes to the formation of positive relations with my colleagues in the management of the federation	3.98	79.6	high
5	Delegation improves my ability to dialogue with members of the union management	4.02	80.4	very high
6	The delegation develops my ability to understand the responsibilities of a leadership position in the Federation	4.44	88.8	very high
7	Delegating to the Federation helps train me for new tasks	4.07	81.4	very high
8	The delegation gives the president of the federation an opportunity for the members to share his powers	3.37	67.4	average
9	See the details of the tasks required of me before delegating to know the use of my powers	3.85	77	high
10	The delegation contributes to benefiting from the experiences and tasks of the President of the Federation	3.95	79	high
11	The mandate eases the momentum of work on the President of the Federation	4.34	68.8	very high
12	Delegating authority is a way to train me in making decisions	3.99	79.8	high
13	Delegating helps me make decisions to improve my performance	4.37	87.4	very high
14	I take responsibility for my work while delegating authority to me	4.2	84	very high
15	Delegation leads to my commitment to work and increases my skill in making decisions	3.61	72.2	high
16	The President of the Federation does not interfere in my work during the delegation of authority to me	3.25	65	average
17	The power of my decision derives from accurate information	3.75	75	high
18	Delegating helps me in solving administrative work problems	4.22	84.4	very high
19	Delegating helps me participate in making quick decisions.	4.04	80.8	very high
20	Delegating authority in the federation contributes to increasing the effectiveness of the decision	3.05	61	average
21	Delegating contributes to my completion of work in a timely manner	4.22	84.4	very high
22	Delegation helps management to organize my time to get work done better	3.95	79	high
23	The delegation contributes to organizing my work according to its degree of importance and timing	3.82	76.4	high
24	Delegating contributes to providing the appropriate time to come up with new ideas to perform the tasks assigned to me	4.2	84	very high
25	The delegation helps me to monitor the commitment of my colleagues to work hours	3.21	64.2	average
26	Authorization does not delay business	4.45	89	very high
27	The delegation assists the president of the union in allocating his time to all the activities required to be accomplished.	4.2	84	very high
28	Delegating helps avoid the stress of time constraints	3.34	66.8	average
29	The delegation contributes to my performance and completion of office tasks on time	3.1	62	average
	overall scale	113.68	78.4	high

lack of flexible communications in the delegation process to perform the delegated work, and sometimes ambiguity in the delegation process, as well as perhaps delegating authority to multiple actions by the president of sports federations and not on a specific work, as well as not writing the content of the delegation process and how to use it And the absence of delegation of reverse authority by subordinates according to the answers of members of the sub-sports federations in Kirkuk governorate. The process of delegating authority is sometimes encountered by difficulties, because ensuring the completion of work is a vital responsibility that sometimes requires the intervention of the president to run things, and this interference is negatively reflected on the decision-making mechanism and reduces the importance of Delegation, as the manager delegates part of his powers to the next in the administrative level in the organizational structure, but he always maintains his basic authority, and the right to interfere sometimes in the work of the individuals to whom he delegated the authorities (Ben Musa, 17, 2013). The delegation must be written, and the authority and delegated actions must be precisely defined, clearly defined and fully understandable, and clarify the limits of responsibility between the delegate and his delegate (Abu Muammar, 2009, 65).

As for the level of administrative performance for the overall scale, it obtained the level (high) with the arithmetic mean (104.55) and the percentage (72.10%), and the researcher attributes this positive result to the possession

of sports federations members' experience, skill and knowledge of modern administrative concepts about the work entrusted to them, and the mandate is The key to organization and the most important and priority administrative affairs, which is the opposite of centralization that disrupts energies and kills creativity among workers, and it is one of the basic principles for those who wanted to succeed in their job, granting confidence and delegating powers and distributing tasks and responsibilities in an orderly and effective distribution among workers is one of the foundations for facilitating goals and implementing The various functional tasks in a more efficient and effective manner with the speed of achievement and the enhancement of work in the spirit of one team.

**presenting the results and discussing the relationship between delegation of authority and administrative performance in the sub-sports federations in Kirkuk Governorate from the point of view of its administrative members (Table 4).**

Table 4 shows that the correlation coefficient (0.865) between the scales of delegation of authority and administrative performance with an error rate of (0.000) and when compared with the level of significance (0.005), which indicates the significant correlation between delegation of authority and administrative performance in the sub-sports federations in Kirkuk governorate, and the researcher attributes This result indicates that the administrative performance

**Table 3:** Shows the arithmetic mean, percentage, and level of phrases for the overall measure of administrative performance.

NO.	Phrases	Arithmetic mean	Percentage	Level
1	We have a clear job description for the delegated work in our federation	3.22	64.4	average
2	We adopt a strict system to follow up on authorization in our federation	3.25	65	average
3	The delegate has the authority to exercise the necessary powers to perform the tasks assigned to him	3.87	77.4	high
4	The delegation in our union contributes to the availability of work stability away from duplication and conflict	4.05	81	very high
5	Successful delegation depends on equivalence of authority and responsibility and coordination between them	4.32	86.4	very high
6	There is a balance between the additional tasks that are delegated and the incentives (material and moral) that are given	4.14	82.8	very high
7	The procedures for delegated work in our federation are completely clear	3.99	79.8	high
8	Delegating work in our federation makes it easier to run its affairs	4.2	84	very high
9	federation management communications in delegated business are characterized by ease and flexibility	2.55	51	low
10	The president of our federation expresses very clearly his directives by the delegated work	4.05	81	very high
11	The president of the federation listens in a language understandable to the members of the administrative organization when they are delegated	3.85	77	high
12	The president of the federation, the delegate, encourages the exchange of information with his fellow members of the administrative organization	4.31	86.2	very high
13	Two-way communication is used in the administration of the federation for the work delegated by the president of the federation and members of the federation management and vice versa	2.85	57	low
14	The president of our federation relies in his directives on only one subject	2.72	54.4	low
15	Administrative communication enhances communication within the administrative organization of our federation	4.32	86.4	very high
16	The administration of our federation provides the delegated authority with the information necessary to perform his work	2.55	51	low
17	Communication develops teamwork within the administration of our federation	4.21	84.2	very high
18	The administration of our federation uses modern technological means to run its affairs with delegated work	3.22	64.4	average
19	Communication contributes to the completion of the administrative work in our federation in a short time	3.15	63	average
20	Clarity of the powers granted to the administrative organization reduces errors in administrative work	4.18	83.6	very high
21	Granting powers to the members of the administration of the federation facilitates the supervisory work to accomplish the administrative tasks successfully	4.1	82	very high
22	Oversight work is a guarantee of the success of administrative work in our federation	3.33	66.6	average
23	The supervisory work in our federation helps in evaluating the performance of the members of the federation management delegated to them	3.44	68.8	average
24	The delegation contributes in our federation to the modification of powers in the light of administrative control	2.56	51.2	low
25	Determining the responsibilities delegated to the members of the administration of the federation contributes to the success of the supervisory work	4.1	82	very high
26	Delegation is a means to facilitate the process of oversight in auditing and reviewing the performance of the members of the administration of the federation	4.12	82.4	very high
27	The control system in the federation is written with an explanation of how to use it when delegating	2.55	51	low
28	The authorization in our federation complies with the instructions of the regulatory authorities	3.15	63	average
29	The impartiality of oversight work contributes to the success of the delegation	4.2	84	very high
overall scale		104.55	72.1	high

**Table 4:** Shows the calculated value of (r), the percentage of error and the type of significance between delegation of authority and administrative performance in the sub-sports federations in Kirkuk governorate from the point of view of its administrative members.

NO.	Variables	Calculated value of (r)	Error percentage	Significance
1	delegation of authority	0.865	0.000	significant
2	administrative performance			

of members of sports federations may be affected by the process of delegation of authority by drawing broad outlines of how to implement the required tasks and duties, as well as due to their accumulated experiences and practice in sports administrative work, and their performance of their new job tasks with high professionalism. As delegating authority is an effective way to conduct administrative work accurately and to the best possible degree. (Harb, 2011,

20), where this result agrees with the study of (Al-Saud and Rahim, 2014).

**Conclusions and Recommendations**

**Conclusions**

1. The delegation of authority obtained a high level with the presidents of

the sub-sports federations in Kirkuk governorate from the point of view of its administrative members.

2. Most of the phrases of the authority delegation scale score at a (very high) level, an indication of the existence of an atmosphere of trust, positive relationship, awareness of the importance of the responsibility of the leadership position when delegating powers, participation in decision-making and not delaying actions in order to gain time.
3. The administrative performance at a high level among the members of the sub-sports federations in Kirkuk governorate.
4. Some phrases of the administrative performance scale at a very high level, despite the presence of some phrases at a low level.
5. There is a strong relationship between delegation of authority and administrative performance in the sub-sports federations in Kirkuk Governorate from the point of view of its administrative members.

#### Recommendations

1. The presidents of the sub-sports federations give an opportunity to their colleagues in the administrations of the federations to exercise delegation to understand the responsibilities of the leadership position and to develop their spirit of creativity and innovation.
2. Increasing participation in decision-making through delegation, to highlight the capabilities and skills of members to complete work accurately and effectively.
3. Clarity of the tasks delegated to administrators with an explanation of how to use them when delegating to raise the level of performance and efficiency.
4. Conducting other similar studies on other sports organizations.

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