

## Sports training and its relationship with the quality of performance in the management of sports institutions in Iraq

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### Abstract:

Today, having capable human resources with high quality performance, as the most important asset, is a link in the success of organizations in competitive areas. Therefore, smart managers are always trying to create conditions in the organization that not only employees use their existing capabilities, but also to develop their capabilities and improve the quality of their performance. Due to the importance of the subject of this study, a descriptive survey study was conducted to investigate sports training and its relationship with the quality of performance in the management of sports institutions in Iraq. The statistical population is the research staff of the management of sports institutions and sports clubs in Iraq, which was selected as a sample based on a simple random sampling of 300 people. A standard questionnaire was used to collect data. Cronbach's alpha coefficient of the whole questionnaire was estimated to be 0.89. Inferential statistics, Human Whitney, were used to analyze the data. The results showed that the average of tasks, job discipline, adherence to moral values and interpersonal relationships of male employees in the athlete group was significantly higher than the non-athlete group. However, there was no significant difference between female athletes and non-athletes in how to perform tasks, job discipline, how to deal with the client, personal development, interpersonal relationships and organizational behavior of employees, but in terms of adherence to ethical values, the average score of female athletes significantly. More than non-athlete. Therefore, according to the results obtained by sports officials at the University of Tabriz, it is suggested to pay more attention to staff sports and allocate more appropriate times for staff sports and to hold public sports programs to promote staff vitality and vitality.

**Keywords:** Sports Training, Performance Quality, Management, Sports Organizations, Iraq.

## Introduction

The subject of sports is one of the most important issues in today's world that interacts with political, economic and cultural issues. This has made sport one of the priorities of governments. Sport and physical activity as a social reality have existed in human societies since time immemorial and have been a part of human daily life (1). Various studies have been done on the positive effects of exercise and motor activity. Research has shown that exercise increases mental health, enhances feelings of worth, reduces anxiety and depression, and increases mental strength. Exercise is a medium for communication between oneself and others (2). However, despite the many benefits that physical activity and exercise bring to humans and society, one of the most important challenges in planning and policy-making in today's societies is the spread of a culture of inactivity and comfort among humans (3). The advancement of science and, consequently, industry and technology has caused many changes in human life. Civilization and the increasing development of modern technologies brought with it a phenomenon called motor poverty (4). Sedentary lifestyle and physical activity have taken a toll on people's lives, and despite the emphasis of experts on increasing physical activity and exercise in daily life, unfortunately, sedentary lifestyle has become widespread almost everywhere in the world. So that even some people, despite being aware of the positive features of exercise and the repeated recommendations of doctors and extensive radio advertising, do not show much interest in exercise (5)

## Importance of research

On the other hand, today manpower is the most important knowledge capital of any organization, which is an important factor of an organization in terms of thinking power and creativity; Because any productivity, change and improvement in systems, technical and organizational processes are done by humans (6). In recent centuries, the growth and development of societies and mental and occupational jobs on the one hand, modernity and comprehensive development of organizations on the other hand, have significantly reduced the physical and mental health and well-being of employees and caused diseases. On the other hand, the employees of the organizations consider themselves doomed to rot in the body of the organization and have lost their desire to promote organizational activities (7). Organizational life is associated with pressures, validity, stress and fatigue caused by work. In such situations, behavioral scientists in organizations and departments mention sports recreation as an effective and desirable means to provide healthy recreation and vitality. In addition to increasing work capacity, it is also effective for the growth and development of moral, psychological and social aspects of individuals. In organizations and departments, it is necessary to provide favorable working conditions for employees (8).

## Research problem

Physical education and physical fitness is necessary for all members of society and vital for employees. Sports activities play an important role in community health. Nevertheless, the world today is moving towards increasingly fast and sedentary machine life, and all industrial and daily human activities with automatic devices and systems that require the absence or low presence of humans, and that is only at the level of supervision at work., will be done (9). The culture of inactivity and comfort-seeking has become prevalent in society, despite the increase in public awareness about its complications and consequences. Because movement is human life and dynamism. Lack of movement or lack of movement at any age is associated with side effects such as obesity, muscle weakness, diseases of the circulatory system, breathing and mental disorders

(10). Preventing these diseases through exercise and a healthy lifestyle is the most sustainable economic way to deal with these problems. In different countries, less attention is paid to organized sports, and the low participation of society and the lack of an integrated legal system and the need to establish centers for policy-making and planning in sports. Findings from surveys conducted among Iraqi adults show that more than 75% of the Iraqi population is physically inactive (11).

Everyone experiences some degree of stress in the workplace. However, one of the effects of exercise is coping with pressures and stresses. Exercise causes positive physiological and physical changes and has very beneficial psychological and psychological effects. In addition, exercise reduces depression and has an important effect on building social relationships and reducing stress and creating relaxation. Given the pivotal role of human beings and human resources in creating advanced technologies and that the most important factor of productivity in organizations and ultimately the whole society is human resources, there is no doubt that the prosperity of any society lies in improving and cultivating its human resources (12). Sports organizations with the help of behavioral experts and human resource managers and the Department of Physical Education with proper planning and special attention to employees can, while creating a sense of security and peace of mind, effort, knowledge and expertise of employees to achieve organizational goals and improve performance quality Use the organization (13). Sports organizations, like other institutions, according to the budget and financial facilities, educational space and characteristics and needs and abilities of employees with the aim of training professionals with regard to the growing community, by planning, organizing and creating appropriate facilities and necessary equipment (14). It should enable the growth and development of sports. Because the employees of organizations also have to maintain their mental and physical vitality and health in order to deal with burnout and physical and mental fatigue; Therefore, if they do not increase their level of physical activity and regular exercise, their quality of work performance may be impaired or they may even suffer from physical or sometimes mental problems and their effectiveness may decrease. There has been a lot of research in this field of sports and physical activity inside and outside the country, but so far in Iraq, no serious research has been done on the impact of sports activities and its relationship with performance quality in the management of sports institutions in Iraq; Therefore, in this study, we seek to see whether sports discipline can be an effective factor in the quality of staff performance in the management of sports institutions and clubs or not?

## Research method

The present research is descriptive and survey. The statistical population of this study consists of employees of the management of sports institutions and sports clubs in Iraq, which based on simple random sampling, 300 of them were selected as a sample and divided into two groups of athletes and non-athletes. The data collection tool was a standard questionnaire (40 questions) on employee performance evaluation, which measures the following different dimensions in 7 subscales: how to perform tasks, job discipline, adherence to ethical values, how to deal with the client, Interpersonal relationships, organizational behavior, individual development. To determine the validity of the questionnaire, the opinions of sports management experts were used. The validity of the questionnaire was 89% from Cronbach's alpha test. The Kolmogorov-Smirnov test was used to determine the normality of the statistical population and the Human-Whitney test was used to test the hypotheses.

## findings

### Demographic characteristics

Table 1. Demographic characteristics

| Variable         |             | Frequency | percentage |
|------------------|-------------|-----------|------------|
| Gender           | Man         | 174       | 58         |
|                  | Female      | 126       | 42         |
| Exercises        | Athlete     | 139       | 46/3       |
|                  |             | 161       | 53/7       |
| Years of service | Non-athlete | 50        | 16/7       |
|                  | 3-9 years   | 108       | 36         |
|                  | 10-16 years | 91        | 30/3       |
|                  | 17-23 years | 30        | 10         |
|                  | 24-30 years | 279       | 93         |
|                  | Total       | 21        | 7          |
| Total            |             | 300       | 100        |

Based on descriptive findings, out of a total of 300 respondents, 174 (58%) are male and 126 (42%) are female. Also, the distribution of the percentage of frequency of athletes and non-athletes indicates that 46.3% are athletes and 53.7% are non-athletes. 3 years, 38.7% have a history of 10-16 years, 32.6% have a history of 17-23 years and 10.8% have a history of 24-30 years.

### Investigation of research hypotheses

Klomogorov-Smirnov test was also used to check the normality of the distribution of scores of variables. According to the obtained significant levels, it is concluded that all research variables have an abnormal distribution. (Significance level less than 0.05).

### Test of the first hypothesis:

There is a significant difference between the performance of the duties of athletes and non-athletes of Tabriz University by gender.

Table 2. Human-Whitney test to compare the performance of management staff in two groups of athletes and non-athletes by gender

| Variable                                      |        | Group       | Number | mean rank | Total ratings | Mann-Whitney U | Significance level |
|-----------------------------------------------|--------|-------------|--------|-----------|---------------|----------------|--------------------|
| Perform tasks in terms of performance quality | Man    | Athlete     | 112    | 64/61     | 7236          | 908            | 0/012              |
|                                               |        | Non-athlete | 24     | 56/67     | 2080          |                |                    |
|                                               | Female | Athlete     | 85     | 50/67     | 4307          | 652            | 0/793              |
|                                               |        | Non-athlete | 16     | 52/75     | 844           |                |                    |

According to the obtained results ( $P = 0.012$  and  $X^2 = 908$ ) including 2; The hypothesis that there is a significant difference between the means of performance in terms of quality of performance in male athletes and non-athletes in the management of sports institutions in Iraq is confirmed. The average rank of male employees in the athlete group is 64.61 and in the non-athlete group is 56.67, so the performance of male employees in the athlete group is significantly higher than the non-athlete group. Also according to the results ( $P = 0.793$  and  $X^2 = 652$ ); Hypothesis zero is confirmed that there is no significant difference between the performance of female athletes and non-athletes in the University of Tabriz.

#### Test of the second hypothesis:

There is a significant difference between the job discipline of athletic and non-athletic employees in the management of sports institutions in Iraq by gender.

According to the results ( $p = 0.015$  and  $X^2 = 938$ ) from Table 3; The hypothesis that there is a significant difference between the means of job discipline of male athletes and non-athletes in the management of sports institutions in Iraq is confirmed. The average job disciplinary ranks of male employees in the athlete group is 65.73 and in the non-athlete group is 47.42, so the job discipline of male employees in the athlete group is significantly higher than the non-athlete group. On the other hand, according to the obtained results ( $P = 0.8$  and  $X^2 = 615.5$ ); The null hypothesis that there is no significant difference between the job discipline of female athletes and non-athletes in the management of sports institutions in Iraq is confirmed.

Table 3. Human-Whitney test to compare employee job discipline in two groups of athletes and non-athletes by gender

| Variable                                        |        | Group       | Number | mean rank | Total ratings | Mann-Whitney U | Significance level |
|-------------------------------------------------|--------|-------------|--------|-----------|---------------|----------------|--------------------|
| How to perform tasks in terms of job discipline | Man    | Athlete     | 114    | 65/73     | 7493          | 938            | 0/015              |
|                                                 |        | Non-athlete | 24     | 47/42     | 2098          |                |                    |
|                                                 | Female | Athlete     | 80     | 48/81     | 3904          | 615/5          | 0/8                |
|                                                 |        | Non-athlete | 16     | 46/97     | 751           |                |                    |

**Hypothesis 3:**

There is a significant difference between adherence to the moral values of athletic and non-athletic staff in the management of sports institutions in Iraq by gender.

According to the results ( $P = 0.05$  and  $X^2 = 1056$ ) from Table 4; The hypothesis that there is a significant difference between the averages of adherence to the moral values of male athletes and non-athletes in the management of sports institutions in Iraq is confirmed. 67.6, as a result, adherence to the moral values of male employees in the athlete group is significantly higher than the non-athlete group. In the case of female employees according to the results ( $P = 0.04$  and  $X^2 = 0.667$ ); The hypothesis that there is a significant difference between the means of adhering to the moral values of female athletes and non-athletes in the management of sports institutions in Iraq is confirmed. The average rank of adherence to the moral values of female employees in the athlete group is 52.92 and in the non-athlete group is 50.19, so adherence to the moral values of female employees in the athlete group is significantly higher than the non-athlete group.

Table 4. Human-Whitney test to compare adherence to ethical values of employees in two groups of athletes and non-athletes by gender

| Variable                  |        | Group       | Number | mean rank | Total ratings | Mann-Whitney U | Significance level |
|---------------------------|--------|-------------|--------|-----------|---------------|----------------|--------------------|
| Adherence to moral values | Man    | Athlete     | 116    | 84/5      | 7842          | 1056           | 0/05               |
|                           |        | Non-athlete | 24     | 67/6      | 2028          |                |                    |
|                           | Female | Athlete     | 88     | 52/92     | 4657          | 0/667          | 0/04               |

|  |  |             |    |       |     |  |  |
|--|--|-------------|----|-------|-----|--|--|
|  |  | Non-athlete | 16 | 50/19 | 803 |  |  |
|--|--|-------------|----|-------|-----|--|--|

#### Hypothesis 4:

There is a significant difference between how to deal with the client of athletic and non-athletic staff in the management of sports institutions in Iraq by gender.

According to the results ( $P = 0.12$  and  $X^2 = 1114$ ) from Table 5; The null hypothesis that there is no significant difference between the treatment of male and female non-athlete employees in the management of sports institutions in Iraq is confirmed. Also according to the obtained results ( $P = 0.83$  and  $X^2 = 683$ ); Hypothesis zero that there is no significant difference between the treatment of female athletes and non-athletes in the management of sports institutions in Iraq is confirmed.

Table 5. Human-Whitney test to compare how to deal with the client of employees in two groups of athletes and non-athletes by gender

| Variable                    |        | Group       | Number | mean rank | Total ratings | Mann-Whitney U | Significance level |
|-----------------------------|--------|-------------|--------|-----------|---------------|----------------|--------------------|
| How to deal with the client | Man    | Athlete     | 114    | 67/27     | 7669          | 1114           | 0/12               |
|                             |        | Non-athlete | 24     | 80/08     | 1922          |                |                    |
|                             | Female | Athlete     | 88     | 52/74     | 4641          | 683            | 0/83               |
|                             |        | Non-athlete | 16     | 51/19     | 819           |                |                    |

#### Hypothesis 5:

There is a significant difference between the interpersonal relationships of athletic and non-athletic employees in the management of sports institutions in Iraq by gender.

Table 6. Human-Whitney test to compare interpersonal relationships of employees in two groups of athletes and non-athletes by gender

| Variable                    |        | Group       | Number | mean rank | Total ratings | Mann-Whitney U | Significance level |
|-----------------------------|--------|-------------|--------|-----------|---------------|----------------|--------------------|
| Interpersonal relationships | Man    | Athlete     | 114    | 88/92     | 7457          | 902            | 0/007              |
|                             |        | Non-athlete | 24     | 65/41     | 2134          |                |                    |
|                             | Female | Athlete     | 88     | 64/54     | 4349          | 361            | 0/003              |

|  |  |             |    |       |       |  |  |
|--|--|-------------|----|-------|-------|--|--|
|  |  | Non-athlete | 14 | 49/43 | 903/5 |  |  |
|--|--|-------------|----|-------|-------|--|--|

According to the obtained results ( $P = 0.007$  and  $X^2 = 902$ ) Table 6; The hypothesis that there is a significant difference between the means of interpersonal relationships of male athletes and non-athletes in the management of sports institutions in Iraq is confirmed. The average rank of interpersonal relationships of male employees in the athlete group is 88.92 and in the non-athlete group is 65.41, so the average rank of interpersonal relationships of male employees in the athlete group is significantly higher than the non-athlete group. Also according to the obtained results ( $P = 0.003$  and  $X^2 = 361$ ) Table 7; The hypothesis that there is a significant difference between the means of interpersonal relationships of female athletes and non-athletes in the management of sports institutions in Iraq is confirmed. As can be seen in Table 13, the average rank of interpersonal relationships of female employees in the athlete group is 64.54 and in the non-athlete group is 49.43, so the average rank of interpersonal relationships of female employees in the athlete group is significantly higher. He is from a non-athlete group.

### Hypothesis 6:

There is a significant difference between the organizational behavior of athletes and non-athletes of Tabriz University by gender.

Table 7. Human-Whitney test to compare the organizational behavior of employees in two groups of athletes and non-athletes by gender

| Variable                | Group  | Number      | mean rank | Total ratings | Mann-Whitney U | Significance level |
|-------------------------|--------|-------------|-----------|---------------|----------------|--------------------|
| organizational behavior | Man    | Athlete     | 114       | 65/39         | 7455           | 900                |
|                         |        | Non-athlete | 24        | 89            | 2136           |                    |
|                         | Female | Athlete     | 82        | 48/04         | 3939           | 536                |
|                         |        | Non-athlete | 15        | 54/27         | 814            |                    |

According to the results obtained ( $P = 0.008$  and  $X^2 = 900$ ) from Table 7; The hypothesis that there is a significant difference between the means of organizational behavior of male athletes and non-athletes in the management of sports institutions in Iraq is confirmed. The average behavioral rankings of male employees in the athlete group is 65.39 and in the non-athlete group is 89, so the organizational behavior of male employees in the athlete group is significantly lower than the non-athlete group. Also according to the obtained results ( $P = 0.4$  and  $X^2 = 536$ ); The hypothesis that there is no significant difference between the organizational behavior of female athletes and non-athletes in the management of sports institutions in Iraq is confirmed.



### Hypothesis 7:

There is a significant difference between the personal development of athletic and non-athletic staff by gender.

According to the results ( $P = 0.52$  and  $X^2 = 1278$ ) from Table 8; The null hypothesis that there is no significant difference between the personal development of male athletes and non-athletes in the management of sports institutions in Iraq is confirmed. Also according to the obtained results ( $P = 0.3$  and  $X^2 = 539.5$ ); The null rejection hypothesis that there is no significant difference between the means of personal development of female athletes and non-athletes in the management of sports institutions in Iraq is confirmed.

Table 8. Human-Whitney test to compare the personal development of employees in two groups of athletes and non-athletes by gender

| Variable               |        | Group       | Number | mean rank | Total ratings | Mann-Whitney U | Significance level |
|------------------------|--------|-------------|--------|-----------|---------------|----------------|--------------------|
| Individual development | Man    | Athlete     | 116    | 69/52     | 8064          | 1278           | 0/52               |
|                        |        | Non-athlete | 24     | 75/25     | 1806          |                |                    |
|                        | Female | Athlete     | 86     | 49/77     | 4280          | 539/5          | 0/3                |
|                        |        | Non-athlete | 15     | 58/03     | 870/5         |                |                    |

### Discussion and conclusion

Exercise as one of the methods of stress management in the workplace can reduce the effect of stressful experiences and increase positive emotional states and by helping to increase physical fitness and subsequently increase physical and mental health of individuals and ultimately lead to satisfaction (15). Employees from the work environment and increase the quality of their performance. The expansion of sports and sports programs in the workplace should be further emphasized (16). Because in order to achieve sustainable development in any society, in addition to planning, proper management and the use of appropriate technology, the use of efficient human resources is very important (17). A society with a healthy and vibrant workforce will be able to move faster towards real development. Also, capable human resources as the most strategic asset of the organization is the source of organizational changes and a factor in creating and maintaining competition (17). Therefore, in order to maintain and improve their position, organizations place great emphasis on utilizing capable human resources and effective implementation of empowerment strategies. Since empowerment and increasing the quality of performance is a personal and internal phenomenon and no one can empower them unless they want to. Managers must play the role of facilitator and use organizational techniques and strategies to create organizational conditions for employee empowerment (18). Due to the irreplaceable role of sports

and physical education in creating a suitable hospital for the capable promotion of employees, any neglect and inattention to the development of physical education will lead to the depletion of human resources and consequently reduce their efficiency (19). Therefore, it is up to the top managers of the organizations to provide effective grounds for the employees to turn to the serious matter of sports and physical education by presenting and implementing effective solutions, and in the light of this, to look at the capability and productivity of human resources and the organization.

### **Suggestions:**

Any strategy or action that makes employees feel confident and strong, has taken a step towards empowering them and improving the quality of their performance. Experts have proposed the following strategies to develop employee empowerment through sport:

- The efforts of managers to establish a culture of sports and physical education in the organization.
- Allocate appropriate time for continuous and daily exercise and physical activity during office hours..
- Participation and commitment of managers to physical education as a behavioral model of employees.
- Holding physical education training courses and considering it as an educational hour.

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