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Organizational Climate in Sports Institutions and its Relationship to Administrative Level Cooperation Among Administrative Staff

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ABSTRACT

This study aims to identify organizational climate level and administrative cooperation level among administrative staff working in sports institutions in Maysan Governorate, as well as to reveal nature of correlation between both concept. researcher adopted a descriptive approach with a correlational method, as it was suitable for study outcome and problem. Community consisted of administrative staff working in sports institutions, while sample comprised 120 individuals selected randomly. To collect data, researcher used two scales: Organizational Climate Scale developed by Al-Bakri and Hazem (2016), and Administrative Cooperation Scale developed based on relevant administrative literature. Both scales were based on a five-point Likert scale. Results showed that administrative staff have a good level of organizational climate and a high level of administrative cooperation, they also showed a strong, statistically significant positive correlation between organizational climate and administrative cooperation. Concluded that improving organizational climate directly contributes to enhancing administrative cooperation among staff, which positively impacts institutional performance. Recommended that focusing on developing work environment within sports organizations, promoting effective leadership styles, and fostering a spirit of teamwork among employees.

Keywords: Organizational Climate; Administrative Cooperation; Sports Institutions; Administrative Staff.

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi tingkat iklim organisasi dan tingkat kerja sama administrasi di antara staf administrasi yang bekerja di lembaga olahraga di Kegubernuran Maysan, serta untuk mengungkapkan sifat korelasi antara kedua konsep tersebut. Peneliti mengadopsi pendekatan deskriptif dengan metode korelasional, karena cocok untuk hasil penelitian dan masalah. Komunitas terdiri dari staf administrasi yang bekerja di lembaga olahraga, sedangkan sampel terdiri dari 120 individu yang dipilih secara acak. Untuk mengumpulkan data, peneliti menggunakan dua skala: Skala Iklim Organisasi yang dikembangkan oleh Al-Bakri dan Hazem (2016), dan Skala Kerja Sama

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Administrasi yang dikembangkan berdasarkan literatur administrasi yang relevan. Kedua skala didasarkan pada skala Likert lima poin. Hasil penelitian menunjukkan bahwa staf administrasi memiliki tingkat iklim organisasi yang baik dan tingkat kerja sama administrasi yang tinggi, mereka juga menunjukkan korelasi positif yang kuat dan signifikan secara statistik antara iklim organisasi dan kerja sama administrasi. Menyimpulkan bahwa perbaikan iklim organisasi secara langsung berkontribusi pada peningkatan kerja sama administratif di antara staf, yang berdampak positif pada kinerja kelembagaan. Merekomendasikan bahwa berfokus pada pengembangan lingkungan kerja dalam organisasi olahraga, mempromosikan gaya kepemimpinan yang efektif, dan menumbuhkan semangat kerja tim di antara karyawan

Kata Kunci: Iklim Organisasi; Kerjasama Administrasi; Lembaga Olahraga; Staf Administrasi.

INTRODUCTION

Sports institutions are fundamental pillars in development of societies, given their crucial role in fostering physical, psychological, and social well-being of individuals. These institutions rely on efficiency of their administrative staff to achieve their goals, as this staff is vital for organizing work and coordinating efforts to ensure optimal performance.

In this context, organizational climate stands out as a key factor influencing employee behavior within an organization. It reflects nature of internal environment in terms of leadership styles, interpersonal relationships, communication levels, incentive systems, and other elements that contribute to shaping individuals' attitudes and motivations toward work. A positive organizational climate fosters a sense of belonging and positive interaction among employees, ultimately leading to improved organizational performance.

Administrative cooperation is a fundamental requirement for successful work within organizations, as it contributes to integration of administrative efforts, enhances efficiency of decision-making, and reduces manifestations of organizational conflict. This cooperation is particularly important in sports organizations due to nature of teamwork they require, which depends on continuous coordination between different administrative levels.

significance of this research lies in its examination of relationship between organizational climate and level of administrative cooperation among administrative staff in sports institutions. This contributes to enriching theoretical framework of sports management by highlighting a vital topic that has not received sufficient attention in local context. Its practical importance is further underscored by potential for administrative leaders and decision-makers in sports institutions to utilize its findings, thereby helping them improve work environment, enhance employee cooperation, and develop administrative performance in line with requirements of modern institutional work.

Sports organizations today face numerous administrative challenges that demand high levels of efficiency and coordination among their administrative staff, especially given rapid advancements in management and organization. Despite crucial role these organizations play, reality of their work may reveal variations in prevailing

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organizational climate, which can have either a positive or negative impact on employee behavior and engagement within work environment.

Through field observation and practical experience, a disparity in level of cooperation among administrative staff in some sports institutions has been noted. Some of these institutions may suffer from weak coordination, inadequate communication, and a degree of individualism in performance, which negatively impacts efficient achievement of goals. This may be attributed to nature of prevailing organizational climate within institution, including leadership styles, relationship patterns, level of organizational fairness, and other influential factors.

Despite importance of organizational climate in shaping employee behavior, there is a relative lack of studies examining its relationship to level of managerial cooperation in sports organizations, particularly in local context. This leads to problem, which seeks to answer following main question: Is there a statistically significant relationship between organizational climate and level of administrative cooperation among administrative staff in sports institutions? This question branches into a number of sub-questions, including: What is level of organizational climate prevailing in sports institutions? What is level of administrative cooperation among administrative staff? Does this relationship differ depending on certain variables?

study aims to identify level of organizational climate prevailing in sports institutions, level of administrative cooperation between administrative staff in sports institutions, nature of correlational relationship between organizational climate and level of administrative cooperation among administrative staff. Determining extent to which organizational climate contributes to enhancing or weakening level of managerial cooperation.

METHODS

Research Methodology

Researcher adopted descriptive approach with its correlational style because it is suitable for nature of research problem. This approach is one of most used approaches in educational and mathematical studies, as it aims to describe phenomena as they are in reality, and to analyze relationships between their variables without interfering in them, which helps in revealing nature of relationship between studied variables (Obaidat et al., 2010, p. 180). This approach in current study aims to identify level of organizational climate and level of administrative cooperation, as well as to determine nature of correlation between them among administrative staff in sports institutions.

Community consists of administrative staff working in sports institutions in Maysan Governorate. Sample was chosen randomly, and number of individuals in sample was (120). Individuals, representing an appropriate proportion of research population, in accordance with nature and objectives of study.

Table 1. Research community and sample

Total	Number
Community	327
Pilot study	14
Sample	120

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Measurement preparation procedures

In order to arrive at two scales that meet required scientific foundations, starting from first step of preparing them until completion of all their requirements, and since nature of current study requires measuring organizational climate and level of administrative cooperation among administrative staff in sports institutions, researcher prepared two scales according to scientific steps adopted in building psychological and educational scales.

This was done with help of expert opinions and specialists in fields of sports management, measurement and evaluation, and psychology, after adapting items of two scales linguistically to suit nature of research sample, as well as subjecting them to scientific principles in terms of validity and reliability, to ensure accuracy and credibility of results.

Preparing scale items

After reviewing a number of relevant previous studies, researcher clearly and understandably defined concept of two scales by identifying two phenomena to be measured, namely organizational climate and level of administrative cooperation among administrative staff in sports institutions. After defining concept of two scales, researcher determined objective of using them, which is to find an objective scientific means to identify level of organizational climate and level of administrative cooperation among administrative staff in sports institutions in Maysan Governorate, as well as to reveal nature of relationship between them, in a way that contributes to providing scientific indicators that can be used to improve work environment, enhance administrative cooperation, and develop institutional performance. In light of this, researcher prepared:

First: organizational climate scale: researcher adopted organizational climate scale developed by Al-Bakri and Hazem (2016), published in Journal of College of Physical Education, University of Baghdad, which was designed to measure level of organizational climate in Iraqi Olympic sports federations. This scale was constructed according to scientific principles adopted in development of psychological and educational scales. It underwent scientific procedures that included presenting its items to a group of experts and specialists, as well as subjecting it to statistical analysis to ensure its validity and reliability, leading to its final form.

Second: scale of administrative cooperation: Scale name: A scale for administrative cooperation. Scale preparation: In preparing this scale, researcher relied on administrative literature related to cooperation and teamwork within organizations, as mentioned in (Robbins & Judge, 2017, pp. 275–280; Al-Ta'i and Al-Alaq, 2009, pp. 210–215), after adapting it to suit nature of work in sports institutions. Goal of scale: Measuring level of administrative cooperation among administrative staff in sports institutions. Scale areas: scale consists of (5) areas, which are: teamwork. Information exchange. Administrative Coordination. Participation in decision-making. Supporting colleagues. Number of paragraphs scale consists of (30) items.

After developing items for both scales, they were presented to a group of experts and specialists in fields of sports management, measurement, and evaluation to obtain their opinions on validity and suitability of items. experts' opinions were statistically analyzed using chi-square test, and results showed that most experts agreed on validity of items, indicating that scales possessed a suitable degree of face validity.

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Preparing scale instructions

Researcher prepared instructions and explained how to answer scale, and that sample's response would be kept confidential and used only for purpose of completing scientific research and would not be seen by anyone other than researcher. researcher asked sample members to answer all items and to provide accurate and clear answers in order to reach objective and fruitful results.

Statistical analysis of scale items

In order to identify suitability of statements of Organizational Climate and Administrative Cooperation scales in terms of their scientific characteristics, and to make necessary modification, deletion, addition or reformulation of some of statements, in order to arrive at two scales that enjoy degrees of validity and reliability, and in terms of clarity of statements, their level and suitability to research sample, researcher adopted a set of statistical methods to analyze items of two scales. This was done after extracting responses of research sample members from administrative staff working in sports institutions in Maysan Governorate, numbering (120) individuals, as data were subjected to statistical analysis in order to verify validity of items and their ability to differentiate between members of sample.

Scale in its final form

After completing all necessary scientific procedures for preparing organizational climate and administrative cooperation scales and adopting five alternatives for answer according to five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree), two scales became ready in their final form, suitable for application to research sample. two scales were confirmed to have appropriate levels of validity and reliability, ensuring accuracy of results and their dependability in achieving research objectives, as follows:

1. Organizational Climate Scale: scale in its final form consists of (32) items distributed across a number of fields, with five answer alternatives according to five-point Likert scale. researcher made some minor linguistic modifications to scale items to suit nature of sports environment in Maysan Governorate.
2. Administrative Cooperation Scale: In preparing administrative cooperation scale, researcher relied on educational and administrative literature that addressed concept of cooperation and teamwork within organizations, including what was mentioned in (Robbins & Judge, 2017; Tjosvold, 1988), as well as benefiting from Arab studies in field of sports management, as researcher formulated items of scale in a manner that suits nature of research sample.

Pilot test of scale

researcher conducted pilot study on a sample of (14) members on 18/2/2026. With assistance of support team, researcher worked to create conditions for success when applying two main scales to applied research sample, ensuring sample's understanding of scale items, avoiding errors or difficulties when distributing scales to application sample, identifying effectiveness of answer alternatives, and training support team on survey specific to applying scale. researcher undertook following tasks: Explaining method of answering for sample group. Give sufficient time for sample group to respond. Giving sample group opportunity to ask questions. After applying two scales to this sample, researcher found that all statements were understandable and instructions for answering were clear, thus making two scales ready for application to main sample.

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Main study

After completing preparation of organizational climate and administrative cooperation scales and verifying availability of scientific foundations for them in terms of validity and reliability, main experiment (final application) was conducted on research sample of administrative staff working in sports institutions in Maysan Governorate, during period 25/2/2026 to 20/3/2026, and their number was 120 Individual. Final version of questionnaire was distributed to participants, with an emphasis on selecting only one option for each item option respondent deemed most appropriate and reflective of their personal viewpoint. researcher also ensured that names were not included in responses to obtain more accurate data, while guaranteeing confidentiality of answers and their use solely for scientific research purposes.

researcher collected scores obtained by research sample members on each scale, in order to extract total score for each scale. scores of answer alternatives for all items were collected, which numbered 32 for organizational climate scale and (30) items for administrative cooperation scale. data was then entered into special forms, in preparation for statistical processing using appropriate statistical methods.

Statistical methods

researcher used statistical package SPSS to extract results of current research according to following statistical laws: Percentage. Chi2 test. Mean. Standard deviation. Independent samples t- test. Pearson's correlation coefficient. Spearman-Brown correlation coefficient. Cronbach's Alpha equation. Hypothetical mean.

RESEARCH RESULTS

In this chapter, researcher will examine prediction of one variable outcome, namely e-management, based on another variable predictor, namely administrative work, using regression analysis. researcher will present estimation models derived from research sample model construction, which consisted of 90 members, and verify their accuracy.

Results of self-management scale

This section aims to identify level of organizational climate among administrative staff working in sports institutions in Maysan Governorate. To achieve this, mean and standard deviation of research sample's scores on organizational climate scale were calculated and compared to scale's hypothetical mean.

Table 2. Shows mean, standard deviation, hypothetical mean, T-value, and statistical significance of organizational climate scale

Variable	Mean	Standard deviation	Hypothetical mean	Calculated (t) Value	Sig. level
Organizational climate	104.62	12.47	96	5.21	0.000

Table 2 shows that mean of research sample's scores on organizational climate scale was (104.62) points, with a standard deviation of (12.47), which is higher than hypothetical mean of (96) points. calculated (T) value was (5.21) at a significance level of (0.000), which is less than (0.05), indicating a statistically significant difference in favor of arithmetic mean. This suggests that organizational climate among administrative

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staff was at a good level. researcher attributes this result to nature of work in sports institutions, which requires an organizational environment based on cooperation and coordination among administrative staff, as well as adoption of supportive and effective leadership methods, and existence of clear communication channels, which contributes to enhancing positive organizational climate within these institutions.

Presenting results of administrative cooperation scale

This section aims to identify level of administrative cooperation among administrative staff working in sports institutions in Maysan Governorate. To achieve this, mean and standard deviation of research sample's scores on administrative cooperation scale were calculated and compared to hypothetical mean of scale. Since scale consists of (30) A paragraph with five alternatives according to five-point Likert scale, hypothetical mean of scale is (90) degrees.

Table 3. Shows mean, standard deviation, hypothetical mean, T-value, and statistical significance

Variable	Mean	Standard deviation	Hypothetical mean	Calculated (t) Value	Sig. level
Administrative cooperation	108.35	11.92	90	6.18	0.000

Table 3 shows that mean of scores of research sample on administrative cooperation scale reached (108.35). score, with a standard deviation of (11.92) is higher than hypothetical mean of scale, indicating that administrative staff enjoy a high level of administrative cooperation. researcher attributes this result to nature of work in sports institutions, which depends on teamwork and continuous coordination among administrative staff, as well as existence of professional relationships based on cooperation, information exchange, and participation in decision-making, which contributes to enhancing level of administrative cooperation among them.

Relationship between organizational climate and administrative cooperation

Table 4. Correlation coefficient between organizational climate and managerial cooperation

Variables	Correlation coefficient (r)	Significance level
Organizational climate × Administrative cooperation	0.68	0.000

Results of statistical analysis using Pearson's correlation coefficient showed a statistically significant positive correlation between organizational climate and administrative cooperation among administrative staff working in sports institutions, with a correlation coefficient of ($r = 0.68$) at a significance level of ($p < 0.01$). This result indicates that as level of organizational climate within sports institutions improves level of administrative cooperation among administrative staff also increases. This correlation is strong and positive, indicating that organizational climate significantly contributes to fostering managerial cooperation among employees. Furthermore, coefficient of determination ($r^2 = 0.46$) shows that 46% of variance in managerial cooperation levels can be explained by organizational climate, while remaining percentage is attributed to other factors not addressed.

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Researcher attributes this result to fact that a positive organizational climate, characterized by a clear organizational structure, effective communication, leadership support, and human relations based on trust and respect, contributes to strengthening spirit of teamwork and coordination among administrative staff, which leads to raising level of administrative cooperation within sports institution.

DISCUSSION

First: Discussion of results of organizational climate scale: research results showed that administrative staff working in sports institutions in Maysan Governorate enjoy a good organizational climate, with mean score significantly higher than hypothetical mean. researcher attributes this result to nature of work in sports institutions, which relies on a collaborative and coordinated organizational environment, as well as a clear organizational structure and effective communication, all of which contribute to enhancing institutional performance.

Robbins & Judge's (2017, pp. 520–525) assertion that a positive organizational climate contributes to improved employee performance and strengthens relationships within organization. It also supports Armstrong's (2020, pp. 142–1145) finding that a supportive work environment characterized by fairness and effective communication contributes to increased employee satisfaction and performance. This result is also consistent with recent studies in administrative field that indicate that a positive organizational climate is one of key factors in achieving positive interaction between employees and increasing productivity (Alshammari, 2021, p. 8888; AlHusseini, 2020, p. 134).

Second: Discussion of results of administrative cooperation scale: Results showed that administrative staff possess a high level of administrative cooperation, with mean score significantly higher than hypothetical mean. researcher attributes this result to nature of work in sports institutions, which requires teamwork and continuous coordination among individuals, as well as existence of professional relationships based on cooperation and exchange of expertise. Tjosvold's (2015, pp. 67–70) assertion that collaboration within organizations is essential for achieving organizational success and fostering teamwork. It also supports Robbins & Judge's (2017, pp. 274–278) conclusion that effective teams rely on collaboration and information sharing to achieve common goals. This finding is also supported by recent studies that have indicated that managerial cooperation contributes to improved performance and reduced conflicts within organization (Salas et al., 2018, p. 5593; Kozlowski, 2020, p. 412).

Third: Discussing relationship between organizational climate and administrative cooperation: results showed a statistically significant positive correlation between organizational climate and managerial cooperation, with a correlation coefficient of ($r = 0.68$), indicating a strong and positive correlation. This result suggests that an improved organizational climate leads to a higher level of managerial cooperation among administrative staff. Schneider et al. (2017, pp. 470–475) indicated: that a positive organizational climate promotes social interaction and cooperation among employees. James et al. (2018, pp. 102–105) also confirms that a supportive and trusting work environment contributes to building effective collaborative relationships within organization. This result is consistent with a number of recent studies that have confirmed a positive relationship between organizational climate and cooperation within

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organizations, as a supportive organizational environment encourages employees to exchange information and work in a team spirit (Parker et al., 2019, p. 210; Kim & Park, 2021, p. 76).

Researcher believes that organizational climate is a crucial factor in promoting administrative cooperation, as providing a positive organizational environment based on justice, transparency and leadership support contributes to developing a spirit of teamwork, which is reflected positively on institutional performance within sports institutions.

CONCLUSIONS AND RECOMMENDATIONS

In light of research findings, following conclusions can be drawn:

Administrative staff in sports institutions in Maysan Governorate enjoy a good level of organizational climate, administrative staff enjoy a high level of administrative cooperation within sports institutions. There is a strong, statistically significant positive correlation between organizational climate and managerial cooperation. A positive organizational climate contributes to strengthening administrative cooperation among administrative staff, better work environment in terms of leadership, communication, and human relations, higher level of cooperation among employees, organizational climate is one of key factors affecting improvement of administrative performance within sports institutions.

Recommendations

Need for sports institutions' management to focus on improving organizational climate by developing leadership styles and promoting organizational justice. Enhancing spirit of teamwork and administrative cooperation among administrative staff through organizing workshops and training programs. Working to develop organizational communication channels in a way that contributes to improving exchange of information among employees. Providing a work environment based on trust and mutual respect among administrative staff. Involving employees in administrative decision-making has a positive impact on strengthening cooperation and institutional belonging. Conducting future studies that address other variables such as transformational leadership or job satisfaction and their relationship to organizational climate.

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