

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Evaluation of Job Performance Among Administrative Staff of First Division and Premier League Handball Clubs in Southern Region

Abdullah Abdulmohsen Khalaf^{1*}, Saadoun Qasim Lazim²
General Directorate of Education in Maysan Governorate, Iraq
bdallhabwrqyt845@gmail.com, sadonalgrawe@gmail.com

Correspondensi Author
Email: bdallhabwrqyt845@gmail.com

Article History
Received: 01-04-2026;
Reviewed: 03-04-2026;
Accepted: 10-04-2026;
Published: 10-04-2026

ABSTRACT

Importance of this research lies in need to inform those involved in and interested in handball that there must be a scale that provides an objective numerical value for evaluating functional performance of club administrations supervised by sub-federation or central federation. This numerical assessment serves as evidence of progress achieved in organizational performance, and thus this metric evaluates efforts of administrators or demonstrates extent of their work. research problem arises from importance of diagnosing current state of performance. job performance of employees in sports clubs is one of most important organizational variables for success of work in government departments, organizations, and institutions, as it will reflect on administrative performance of employees due to its significant impact on achieving goals. efficient and effective planning demonstrates importance of understanding nature and essence of prevailing job performance in its various dimensions within any public or private organization. Therefore, researcher defined her research problem with following question: What is level of job performance of administrators' study focused on first and premier division handball clubs in southern region. Its objectives were to develop a performance measurement scale for administrators of these clubs and to assess their job performance. first and premier division handball clubs in southern region - researcher used descriptive method with survey and correlational study approach, as it is appropriate method to solve research problem and achieve its objectives. researcher defined research population. deliberate method involved first and premier league handball clubs in southern region for 2023-2024 sports season, totaling (196) administrators. research samples represented entire research population, thus research sample size reached (100% of research population. research samples were divided using simple random sampling into three sections: pilot study sample (16 administrators), construction sample (100 administrators), and application sample (80 administrators). most important conclusion is that job performance scale was built and is suitable for measuring job performance of sports club administrators in southern region in handball.

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Keywords: Job Performance Evaluation; Administrative Staff; First Division and Premier League Clubs; Handball; Southern Region.

ABSTRAK

Pentingnya penelitian ini terletak pada kebutuhan untuk menginformasikan kepada mereka yang terlibat dan tertarik pada bola tangan bahwa harus ada skala yang memberikan nilai numerik objektif untuk mengevaluasi kinerja fungsional administrasi klub yang diawasi oleh sub-federasi atau federasi pusat. Penilaian numerik ini berfungsi sebagai bukti kemajuan yang dicapai dalam kinerja organisasi, dan dengan demikian metrik ini mengevaluasi upaya administrator atau menunjukkan sejauh mana pekerjaan mereka. Masalah penelitian muncul dari pentingnya mendiagnosis keadaan kinerja saat ini. Kinerja kerja karyawan di klub olahraga adalah salah satu variabel organisasi yang paling penting untuk keberhasilan pekerjaan di departemen pemerintah, organisasi, dan lembaga, karena akan mencerminkan kinerja administrasi karyawan karena dampaknya yang signifikan terhadap pencapaian tujuan. Perencanaan yang efisien dan efektif menunjukkan pentingnya memahami sifat dan esensi kinerja pekerjaan yang berlaku dalam berbagai dimensinya dalam organisasi publik atau swasta mana pun. Oleh karena itu, peneliti mendefinisikan masalah penelitiannya dengan pertanyaan berikut: Bagaimana tingkat kinerja pekerjaan studi administrator yang berfokus pada klub bola tangan divisi pertama dan utama di wilayah selatan. Tujuannya adalah untuk mengembangkan skala pengukuran kinerja untuk administrator klub ini dan untuk menilai kinerja pekerjaan mereka. Klub bola tangan divisi pertama dan utama di wilayah selatan – peneliti menggunakan metode deskriptif dengan pendekatan survei dan studi korelasional, karena merupakan metode yang tepat untuk memecahkan masalah penelitian dan mencapai tujuannya. peneliti mendefinisikan populasi penelitian. Metode yang disengaja melibatkan klub bola tangan Liga Pertama dan Liga Premier di wilayah selatan untuk musim olahraga 2023-2024, dengan total (196) administrator. Sampel penelitian mewakili seluruh populasi penelitian, sehingga ukuran sampel penelitian tercapai (100% dari populasi penelitian). Sampel penelitian dibagi menggunakan simple random sampling menjadi tiga bagian: sampel studi percontohan (16 administrator), sampel konstruksi (100 administrator), dan sampel aplikasi (80 administrator). Kesimpulan yang paling penting adalah bahwa skala kinerja kerja dibangun dan cocok untuk mengukur kinerja kerja pengurus klub olahraga di wilayah selatan dalam bola tangan.

Kata Kunci: Evaluasi Kinerja Kerja; Staf Administrasi; klub divisi pertama dan liga premier; Bola tangan; Wilayah Selatan.

INTRODUCTION

Sports are a civilized, social, and healthy practice that has always reflected development and progress of nations and peoples. It concerns most important component of society and life, which is human being, both in mind and body. Sports clubs have an important and significant role in spreading and developing sports among members of society, as they are legal representatives in sports federation competitions at national level. On one hand, there are external sports competitions, and on other hand, there are specialized sports clubs that sponsor sports and seek to develop them by

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

creating appropriate environment for that (Fossati et al., 2021; Lu & Wei, 2023; Oja et al., 2024; Tahira, 2021).

In this era, performance has become a cornerstone of progress. Every discovery, activity, change, or achievement, when analyzed for its underlying causes, reveals that performance drives and underpins it. Indeed, any attempt to achieve athletic or economic development hinges on this understanding (Ayranci & Aydin, 2025; Rawlley-Singh, 2022). Social work fundamentally requires advanced management that uses scientific methods in job performance, decision-making, guidance and control in order to achieve optimal use of available resources and capabilities and raise productive efficiency to its maximum limits (Andrä, 2023). Therefore, administrative leadership in sports field has a significant impact on success and development of sporting events, and understanding effectiveness of job performance in sports field, especially in developing countries, requires complete focus. To accomplish what was planned in sports administration process and to focus on achieving results with minimal effort, which requires selecting administrators who always strive to achieve these goals and who can bear heavy burdens Related to administrative process, which requires acting wisely in problems and crises that hinder achievement of sporting goals (He et al., 2026; Vourvachis & Anagnostou, 2024).

Handball is a long-established sport that has undergone significant development over years, both in its aspects and objectives, by finding most suitable and optimal methods for its development and preparation in a manner befitting its suitability and acceptance within sporting landscape. This indicates that people's acceptance of it and its practice in all its stages makes it leader among games, and possibility of doing what is required of us to strive for its true project to bring it to top of sports (Tállay et al., 2022; Wurm et al., 2020; Wurm & Laver, 2018).

Importance of this research lies in need to make those in charge of and interested in handball aware that there must be a metric that provides an objective numerical value for evaluating functional performance of club administrations supervised by sub-federation or central purpose is for this digital assessment to be evidence of extent of development in organizational performance, and therefore this measure is an evaluation of efforts of administrators or evidence of extent of effort exerted by them (Krieger & Duckworth, 2022).

Sports clubs, like any social institution, suffer from certain problems as they face difficult circumstances arising from changes that have reshaped world and created a new global system based on science and rapid technological development. Fundamentally, it relies on highly advanced and superior technologies, which leaves no room for starting with comprehensive and sophisticated programs that guarantee its ability to overcome its problems and weaknesses. Given importance of diagnosing actual job performance of employees in Sports clubs are one of most important organizational variables for success of work in government departments, organizations, and institutions, as they will reflect on administrative performance of employees due to their significant impact on achieving planned goals efficiently and effectively. This highlights importance of understanding nature and essence of prevailing job performance in its various dimensions in any public or private organization. Therefore, researcher defined her research problem with following question: What is level of job performance of administrators in first and premier division clubs In southern region, handball.

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Research Objectives:

1. To develop a performance measurement scale for administrators in first and premier division handball clubs in southern region.
2. To identify level of performance of administrators in first and premier division handball clubs in southern region.

Research Areas:

1. Human Scope: Administrators of First and Premier Division handball clubs in Southern Region for 2023-2024 sports season.
2. Temporal Scope: From March 10, 2024, to June 15, 2024
3. Spatial Scope: Administrations of First and Premier Division handball clubs in Southern Region

METHODS

Researcher used descriptive method (using survey and correlational studies) as it was most suitable method for solving research problem and achieving its objectives.

Researcher defined research population purposively, which consists of first and premier division handball clubs in southern region for 2023-2024 sports season, totaling (196) administrators. research samples represented entire research population; thus research sample size reached (100%) of research population. research samples were divided using a simple random method into three sections, which are:

1. Pilot study sample: included (16 administrators)
2. Construction sample: included (100 administrators)
3. Implementation sample: included (80 administrators)

Research Methods, Equipment, and Tools:

Research Methods:

Interviews with experienced and specialized individuals. Field visits to gather information. Data entry form. Sources: Arabic and foreign references. international information network (Internet).

Research Tools:

Expert opinion questionnaires. Research scales. Supporting research team. Paper and pen.

Equipment used in research:

One (1) HP laptop computer. One (1) Kenko calculator. DVDs. One (1) Brother printer.

Field Research Procedures:

Defining Research Scale:

After researching and investigating literature, references, scientific sources, and similar studies related to concept of (job performance) After consulting with experts and specialists to arrive at final formulation of research procedures, researcher, to best of her knowledge, found no previous study in sports field that had addressed topic of functional performance; therefore, she decided Developing a scale specific to functional performance of research sample, which consists of first and premier division handball clubs in southern region.

Identifying Theoretical Foundations for Scale Construction:

By presenting theoretical framework of research, theoretical foundations upon which researcher relies in constructing scale have been identified. This provides a clear theoretical vision from which researcher proceeds to verify scale construction

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

procedures. Therefore, following have been identified theoretical premises are based on researcher's reliance on relevant theoretical literature in defining concepts of job performance and relying on principle of analyzing trait into primary elements, as each element represents a specific field from which statements and their writing are derived. Areas of Job Performance Measurement:

After reviewing numerous sources and scales related to job performance relevant to current study, researcher identified and proposed seven areas of job performance measurement that can be applied in sports field. (Organized communication, decision-making, organizational structure, incentive system, work systems and procedures, organizational relationships, leadership style), and researcher provided a theoretical definition for each area of scale using questionnaire, then presented areas assessment was conducted on experts and specialists in fields of performance, organization, physical education, and sports science, numbering (17) experts and specialists, in order to identify main areas. This was shown through Table (1) and through statistical analyses. For (functional performance) domains, (percentage, chi-squared) values achieved significance at a significance level less than or equal to (0.05), and thus these are domains adopted in scale.

Validity of Performance Measurement Areas

To determine relative importance of each of these areas, researcher presented a questionnaire to (13) experts, asking them to determine relative importance of areas according to a graduated scale consisting of (0-10) Scores: A score of (10) is given to most important area, and a score of (0) to least important area. This procedure is necessary in designing a scale so that researcher can distribute relative importance of trait elements. (Saadoun Abdul Rahman, 1998), and thus we extracted relative importance and percentage of job performance areas, as shown in Table (1):

Table 1. Shows Relative Importance and Percentages of Job Performance Areas

No	Fields	Field Score	Relative Importance of Field	Relative Importance Percentage	Number of Items
1	Organized Communication	134	19.940	20%	10
2	Decision-Making	138	20.387	20.448%	10
3	Incentive System	128	19.048	19.104%	10
4	Leadership Style	139	20.536	20.597%	11

Preparing Scale Domain Statements:

Considering this, researcher prepared a scale questionnaire containing statements for domains. These statements were distributed across predetermined domains according to relative importance of each domain, with each statement representing domain that It was formulated based on theoretical definition of domain, with each statement having five alternatives representing respondent's opinion as follows: (Always agree, Often agree, sometimes agree, rarely agree, Disagree). Thus, researcher proposed several statements for performance scale. Functional (41) phrases distributed across (4) fields according to their relative importance.

Determining Statement Scoring Key:

Jurnal Pendidikan Kepeleatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Researcher adopted Likert scale to assign weights to five alternatives. scale's statement scoring key was presented to several experts to obtain their feedback on proposed scoring key. researcher then prepared scoring key with a positive bias. For job performance scale only, as follows: (Always agree) 5, (Often agree) 4, (Sometimes agree) 3, (Rarely agree) 2, (Disagree) 1.

Validity of Statements (Scale Validity):

After making linguistic modifications, questionnaire was presented to a group of (13) experienced and specialized experts in field of physical education and sports science, in order to determine its validity. statements, their content, alternatives, type and method of calculating weights of their alternatives, their belonging to domains in which these statements are included, and their belonging to scale, along with mentioning their observations and suggestions about scale in general, as process of reviewers' response By placing a checkmark (\checkmark) to left of statement to determine its validity or invalidity, and after experts and specialists expressed their opinions on scale statements, statements were statistically processed by applying chi-square (χ^2) law, as follows:

Performance Measurement Items:

After preparing performance measurement items, they were presented to experts for their feedback on whether to retain, remove, or add items. Following collection of feedback, majority of experts approved items. Significant when tabulated chi-square (χ^2) value is greater than or equal to 3.84, with one degree of freedom and a significance level of 0.05. number of alternatives, method for calculating their weights, and affiliation of statements to separate domains remain unchanged. Thus, total score for scale after verifying face validity is between (34-225), and experts agreed to keep answer alternatives for scale, and to keep (Likert) key to correct weights of five alternatives in positive direction to be as follows:

Table 2. Scale Likert

Item Direction	Strongly Agree	Agree	Sometimes Agree	Rarely Agree	Disagree
Positive	5	4	3	2	1

Preparing Scale Instructions:

Researcher prepared instructions on how to answer scale items and sample's responses. These will be kept confidential and used solely for scientific research purposes; no one other than researcher will have access to them.

Scale in its Initial Form:

Job performance scale in its initial form consists of (45) statements distributed across (5) scale domains. leadership style domain consists of (10) statements, decision-making domain consists of (7) statements, and structured communication domain consists of first section consists of (9) statements, second of (10) statements, and third of (9) statements.

Five response options are provided: (Always Agree, Often Agree, Sometimes Agree, Rarely Agree, Disagree). correction scores were (5, 4, 3, 2, 1) respectively, and highest score on scale was (225) and lowest score was (45).

Pilot Test for Scale Construction:

Jurnal Pendidikan Kepeleatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Researcher conducted a pilot test of job performance scale on a sample of (16) administrators from Naft Maysan Club, Maysan Club, and Amara Club. They were randomly selected from among administrators in order to determine clarity of scale. instructions for scale, their understanding of its statements, recognizing effectiveness of answer alternatives, identifying difficulties researcher faces, and knowing approximate time for completing scale.

Applying scale to building sample in its initial form:

Researcher applied scale to building sample, which consisted of (100) administrators in southern region handball clubs, and included clubs (Samawah, Dijlah, Maysan, Amarah, Nasiriyah, Shatrah, Al-Nasr, Naft Al-Janoub Club, Basra, Al-Kut, Al-Shuhada).

During period from (April 25, 2024 - May 2, 2024), after final distribution and completion of questionnaires, researcher obtained number of completed questionnaires, which amounted to (100) from construction sample. researcher prepared a table of data related to individuals in research sample (construction sample) after collecting and arranging it in preparation for its statistical analysis.

Statistical Analysis of Scale Items:

Extracting discriminatory power of items is an important step that allows us to identify their ability to differentiate between instructors who scored high and those who scored low on scale form. researchers verified discriminatory power of each item on scale using two-group equal-number method. scales were applied in their initial form to construction sample for statistical analysis, which numbered [number missing in original text]. (100) Administratively, scale forms were collected, tabulated, and respondents' scores for each statement were ranked in descending order. These responses were then multiplied by (27%) to determine upper and lower groups and process results of scores. two groups were tested using (t-test) law for uncorrelated samples for each item of scale as follows:

(t) test was conducted between arithmetic means of two extreme groups, and all results were obtained at (sig) level of (0.000) and statistical significance is (distinctive).

Analysis revealed that all (41) items of performance measurement scale were significant.

Psychometric Properties of Scale:

Scale Validity:

Validity is a crucial requirement for any data collection instrument. There are several types of validity, and researcher employed following methods to verify scale's validity:

First: Content validity:

Researcher sought to achieve this type of validity by presenting scale items, answer alternatives, and correction key to a group of experts and specialists to approve their validity. Thus, items that received approval of experts and specialists were accepted.

Second: Logical validity:

This type of validity is achieved through ability of scale to measure a specific area of behavior. This indicator of validity in scale was provided through definition of concepts of functional performance and determination of its areas and statements with help of a group of experts.

Jurnal Pendidikan Kepeleatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Third: Construct validity:

This type of validity was achieved through two extreme groups method and was determined by discriminating scale items.

Scale reliability:

Reliability is a fundamental requirement in high-quality psychological and educational tests; therefore, reliability coefficient must be highly accurate and ideal in construction of scale. There are several methods by which reliability coefficient can be calculated. researcher selected two methods:

Split-half method:

To determine reliability coefficient of scale, researcher adopted split-half method because it is a method that aligns with requirements. test, and to extract reliability, researcher used data obtained from construction experiment sample, which consisted of (600) workers. number of job performance scale items was (41) items. After that, items were divided into two sections:

Researcher used a simple correlation coefficient to determine relationship between even and odd-numbered statements. correlation coefficient for functional performance scale was (0.987). However, this value represents half-test reliability coefficient. reliability coefficient must be corrected for test to be reliable. Therefore, reliability coefficient for half of functional performance scale was adjusted using Spearman-Brown formula and Gitman-Kuhn formula for individual items. Table (2) shows this:

Table 3. Shows Reliability of Scale Using Split-half Method

No	Scale	Simple Correlation Coefficient	Spearman-Brown Formula	Guttman Formula	Significance
1	Job Performance	0,987	0,993	0,992	Significant

Scale in its Final Form:

After completing all procedures for constructing job performance scale, with five response options (Always Agree, Often Agree, Sometimes Agree, Rarely Agree, Disagree), scale is now ready in its final form.

Final version of job performance scale consists of (41) statements distributed across four scale domains: leadership style domain consists of (10) statements, decision-making domain consists of (10) statements, and structured communication domain consists of (10) statements. phrase, and incentive system field of (11) phrases, and highest score of scale reached (225), lowest score reached (45), and hypothetical mean of scale reached (135) scores.

Applying scale to application sample:

After completing all requirements and construction procedures for functional performance and organizational excellence scale and their procedures, two scales became ready for application.

Researcher and her team applied scale to a sample of (80) administrators in clubs in southern region.

Statistical methods used in research:

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

Percentage. Chi-square test. Median. Arithmetic mean. Standard deviation. Skewness coefficient. Relative importance. Independent samples t-test. Pearson correlation coefficient. Guthman equation. Cronbach's alpha equation. Hypothetical mean.

RESEARCH RESULTS

Presenting, analyzing, and discussing results of job performance measurement:

Table 4. Shows Arithmetic Mean and Standard Deviation of Application Sample for Job Performance Measurement.

No	Scale	Mean	Sample Size	Hypothetical Mean	Standard Deviation	Level
1	Job Performance	182.17	80	139	20.98	High

Results presented in Table 4. show that level of responses from sample group was high, reflecting their positive perception of job performance scale in sports clubs in southern region. This indicates results indicate that research sample possesses a clear understanding of various aspects of administrative process and a grasp of its basic principles in terms of laws and regulations governing work, as well as an understanding of importance of administrative communication in its various forms, whether written, oral, or through other modern means.

Table 5. Shows Arithmetic Mean, Standard Deviation, and (t) Value for Application Sample for Domains of Job Performance Scale.

No	Variables	Mean	Standard Deviation	t-Value	Sig	Level	Significance Status
1	Organized Communication	33,74	6,65	76.98	0.000	High	Significant
2	Decision-Making	30,72	5,45	54.84	0.000	High	Significant
3	Incentive System	30,76	6,45	87.03	0.000	High	Significant
4	Leadership Style	34,63	7,45	71.98	0.000	High	Significant

Results presented in Table 5, demonstrate level of values achieved in study areas. It is noted that research sample achieved a high level in leadership style area, and researcher attributes this to fact that officials in sports clubs possess With outstanding leadership qualities, they have gained trust of their employees, demonstrated their ability to meet their needs, and created a positive work environment characterized by cooperation, harmony, and understanding. These leaders also work to create a stimulating organizational climate that supports employees. To exert their utmost efforts to achieve best possible results (Ahmed Ismail Hajji, 2000).

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

DISCUSSION

These results also show that employees do not view administrative procedures as mere routine instructions but rather believe that administrative process contributes to unifying thought, organizing work within organization, and helps achieve harmony in Understanding among employees positively impacts decision-making processes and helps organization reach advanced levels of performance and achievement. From this perspective, it becomes clear that employees have a good understanding of general concept of job performance and its various functions, as it is one of fundamental factors that contribute to achieving organization's goals, and its impact is reflected in improving performance of departments and divisions. They work in it, whether administratively, scientifically, or professionally, and job performance is characterized by having multiple dimensions that include administrative, social, educational, and training aspects, making it an important element in developing institutional work and enhancing its efficiency. In this context, researcher agrees with (Hassan Ahmed Al-Shafei), who believes that job performance contributes to strengthening human relations within organization and increases organizational effectiveness among team members, which leads to achieving Coordination in performance, which in turn is reflected in achieving goals that organizations in general and sports institutions in particular seek (Ali Fahmy: 2003).

sample's responses also demonstrate their belief in importance of principle of harmony in work, achieved by delivering instructions and information in simplest and easiest ways and at right time, especially considering rapid technological development in field. administrative structure and multiplicity of information sources and means of transmission and exchange contribute to development of work systems within departments, divisions, and directorates, which facilitates understanding and coordination between different administrative levels and enhances positive interaction between them. Other directorates and institutions that share similar goals or work patterns (Osama Rateb, 2000)

Furthermore, this interaction contributes to expanding scope of communication and cooperation with creative and distinguished individuals in This encompasses various fields, which facilitates exchange of experiences and ideas, adoption of modern methods in administrative work, and consequently, raising level of institutional performance and achieving further development and success.

Wise and balanced leadership is a fundamental factor in success of administrative work, as leadership can be defined as a process. Inspiring and encouraging individuals to give their best to achieve desired goals, as well as guiding them in right direction and motivating them to commit to work. In this context, Darren Bennis and Bert Nanos point out that "managers do "Leaders do things right," highlighting vital role of leadership in guiding organizational work towards success. Leadership is a fundamental pillar of effective organizational performance due to its significant impact on activity of group and vitality of organization: leadership represents beating heart of administrative process, as its role is not limited to issuing orders and instructions to subordinates, but extends to motivating employees, raising their morale, and building positive human relationships based on Effective communication and mutual cooperation between leadership and employees contribute to achieving desired goals of organization (Mohammed Hassan Alawi: 1998).

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

As for area of decision-making, results also showed a high level, and researcher attributes this to ability of those in charge of managing sports clubs to make appropriate decisions at right time, in addition to their ability They are able to address problems and find appropriate solutions to obstacles that may arise in work environment with high efficiency and professionalism, and this is linked to their accumulated managerial experience, which has contributed to strengthening trust and confidence of employees towards their leaders. Decision-making is a core task for managers and a fundamental function of administrative process, as success of any organization depends largely on competence of its administrative leaders and their ability to understand nature of administrative decisions and methods. Making them requires having clear concepts that contribute to rationalizing decisions and ensuring their effectiveness, while paying attention to determining appropriate time to make them, following up on their implementation, and evaluating their results (Saeed Yassin Amer: 1994).

Decision-making is one of most complex administrative processes due to precise procedures it requires, which may have a direct impact on future of organization and its employees. Therefore, it is essential to consult with specialists, experts, and employees before making decisions. crucial aspect: When a manager exercises their leadership role, they make a series of decisions related to guiding their subordinates, coordinating their efforts, motivating them to achieve outstanding performance, and addressing problems they face. decision-making process also extends to control function also requires setting appropriate standards for measuring work results, making necessary adjustments to plans, and correcting errors when they occur. Thus, decision-making process continues continuously with continuation of administrative process itself (Mustafa Hussein Bahi: 2001).

CONCLUSIONS AND RECOMMENDATIONS

Through presenting, analyzing, and discussing research results, researcher reached following conclusions:

1. Performance measurement scale developed is suitable for measuring job performance of sports club administrators in southern region for handball.
2. Majority of education directorate employees have a positive work environment, which in turn enhances quality of work in sports clubs.
3. Tools for job performance play a role in assisting sports club employees in their work, and they also play a role in conveying problems and obstacles that employees face.

Based on conclusions reached by researcher, following is recommended:

1. Utilize two job performance scales developed by researcher as objective tools for researchers and their potential use in their research and studies.
2. Conduct further studies to explore relationship between job performance and other variables.

REFERENCES

- Ahmed Ismail Heggy: Educational Administration and School Management, Cairo, Dar Al-Fikr Al-Arabi, 2000.
- Ali Fahmy Al-Beik and Emad El-Din Abbas Abu Zeid: Sports Coach in Team Sports: Planning and Designing Training Programs and Loads – Theories and Applications,

Jurnal Pendidikan Kepeleatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

- 2nd ed., Alexandria, Manshaat Al-Maaref, 2003. • Mohsen Lotfy Ahmed: Personality Scale, Cairo, Egyptian International Printing and Publishing, 2006.
- Andrä, M. (2023). Ethics as a Frame to Encompass Complexities: Interdisciplinarity and Resonance in Teaching and Learning in Social Work Sciences and Social Work Management. In *Handbook of Applied Teaching and Learning in Social Work Management Education: Theories, Methods, and Practices in Higher Education* (pp. 131-146). https://doi.org/10.1007/978-3-031-18038-5_7
- Ayranci, M., & Aydin, M. K. (2025). The complex interplay between psychological factors and sports performance: A systematic review and meta-analysis. *PLOS ONE*, 20(8 August). <https://doi.org/10.1371/journal.pone.0330862>
- Fossati, C., Torre, G., Vasta, S., Giombini, A., Quaranta, F., Papalia, R., & Pigozzi, F. (2021). Physical exercise and mental health: The routes of a reciprocal relation. *International Journal of Environmental Research and Public Health*, 18(23). <https://doi.org/10.3390/ijerph182312364>
- He, Y., Yang, S., Wang, Z., Zhang, K., Zhou, A., & Zou, Y. (2026). How to Calm the Storm and Recover Reputation? A fsQCA Analysis of Public Relations Effectiveness in Sports Organizations. *Communication and Sport*. <https://doi.org/10.1177/21674795261428589>
- Krieger, J., & Duckworth, A. (2022). Annexation or fertile inclusion? The origins of handball's international organisational structures. *Sport in History*, 42(2), 235-256. <https://doi.org/10.1080/17460263.2021.1927810>
- Lu, L., & Wei, W. (2023). Influence of Public Sports Services on Residents' Mental Health at Communities Level: New Insights from China. *International Journal of Environmental Research and Public Health*, 20(2). <https://doi.org/10.3390/ijerph20021143>
- Mohamed Hassan Alawi: Psychology of Sports Leadership, Cairo, Book Center for Publishing, 1998.
- Mustafa Hussein Bahi and Mohamed Metwally Afifi: Psychology of Sports Management, Book Center for Publishing, 2001.
- Oja, P., Memon, A. R., Titze, S., Jurakic, D., Chen, S.-T., Shrestha, N., Em, S., Matolic, T., Vasankari, T., Heinonen, A., Grgic, J., Koski, P., Kokko, S., Kelly, P., Foster, C., Podnar, H., & Pedisic, Z. (2024). Health Benefits of Different Sports: a Systematic Review and Meta-Analysis of Longitudinal and Intervention Studies Including 2.6 Million Adult Participants. *Sports Medicine - Open*, 10(1). <https://doi.org/10.1186/s40798-024-00692-x>
- Osama Kamel Rateb: Training Psychological Skills - Applications in Sports Field, Cairo, Dar Al-Fikr Al-Arabi, 2000.
- Rawley-Singh, I. (2022). Strategic Planning and Program Management of Strength and Conditioning Support Within Elite Sport: A Technical Systems-Driven Perspective. *Strength and Conditioning Journal*, 44(3), 88-100. <https://doi.org/10.1519/SSC.0000000000000664>
- Saad Abdel Rahman: Psychological Measurement: Theory and Application, 3rd ed., Cairo, Dar Al-Fikr Al-Arabi, 1998.
- Saeed Yassin Amer and Ali Muhammad Abdel Wahab: Contemporary Thought in Organization and Management, and Wedsir Face Center for Consulting, Administrative Development, Cairo, 1994.

Jurnal Pendidikan Kepeleatihan Olahraga: Pejuang

Volume 2 Nomor 2 Juni 2026

E-ISSN: 3090-1278

- Tahira, S. (2021). The Association Between Sports Participation and Physical Fitness. *International Journal of Sport Studies for Health*, 4(2).
<https://doi.org/10.61838/kman.intjssh.4.2.2>
- Tállay, A., Laver, L., Fehske, K., & Achenbach, L. (2022). Handball. In *Epidemiology of Injuries in Sports* (pp. 75–82). https://doi.org/10.1007/978-3-662-64532-1_12
- Vourvachis, P., & Anagnostou, M. (2024). Executive positions. In *Encyclopedia of Sport Management, Second Edition* (pp. 339–341).
<https://doi.org/10.4337/9781035317189.ch197>
- Wurm, M., Achenbach, L., & Laver, L. (2020). Handball. In *Injury and Health Risk Management in Sports: A Guide to Decision Making* (pp. 439–444).
https://doi.org/10.1007/978-3-662-60752-7_67
- Wurm, M., & Laver, L. (2018). Head and Neck Injuries in Handball. In *Handball Sports Medicine: Basic Science, Injury Management and Return to Sport* (pp. 167–176).
https://doi.org/10.1007/978-3-662-55892-8_13
- Ziad Bin Ali Bin Mahmoud: *Methodological and Educational Principles for Questionnaire Construction*, 2nd ed., Palestine, Abnaa Al-Jarrah Press, 2010.