

AN ANALYTICAL STUDY OF THE ORGANIZATIONAL CRISES FACING COACHES IN THE IRAQI FOOTBALL LEAGUE

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ABSTRACT

The importance of the research is summarized in the fact that the crisis must be dealt with according to the scientific method studied in order to cover all its aspects and control it, and because traditional dealing has become useless in dealing with crises according to the variables and intense competitions, so contemporary administrative trends have emerged that call for the use of the scientific method to deal with the crisis, which It has become more necessary because of the positive results it achieves and gaining experience to reduce the crisis while it is at its beginning, with full psychological preparation to deal with it. The research problem is that dealing with crises requires quick thinking about several alternatives for choices, with innovation and flexibility being two basic pillars in dealing with the crisis or making the decision. Regarding it, dealing with crises is one of the focuses of attention in management, as dealing with crises requires the presence of a special type of coaches who are characterized by many skills. One of the objectives of the research is to build a measure of the organizational crises facing coaches in the Iraqi football league and to identify the level of organizational crises facing them. Coaches in the Iraqi football league from the football players' point of view. The researchers used the descriptive approach using the survey method to suit the nature of the research. The research community consists of some sports clubs participating in the Iraqi league for the season (2022-2023), and the sample was chosen intentionally and consisted of players of the league clubs. They numbered (370) players representing (11) clubs, with the total number of those who underwent the trial reaching (350) players, with a percentage of (33.93%) and (15) players for the exploratory experiment. As a result, the sample was divided into two parts, the first for the procedures for designing and building the scale and the second for the purpose of applying the scale, as follows:

First: The sample for constructing the scale: It included a number of players from Iraqi Premier League (open) football clubs, numbering (188) players, with a percentage of (53.71%) of the research community.

Second: The sample for applying the scale: It included (162) players, with a percentage of (46.28%) players from the research community.

The researchers concluded that misjudgment and evaluation are among the most common causes of crises, and misjudgment arises from exaggeration and overconfidence, whether in oneself or in one's own ability. As for the most important recommendations of the researchers, it is the

necessity of clear knowledge from trainers of the importance of focusing on using scientific methods in dealing with the reality of crises as a modern method of management the training process in sports clubs.

Keywords: Coach, Organizational Crises

Introduction

The main characteristic of leadership in crises is to keep things simple and to ask employees, for example, to do the things or actions that they have been trained to do, and not to do new things or actions that they are not accustomed to, and the art of managing control by raising the efficiency and ability of the sports institution and the coach in making decisions, whether at the team level. Or the player to overcome and confront successive events and variables and surprise and remove the team from the reality of crises by diagnosing the disease and the crisis correctly and accurately (Mahmood et al., 2023) so that the correct treatment can be provided. If the doctor is unable to discover the disease and diagnose the condition correctly, Inevitably, the medication given to the patient will be ineffective and the crisis will remain. (Mohammed, D., & Jalal, 2020) Not knowing how to deal with the crisis makes the administrative bodies, coaches, and players concerned with it feel helpless and stressed, especially if the crisis has developed and its negative effects have increased. Therefore, the crisis must be dealt with according to the scientific method studied to encompass all its aspects and control it (Mousa, A. M., &Kadhim, 2023), and because traditional dealing has become useless in dealing with crises according to changes and intense competition, (Ahmed FadhilFarhan Mohammed JawadKadhim (2016) Therefore, contemporary administrative trends have emerged that call for the use of the scientific method to deal with the crisis, which has become more necessary because of the positive results it achieves and the acquisition of expertise to reduce the crisis while it is at its beginning, with full psychological preparation to deal with it. In reality, the crisis is an expression of the failure of the decision maker to confront it and mitigate its effects. When crises occur repeatedly in the sports institution in general and the sports team in particular, this is evidence of the existence of an administrative defect that requires the need for change to correct it and greater planning and preparation efforts to confront and manage the crisis (Kadhim, 2012). , which requires a large amount of information, knowing the specific needs for managing the crisis, setting an order of priorities, and striving to achieve the ultimate goal, which is investing available resources with their proper distribution to provide the necessities and needs needed to manage the crisis, as well as working to introduce new ideas that affect current and future plans. For the sports institution and the sports team to confront and manage crises (Nazar, T., & Aladdin, 2018) and here lies the problem of the research that dealing with crises requires quick thinking about several alternatives for choices, provided that innovation and flexibility are two basic pillars in dealing with the crisis or making a decision about it. Dealing with Crises are one of the focuses of attention in management, as dealing with crises requires the presence of a special type of trainer (Kzar&Kadhim, 2020) who are characterized by many skills; Among them are courage, steadfastness, emotional balance, the ability to think creatively, the ability to communicate and dialogue, and to formulate and draw the necessary techniques to deal with a crisis. No matter

how much the abilities of a coach or leader in a sports institution have in predicting problems or dealing with them, crises may occur (Moayed, A., Moayed, G., & Jawad, 2019) or must it happen? Is the work of the coaches except how to deal with the crisis (Saadi, A., & Nezar, 2020), and does the sports team have sufficient preparations and methods to prevent crises and strive to prevent the crisis? From falling or to manage it better, by preparing a set of sinars Alternative approaches to meet all possibilities and anticipate the paths that events can take, as is happening now in a professional league in a group of organizational crises that are afflicting sports teams. (JawadKadhim, M., & Mahmood, 2023)

Aim of the study

1. Building a measure of the organizational crises facing coaches in the Iraqi football league.
2. Identifying the organizational crises facing coaches in the Iraqi football league.

Methods and structure of the study

Research methodology: The researchers used the descriptive survey method because it suits the objectives of the research and the nature of the problem. "The main purpose of descriptive research is to describe the variable as it exists at the present time without interference from the researcher" (Adnan Awad: 2008: 41)

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The sample is part of the population and is selected according to special rules in order to correctly represent the population (Abdul Majeed Abdel Hamza Al-Nasser: 1989: 63). The objectives that the researcher sets for his research and the procedures that he uses will determine the nature of the sample that he will choose (RaysanKhuraibet: 1987: 62). Therefore, the research sample was selected in the (intentional) manner from some of the sports clubs participating in the Iraqi League for the season (2022-2023) and consisted of players from the league clubs, numbering (370) players representing (11) clubs, as the total number of those who underwent the experiment reached (350) players. (33.93%) and (15) players for the exploratory experiment. As a result, the sample was divided into two parts, the first for the procedures for designing and building the scale and the second for the purpose of applying the scale, as follows: First: The sample for constructing the scale: It included a number of players from Iraqi Premier League (open) football clubs, numbering (188) players, with a percentage of (53.71%) of the research community.

Second: The sample for applying the scale: It included (162) players, with a percentage of (46.28%) players from the research community.

Procedure

"The researcher needs different data to complete his research, and he must choose the appropriate tools for collecting data, whether secondary or primary, knowing that there are many data collection tools from which the researcher can choose what suits his research" (Fayez Jumah Al-Najjar et al.: 2010: 48) The researchers used the following methods and tools: Arabic and foreign sources and references, the International Information Network (the Internet), and observation through the researchers' observation and follow-up of the clubs. They identified the problem of the current study and the interview: "It is a conversation conducted by a person in a

dialogical manner about an event or issue, with the aim of arriving at a certain conviction” (Bilal Khalaf Al-Sakarna: 2012: 78) The researchers conducted a set of personal interviews with a number of experts and specialists to collect information related to the current study and the questionnaire: The researchers prepared a questionnaire form related to the subject of their research and a portable computer (HP)

Measures

It is “a set of basic steps that can be followed when constructing a test or scale and how to link the scale units to measure the overall aspects of a skill, trait, attribute, or ability” (Mohamed Hassan Allawi and Mohamed Nasr al-Din Radwan: 2002: 116), and to achieve the objectives of the study, the researchers The following procedures and steps:

Determine the phenomenon to be studied

The phenomenon to be measured must be defined and its concept and boundaries must be completely clear. The phenomenon that the researcher aims to measure is the organizational crises facing coaches in the Iraqi football league.

The purpose of constructing the scale

Before building the research tool (scale), the purpose of building this tool must be clearly defined and what is the need for this tool. One of the goals of the study is to build a measure of the organizational crises facing coaches in the Iraqi football league and then prepare a measure characterized by comprehensiveness and accuracy.

Preparing the initial formula for the scale

To build the initial version of the scale, the researchers relied on reviewing some scales closely related to the subject of research in the field of sports management and identifying the nature of the situations they contain and the way in which the items are formulated. After that, the researchers formulated the scale’s items. The researchers tried to take into account the ease and clarity of their content and the absence of differences among individuals. In its interpretation and brevity, the number of items in its initial form for the supply and support chain scale reached (24) suggested items.

Determine the style and principles of drafting paragraphs

In formulating the paragraphs, the researchers relied on the Likert method, as it is considered one of the common methods of measurement because this method is distinguished by the following (Khair al-Din Ali Owais and Issam al-Hilali: 1997: 92)

- Ease of use.
- The scale’s high degree of reliability and validity.
- Reduces the degree of guesswork and chance factor.

Shaker Mubarak indicates that the Likert method is one of the best methods for predicting behavior and phenomena (Shaker Mubarak Jassim: 1990: 54)

Presenting the scale items to the arbitrators:

After preparing the scale in its initial form, the researchers did the following

First: Presenting the supply and support chain scale, which consists of (24) proposed items, to a group of experts and arbitrators numbering (16) arbitrators with experience and specialization in

the field of sports and administrative sciences, in order to identify the validity of the items and their suitability for measuring what they were designed for. In addition to evaluating, amending, and judging paragraphs in terms of wording and accuracy of content.

Second: After the arbitrators expressed their opinions and observations about the items, the researchers analyzed the results of the questionnaire, using the percentage as a criterion for accepting or excluding the items of the scale. The agreed upon items (75%) or more were accepted by the arbitrators as valid and appropriate for the scale, and this is what (Bloom) indicates. To “the researcher must obtain agreement with a percentage of (75%) or more from the opinions of the arbitrators,” and the researcher obtained the percentage of agreement in terms of (chi-square), as he showed that a percentage of (75%) or more is acceptable when the paragraph obtains it, noting that the value of (chi-square) calculated at a significance level of (0.05) and a degree of freedom (1) equal to (4.26), which is greater than its tabular value of (3.84) indicates the significance of this percentage, which represents (12) experts out of (16) experts. It was agreed to restore two items, and thus the scale became (22) items. Correcting the scale items: Correcting the scale items means obtaining the individual's total score, which is calculated by summing the grades he obtains on the rating scale (from 5 to 1)

Indicators of validity and reliability of the scale

Validity of the scale

The concept of validity is one of the most important basic concepts in the field of tests and measurement. The validity of a test is defined as the extent to which a measurement tool is useful for a specific goal (MaanZiyad: 1986: 187) There are several types of validity, and researchers have sought to verify the validity of the scale through:

Honesty of the arbitrators: This honesty is calculated after presenting it to a number of specialists and experts in the field on which the test is being conducted. If the experts acknowledge that this test measures the behavior that it was designed to measure, then the researcher can rely on the judgment of the experts (Khairaldin Ali Owais and Issam Al-Hilali: 1997: 97) . This type of validity was achieved when the researchers presented the scale to a group of experts to confirm its validity and estimate the extent to which each item measured the components of each field. Thus, the items that obtained the approval of the experts were accepted and the untruthful items were deleted.

Scale stability

What is meant by the stability of a scale or test is the extent of accuracy, perfection, and consistency with which it measures the phenomenon “with a high degree of accuracy, mastery, consistency, and objectivity in what it was designed to measure.” Calculating reliability is one of the characteristics of a good scale because it indicates the consistency of the scale's items in measuring what the scale is supposed to measure (Ahmed Suleiman Odeh: 1993: 26)

Final application of the scale

After completing all the requirements and procedures for designing the scale, the scale became ready for application and consisted of (22) items. The researchers applied the scale in its final form to the application sample, which numbered (162) players. After analyzing the responses of

the research sample, the data was collected in a special form, so that each A player of his own class. Presenting the results of a measure of the organizational crises facing coaches in the Iraqi football league

Analysis and results

Presenting the results of a measure of the organizational crises facing coaches in the Iraqi football league

Table (2) It shows the theoretical mean, the arithmetic mean, the standard deviation, the calculated (t) value, and the error percentage for the measure of the coach's role in the team's organizational health.

mistake percentage Sig	T Calculated	standard deviation	Arithmetic mean	Theoretical mean	Number of dimension paragraphs
0.000	32.83	14.59	79.27	66	22

Table (2) shows that the number of items in the scale is (22), with a theoretical mean of (66), while the arithmetic mean for the research sample was (79.27) with a standard deviation of (14.59), as the calculated T was between the theoretical mean and the arithmetic mean for the research sample (32.83). With an error rate of (0.00), which indicates its significance at the level of significance (0.01), it was found that the theoretical mean is smaller than the calculated mean, meaning that there are differences in favor of the arithmetic mean. This indicates that the level of organizational crises is above the average, and the researcher attributes this to the fact that the world of sports institutions It is a world of crises for reasons related to the many changes that have occurred in the areas of sports institutions and sports laws and legislation (Easa et al., 2022), which have affected it such that one day of the crisis never ceases to end until a new crisis begins the next day and at all levels, and it is known that The great challenge facing administrative bodies and coaches is determined by a series of crises that differ in their nature, size, and driving factors, which lead to creating difficulties and problems and causing collapses in values, beliefs, and material and human resources (Jamal, A., & Muayed, 2023), and there is no doubt that one of these organizations is Sports clubs that are still suffering from many problems and crises, especially when the pace of sports competitions escalates. (Gree&Attiyah, 2022)

What we see in our sporting reality is low levels of achievement and weak and fluctuating results, especially in sports clubs that suffer from internal crises, and whose management is unable to find the best solutions and ways to address their crises. Administrative reasons are considered among the most important reasons behind the emergence and development of crises and generally mean a set of reasons. associated with the administration directly responsible for the crisis (Kadhim, M. J., Shihab, G. M., & Zaqair, 2021). Weak material and human capabilities to deal with crises and ignoring early warning signals indicating the possibility or possibility of a crisis occurring, as well as random, improvisational management: This method of management not only causes crises (Fadel&Kadem, 2021), but also helps to destroy the institution itself and is

an incentive for... Destroying its capabilities, capabilities, and willingness to confront it (Naif& Hussein al-Maliki, 2020). Random management emerges from ignorance and the absence of a strategic scientific outlook, encourages deviation and laxity, and turns the decision maker into a person who does not believe in planning and its importance. (Tawfeeq, A., & Jalal, 2019) It also helps to spread conflict between the interests of the administrative body, the coach, and the interests of the players, and the lack of clarity of the team's goals, such as the lack of objectivity of performance evaluation (Mondher, H. A., &Khalaf, 2023), and the lack of clarity of the priorities to be achieved, The players' lack of knowledge of what is required of them and the failure to develop appropriate plans to face the challenges of the future, and this was confirmed by Abdel HalimJabr (2013-16). The information these administrators possess in the administrative and organizational aspect resulting from their experience in dealing with situations in which the importance of this aspect is highlighted, which makes It was reflected in their level of practical performance in it. As is known, the administrator must possess the leadership ability that requires him to be a "successful" administrator in terms of the way he deals with others, how to deal with arranging special appointments, and how to reach his basic goal, which is to work to ensure that the club reaches the achievement of their pre-determined goals. To reach the required achievements in the tournaments in which they compete.

Conclusions

Conclusions: Among the conclusions reached by the researchers:

1. It was achieved to build a measure of the organizational crises facing coaches in the Iraqi football league
2. Organizational crises do not occur when information is available and free of distortion and ambiguity.
3. There are many methods of crisis management, and each method is relied upon depending on its ability to achieve benefit from crisis management.
4. Misjudgment and evaluation are among the most common causes of crises. Misjudgment arises from exaggeration and overconfidence, whether in oneself or in one's own ability.

Recommendations: In light of the conclusions reached by the researchers, they recommend the following:

1. The current scale is a tool to detect the level of organizational crises facing coaches in the Iraqi football league
2. The necessity of clear knowledge from coaches about the importance of focusing on using scientific methods in dealing with the reality of crises as a modern method in managing the training process in sports clubs.
3. Paying attention to preparing an appropriate organizational structure for sports clubs, which allows defining specialties and responsibilities
4. Benefiting from the experiences of specialists and former international players who are always directly informed of the mechanism of work development and its keeping pace with crises.

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