

Administrative performance and its relationship with the cognitive style (rigidity - flexibility) for management body members of the sport clubs

¹Asst. Prof. SUHAIR METEAB MUNAF; ²Ali Abdulateef Ali

Abstract

Sports clubs and their administrative bodies are among the most important factors in the success of sports work and achievement of achievements, but beyond that in the field of participation in tournaments and their organization, as well as preparing high-level players according to age groups, as well as managing delegations participating in foreign tournaments and also working in all of this requires effective and successful bodies in order to do what it has in the right way that serves the game that these bodies represent. Psychology and sports management have a great role in creating an administrative with special characteristics that qualify them to work under various circumstances and in various fields. Therefore, clubs and sports institutions have tended to develop the administrative aspects of all workers equally, and the interest of these clubs and institutions has increased in developing their administrative work through research and investigation in various aspects, including the psychological and administrative aspect. And through the researcher's follow-up of the activities of the clubs and the levels of their teams, as well as consulting with experts in this field, I found that it is better to study other variables for them that come on the administrative side, and perhaps the most important of them is the psychological aspect. Therefore, the importance of research came to find relationships between cognitive methods and administrative performance to identify the ability of members of the administrative bodies of sports clubs in managing the affairs of their teams in an optimal manner and evaluating their administrative performance.

Keywords: administrative performance, cognitive style, rigidity, flexibility, sports clubs, the administrative body.

Introduction

The research aims to amend the administrative performance scale, identify the administrative performance and the cognitive style (rigidity - flexibility) of the research sample, and identify the relationship between administrative performance and cognitive style. To achieve the goals of Research of the researcher used the descriptive method and sample composed of 152 member of the administrative body of the Iraqi clubs as the researcher to amend the measure administrative performance and the use of a measure of cognitive style rigidity versus flexibility for the winner also has implemented two measures to sample the basic experiment and then subjecting degrees to statistical processes to extract results After extracting the results, the researcher drew some conclusions among them, the members of the administrative body were not distinguished by the two measures of administrative performance and cognitive style. Linking the two measures and taking into consideration them leads to the development of the performance of sports clubs. He also recommended: Emphasizing the cognitive method as being helpful in achieving good administrative performance. Apply the two scales to other samples on an ongoing basis. (Khalaf, 2009)

Literature review

The development that has recently spread in all fields of life is the result of many researches and experiments that dealt with several issues that would advance the economic, social, and political and sports side. Therefore, those in charge of the sports field have to keep pace with this development by using these scientific products and employing them in a way that supports the process of development, as well as The sports administration has a great role in developing this field, and it has finally reached a great leap that proves what we have previously covered. Administrative performance is very important as it is an essential

^{1,2} University of Baghdad /College of Physical Education and Sport Sciences/ suhir.mutib@gmail.com
Ali.Ali0904@cope.uobaghdad.edu.iq

part of sports work. (Hussein, 2008) Therefore, decision-makers in sports clubs in handball should attach great importance to this aspect as it is one of the evaluation tools for organizational work. Cognitive methods are among the important capabilities of man, and these methods are represented in the skills through which the individual is employed for his mental, cognitive, internal processes, memory, thinking, and problem solving. When the individual acquires new cognitive methods, these methods can be applied to the administrative aspects. The sports clubs and administrative bodies of the most important factors in the success of the sport and the achievement of achievements, but goes beyond that in the field of participation in tournaments and organized as well as the preparation of players at a high level according to age as well as groups for the management of delegations participating in foreign leagues and also work in all this requires an effective and successful to bodies It does what it has in the right way that serves the game that these bodies represent. Psychology and sports management have a great role in creating an administrative with special characteristics that qualify them to work under various circumstances and in various fields. (Odeh, 1998) Therefore, clubs and sports institutions have tended to develop the administrative aspects of all workers equally, and the interest of these clubs and institutions has increased in developing their administrative work through research and investigation in various Aspects, including the psychological and administrative aspect. And through the researcher's follow-up of the activities of the clubs and the levels of their teams, as well as consulting with experts in this field, I found that it is better to study other variables for them that come on the administrative side, and perhaps the most important of them is the psychological aspect. Therefore, the importance of research came to find relationships between cognitive methods and administrative performance to identify the ability of members of the administrative bodies of sports clubs to optimally manage the affairs of their teams and evaluate their administrative performance. (Radwan, 2009)

Methodology

Method and tools : Use the T researcher approach the descriptive survey manner and was identified research community from members of the administrative bodies totaling (240) members representing 30 clubs either research sample consisted of clubs sports that have agreed to cooperate by applying research and number (19) Nadia By (152) members, i.e. (8) members for each club, the sample was divided into (20) individuals for the survey sample, (82) individuals for the sample modifying the administrative performance measure, and (50) individuals for the application sample.

Procedures for modifying the administrative performance scale: Through the researcher's acquaintance with previous studies and research, several standards were found, but they passed for a period of time, and they were used on societies and clubs other than Iraqi clubs. Therefore, the researcher reviewed the scale and its paragraphs and made sure that he needs to amend some of these paragraphs or not. Then he presented it to experts and specialists, then approved it and distributed it to the modification sample to extract the scientific basis for it. (Khalaf, 2009)

Preparation of scale paragraphs : After identifying the areas of the scale for those in charge, the researcher prepared a questionnaire for the scales and paragraphs of the scale with specifying alternatives for the proposed answer, as the number of scale paragraphs in the initial formula reached (50) paragraphs, distributed into four areas of the planning process (11) paragraphs and the second field The organizational and coordination process (16), the direction and control field (10), and the fourth domain, communication and decision-making (13). The researcher used the three selection method (Likert) As a triple graded scale was established (it always applies, sometimes it does not apply) and the grading scale was arranged for the positive items starting from (3), (2), (1) and the negative paragraphs from (1), (2), (3) and the Akkamat researcher taking into account the following aspects when drafting the measure: that each area has its own paragraphs; That the paragraphs of each field express the theoretical definition of the field; That the paragraph has only one specific meaning and That the paragraphs have clear meaning and understandable words. Stay away from incomprehensible paragraphs.

Determining the validity of the paragraphs: The researcher, after amending most of the scale paragraphs and adapting them to the sample, presented it to a group of (13) experts and specialists in the field of sports administration, testing and measurement in the sports field for the purpose of reviewing the scale paragraphs and their suitability and validity, making observations, and amending or deleting the inappropriate paragraphs Through a square, the paragraphs themselves remained divided into (4) areas.

Selection of the cognitive style scale (stiffness - flexibility) : The researcher chose the cognitive style scale (stiffness - flexibility) for the winner of Karim Saleh, which is a standardized measure on the Iraqi environment, as well as it is applied to a sample similar to the researcher's sample and consists of (56)

paragraphs, which is a continuous measure, i.e. without There are areas for this that the researcher did not extract and approve the scientific basis for it, as the scale includes the five-point scale that applies to me always, applies to me often, applies to me sometimes, applies to me rarely, applies to never

Exploratory experience: The researcher applying the two measures on the exploratory experiment consisting of group members of the administrative bodies in the Iraqi clubs number (20) personnel at the headquarters of their work, showing accepted the sample of the scale yet through the clarity of instructions and easy to understand paragraphs and clarity was not experienced researcher or assistant team Any negatives or obstacles.

Applying the administrative performance measure to the amendment sample: After the fields and paragraphs were tested by experts, the scale became intended for application, it was applied with the help of the assisting work team on the amendment sample, whose number is (82) members of the administrative bodies, and after completing the implementation of the main experiment, the researcher arranged the scale forms And correct them and record the results in preparation for their statistical analysis. Some descriptive statistics for the sample have been found.

Psychometric characteristics of the administrative performance scale for members of the administrative bodies of sports clubs: The psychometric characteristics of the scale include the ability of the scale to measure what is prepared to measure it also includes the ability of the scale to measure the phenomenon with an acceptable degree of accuracy or with the least possible errors (**Odeh, 1998**)

Validity of the scale : Validity is that the test measures the ability, trait, or aptitude that the test is designed to measure, i.e., actually measuring what it is intended to measure (**Radwan, 2009**), as the researcher relied on several types of validity to verify the validity of the two measures.

Validity of the content: Research of this type was achieved by means of rational analysis of the content of the scale and its determination based on subjective judgments. There are two types of honesty, namely, apparent truthfulness and physical honesty.

Apparent honesty: This type of honesty has been achieved and the scale paragraphs have been determined with the help of a group of experts in sports management, tests and measurement.

Discriminatory ability of paragraphs: To verify the discriminatory ability of paragraphs whose paragraphs are headquartered, there must be a value (TA function between the results of the upper and lower group of the statistical analysis sample on each paragraph (**Hussein, 2008**). Thus, the grades of each paragraph were arranged in ascending order from the lowest degree to the highest degree, and (50 %) of the lower grades were chosen and the same from the higher degrees, and that 50% of the upper group and 50 % of the lower group is the best rate by which we obtain the highest discrimination coefficients. After treating the results statistically, it was found that the paragraphs are true and valuable (Sig) is smaller than the significance level of (0.05).

Internal consistency for scale: the researcher of calculating the internal consistency of the scale and that the extraction of Pearson correlation coefficient between the degrees of each of the phrases scales and the total score of the scale on a sample amendment.

Half-segmentation method: This method measures the internal homogeneity of the scale paragraphs, as this homogeneity indicates the extent of consistency in performance and stability when answering all the paragraphs, as this method is based on calculating the correlation coefficient between the scores of individuals on the two halves of the test and correcting the value of the coefficient calculated with the equation (Spearman Brown). The researcher relied on the data of the main experiment sample for modification of (40) individuals in calculating stability in this way, as the statistical bag for social sciences was used (Spss) The paragraphs of the administrative performance measure were divided into two parts, then the correlation coefficient between the total scores of the extract was extracted, representing a stability of the half of the test, which is (0.657). In order to obtain the stability factor for the test as a whole, the (Spearman Brown) equation was used to correct the correlation coefficient and after the correction it became the reliability coefficient (0.823), a high coefficient of stability can only reliance on it to assess the stability of the test.

Fakronbach coefficient: The researcher extracted the stability factor at Fakronbach, relying on the sample data for modification and extracting the stability parameter whose value for the scale was (0.791), which is a high stability factor that can be trusted to estimate the stability of the test.

Objectivity: If the questionnaire is controlled, it will be characterized by objectivity as it is far from interfering with the researcher himself and his opinions, and this is confirmed by a number of specialists (the extent to which the examiner is free from subjective factors. Therefore, the two measures of the method that

are the subject of the research are considered objective because there is a key to correct the answer alternatives, and the objectivity of the two scales has been achieved and management performance.

The main experience of the application of a measure the management performance and cognitive method (Flexibility Hard): applied researcher with the help of team assistant scale yen on the sample application's (50) member of the administrative body for sports clubs

Results

1. Display the results of the administrative performance of sports clubs

Table (1) Statistical treatment of the administrative performance measure for sports clubs

the number	the arithmetic mean of the	standard deviation	skewness	Hypothesis	Values T C	Error level	indication
50	99.7590	5.53171	090	100	-397	693	Non - legal entity

Moral (0 .05) degrees of freedom (49)

2. Display the results of the administrative performance of sports clubs

Table (2) Statistical treatment of the fields of management performance measure for sports clubs

the field	Arithmetic mean	standard deviation	Values T (Calculated	Significance value	The type of difference
The schematic process	22.5000	2.90847	1.216	1.216	1.216
The hypothetical mean of the field			22		
Organizational and coordination process	31.1400	3.42267	-1.777-	-1.777-	-1.777-
The hypothetical mean of the field			32		
The field of direction and control	20.2600	2.69398	682	682	682
The hypothetical mean of the field			20		
Communication and decision making	25.6400	2.31904	-1.098	-1.098	-1.098
The hypothetical mean of the field			26		

Discussion: Through the two tables, the researcher finds that the arithmetic mean of the administrative performance measure and its fields did not achieve any moral difference with its comparison with the hypothetical mean test, and this means that there is a level of administrative performance of the members of the administrative body that is not the level of ambition, as the researcher attributes this to that administrative performance needs continuous work under Good natural conditions help the members to conduct the work assigned to them as well as arranging these works according to their priorities to achieve the achievement of the club. When reviewing the scale areas, we see the emergence of non-moral differences in the first area of the planning process, as the researcher attributes this to the fact that the members of the administrative body do not have the same competence as well as they are They differ in their management of the planning process, setting goals and how to achieve them through the optimal use of available resources through cost, effort and time, determining human and material resources (in quantity and quality), and making important decisions through the size and severity of the problems that exist according to the situations, defining the plan and its alternatives. Achieving the goals requires cooperation between all workers. As it is a benchmark for administrative performance. "Planning is a set of administrative activities designed in order to prepare the organization to face the future, and to ensure that the decisions are private ĩ The exploitation of individuals and resources (means) to help the organization to achieve its objectives

(goals)" (Halymea, 2004) as the planning process you need to add resources that Zkrnha need to hire properly in giving priorities within these clubs need to develop in order to achieve administrative success.

The second area: The coordination and organizational process also does not show any differences compared to the hypothetical medium, as the researcher attributes this to the presence of more than one member and more than one opinion in managing the club's affairs. Therefore, there appears to be a weakness in coordination between them, and this is due to the failure to choose a coherent and multi-disciplinary team to be on the Extensive knowledge of this process, as well as the multiplicity of ideas and goals, and the difference of personalities among the members, all of this requires constant coordination among them in order to achieve common goals. "The completion of the management process in any sports facility must achieve the element of organization, and in order for the element of organization to be achieved, an organizational structure must first be established in which the division of business and its classification in a manner that achieves the objectives of this sports facility takes into account also takes into account the division ĩ The work on the members of the sports body in a way that guarantees the efficiency of implementation and supervision" (Sharaf, 1999)

The third field: Guidance and control is very important and an inseparable part of administrative performance and its great importance in achieving a product of workers in the sports institution or club and the appearance of the level below the level of ambition of the sample is due to lack of interest this part or section of the measure that the control and guidance process has caused many problems between the members and perhaps there are members of the governing body does not know how the best way in these two processes , which negatively affects the administrative performance. " a n is a necessary function of control and the imperative for the success of the organization, and control as management elements It is a measure of correcting the performance of subordinates, and through it we know that the objectives of the organization and the plans set for achieving it may be achieved 17" (Al- Badri, 2001)

As for the fourth field that achieved the same previous results of the scale, the researcher attributes that these members dealt with decision-making in an illogical manner and based on personal whims and take into account the objectivity in decision-making as well as the interests and courtesies that govern the decision-making process. Unacceptable for administrative performance, since taking the right decision is one of the important points for the success of administrative performance. Any decision made without prior and in-depth study and based on immature opinions will be an incorrect decision and will lead to failure in the administrative process. "To ensure the maximum possible success in rational decision-making is to rationalize the decision to the maximum extent possible away from judgment, jurisprudence and personal perceptions." (Al- Ghalaq, 1999) As for communication, the researcher realizes that communication skills are built on the administrative level that a member of the administrative body possesses and therefore requires here, he must be at a level of achievement, as he must interpret, analyze and evaluate the information to be conveyed to other individuals. "A successful sports administrator must search for ways to ensure the advancement of self-disclosure, whether in a context that includes personal confrontations or an organizational context" (Hassanein, 2004)

3. Display the results of cognitive style scale (stiffness - flexibility)

Table (3) Statistical treatment of the scale of cognitive method

the number	The arithmetic mean of the sample	standard deviation	skewness	Hypothesis	Values T C alculated	Error level	indication
50	170.1707	10.68725	0.367	168	1.839	070	Immoral

Moral (0.05) degrees of freedom (49)

Discussion: Through the table (3) The researcher finds that there is a moral difference between the hypothetical and the arithmetic mean in favor of the arithmetic mean of the scale, and this indicates the weakness of interaction and positivity that characterizes members of some administrative bodies of sports clubs in dealing with sports teams and with others as well as the relationship between them and other sports institutions that this negativity in the results The scale (rigidity - flexibility) denotes the rigid cognitive style of members of administrative bodies in dealing with many matters related to administrative performance through fanaticism or intransigence in modifying decisions and drawing attention to the opinions of others

and bearing purposeful criticism and discussion before making important decisions and not liking authority and control. This generated a state of non-positive relationship between the members of the administrative body and the sports teams affiliated to it , that flexibility in thinking and interacting with various decisions helps to find successful solutions to problems. (Awad, 2017)

Presenting the results of the correlational relationship between the management performance measure and the cognitive style scale (rigidity - flexibility)

Table (4) shows the correlation coefficient between the two measures

The link			
		Administrative performance	Cognitive method
Administrative performance	Pearson Correlation	-	0.67
	Sig. (2-tailed)	-	0.000
Cognitive method	Pearson Correlation	0.67	-
	Sig. (2-tailed)	0.000	-
**. Correlation is significant at the 0.01 level (2-tailed).			

From the correlational relationship and by discussing the results of the two variables that showed not good results for the sample level, we notice the extent of the correlation of the two measures, which shows the reason for this relationship, as the researcher believes that the administrative performance has a close relationship with the cognitive style of the manager himself, so the results that appeared previously a logical explanation of what was extracted from the results of the correlational relationship Between the two scales, as the administrative performance depends on the administrative style in facing the many situations during the work assigned to him, and this requires flexibility and good deal with others in order to achieve good results in his performance. Therefore, members of the administrative bodies must be well aware that cognitive methods are very important and must be taken care of if they did not want to overcome the many changing situations that face them during the administrative performance of sports clubs.

Conclusions

1. The amendment of the administrative performance measure for members of the administrative bodies of sports clubs was reached , which consisted of (50) paragraphs.
2. The measure of administrative performance of members of the administrative bodies of sports clubs is a good tool to reveal the strengths and weaknesses of the research sample.
3. The cognitive style scale (stiffness - flexibility) is a good tool to reveal the style of the research sample.
4. The members of the administrative body were not distinguished by the two measures of administrative performance and cognitive style.
5. Linking the two measures and taking into consideration them leads to the development of the performance of sports clubs.
6. The application of the scale yen by sports clubs continuously to identify the level that reached him
7. Emphasizing the administrative performance of members of the administrative body of sports clubs because it leads to improving their level of achievement
8. Emphasizing the cognitive style as being helpful in achieving good administrative performance.
9. The application of the scale yen on samples and other continuously.

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Appendix (1) Measurement of Administrative Performance in Initial Form

T	The paragraphs	Proposed amended paragraphs	Relevance	Not suitable	Notes
1	The club management cooperates with the coaches when developing future plans.	Members of the administrative body cooperate with each other when setting future plans.			
2	The club management coordinates its actions with the coaches.	Members of the administrative body coordinate the work among themselves			
3	The club management directives are courtesy that negatively affect the coaches	The directives of the members of the administrative body include courtesy that negatively affect its sports teams			
4	The club management participates with the coaches in making decisions regarding their work	J Stark members of the administrative bodies of the club in the decisions on their work			
5	The club management sets goals for the teams to achieve	Members of the club's governing body work on setting goals for the teams to achieve			
6	The management of the club gives the opportunity to coaches to express their views on administrative matters.	Members of administrative bodies participate in expressing their opinions in administrative matters.			
7	Some club administrators use inappropriate language when instructing coaches	Some members of the administrative staff use inappropriate language when instructing sports teams			
8	The club's administrators share information about the team with the coaches	The members of the administrative body exchange information regarding the team			
9	Work plans are drawn up for optimal utilization of resources in achieving goals	Work plans are drawn up for optimal utilization of resources in achieving goals			
10	The club management coordinates its actions with the coaches	The members of the administrative body coordinate their work with the sports teams			
11	Club administrators have the ability to evaluate correctly	Members of the administrative body have the ability to evaluate correctly			
12	There is difficulty in understanding and dealing with the club management	Administrative staff do not have difficulty in dealing with others			
13	Determine the expected problems and develop solutions to them by the management.	You do not need to be modified			
14	The club management organizes financial matters with the coaches regarding the players	The members of the administrative body regulate the club's financial affairs			
15	The club management directives are in the public interest	The directives of the members of the administrative body are in the public			

		interest			
16	Some decisions taken by the club management negatively affect the coach's powers	Some of the decisions taken by the members of the governing body negatively affect the club's results			
17	The lack of experience and competence of some club administrators hinders the performance of their duties in the planning process	The lack of experience and competence of some members of the administrative body impedes the performance of the tasks of sports teams in the planning process			
18	The coach and the club's administrators are one family	After the team and the members of the governing body are one family			
19	The club administrators' evaluation of coaches is objective	The evaluation of the members of the management team shall be objective			
20	The club management does not accept opinions contrary to them by the coaches	The members of the administrative body do not accept opinions contrary to them by others			
21	The spacing between club administrators and the disputes that occur between them affect the general interests of the employees.	The divergence between the members of the administrative body and the disputes that occur between them affect the general interests of the workers.			
22	The club management divides duties among themselves	Members of the administrative body divide duties among themselves			
23	Administrative control of the club continues on the coaches	Administrative control of the club continues on the members of the administrative body			
24	Some club management decisions are the result of negative reactions	Some decisions of the members of the governing body are the result of negative reactions			
25	Planning helps club administrators give directions during competitions	Planning helps the members of the board of directors to give directions while working			
26	Club administrators do not objectively evaluate players with the coach	Members of the governing body do not objectively evaluate players with the coach			
27	Administrative direction is collectively provided by the club management	Guidance is collectively by the members of the governing body			
28	Decisions taken are based on information available to the club's management	The decisions taken are based on the information available to the members of the administrative body			
29	The planning used by the club's administrators gives the coaches a sense of control and anticipation of sporting events	The planning used by board members gives teams a sense of control and anticipation of sporting events			
30	The club's management officially deals with the coaches and players	J treated members of the governing body discourse formally with the coaches and players			
31	Constant and excessive oversight alienates coaches and players from management	Constant and excessive oversight alienates coaches and players from the members of the board			
32	They possess a cultural and scientific background that helps them in making decisions	They possess a cultural and scientific background that helps them make appropriate decisions			

33	The club management retracts some of the decisions taken accordingly	Board members retract some decisions taken accordingly			
34	Regular follow-up on club matters is carried out continuously	It does not need to be modified			
35	The club management compares what has been achieved and what is included in the goals	Board members compare what has been achieved and what is included in the goals			
36	The difficulty of communicating with the players and the incompleteness of their data make their decisions almost negative	The difficulty of communicating with the players and the incompleteness of their data make their decisions almost negative			
37	Not setting goals by club management for sports teams affects results in sports competitions	It does not need to be modified			
38	The club management organizes trial matches for their teams in cooperation with the coaches	The club management organizes trial matches for their teams in cooperation with other teams			
39	The club management uses flexibility to give directions and instructions to coaches	The club management uses flexibility to give directions and instructions to the sports teams			
40	Their decisions are strict and not open to debate	It does not need to be modified			
41	Setting the plan for financial resources is met with success through the continuity of coaches in sports work	Setting the plan for financial resources met with success through the continuity of members of the administrative body with sports work			
42	They work on building the main base for organizing the organizational matters for the specialized training staff	They work on building the main base for organizing sports teams			
43	Club management retracts some decisions made according to the information they have .	Members of the administrative body retract some decisions taken according to the information they have .			
44	Their managerial competence helps them define players' program and duties through coaches .	Their managerial competence helps them define the team's program and duties			
45	The club's management worked to develop more than one alternative for their decisions in anticipation of the changes.	The members of the administrative body worked to develop more than one alternative for their decisions in anticipation of the changes.			
46	Their experience and the academic qualification of the club management make them able to define the coaches' work and divide their duties .	Their experience and the academic qualification of the club management make them able to define the work of the sports teams and divide their duties .			
47	The adoption of inclusiveness in decision-making for sports teams.	It does not need to be modified			
48	They appreciate the value of time for coaches and for achieving goals.	They appreciate the value of time for sports teams to achieve set goals.			
49	The club management clarifies the administrative obstacles facing the coaches' work.	The broad members of the governing body the nature of the obstacles to the administrative work of sports teams.			

50	The possibility of grouping the work of trainers in a coordinated manner to achieve the specified goals.	The possibility of grouping the work of the members of the administrative body in a coordinated manner to achieve the specified goals.			
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Appendix (2) Administrative Performance Scale in Final Form

T	The paragraphs	It always	It applies	It never
1	Members of the administrative body cooperate with each other when developing future plans.			
2	Members of the administrative body coordinate the work among themselves			
3	The directives of the members of the administrative body include courtesy that negatively affect its sports teams			
4	Members of the club's administrative bodies participate in setting decisions related to their work			
5	Members of the club's governing body work on setting goals for the teams to achieve			
6	Members of the administrative bodies participate in expressing their opinions in administrative matters.			
7	Some members of the administrative staff use inappropriate language when instructing sports teams			
8	The members of the administrative body exchange information regarding the team			
9	Work plans are drawn up for optimal utilization of resources in achieving goals			
10	Members of the administrative body coordinate their work with sports teams			
11	Administrative staff have the ability to properly evaluate			
12	Administrative staff do not have difficulty in dealing with others			
13	Determine the expected problems and develop solutions to them by the management.			
14	The members of the administrative body regulate the club's financial affairs			
15	The directives of the members of the administrative body are in the public interest			
16	Some of the decisions taken by the members of the governing body negatively affect the club's results			
17	The lack of experience and competence of some members of the administrative body impedes the performance of the tasks of sports teams in the planning process			
18	The team and board members are one family			
19	The evaluation of the members of the management team shall be objective			
20	The members of the administrative body do not accept opinions contrary to them by others			
21	The divergence between the members of the administrative body and the disputes that occur between them affect the general interests of the workers.			
22	Members of the administrative body divide duties among themselves			
23	Administrative control of the club continues on the members of the administrative body			
24	Some decisions of the members of the governing body are the result of negative reactions			
25	Planning helps the members of the board of directors to give directions while working			

26	Members of the governing body do not objectively evaluate sports teams			
27	Guidance is collectively by the members of the governing body			
28	The decisions taken are based on the information available to the members of the administrative body			
29	The planning used by board members gives teams a sense of control and anticipation of sporting events			
30	Members of the administrative body deal officially with sports teams			
31	Constant and excessive oversight alienates coaches and players from members of the board			
32	They possess a cultural and scientific background that helps them make appropriate decisions			
33	Board members retract some decisions taken accordingly			
34	Regular follow-up on club affairs is carried out continuously			
35	Board members compare what has been achieved and what is included in the goals			
36	The difficulty of contacting the sports teams and the incompleteness of their data make their decisions almost negative			
37	Not setting goals by club management for sports teams affects results in sports competitions			
38	The club management organizes trial matches for their teams in cooperation with other teams			
39	The club management uses flexibility to give directions and instructions to the sports teams			
40	Their decisions are strict and not open to debate			
41	Setting the plan for financial resources met with success through the continuity of members of the administrative body with sports work			
42	They work to build the main base for organizing sports teams			
43	Members of the administrative body retract some decisions taken according to the information they have .			
44	Their managerial competence helps them define the team's program and duties			
45	The members of the administrative body worked to develop more than one alternative for their decisions in anticipation of the changes.			
46	Their experience and the academic qualification of the club management make them able to define the work of the sports teams and divide their duties .			
47	The adoption of inclusiveness in decision-making for sports teams.			
48	They appreciate the value of time for sports teams to achieve set goals.			
49	The members of the administrative body clarify the nature of administrative obstacles facing the work of sports teams.			
50	The possibility of grouping the work of the members of the administrative body in a coordinated manner to achieve the specified goals.			

Appendix (3) of the cognitive style scale (stiffness - flexibility) in the final image

T	The paragraphs	applies to	applies to	to me	to me	applies to
1	I do not retreat from my decisions, whatever the reasons					
2	I think that my decisions are the right thing and that others should take them					

3	I feel that the present time is full of misery and unhappiness. Therefore, I am optimistic about the future, whatever the circumstances					
4	I think most people who disagree with me are unworthy and don't like to admit it					
5	I think a lot of people deserve ridicule					
6	I tend to stick to my opinion if I disagree with others					
7	It is difficult for me to get along with people who disagree with me in their outlook on life					
8	Best implementation of my opinions without discussion					
9	I see people in industry and business as more important to society than a professor and an artist					
10	I believe that one should look different from others, so one should not be influenced by them					
11	I always feel that criticism is disingenuous and ineffective because it devalues the person					
12	I always think about past events rather than the present					
13	I think it is natural for everyone to believe that their family is always the best					
14	I find it necessary in the discussion to repeat what I say several times, to be sure that others understand me					
15	I can evaluate myself among others					
16	I do not like to change my lifestyle, whatever the reasons					
17	I prefer everyone to be under my control					
18	I think all of my opinions are correct					
19	I think that choosing a person for friends from among people who have similar beliefs is the best nowadays					
20	I think that choosing a person for friends from among people who have similar beliefs is the best nowadays					
21	I know that I do my job more accurately than most people					
22	I think the opinions of most of my colleagues are incorrect					
23	I see that there is nothing new under the sun					
24	If you had reviewed the history of humanity, you would find only a few thinkers and great people					
25	I think people say what they don't do					
26	I prefer to be different from my friends in everything					
27	I think most people don't take things seriously					
28	It seems to me that people are saying fake things about me					
29	I believe that a competent person is one who has the ideas ready for every problem					
30	Sometimes he refrained from inquiring about ambiguities					
31	I find it natural to be a person sticking to his strict social traditions					
32	I feel very much that people who are strangers are looking at me with good looks					
33	It is difficult to reconsider my decisions if I find any justification					
34	I see that man is a helpless and desperate creature					
35	I prefer to do things on my own without asking others to help					
36	It is difficult for me to change my mind if it is about a specific issue					
37	It is not easy to leave a job that I am accustomed to to pursue another					

38	I feel that most people do not realize what is in their interest					
39	I think that it is normal for a friend not to be forgiven, no matter what					
40	I find it difficult to stop a discussion when the discussion is tense					
41	I think it is wise not to change the way a person interacts with others					
42	I set myself a high example and feel that others should do the same					
43	I fear people who try to get to know who I am, so that their hope and expectations are not disappointed					
44	I learned to hate a number of people because of their opinions					
45	I think that if a person wants to achieve a mission in life, he must take risks to win or lose everything					
46	I do not overlook the mistakes of others, whatever the circumstances					
47	I think that most of the ideas that find their way to publishing in the present era are not worth the price of the paper they are printed on					
48	I can answer everything quickly and easily					
49	I believe there is one correct solution to most problems					
50	I do not lean towards the fanatic who always tries to prove his point					
51	I love important people because this makes me feel important					
52	I believe that the cause of wars and shocks between nations is human nature					
53	I imagine that I am sometimes worthless to others					
54	I do not wish to change my friends and acquaintances					
55	I am confused in my daily life when something unexpected happens to me					
56	I do not prefer that the work that I do is characterized by diversity and change					