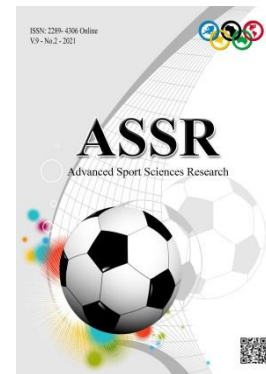


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"The impact of the internal environment on job satisfaction in the Youth and Sports Authority in Al-Qadisiyah Governorate"

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Abstract

The research aimed to verify the impact of the internal environment elements (organizational structure and organizational culture) On job satisfaction in the Directorate of Youth and Sports in Diwaniyah Governorate. To achieve this goal, a questionnaire was developed and distributed to a stratified random sample consisting of (210) employees, and (200) valid questionnaires were retrieved, ie with a recovery rate of 95%.

After conducting the necessary statistical analysis, the study reached the following results:

- There is a statistically significant effect (of the internal environment elements (organizational structure and organizational culture) collectively and individually on the level of job satisfaction in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.
- Availability of statistical evidence of an acceptable level of job satisfaction among workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

Keywords : internal environment, job satisfaction.



1.Introduction

Administrative aspects are considered an effective element in the work of any organization or institution that is able to advance and improve its work and the quality of its production. The most important of these elements is the internal environment with its main elements: organizational structure, organizational culture, and organizational resources. An important and vital role in the performance of organizations by influencing the nature of the organizational climate. It plays an important role in the harmony and cooperation of employees to achieve the goals of the institution, thus the extent to which employees are willing to make great efforts for the benefit of the organization and have a real desire to be present in it, and a high conviction of the main objectives of the organization. ,and because the directorates of youth and sports play a vital role in achieving national goals in social and sports development and work to improve the quality of services they provide, thus reducing the problems of youth deviation from good work and boredom that young people suffer from and investing their energies and talents. The success of the youth and sports directorates in their work and the continuation of their effective performance is an important matter not only for their employees, but also for the community as a whole; and because one of the reasons for the success of any institution depends on the organizational environment that provides an organizational structure and an organizational culture that is able to adapt to the changes that occur in the external environment that surrounds the institution and raises the ability and efficiency of its employees to respond to the needs of young people and achieve their satisfaction, and because the activity and efficiency of workers in providing those Services increase with the increase in the level of job satisfaction of the employees in the institution. The development of the internal elements that affect this satisfaction are important in improving the performance of the institution so that it continues and progresses in playing its social role and performing its national mission. Therefore, this research came to measure the impact of the internal environment (organizational structure and organizational culture) on the level of job satisfaction for workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

The research problem

The research Objectives: The research aimed to

- 1 Prepare the internal environment scale (organizational structure and organizational culture) among workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.
- 2 Preparing a measure of job satisfaction among workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.
- 3 Identify the relationship between the internal environment and job satisfaction among workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

Research hypotheses

First: the first main hypothesis

There is statistical evidence of an acceptable level of job satisfaction among workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

Second: The second main hypothesis:



There is a statistically significant effect of the elements of the internal environment combined (organizational structure and organizational culture) on the level of job satisfaction among workers in the Directorate of Youth and Sports in Diwaniyah Governorate.

The limits of the research

- 1 Human limits: workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate
- 2 Time limits: from 10/2/2021 to 15/5/2021.
- 3 Spatial boundaries: halls and forums of the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

Definition of Terms

The internal environment: It consists of a set of internal factors and forces that affect the work of the organization and determine the elements of strength and weakness in the organizations. Management Information. [\(1: 54\)](#)

Job satisfaction: the individual's feeling about his job, and that this feeling reflects the degree of interaction between the characteristics of the individual, the job, and the organization. [\(2: 308\)](#)

Research methodology and field procedures

Research Methodology 2.1

The researcher used the descriptive approach in the survey method due to its relevance to the nature of the current study. The nature of the phenomenon and the objectives set require the researcher to choose the appropriate approach, and the method is defined as “the art of correct organization of a series of many ideas, either in order to reveal a fact unknown to us or in order to prove a fact that does not Others will know it”. [\(3: 65\)](#)

The research population and its sample

The research population consists of all (200) employees of the Directorate of Youth and Sports in Al-Diwaniyah Governorate. A stratified random sample was chosen to ensure the inclusion of all administrative levels in the institution, as shown in Table (1)

Table (1) shows the research sample

No.	Job Category	No. in community	No. in sample	Sample respondents
1	Administration Manager or equivalent	1	1	1
2	Section Manager	24	23	23
3	Forum manager	10	10	10
4	Stadiums and halls managers	20	20	20
5	Employees of all categories	255	156	146
	Total		210	200



and 200 questionnaires were distributed to the different levels of employees, and (200) are valid questionnaires were retrieved, i.e. recovery rate = 95.23%. After conducting the descriptive statistics for the research sample, the properties of the research sample are shown.

2.3 Means and tools for collecting data

2.3.1 Means of collecting information

The researcher used the following:

- 1 Arabic and foreign sources and references.
- 2 Personal interviews.
- 3 A questionnaire that includes an internal environment scale.
- 4 A questionnaire that includes a measure of psychological satisfaction.

2.4 Field research procedures

2.4.1 Research tools

For the purpose of achieving the objectives of the research and measuring the variables, the researcher prepared the first research tool, the internal environment scale (organizational structure and organizational culture) by looking at some similar studies by looking at the sources, literature and previous standards related to the research variables. A number of fields were prepared. As in Table (3) and Table (4), each field included a number of items, thus the number of items of the internal environment scale in its initial form reached (25) items, and the alternatives that were adopted are different, open and restricted according to the type of question. Also, a number of studies and research were reviewed in relation to the job satisfaction scale, and a number of items were initially prepared, as the number of items on the job satisfaction scale reached (30) items.

2.4.2 Scientific bases of the two scale

The researcher extracted the (psychometric) characteristics of two scales of validity and the stability of my agencies.

Validity : This type of validity “depends on theoretical hypothesis s that are verified experimentally. Therefore, it is considered one of the most complex types of validity. [\(4: 219\)](#)

The researcher relied on two types of honesty (apparent validity and constructive validity), through the relationship of the items degree with the total degree of the scale, and the relationship of the degree of the items with the degree of the field to which it belongs), as well as extracting the discriminatory power of items, and in the following we will identify them in detail.

Apparent validity and depends on the apparent validity to verify the general appearance of the tool in terms of the type of vocabulary, how it is formulated and the extent of its clarity, as well as addressing its instructions, accuracy and objectivity, and it can be reached through the judgment of the specialist on the degree of test measurement, (and since this judgment is characterized by a degree of subjectivity. Therefore, the test is given to more than one arbitrator, and the degree of apparent validity of the test is evaluated through the compatibility between the arbitrators' estimates. [\(5: 215\)](#) The researcher presented the items of the two tools to a group of arbitrators specialized in sports management, psychology, measurement and evaluation, who are (11) experts, as explained in Appendix (1), to judge the validity



of the two tools' fields and items in terms of clarity of their formulation and suitability for measuring the field to which they belong, as well as expressing an opinion on the validity of instructions and answer alternatives.

And to verify the validity of the items in measuring what they were prepared to measure, the percentages of experts' opinions and their statistical significance were extracted using the (chi-square) test, and all of them were statistically significant and greater than the tabular value of the chi-square (3.84), at the level (0.05), With a degree of freedom (1) for both scales, therefore, no item was excluded from the two scales.

Stability

Two methods were used to calculate the stability:

- A. Test and retest method: To verify the stability of the two scales, the scale was applied to a sample consisting of (25), which is the same reliability sample for the two scales, and then re-applied the scale to the same individuals after (15) days have passed since the application of the first test, and after correcting the answers, a correlation coefficient was used. (Pearson) to find the reliability coefficient of the scale as a whole, as the value of the scale's stability coefficient was (0.882), and this is a good indicator of the scale's stability.
- B. Fakronbach equation: To extract the stability in this way, the researcher adopted the (Al-Faker and Nebach) equation to calculate the correlations between the scores of the individual items in the stability sample.

Table (2) Study stability measurement

Questions	Cronbach Alpha
Questions related to the organizational environment	0.822
Questions related to Job satisfaction	0.893

2.5 The main experiment

After the two scales became ready for application in its final form, the researcher, with the help of the assistant work team, distributed the forms to the research sample on Tuesday 12/3/2021.

2.6 Statistical means

The statistical data was processed by using the statistical package (spss), as the following laws were used: (percentage, arithmetic mean, chi-square, standard deviation, simple correlation coefficient (Pearson), reliability coefficient (Fakronbach) Test for one non-sample Correlated equal and unequal numbers. [\(6: 282\)](#)

3. Statistical analysis and hypothesis testing

This research used the Statistical Package for Social Sciences (SPSS) program to conduct descriptive and inferential statistics and to test the research hypotheses:

3.1 Presenting and analyzing the results

This analysis aims to identify the nature of the data distribution and how close it is to a normal distribution using the K-S test. The results were as follows:

Table (3) Normal distribution scale of data

Data	K-S	p-value
Internal Environment	1.432	0.164
Job satisfaction	0.965	0.541



The test shows that there is a normal distribution of data under the curve, as the P-value is greater than 0.05 in the two variables

3.2 The characteristics of the internal environment

Table (4) Characteristics of organizational structure

Variable	Arithmetic Mean	Interpretation
1. Degree of complexity	1.5	Medium degree of complexity
number of administrative levels.	5	11-15 administrative level
percentage of supervisors employees .	3	35%-21 % of administrators to employees
Number of administrative fields.	3	8-11 job administration
number of branches -	5	more than 15 branches
2. Centralization	2.25	a high centralized degree
Decision –Taking -	2.04	Decisions according to official systems
Performance of Tasks	2.11	According to job description
Training	2.77	Individual under supervision of his direct supervisor l.
Assessment of performance	2.25	.Following the system of employees and the institution .
disciplinary action-	1.78	Violation of official instructions.

1 Organizational Structure

The statistical data contained in Table No. (3) indicates that the organizational structure is characterized by a medium degree of complexity (5.1), as the number of administrative levels (11-15) is an administrative level, which indicates a high vertical differentiation, and the organizational structure is characterized by a high degree of bureaucracy. The negative, as the ratio of those job supervisory positions to the total employees ranges between 21% - 35%, and the organizational structure is characterized by a medium horizontal differentiation degree, because the number of functional departments is from 8 to 11 functional departments and the number of branches is more than 15 branches. The organizational structure is also characterized by a high degree of centralization and a high degree of formality (2.24), where the decision is taken according to regulations (2.04) without giving flexibility to workers to innovate or act flexible in the service of youth, and that employee training is carried out alone under the supervision of his direct supervisor (2.77), and disciplinary measures are taken If the official instructions (1.78) are exceeded and violated.



Table (5) Characteristics of organizational culture

Variable	Arithmetic Mean	Interpretation
The relationship of the manager with employees.	4.35	A good relationship during work only.
Rewards	2.72	for those who follow the official procedures and laws.
Quality	3.77	The manager approval on any suggestions.
Relation among Departments	3.46	competitive relationship.
Motive for work	3.71	Common work inside one department

2 Organizational culture

The statistical data contained in Table No. (4) indicate that the culture of the Directorate of Youth and Sports in Al-Diwaniyah Governorate ranges from the traditional culture and the culture of change (3.35) to (3.77), as the relationship of managers with employees is good, but during work and there is harmony and cooperation, rewards are granted when The employee abides by the instructions, and the employee is not entitled to implement his suggestions except after the approval of his direct manager. The relationship between the departments is a competitive relationship and the motivation to work is with his colleagues in the department and not alone or with other departments.

Table (6) T-test to test the first main hypothesis: Testing the existence of an acceptable level of job satisfaction.

Hypothesis	Mean	t	P-value
Test of job satisfaction Level	3.542	9.352	0.000

Referring to the table above, and at the degree of freedom $df = 200$ and the level of significance $= 0.05$, the tabular t-value $= 1.965$, and until the null hypothesis is rejected and the alternative hypothesis accepted, the calculated t-value must exceed the tabulated t-value and the P-value must be less than 0.05. The null hypothesis that says that there is no job satisfaction is rejected, and the hypothesis that says that there is a level of job satisfaction is accepted, in addition to that there is a kind of harmony and cooperation between employees.

Linear regression test to study the impact of the internal environment and its components on job satisfaction (the second main hypothesis test) .

Table (7) Linear regression test

Hypothesis	R	R ²	t	p-value
The impact of the internal environment on job stratification	0.264	0.142	7.158	0.000
The impact of organizational structure on job satisfaction	0.139	0.132	10.423	0.000
The impact of organizational culture on job satisfaction	0.195	0.032	19.423	0.000



According to the t-table at $df = 194$ and the level of significance = 0.05, the tabular t-value is 1.965. Therefore, for the null hypothesis to be accepted, the calculated t-value for it must range between + 1.965 to - 1.965, and that the P-value must be higher than 0.05 and by reference to the selection table above, We find that the three null hypotheses are rejected because the calculated t-value is higher than +1.96 and the P-value is less than 0.05. Therefore, the null hypotheses are rejected and the alternative hypotheses are rejected, which says that there is an effect of the internal environment on job satisfaction, and that there is an effect of the organizational structure on job satisfaction and that there is an effect of organizational culture on job satisfaction.

4. Conclusions and Recommendations

4.1 Conclusions

In the light of statistical analysis and hypothesis testing, the study reached the following results:

- 1 The statistical results of the study (Table 8) showed that the organizational structure of the Directorate of Youth and Sports in Al-Diwaniyah Governorate is of an automated type because it has the characteristics of high complexity, intense centralization and high formality.
- 2 The statistical results of the research (Table 9) also showed that the culture of the Directorate of Youth and Sports in Al-Diwaniyah Governorate is developing, but it still varies between the traditional culture and the culture of change or as it is called the culture of quality, as the relationship between superiors and subordinates is good, but during the work period.
- 3 The study showed an acceptable and significant level of job satisfaction among workers in the Directorate of Youth and Sports in Al-Diwaniyah Governorate. The research also showed that, in determining the type and nature of this satisfaction, it reached good degrees.
- 4 The research also showed the presence of a statistically significant effect of the elements of the internal environment that were addressed (organizational structure and organizational culture) on the level of job satisfaction, and the research also showed the existence of an impact for each of these two factors independently on the organizational environment.
- 5 These results helped in answering the questions contained in the study problem, as they showed the characteristics of the organizational structure, the nature of organizational culture, and the level of job satisfaction in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.,and the impact of the internal environment of the institution on the level of job satisfaction in it.

4.2 Recommendations

The researcher recommends the decision-makers in the General Organization for Social Security to

- 1 Conduct the development of the restructuring of the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

The results of the research showed that the organizational structure is characterized by high degrees of complexity, centralization and formality, and these characteristics do not help in achieving what the Directorate of Youth and Sports in



Diwaniyah Governorate aspires to simplify procedures, reduce costs, improve performance, and increase the quality of work so that this culminates in obtaining an acceptable degree of transparency in the public sector.

2 Adopt a culture of quality and applying the philosophy of continuous improvement in the Directorate of Youth and Sports in Al-Diwaniyah Governorate.

For transparency in the public sector (which is what the institution seeks to achieve) it must push the institution to gradually adopt a culture of quality and apply the philosophy of continuous improvement until specific and acceptable quality programs are applied and statistical control tools are used to address problems.

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