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## The reality of the application of administrative reengineering in the college and two departments of physical education and sports sciences, University of Mosul, and its role in achieving job satisfaction for teachers

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### Abstract

#### Search Goal

- 1- Identifying the level of application of administrative reengineering and its dimensions in the college and two departments of physical education and sports sciences, University of Mosul, from the point of view of the teachers.
- 2- Identifying the degree of job satisfaction and its dimensions for teachers in the College and Departments of Physical Education and Sports Science, University of Mosul.
- 3- Identifying the relationship between the level of application of administrative reengineering and its dimensions in the College and Departments of Physical Education and Sports Science and the degree of job satisfaction for teachers.

The researchers used the descriptive approach and the survey method to achieve the objectives of the research. The research included 92 members of the teaching staff in the College and Departments of Physical Education and Sports Sciences, University of Mosul. The researchers also used the management reengineering questionnaire prepared by (Al-Zahrani and Ghaith, 2019) and the job satisfaction questionnaire prepared by (Al-Ghanim, 2018). The administrative reengineering questionnaire consisted of (39) items distributed on eight dimensions (leadership, administrative policies, strategic planning, empowering workers, information technology, organizational structure, material capabilities, organizational culture) and at (7, 4, 5, 5, 5, 5, 4, 6) items respectively. While the job satisfaction questionnaire consisted of (29) items distributed on five dimensions (work conditions and nature, financial return, relationship with colleagues, incentives, relationship with management) within (5, 4, 7, 6, 7) items respectively. The two questionnaires were answered according to five alternatives (Exactly agreed, agreed, neutral, disagree, completely disagree). The data were processed statistically using percentage arithmetic mean, standard deviation, Alpha coefficient and Pearson correlation coefficient using SPSS statistical program in analyzing data. The researchers concluded that the level of application of administrative reengineering in the college and departments of physical education and sports sciences at the University of Mosul was moderate, while the degree of job satisfaction was high, and there was a significant non-significant relationship between the level of application of administrative reengineering as a whole and its dimensions and the degree of job satisfaction of teachers in the college and departments of education Physical and Sports Sciences University of Mosul.

**Keywords:** Management, reengineering, job satisfaction

### 1. Introduction

#### 1.1 Introduction and importance of research

The current era is a dynamic era, as it is constantly changing and developing dramatically, which made keeping pace with these developments and rapid transformations a basis and a necessity for organizations of all kinds striving for survival and progress. The development of any organization, such as sports organizations, requires paying attention to all its aspects and work to improve them continuously. Therefore, organizations aware of the importance of them always seek to search for methods and ways that increase the efficiency of the work of their

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members and their achievements. One of these methods is the re-engineering of administrative processes, which is considered one of the administrative methods in the field of development and administrative reform.

Administrative restructuring, through its various implementation methods, works to draw a new picture of modern sports management, which achieves the highest levels of satisfaction for workers in sports organizations and develops their capabilities to achieve the goals.

Universities are the most important organizations that contribute to building societies and making leaders in them.. Each university has its own aims and works hard to achieve them, so the higher education organizations seeking to achieve their mission efficiently are keen to measure and evaluate to find out the aspects need to be changed and to improve them continuously.

Sports organizations, including the academy as a college and departments of physical education, had the largest share in the realistic application of administrative reengineering due to the nature of their academic work which based on studies and research in the development and continuous change of administrative work systems as well as diversity in administrative work in them that leads to the achievement of job satisfaction. The teachers were chosen to determine the degree of application of administrative reengineering and the degree of job satisfaction, as they are concerned with the implementation of tasks and work in the internal work environment, which needs follow-up and direction by management officials.

Accordingly, the importance of the current research is reflected in an attempt to know the level of application of administrative reengineering and the degree of job satisfaction and the relationship between them in the college and departments of physical education and sports sciences from the point of view of the teachers, and that it is an advanced administrative style that is reflected on the scientific and applied side in sports organizations, as well as the academic importance as it provides the framework reference for researchers on this topic.

Different organizations, with their different orientations and activities, seek to follow modern methods and approaches to achieve creativity and excellence in the light of the experiences of successful organizations depending on scientific studies and effective methods capable of raising the performance and levels of employees, and among those methods is the application of administrative reengineering (Alzahrany and Kaeth.2019.2)

The problem of the study can be determined in a basic fact that the Iraqi sports organizations, including the academic college and the departments of physical education and sports sciences at the University of Mosul, do not have the interest and the real tangible feeling in the application of administrative reengineering in their organizations, which can achieve job satisfaction for the teachers in them and the implications for the use of Administrative methods that enhance the level of performance of teachers. Therefore, the need arose to answer the question about the level of application of administrative reengineering, its dimensions, the degree of job satisfaction, and the relationship between them in the College and Departments of Physical Education and Sports Sciences, University of Mosul, from the point of view of the teachers?

### Research goal

1. Identifying the level of application of administrative

reengineering and its dimensions in the college and two departments of physical education and sports sciences, University of Mosul, from the point of view of the teachers.

2. Identifying the degree of job satisfaction and its dimensions for teachers in the College and Departments of Physical Education and Sports Science, University of Mosul.
3. Identifying the relationship between the level of application of administrative reengineering and its dimensions in the College and Departments of Physical Education and Sports.

### Science and the degree of job satisfaction for teachers.

- 1- There is a discrepancy in the level of application of administrative reengineering and its dimensions in the college and two departments of physical education and sports sciences, University of Mosul, from the point of view of the teachers.
- 2- There is a discrepancy in the degree of job satisfaction and its dimensions for teachers in the College and Departments of Physical Education and Sports Sciences, University of Mosul from their point of view.
- 3- There is a significant relationship between the level of application of administrative reengineering and its dimensions (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, material capabilities, organizational culture) and the degree of job satisfaction.

### 1.2 Research Areas

- a. The human domain: the teaching staff in the College and Departments of Physical Education and Sports Sciences, University of Mosul.
- b. Spatial domain: College and two departments of physical education and sports sciences, University of Mosul.
- c. Time range: for the period from 3/5/2021 to 22/8/2021.

### 1.3 Terms Definitions

- a. Administrative reengineering: re-designing operations by making radical changes through the use of information technologies to reach radical changes in performance in order to achieve quality improvement, speed of completion of work and reduce time and cost.
- b. Job satisfaction: the situation in which the individual integrates with his job and work and becomes a human being who is hindered by the job and interacts with it through his career ambition and desire for growth and progress and achieving his goals through it.

## 2. Similar studies

### 2.1 Alzahrany and Kaeth (2019)

The role of administrative reengineering in simplifying administrative procedures: A field study on female administrative staff at King Abdulaziz University in Jeddah

The study aimed to identify the role of reengineering with its requirements (leadership, administrative policies, strategic planning, empowering workers, information technology, organizational structure, material capabilities, organizational culture) in simplifying administrative procedures from the point of view of female administrative staff at King Abdulaziz University in Jeddah. The descriptive analytical approach, and the study relied on a questionnaire containing (50) items, and the study sample consisted of (265) female administrative

employees at the university. Foundations and methods to simplify administrative procedures out.

## 2.2 Alkanem (2018)

### Job satisfaction among sports journalists in the State of Palestine

This study aimed to identify the degree of job satisfaction among sports journalists in the State of Palestine, as well as to identify the effect of each variable of academic qualification, age and years of experience on their job satisfaction. The descriptive survey method was used to collect data, and the study sample consisted of (47) selected sports journalists. In the intentional way, they answered a questionnaire consisting of (32) items distributed over five areas (work conditions and nature, financial return, relationship with colleagues, incentives, relationship with management). The results showed that the general level of job satisfaction was medium, and that the degree of job satisfaction was high in the field of relations with colleagues, and it was medium in the field of financial returns, incentives, working conditions and its nature, and it was low in the field of relationship with

management. The results also showed that there were no statistically significant differences in All fields of study are attributed to the variables of educational qualification, age and years of experience. The study recommended the necessity of holding internal and external press courses for journalists to upgrade them

## 3. Search Procedures

### 3.1 Research Methodology

The researchers used the descriptive approach in the survey method because it suits the type and objectives of the study.

### 3.2 The research community and its sample

The research community was chosen and sampled by a deliberate comprehensive inventory method. The research included the teaching staff in the College and Departments of Physical Education and Sports Sciences, University of Mosul, who were (109) members, and the researchers obtained (92) forms subject to statistical analysis, which constitutes (84.403%) of the population. Research as shown in Table (1).

**Table 1:** The research community and its sample for the teaching of the college and two departments of physical education and sports sciences, University of Mosul

Variables	Research community	The research sample
Faculty of physical education and sports sciences	70	55
College of basic education/department of physical education and sports science	33	31
College of education for girls / department of physical education and sports sciences	6	6
Total	109	92

## 3.3 variables for the study

### 3.3.1 default variable

The hypothetical variable that reflects the application of administrative reengineering and its dimensions (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, material capabilities, organizational culture) can be determined as an independent variable and the degree of job

satisfaction as a dependent variable.

### 3.3.2 Demographic variables

The demographic variables of the sample members were determined according to the requirements of the study and analysis (service period, academic certificate, scientific title) and as shown in Table (2).

**Table 2:** The distribution of the study sample members according to demographic variables

Variables	Category	Repetition	percentage
Length of service	Less than (5) years	9	9.78%
	From (5) - (10) years	14	15.21%
	From (11) - (15) years old	19	20.65%
	From (16)-20 years old	27	29.34%
	More than (21) years old	23	25%
Scientific certificate	PhD	69	75%
	Master's	23	25%
The scientific title	Professor	29	31.52%
	Assistant Professor	24	26.08%
	Teacher	28	30.43%
	assistant teacher	11	11.95%

Table (2) shows the discrepancy in the percentages of the variables of the study sample members. The highest percentage was for the years (16) - (20) according to the variable period of service, for the doctorate according to the variable of the scientific certificate, and for the professor according to the variable of the scientific title.

With regard to the variable of service period, the researchers attribute to the administration's keenness in the College and Departments of Physical Education and Sports Sciences in relying on the (16) - (20) category of teachers, being an intermediate category among the categories through gaining experience and the ability to achieve the requirements of

reconsideration more effectively for work. And for the academic degree variable, the emergence of the category of PhD holders is attributed to the need for higher degrees for the nature of academic sports work. As for the variable of the scientific title, it is attributed to the fact that the scientific title, the professor, is the most common category in dealing with senior management and being close to it according to the academic sports work and the ability to determine the levels of work and what it requires of change and restructuring.

### 3.4 Research tool

The researchers used the management reengineering



questionnaire prepared by (Al-Zahrani and Ghaith, 2019) and the job satisfaction questionnaire prepared by (Al-Ghanim, 2018) [13] to achieve the research objectives. Where the administrative reengineering questionnaire consisted of (41) items distributed on eight dimensions (leadership, administrative policies, strategic planning, empowering workers, information technology, organizational structure, material capabilities, organizational culture) within (7, 4, 5, 5, 5, 5, 4, 6) items respectively, while the job satisfaction questionnaire consisted of (32) items distributed over five dimensions (work conditions and nature, financial return, relationship with colleagues, incentives, relationship with management) within (7, 5, 7, 6, 7) items respectively. The items of the two questionnaires were answered according to five alternatives (totally agree, agree, neutral, disagree, and completely disagree). Some minor modifications were made to them to suit the current study sample, and then verify their apparent validity and reliability as follows:

### 3.4.1 Virtual honesty

It is one of the types of honesty that reflects the extent to which the test items are consistent with the test subject and its concepts, according to the definition of the test builder or developer (Al Nabhan, 2004, 275). He presented it to a number of specialists and experts in the field that the test measures, and if the experts acknowledge that this test measures the behavior that was designed to measure it, the researcher can rely on the judgment of experts" (Owais, 1999, 55), This procedure is an appropriate way to verify the validity of the scale, so the researchers presented the two questionnaires to a number of experts in sports management to judge the items of the scale, and each one of them was asked to make his observations in each of the two questionnaires being valid or invalid in the assigned field as well. They were asked to express their opinions about the clarity of the items and their suitability to the sample, as well as the validity of the alternatives \* The analysis resulted in modification of some items in the two questionnaires. In the management reengineering questionnaire, item (5) was deleted from the dimension of information technology and items (1) and (5) were deleted from the dimension of the organizational structure. Experts added item (4) to the dimension of the organizational structure to enrich the questionnaire. As for the job satisfaction questionnaire, they deleted items (2) and (6) after the work conditions and nature and deleted item (1) from the financial return, the aforementioned items were deleted that did not obtain the percentage of experts' agreement, and the researchers obtained a percentage ranging between (75-100%) of the experts' agreement for the remaining items of the two

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\* The names of the experts

- Dr, Waleed Kaleed Hamam - Management and Organization - University of Mosul
- Dr, Riad Ahmed Ismail - Management and Organization - University of Mosul
- Dr, Uday Ghanem Al-Kawaz - Management and Organization - University of Mosul
- Dr, Khaled Mahmoud Aziz - Management and Organization - University of Mosul
- Dr, Muhammad Zakir Salem - Management and Organization - University of Mosul
- Dr, Buthaina Hussein Al-Taei- Management and Organization - University of Mosul
- Dr, Ahmed Raad Ibrahim - Management and Organization - University of Mosul

questionnaires The amendments were made after the researchers obtained an agreement of (7) experts, because they represent more than (75%). Bloom indicates that the researcher must obtain an agreement percentage (75%) or more than the opinions of the arbitrators in this type of honesty (Bloom *et al.*, 1986, 126). Thus, the final version of the two standards was formed, which the researchers will depend in completing their research procedures, which are shown in Appendix (1).

### 2.4.2 Scale stability

Cronbach's alpha method was used to obtain the stability of the two questionnaires, and it is worth noting that the Cronbach's alpha method has special importance as it is used for calculating the reliability coefficient of the article and objective tests (Al Nabhan, 2004, 248) [1], and the questionnaires' items that require to be answered by choosing from among multiple alternatives (Allam, 2006, 100). Abu Hweij *et al.* indicated that "the correlation coefficient of the test reliability ranges between (0.70 to 0.90)" (Abu Hweij *et al.*, 2002, 68), thus the reliability coefficients are Good, as shown in Table (3).

### 2-4-3 The two scales in their final form Description

The administrative reengineering scale consists of (39) items distributed on eight dimensions (leadership, administrative policies, strategic planning, empowering workers, information technology, organizational structure, material capabilities, organizational culture) within (7, 4, 5, 5, 5, 5), 4, 6) items respectively, and job satisfaction consists of (29) items distributed over five dimensions (work conditions and nature, financial return, relationship with colleagues, incentives, relationship with management) within (5, 4, 7, 6, 7) items respectively. These items were answered according to five alternatives: (completely Agree, Agree, Neutral, Disagree, Exactly disagree). In front of each item of the two scales, these five alternatives were placed bearing weights (5, 4, 3, 2, 1) respectively. The researchers conducted a systematic random mixing of management items as shown in Table (4). Thus, the two scales in their final form become ready to be applied to the research sample, as shown in Appendix (1). The response levels for the two scales and dimensions were divided based on similar studies in this field, including the study (Baqir, Muhammad Ali, 2013, 60), the study (Al-Mawla, 2015, 98), and the study (Hamoudat, 2017, 122), as shown in Table (5).

The answer levels for each item were also divided according to the categories that were adopted by a number of researchers, including (Al-Saqi, 2015, 84) and a study (Abu Khurma and Hamad, 2001, 114), as shown in Table (6).

### 2.5 Statistical Approaches

1. Percentage, mean, standard deviation, Alpha coefficient and Pearson correlation coefficient using SPSS statistical program in data analysis.
2. **Presentation, analysis and discussion of the results**  
This chapter includes a presentation and discussion of the results according to the research hypotheses as follows:

**The first hypothesis:** There is a discrepancy in the level of application of administrative reengineering and its dimensions in the College and Departments of Physical Education and Sports Sciences, University of Mosul, from the point of view of the teachers.

**Table 3:** The values of the alpha stability coefficient for the management reengineering scale and its dimensions and the job satisfaction scale

Cronbach values	Dimensions	Cronbach values	Dimensions	Cronbach values	Dimensions	Cronbach values	Dimensions
0.921	physical capabilities	0.766	Information Technology	0.838	Strategic Planning	0.863	Leadership
0.897	organizational culture	0.788	Organizational Structure	0.877	Empowering workers	0.785	administrative policies
				0.96	Job satisfaction (total)	0.977	Administrative Engineering (total)

**Table 4:** The sequence of items of the dimensions of the administrative reengineering and job satisfaction scale

Variable	Dimensions	Number of Items	Item Sequence In Scale
Administrative Engineering	Leadership	7	1 9 17 25 33 37 39
	administrative policies	4	2 10 18 26
	Strategic Planning	5	3 11 19 27 34
	Empowering workers	5	4 12 20 28 35
	Information Technology	4	5 13 21 29
	Organizational Structure	4	6 14 22 30
	physical capabilities	4	7 15 23 31
Job satisfaction	organizational culture	6	8 16 24 32 36 38
	Working conditions and nature	5	1 5 11 16 21
	financial return	4	2 7 12 17
	Relationship with colleagues	7	3 8 13 18 22 25 28
	Incentives	6	4 9 14 19 23 26
Relationship with management	7	5 10 15 20 24 27 29	

**Table 5:** Division of answer levels for the two scales and dimensions

JSGSG	Categories	The level	JSGSG	Categories	the level
1	80% or more	very high	4	50% - 59%	low
2	70% - 79%	high	5	less than %50	very low
3	60% - 69%	Average			

**Table 6:** Division of answer levels by dimension

JSGSG	Categories	The level
1	From (3.5 - to 5) degrees	high
2	From (2.6 - less than 3.4) degrees	Average
3	From (1 - less than 2.5) degrees	low

**Table 7:** Shows the arithmetic averages, standard deviations, the level of application of administrative reengineering and its dimensions in the College and Departments of Physical Education and Sports Science

Administrative Engineering	Percentage mean	standard deviation	Percentage	The level
Leadership	24.565	5.765	70.185%	high
administrative policies	14.391	3.12	71.955%	high
Strategic Planning	17.173	3.804	68.692%	Average
Empowering workers	17.304	4.466	69.216%	Average
Information Technology	13.717	3.378	68.592%	Average
Organizational Structure	13.989	3.59	69.945%	Average
physical capabilities	12.5	4.539	62.5%	Average
organizational culture	20.923	5.411	69.743%	Average
Total	134.565	31.548	69.007%	Average

Table (7) shows that the mean of the dimensions of the application of administrative reengineering (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, material capabilities, organizational culture) in the college and two departments of physical education and sports sciences from the teachers' point of view ranged between (24.565 - 12.5), with a standard deviation that ranged between (5.765 - 3.12), and in percentages that ranged between (71,955 - 62.5%), and at a level between high and average. The level is generally average.

The researchers believe that the emergence of slightly different levels between high and medium in the application of administrative reengineering in the college and

departments of physical education and sports sciences and its dimensions from the point of view of the teachers is due to the somewhat similar nature of work that they practice. As for the emergence of the high level in the two dimensions (leadership, administrative policies), it is due to the efforts of the administration officials to adopt administrative policies to obtain integrating of similar and subsidiary works in one task and based on an appropriate formulation of laws and administrative systems that develops the efficiency of teachers according to performance standards such as speed, quality and differentiation. The average level in general and for the other dimensions appears through the different administration in determining the attitudes of the teachers to their performance according to the training and teaching programs and based on the level of a culture that accepts change in the various processes and activities.

**Table 8:** Shows the arithmetic averages, standard deviations, and the level of the leadership items

Items	Arithmetic mean	Standard deviation	The level
1	3.891	1.01	high
2	3.576	0.997	high
3	3.434	1.082	Average
4	3.532	1.031	high
5	3.413	1.06	Average
6	3.467	1.162	Average
7	3.25	1.219	Average

Table (8) shows that the arithmetic means of the leadership items ranged between (3.891 - 3.25), with a standard deviation that ranged between (1.219 - 0.997), and the level of the items ranged between (high - medium). The researchers believe that the high level in items (1, 2, 4) is due to the

administration officials' efforts to improve the performance standards of the teachers and to review the administrative processes and related procedures continuously. In the administration with the teachers and work on reformulating the inappropriate laws and administrative systems.

**Table 9:** Shows the arithmetic averages, standard deviations, and the level of the administrative policies paragraphs

Items	Arithmetic mean	Standard deviation	The level
1	3.521	0.999	high
2	3.597	1.016	high
3	3.554	0.987	high
4	3.717	0.953	high

Table (9) indicates that the arithmetic means of the administrative policies items ranged between (3.717 - 3.521), with a standard deviation ranging between (1.016 - 0.953), and the level of the paragraphs is (high). The emergence of the high level in the paragraphs of administrative policies is due to the college or department's endeavor to develop the administrative procedures in it to be appropriate for the present time by re-describing the jobs that clarify the tasks and the integration of similar administrative work.

**Table 10:** Shows the arithmetic averages, standard deviations, and the level of the strategic planning paragraphs

Items	Arithmetic mean	standard deviation	the level
1	3.543	1.042	high
2	3.402	0.972	Average
3	3.478	0.999	Average
4	3.26	0.981	Average
5	3.489	0.999	Average

Table (10) shows that the arithmetic means of the strategic planning items ranged between (3.543 - 3.26), with a standard deviation ranging between (1.042 - 0.972), and the level of the items ranged between (high - medium). The high level in item (1) appears because the college or department has adopted a strategic plan with a clear vision, mission and goals in general, while the average level in items (2, 3, 4, 5) is due to the sample's belief that the followed planning procedures facilitate the occurrence of the development process, but not At the desired level, it does not reflect to some extent the real capabilities of the college or department in adopting the objective plans.

**Table 11:** Shows the arithmetic averages, standard deviations, and the level of workers' empowerment clauses

Items	Arithmetic mean	standard deviation	the level
1	3.597	1.038	high
2	3.434	1.04	Average
3	3.543	1.073	high
4	3.5	1.063	high
5	3.228	1.21	Average

Table (11) indicates that the arithmetic means of the items of empowering workers ranged between (3.597-3.228), with a standard deviation ranging between (1.21-1.038), and the level of the items ranged between (high - medium). The emergence of the high level in items (1, 3, 4) is due to the administration's endeavor to involve the teachers in determining their training needs to improve their performance abilities, as well as delegating them to perform some special tasks easily. As for the medium level in item (2) because the continuous evaluation of training programs to improve

teachers, it needs more giving, continuity according to needs, as well as striving to increase their participation in decision-making.

**Table 12:** Shows the arithmetic averages, standard deviations, and the level of information technology items

Items	Arithmetic mean	Standard deviation	The level
1	3.434	1.16	Average
2	3.521	1.021	high
3	3.413	1.09	Average
4	3.347	1.031	Average

Table (12) shows that the arithmetic means of the information technology items ranged between (3.521 - 3.347), with a standard deviation ranging between (1.16 - 1.021), and the level of the paragraphs ranged between (high - medium). The emergence of the high level in item (2) is due to the necessity of the college or department's use of the Internet in its incoming communications, while the intermediate level in items (1, 3, 4) is due to the belief in an increase in technical support in the college or department and an increase in information technology over technological uses To keep abreast of developments in the university.

**Table 13:** Shows the arithmetic averages, standard deviations, and the level of the items of the organizational structure

Items	Arithmetic mean	standard deviation	the level
1	3.282	1.151	Average
2	3.586	1.09	high
3	3.478	1.094	Average
4	3.641	1.131	high

Table (13) shows that the arithmetic means of the items of the organizational structure ranged between (3.641 - 3.282), with a standard deviation that ranged between (1.151 - 1.09), and the level of the items ranged between (high - medium). The high level in items (2, 4) appears through the follow-up systems and their development according to the organizational hierarchy and carrying out various control tasks. As for the average in items (1 and 3), is due to the restriction of management officials to rely on written reports only in the performance control process.

**Table 14:** Shows the arithmetic averages, standard deviations, and the level of material potential items

Items	Arithmetic mean	Standard deviation	The level
1	3.054	1.261	Average
2	3.347	1.217	Average
3	3.054	1.278	Average
4	3.043	1.316	Average

Table (14) shows that the arithmetic means of the material potential items ranged between (3.347 - 3.043), with a standard deviation ranging between (1.316 - 1.217), and the level of the items (average). The emergence of the average level in all items indicates more need for material capabilities and a review of the material budget allocated to the development of teachers and the improvement of administrative procedures as well as the adoption of advanced technology.

**Table 15:** Shows the arithmetic averages, standard deviations, and the level of the organizational culture items

Items	Arithmetic mean	Standard deviation	The level
1	3.597	0.972	high
2	3.413	1.13	Average
3	3.76	0.976	high
4	3.652	1.123	Average
5	3.347	1.103	Average
6	3.152	1.248	Average

Table (15) shows that the arithmetic means of the organizational culture items of ranged between (3.76 - 3.152), with a standard deviation that ranged between (1.248 - 0.972), and the level of the items ranged between (high - medium).

**Table 16:** Shows the arithmetic averages, standard deviations, the degree of job satisfaction and its dimensions in the College and Departments of Physical Education and Sports Science

Job satisfaction	Percentage mean	Standard deviation	Percentage	The level
Working conditions and nature	17.326	4.36	69.304 %	Average
Financial return	14.347	3.626	71.735 %	High
Relationship with colleagues	25.431	5.445	72.608 %	High
Incentives	20.684	4.718	68.946 %	Average
Relationship with management	24.554	5.709	70.154 %	High
Total	102.326	22.032	70.569 %	high

Table (16) shows that the arithmetic means of the dimensions of the degree of job satisfaction (work conditions and nature, financial return, relationship with colleagues, incentives, relationship with management) in the College and Departments of Physical Education and Sports Sciences ranged between (25.413 - 14.347), with a standard deviation ranging between ( 5.709 - 3.626), with percentages that ranged between (72.608 - 68.946%) and at a level between high and average, and the total mean was (102.326) and with a standard deviation of (22.032) and with a percentage of (70.569%) and the level was generally high.

The researchers believe that the high level in the dimensions (financial return, relationship with colleagues, relationship with management, total) shows that building friendly relations, respect and exchange of feelings between teachers, construct cooperation and the possibility of direct communication, in addition to the proportionality of the monthly salary appropriate to the nature of work, have a

The appearance of the high level in items (1 and 3) is due to the urging of the administration's teaching officials to work collaboratively and work as a team. As for the average level in items (2, 4, 5, 6) shows the need for teachers to be more encouraged to contribute with new creative ideas and spread a culture of achieving quality and university performance and accepting changes in administrative processes and various activities.

**The second hypothesis:** There is a discrepancy in the degree of job satisfaction and its dimensions for teachers in the College and Departments of Physical Education and Sports Sciences, University of Mosul from their point of view.

positive return to achieve Teachers' job satisfaction.

The average level in the two dimensions (work conditions and nature, incentives) shows the discrepancy in the viewpoints of the study sample to increase the interest of officials to improve the working conditions of teachers through specialized courses and seminars and activating their recommendations, as well as focusing on granting incentives to teachers and achieving justice in the chances of obtaining them.

**The third hypothesis:** There is a significant relationship between the level of application of administrative reengineering and its dimensions (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, material capabilities, organizational culture) and the degree of job satisfaction.

**Table 17:** Shows the correlation values (R) and (Sig) to test the significance of the relationship between the level of application of administrative reengineering and its dimensions and the degree of job satisfaction among teachers.

Administrative Engineering	Job satisfaction		
	R	Sig	Indication
Leadership	0.053	0.618	insignificant
administrative policies	0.012	0.912	insignificant
Strategic Planning	0.061	0.561	insignificant
Empowering workers	0.045	0.668	insignificant
Information Technology	0.000	0.999	insignificant
Organizational Structure	0.019	0.875	insignificant
physical capabilities	0.011	0.921	insignificant
organizational culture	0.054	0.607	insignificant
Total	0.02	0.853	insignificant

\* Significant at an error rate < (0.05).

Table (17) shows that there is a clear non-significant relationship between the level of administrative reengineering as a whole and its dimensions and the degree of job satisfaction from the teachers' point of view. The values of sig ranged between (0.561 and 0.999) which were greater than the depended significant relationship (0.05) so this hypothesis is rejected and null hypothesis is accepted.

The researchers believe that the non-moral relationship from the point of view of the study sample may be due to the belief of physical education teachers that there is a necessity for more administrative related to the recent developments and adopting researchers studies to improve administrative reengineering which is consequently achieve job satisfaction for the teachers of physical education. education teachers.



## 5. Conclusions and recommendations

### 5.1 Conclusions

1. The level of application of administrative reengineering in the college and departments of physical education and sports sciences, University of Mosul, was medium.
2. The level of application of administrative reengineering in the college and departments of physical education and sports sciences, University of Mosul, for the dimensions of leadership and administrative policies was high, while the other dimensions were at an average level.
3. The degree of job satisfaction of teachers in the College and Departments of Physical Education and Sports Sciences, University of Mosul, was high.
4. The degree of job satisfaction of teachers in the College and Departments of Physical Education and Sports Sciences, University of Mosul for the dimensions of financial return, relationship with colleagues, relationship with management was high, while the other dimensions were medium.
5. There is a non-significant relationship between the level of application of administrative reengineering as a whole and its dimensions and the degree of job satisfaction for teachers in the College and Departments of Physical Education and Sports Sciences, University of Mosul.

### 5.2 Recommendations

1. Increasing the education of modern management by higher administrative on the aspects of work performance, its requirements and plans, reducing the time needed to complete the work, and increasing the efficiency of administrative and leadership performance in the College and Departments of Physical Education and Sports Sciences, University of Mosul.
2. Urging the College and Departments of Physical Education and Sports Sciences to develop their administrative policies on a regular and continuous basis.
3. Urging administration officials in the College and Departments of Physical Education and Sports Sciences to further activate the application of administrative reengineering because of the improvement, development and excellence of its teachers and to achieve a high degree of job satisfaction.
4. Activating the application of the concept of administrative reengineering in other sports organizations such as federations, sports clubs and forums.
5. Enhancing the levels of management officials in sports organizations in the application of administrative reengineering by holding training and development courses and seeking the assistance of specialists and academic experts in this field.
6. Reviewing the research and studies that dealt with the concept of applying administrative reengineering and standing up to the latest administrative innovations and benefiting from international experiences.
7. Emphasis on conducting more research and studies on the application of administrative reengineering in various sports organizations.

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### Appendix (1)

The final version of the measures of administrative reengineering and job satisfaction in the College and Departments of Physical Education and Sports Science, University of Mosul  
University of Al Mosul  
College of Education for Girls  
Department of Physical Education and Sports Sciences  
Dear instructor in the College and Departments of Physical and Sports Sciences... Esteemed  
Intent to conduct a research entitled "The reality of the

application of administrative reengineering in the college and two departments of physical education and sports sciences at the University of Mosul and its role in achieving job satisfaction for teachers." Thank you Researchers  
Specialization: Place of work:  
Gender: Male ( ) Female ( ) Age:  
Length of service: Less than (5) years..... From (5) to (10) years.....  
From (11) to (15) years.... From (16) to (20) years..... More than (21) years....  
Academic degree: Doctorate ( ) Master ( )  
Academic title: professor ( ) assistant professor ( ) teacher ( ) assistant teacher ( )

### Administrative engineering

No.	Item	Completely Agree	Agree	Neutral	Disagree	Completely Disagree
1.	Administrative officials direct teachers to speed up their jobs performance.					
2.	The college depends on clear policies and management procedures.					
3.	The college puts a clear strategic plan.					
4.	Teachers training requirements are determined to enhance their performance.					
5.	The college uses internet in its inner communications.					
6.	The organizational structure of the college coordinates the work between the units in the communication System.					
7.	The college supplies a sufficient budget to provide the required technology.					
8.	Teachers prefer working as a team.					
9.	The administrative officials determine teachers' performance measurements needed to be improved as speed, wellness, efficiency and differentiation.					
10.	Administrative policies in the college work to develop administrative procedures.					
11.	The college's planning procedures help facilitate the development process.					
12.	The college constantly evaluates training programs for the development of teaching staff.					
13.	The college's information technology works to provide technical support to different units in it.					
14.	The organizational structure in the college helps to determine the lines of authority between administrators and teaching staff.					
15.	The college allocates a sufficient budget to redesign administrative processes and procedures.					
16.	The college encourages the teaching staff to contribute their creative ideas.					
17.	Administrative officials integrate the sub tasks of teaching staff into one task.					
18.	Administrative policies at the college include re-characterization of jobs to clarify tasks.					
19.	Real capabilities reflect the objectivity of the college plan.					
20.	Training programs in the college are designed according to the teaching staff needs.					
21.	Information technology reduces paperwork in the college.					
22.	The organizational structure of the college contributes in identifying communication channels between officials and teaching staff.					
23.	The college allocates a part of its budget to develop teaching staff professionally.					
24.	The colleges management directs the behavior of teachers towards cooperation.					
25.	Management officials focus on reviewing the college's administrative processes and procedures periodically.					
26.	The administrative policies of the college seek to integrate similar administrative work.					
27.	The college is relying on an alternative plan to deal with unusual things.					
28.	The higher management in the college gives sufficient authorities to accomplish tasks easily.					
29.	The college keeps a pace with technological developments in the surrounding environment ( university)					
30.	The college has a performance and development unit within the organizational structure.					
31.	The college interests in material and moral incentives such as rewards and incentives.					
32.	The college's management seeks to spread the culture of achieving quality and university performance.					
33.	Administrative officials believe in radically reformulating inappropriate laws and administrative systems.					
34.	The college relies on the flexibility of the plan designed to achieve the stated goals.					
35.	The college's higher management involves teaching staff and employees in decision making.					
36.	The college's management works to spread a culture that accepts change in different processes and activities.					

37.	Administration officials make effective contacts with teaching staff to motivate them to develop.					
38.	The college's management works to involve teachers in administrative decision making.					
39.	Management officials have the ability to train teaching staff in the application of administrative reengineering.					

### Job Satisfaction

No.	Item	Completely Agree	Agree	Neutral	Disagree	Completely Disagree
1.	The college administration makes me feel accomplished when I'm doing a job.					
2.	The salary I get is commensurate with the effort in my work.					
3.	College management provides opportunities to share information with my coworkers.					
4.	The college administration makes me feel fair about the incentives I get.					
5.	My relationship with the management of the college is characterized by appreciation and respect.					
6.	The college administration allows me to participate in courses related to my field of work.					
7.	The salary I get covers the basic needs of me and my family.					
8.	The college management directs the teaching staff to cooperate in the work.					
9.	The incentives I receive from the college administration lead me to keep working.					
10.	I feel fair running the college administration in workplace.					
11.	The college management gives me the opportunity to innovate and develop in my field.					
12.	The salary I get satisfies my future ambitions.					
13.	The college management emphasizes the exchange feelings of friendliness and respect among teaching staff.					
14.	The college management rarely relies on opportunities for promotions on personal relationships.					
15.	The college management understands the personal circumstances of the teaching staff.					
16.	The college shares with me the various activities it organizes.					
17.	The college management allocates me financial rewards when I do additional work.					
18.	The college management is keen to improve social activities among teaching staff.					
19.	The college management relies on clear and well known criteria for promotion.					
20.	The college management helps me solve the problems I face at work.					
21.	The college management provides me for professional growth and career advancement.					
22.	The salary I get is appropriate compared to what is given to my counterparts in other workplaces.					
23.	The college management urges the teaching staff to build one team relationships.					
24.	The college management is interested in the requests and complaints of the teaching staff.					
25.	The college management gives me direct contacts with officials, colleagues and the community.					
26.	The college management seeks to form personal durable relationships among teaching staff.					
27.	The college management gives me thanks and appreciation for the efforts I made at work.					
28.	The college management urges on personal appreciation and respect among teaching staff.					
29.	The college management provides harmony among teaching staff to achieve the desired goals.					