



Building And Applying A Measure Of Administrative Support Directed Towards Paralympic Achievement For Administrative Leadership In The Iraqi National Paralympic Committee And Its Representations In Southern Iraq From The Perspective Of Its Employees

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Abstract

Objectives: This Study Aimed To Examine The Level Of Administrative Support For Athletic Achievement In The Iraqi National Paralympic Committee And Its Representatives In Southern Iraq, Covering Maysan, Basra, Dhi Qar, And Al-Muthanna. It Also Sought To Develop And Apply A Scale To Assess This Support Across Six Dimensions.

Materials And Methods: A Descriptive Design With A Survey Approach Was Used In This Study. The Participants Were 150 Employees Of The Iraqi National Paralympic Committee And Its Southern Branches, Including Administrators, Coaches, And Referees, Selected Purposively From A Total Population Of 190 Employees. The Sample Was Divided Into 10 Participants For The Pilot Study, 90 For Scale Construction, And 50 For Scale Application. The Researchers Developed An Administrative Support For Achievement Scale Consisting Of 36 Items Distributed Across Six Dimensions. The Instrument Was Then Tested For Validity, Reliability, And Objectivity.

Results: The Results Showed That Administrative Support For Achievement Was At A High Level. Psychological Support Appeared As The Strongest Dimension, Followed By Organizational Support. This Finding Suggests That Human Relations And Organizational Management Are The Main Foundations In Supporting Paralympic Athletes' Achievement. The Strong Support Provided By The Committee And Its Representatives May Also Help Explain The Athletes' Positive Results At Both National And International Levels.

Conclusions: Administrative Support In The Iraqi National Paralympic Committee Is Generally Strong And Contributes To Athletic Achievement. Expanding Partnerships With The Private Sector And Strengthening Sports Investment Are Important Steps To Support Future Development.

Keywords: Administrative Support, Paralympic Achievement, Administrative

1-1 Introduction

In recent years, Paralympic sports have witnessed significant development at the global level. They have become one of the clear indicators of the advancement of modern sports management and its ability to harness the potential of individuals with disabilities and transform it into major sporting achievements. Disabled sports are no longer merely rehabilitative or recreational activities; rather, they have become competitive sports based on scientific planning and the principles of modern sports management. This has led countries that are concerned with sports affairs to pay great attention to this group and strive to provide a successful administrative environment that drives them towards achievement.

The Iraqi National Paralympic Committee is one of these important sports institutions that aims to prepare, support, and train athletes with disabilities to represent Iraq in international sports arenas. Over the past years, it has achieved remarkable sports accomplishments at the Arab, Asian, and global levels, reflecting the level of administrative efforts exerted by the leadership to provide the requirements for sports success.

Since the nature of administrative work in Paralympic sports institutions differs from that in other sports institutions, due to the physical, psychological, and social characteristics of its athletes, this situation requires additional administrative and technical support that contributes to creating a suitable environment for achieving sports achievements.

Successful administrative work is considered one of the fundamental pillars on which sports institutions rely to achieve their goals, due to its important role in providing material and human requirements, organizing administrative work, and coordinating the efforts of employees, in addition to its role in supporting training curricula, organizing internal and external participations, and providing the appropriate requirements that help athletes with disabilities to achieve the best levels of sports performance.

Through the significant development witnessed by Iraqi national Paralympic sports in recent years in terms of participation and achievement, the need arises to study the importance of administrative support directed toward Paralympic achievement for the Iraqi National Paralympic Committee and its representatives in the southern provinces. To shed light on their significant administrative role in providing the requirements for sports achievement, the researchers aim to build a tool for administrative support directed toward Paralympic achievement for the administrative leadership in the Iraqi National Paralympic Committee and its representatives in the southern provinces from the perspective of their employees, which contributes to supporting the administrative development process and improving the level of sports achievement for athletes with disabilities in Iraq.

1-2 Research Problem

Through the researchers' observation of the reality of the work of the Iraqi National Paralympic Committee and its representatives in the governorates, and their review of the achievements accomplished by Iraqi athletes with disabilities in Arab, Asian, and international championships, the researchers noticed a disparity in the level of administrative support provided to athletes in order to achieve accomplishments. This prompted a need to scientifically assess the level of this support to evaluate the administrative work that supports Paralympic sports achievement and attempt to develop it.

This led the researchers to undertake this study to answer the following question: What is the level of administrative support directed towards Paralympic achievement by the administrative leaders of the Iraqi National Paralympic Committee and its representatives in the southern governorates from the perspective of its employees?

1-3 Research Objectives
1- To build and apply a managerial support scale directed towards Paralympic achievement for administrative leaders from the perspective of employees.
2- To identify the reality of the level of managerial support directed towards achievement in the Iraqi National Paralympic Committee and some of its representative offices in southern Iraq.

1-4 Research Hypothesis
The researchers assume that there is a variation in managerial support directed towards Paralympic sports achievement among the representative offices of the Iraqi National Paralympic Committee.

1-5 Administrative support aimed at achievement
Administrative support aimed at achievement: Robert House states in his book on the path-goal theory of leader behavior that it is a leadership behavior style in which the leader (or manager) focuses on setting ambitious and high-level goals for subordinates, with full confidence in their ability to achieve them, and supports and motivates employees to utilize their maximum potential and continuously improve performance quality (Robert House, 1971, p.57).

2-1 Research Method

The researchers adopted the descriptive method using the survey approach, which is known as the method that relies on studying reality or a phenomenon as it exists in reality and focuses on describing it accurately through qualitative expression that describes the phenomenon and clarifies its characteristics, or quantitative expression that provides a numerical description showing the extent and size of the phenomenon (Mohamed and Ferial, 2010, p. 219), in a manner that aligns with the study problem, verifies the validity of its hypothesis, and achieves its objectives.

2-2 Research Population and Sample

The boundaries of the research community are described as a depiction of the available data on the elements of the community intended to be studied, from which the sample will be drawn. Usually, the provision of data relies on the results of comprehensive statistical surveys or what is available in the records of the official competent authorities as a basis for establishing the boundaries (Abdul Hamid, 2007, p. 20).

Thus, the boundaries of the study community are represented by the employees who are continuously serving in the Iraqi National Paralympic Committee and some of its representations in the southern provinces of Iraq (Maysan, Basra, Dhi Qar, Al-Muthanna), totaling (190) employees who represent the entire research community. The research sample was selected from them using the deliberate method from (administrators, coaches, and referees) after excluding technicians and some service administrators totaling (40) employees, making the total sample size (150) employees, which is (78.9%) of the original population. The researchers divided their research sample into three parts: (90) employees as a sample for building the administrative support scale aimed at achievement, (50) employees as a sample for applying the scale, while the survey sample included (10) employees in the Iraqi National Paralympic Committee. Table (1) illustrates these details.

Table (1)
Shows the research population and its sample of employees in the Iraqi National Paralympic Committee and its representations in southern Iraq

Organizations	Society	Survey sample	Construction sample	App Demo	percentage
Iraqi National Paralympic Committee	90	10	50	30	60 %
Maysan Branch	15	-	10	5	10 %
Basra Branch	20	-	13	7	13.3 %
Dhi Qar Branch	15	-	10	5	10%
Muthanna Branch	10	-	7	3	6.7 %
Total	150	10	90	50	100%

2.3 Methods, Tools, and Equipment Used in the Research

The researchers used the following methods, tools, and equipment to collect information and derive results:

- 1- Arabic and foreign sources and references.
- 2- Face-to-face interviews.
- 3- Questionnaires.
- 4- Personal computer, laptop (HP).
- 5- Statistical Package for the Social Sciences (SPSS).
- 6- The World Wide Web (Internet).

2-4 Procedures for Developing and Implementing the Performance-Oriented Administrative Support Scale for Paralympic Achievements

2-4-1 Defining the Concept and Objective of the Scale

After reviewing the theoretical framework and literature related to the research topic, and drawing on several studies and conducting interviews with staff members of the Iraqi National Paralympic Committee and its representative office in Maysan—who served as the research sample— and after consulting a group of experts in sports management, the researchers defined the concept and objective of the scale, which is to identify the level of administrative support directed toward Paralympic achievement from the perspective of staff members. Defining the objective of the phenomenon under study is a fundamental step in constructing psychological and administrative scales because it establishes the general framework for the items that make up the scale. (Ahmed Suleiman Aouda, 2010, p. 134).

2.4.2 Determining the Validity of the Scale Dimensions

After reviewing relevant theoretical studies and research, and through an analysis of references and theoretical research—both Arabic and foreign—in the fields of sports management and organization, public administration, and certain scales related to the topic, the researchers were able to identify six dimensions of the scale for administrative support aimed at Paralympic achievement: (organizational support, technical support, psychological support, human and material support, planning support, and participation support). The researchers relied on a logical analysis of the working reality within the Iraqi National Paralympic Committee, drawing upon the regulations of this institution—such as the Iraqi National Paralympic Committee Law, which clearly stipulates the Committee’s responsibilities to provide material, moral, and technical support, and preparing teams for international competitions. Through this process, the researchers sought to achieve alignment between the selected dimensions of the scale and the actual working conditions of the institution targeted in their study. After presenting these dimensions to a group of sports management experts, all received a high level of agreement, thereby leading to the acceptance of all six dimensions mentioned.

2-4-3 Determining the Validity of the Items in the Good Governance Scale

The researchers identified the items of the initial version of the Achievement-Oriented Administrative Support Scale, consisting of 42 items distributed as 7 items for each of the six dimensions. After presenting them to 12 sports management experts to gather their scientific feedback; the researchers analyzed the results using the percentage of agreement, and a threshold of 75% or higher was adopted based on (Benjamin Bloom) as the criterion for accepting the items—that is, with the approval of 9 out of 12 experts. In light of this, 38 items were accepted after deleting four items (12, 27, 33, and 38) because their wording was redundant in terms of content. The scale was then ready for application to the construction sample for the purpose of conducting statistical analyses, as shown in Table 2.

Table 2

shows the experts' agreement rates on the items of the Administrative Support Scale for Paralympic Achievement

Organizational Support	Valid	Not valid	Agreement Rate	Technical Support	Valid	not Valid	Agreement Rate	Psychological Support	Valid	Not valid	Agreement Rate
1	9	3	75%	8	11	1	91.7%	15	9	3	75%
2	9	3	75%	9	12	0	100%	16	12	0	100%
3	10	2	83.3%	10	10	2	83.3%	17	11	1	91.7%
4	11	1	91.7%	11	11	1	91.7%	18	9	3	75%
5	10	2	83.3%	12	8	4	66.7%	19	9	3	75%
6	12	0	100%	13	11	1	91.7%	20	9	3	75%
7	10	2	83.3%	14	12	0	100%	21	11	1	91.7%
Human and Material Support	Valid	Not valid	Agreement Rate	Planning Support	Valid	not Valid	Agreement Rate	Participation Support	Valid	Not valid	Agreement Rate
22	9	3	75%	29	10	2	83.3%	36	10	2	83.3%
23	9	3	75%	30	12	0	100%	37	10	2	83.3%
24	11	1	91.7%	31	9	3	75%	38	8	4	66.7%
25	11	1	91.7%	32	11	1	91.7%	39	10	2	83.3%
26	12	0	100%	33	8	4	66.7%	40	9	3	75%
27	8	4	66.7%	34	11	1	91.7%	41	9	3	75%
28	9	3	75%	35	10	2	83.3%	42	11	1	91.7%

2-4-4 Scale Validation Method

The researchers used a five-point Likert scale because it was appropriate for the type of responses they sought from the sample. As shown in Table 3, the scale received 100% agreement from the sports management experts. The achievement-oriented administrative support scale, in its initial form, consists of 38 items distributed across six distinct dimensions, with a total scale score ranging from 38 to 190 points, and is ready for application to the statistical analysis sample (construct).

Table (3)

shows the items and response weights for the performance-oriented administrative support scale for the Paralympics

Guidelines for Performance-Oriented Administrative Support	I completely agree	Agree	Neutral	I disagree	I don't entirely agree
Weights	5	4	3	2	1

2-5 Pilot Application of the Scale

The researchers administered the scale to a pilot sample of 10 employees of the Iraqi National Paralympic Committee on March 20, 2025, to determine the time required to answer the questions of the Achievement-Oriented Administrative Support Scale, which was estimated at 18 minutes, and to identify any obstacles that might arise when administering the scale to the main sample.

2-6 Application of the Scale to the Sample

After completing the process of developing the scale, including its domains and items, the researchers applied it to a sample of 90 workers at the Paralympic Committee and its regional offices in the southern provinces of Iraq, comprising (administrators, coaches, referees) for the period from March 25, 2025, to April 18, 2025. The sample's responses were recorded on special forms prepared for this purpose to enable statistical analysis of the data.

2-7 Statistical Analysis of the Scale

The statistical analysis of the scale items is intended to determine the proposed test's ability to distinguish between individuals who possess a high degree of a trait or ability and those who possess a low degree of the same trait or ability (Mohammed Nasr al-Din Radwan, 2006, p. 244), and this is achieved through the following two methods:

First: Discriminatory Power (The Two Extreme Groups)

Halim Faraj argues that to verify the discriminatory power of items in assessment scales with multiple-choice alternatives, the criterion for accepting their discriminatory power is that the test value (t) should be a function of the scores of the two extreme groups—the highest and lowest—in the construction sample (Halim Faraj Abu Zeid, 2011, p. 84).

Based on this, the researchers applied the scale to a statistical analysis sample of 90 workers. Using the two-group method, the scale scores were arranged in descending order, and the top 27% of each group were selected, resulting in 24 workers in each group. Their results were analyzed using the t -test for independent samples, and all items of the scale proved to be significant; no items were omitted from the scale in this procedure.

Second: Internal Consistency

The internal consistency method provides a scale with homogeneous items, and it is calculated by determining the correlation coefficient between the item and the total score of the scale, as it provides evidence of the homogeneity of the items. The simple correlation coefficient (Pearson) was used to achieve this, as shown in Table 4.

Table (4)

Internal Consistency Coefficients for the Items of the Performance-Oriented Administrative Support Scale for Paralympic Athletes

Paragraph	Correlation coefficient	sig	Paragraph	Correlation coefficient	sig
1	0.391	0.000	21	0.621	0.000
2	0.632	0.000	22	0.571	0.000
3	0.401	0.000	23	0.073	0.12
4	0.374	0.000	24	0.573	0.000
5	0.512	0.000	25	0.494	0.000

6	0.742	0.000	26	0.542	0.000
7	0.154	0.12	27	0.441	0.000
8	0.421	0.000	28	0.452	0.000
9	0.661	0.000	29	0.553	0.000
10	0.592	0.000	30	0.453	0.000
11	0.482	0.000	31	0.724	0.000
12	0.371	0.000	32	0.582	0.000
13	0.593	0.000	33	0.564	0.000
14	0.641	0.000	34	0.623	0.000
15	0.663	0.000	35	0.571	0.000
16	0.401	0.000	36	0.662	0.000
17	0.514	0.000	37	0.563	0.000
18	0.583	0.000	38	0.651	0.000
19	0.412	0.000			
20	0.701	0.000			

n = 90 Degrees of freedom: $n - 2 = 88$ Significance level (0.05); the correlation is significant if the significance level (Sig) is less than 0.05

The results in Table (4) show that there are two non-significant items, namely items (7) and (23), which obtained a correlation coefficient of less than (0.20) and a significance level greater than 0.05, indicating weak consistency between their scores and the total scale score; consequently, they were removed from the scale, leaving the scale consisting of 36 items distributed across its six dimensions.

2-8 Psychometric Properties of the Scale

2-8-1 Validity

After the researchers obtained responses from a group of sports management experts regarding the validity of the items on the Administrative Support Scale for Paralympic Achievement, and took into account a 75% agreement rate based on Bloom's criteria, the researchers concluded from this procedure that the scale's items possess content validity (face validity and content validity) of the scale items. Content validity is defined as presenting the scale items to a group of experts and, based on their feedback, making adjustments to the wording of the items or paragraphs (Laila Al-Sayed Farhat, 2001, p. 68).

2-8-2 Reliability

Cronbach's alpha is one of the most accurate methods for assessing the reliability of paper-and-pencil tests, In this procedure, the researchers used the scale scores from a sample of 90 adult workers in the Iraqi National Paralympic Committee and its branches in southern Iraq, after statistically processing them using Cronbach's alpha formula. As noted by Farouk Majzoub (2003, p. 164) that the index of internal consistency is the alpha coefficient, which is also a correlation coefficient. The alpha coefficient indicates the degree of correlation among the items, which is positive in the scale; the higher the degree of correlation among the items, the higher the alpha coefficient. As shown in Table 5.

Table (5)

shows the results of the reliability coefficient for the study's scale

The scale	Cronbach's alpha coefficient)Sig(Explained variance	Notes
Achievement-oriented administrative support	0.889	0.000	0.771	High and acceptable

n = 90 Degrees of freedom $n - 2 = (88)$ Significance level (0.05); results are considered significant if the significance level (Sig) < 0.05

The results in Table (5) indicate that the achievement-oriented administrative support scale has a high degree of reliability, with a Cronbach's alpha coefficient of (0.889) This is a high and acceptable reliability coefficient in educational and administrative research. Furthermore, the coefficient of variation reached (0.771), indicating the consistency of the scale items and their suitability for application to the study sample.

2-8-3 Objectivity

Objectivity was achieved through the clarity of the scale instructions for the study sample, as the sample's responses were limited to answer options on a five-point Likert scale and could not be answered in an open-ended manner, thereby reducing the researchers' influence on the scoring of responses.

Following this statistical analysis of the items of the Administrative Support Scale for Paralympic Achievement and the modification and deletion of incorrect and inconsistent items, the scale comprised 36 items with a total score range of 180–36, ready for distribution to the study sample, as shown in Appendix (1).

2-9 Final Administration of the Scale

After completing all the procedures and scientific steps involved in developing the scale, the researchers administered the scale from May 4, 2025, to May 20, 2025, to the sample group consisting of 50 administrators, coaches, and referees at their workplaces within the Iraqi National Paralympic Committee and its branches in southern Iraq. Respondents were assured that the information and data were for scientific research purposes only and would be treated with complete confidentiality.

The researchers then proceeded to collect the scale results and transcribe them into special forms in preparation for statistical analysis to determine their overall score on the

scale and the score for each dimension, according to the criterion selected for the study as a standard for determining levels.

Upon completion of this procedure, the researchers achieved the first objective of their study, which was: to construct and apply a scale measuring administrative support for Paralympic achievement from the employees' perspective.

2-10 Statistical Methods: The study results were processed automatically using the Statistical Package for the Social Sciences (SPSS).

3. Presentation and Discussion of Results

After collecting the results from the sample group that completed the scale, the researchers present, analyze, and discuss the study's findings in light of the adopted research criteria, interpreting them based on the literature and similar theoretical studies, in a manner consistent with the actual work of the Iraqi National Paralympic Committee and its representatives in the four southern provinces of Iraq.

3-1 The Adopted Scale for Interpreting the Results

The researchers used a five-point Likert scale as the measure for assessing the responses of the study sample, and the rating levels for the scale dimensions were determined according to the following scale ranges:

Table (6)

Scale for Interpreting Arithmetic Means According to the Five-Point Likert Scale

T	mean	Assessment level
1	1.00 – 1.80	Very poor
2	1.81 – 2.60	Poor
3	2.61 – 3.40	Average
4	3.41 – 4.20	High
5	4.21 – 5.00	Very high

By using the difference between the highest and lowest values on the five-point Likert scale $(5-1) \div 5 = 0.80$

The researchers adopted this criterion because it is the most common and widely used in educational and sports studies in Iraq, and because it provides an objective measure for assessing the dimensions of the study's scale, thereby facilitating discussion of its results.

3-2 Presentation of the Results of the Achievement-Oriented Administrative Support Scale

3-2-1 Discussion of the Results of the Dimensions' Levels According to the Study's Criteria

Table (7)

Results of the Achievement-Oriented Administrative Support Scale

T	Dimensions	mean	Standard deviation	Level according to the criterion
1	Organizational Support	4.12	0.45	High
2	Technical Support	3.95	0.62	High
3	Psychological Support	4.41	0.38	Very High
4	Human and Material Support	3.22	0.75	Medium
5	Planning Support	3.88	0.54	High
6	Participation Support	3.76	0.68	High
	Grand total	3.89	0.48	High

First: Discussion of the Organizational Support Dimension

The results in Table (7) show that the arithmetic mean for the organizational support dimension was (4.12). Compared to the study's benchmark levels, this result is high, indicating that organizational support within the Paralympic Committee and its provincial offices in the southern provinces (Basra, Maysan, Dhi Qar, Muthanna) is subject to a sound and well-defined administrative vision. It also indicates the presence of a flexible and objective administrative structure that allows for the smooth flow of decisions from the Paralympic Committee to its branches and vice versa.

The researchers believe that this administrative organization is not merely a division of labor and coordination of personnel, but rather an integrated work environment that ensures Paralympic athletes obtain their administrative and legal rights without obstacles that might dampen their resolve, and that this high level of coordination and harmony between the Central Committee, administrative departments, technical committees, and regional offices reflects administrative maturity in understanding functional roles and the nature of their responsibilities and tasks. This aligns with Nawaf Kanaan's assertion that effective administrative organization is the driving force that directs human resources toward achieving the organization's strategic goals with the highest possible efficiency (Nawaf Kanaan, 2015, p. 112).

The researchers also believe that the unique nature of sports for people with disabilities requires supporting administrations to adopt a human-centered approach rather than a rigid administrative one, a point the researchers observed through the high scores for this dimension, which confirms that management seeks to overcome all obstacles facing sports for this group in order to achieve success.

Second: Discussion of the Technical Support Dimension

The results in Table 7 also show that the arithmetic mean for the technical support dimension was 3.95 . When compared to the study's benchmark levels, this result is high, as the researchers consider technical support from senior management to be the link connecting administrative plans and strategies with actual athletic performance on the ground. An analysis of the responses from the study sample reveals a tangible interest in providing technical equipment and training curricula that meet the requirements for achieving success in para-sports.

The researchers believe that the presence of good coaches, experts, and technical staff in some southern regional offices has contributed to the stability of the technical levels of athletes with disabilities, as the administration there does not merely provide venues for training or competitions but seeks to provide technical expertise informed by an understanding of how to manage sports for people with disabilities and its requirements, and strives to meet the technical needs necessary for its stability.

The researchers attribute this high level of performance in the study sample to the administrations' awareness and understanding that the athletic talent of people with disabilities requires technical refinement by specialists, and their understanding of the physical capabilities available to each category of disability. This is confirmed by Muhammad Abu Obeid, who states that successful sports management prioritizes technical support to ensure the sustainability of athletic excellence and to keep pace with changes in international game regulations (Abu Obeid, Muhammad, 2018, p. 45).

Third: Discussion of the Psychological Support Dimension

This dimension scored exceptionally high in the study sample, with a mean of 4.41—the highest mean among the scale's six dimensions. This high score confirms that staff members at the Paralympic Committee prioritize psychological support, fully aware of the nature of the target group and recognizing that psychological support within the Paralympic Committee and its branches goes beyond mere verbal encouragement; rather, it is a system of trust and belief in the ability to achieve success, shared between administrators and athletes with disabilities.

The researchers attribute this very high score in the survey responses to the staff's conscious awareness that Paralympic athletic achievement begins with the athlete's psychological victory over their disability. Management has recognized this and is working to create a social, emotional, and psychological environment that reduces the stress and anxiety associated with competition.

The researchers also believe that the high scores for this dimension reflect the culture of emotional inclusion prevalent in southern Iraq, where social ties play a supportive role

in the administrative and athletic work of individuals with special needs, This is fully consistent with the view of Saad Al-Anzi, who argues that achievement-oriented leadership is that which recognizes individuals' psychological needs and works to satisfy them, thereby transforming them into tremendous productive energy in the workplace. (Saad Al-Anzi, 2019, p. 89).

Fourth: Discussion of the Human and Material Support Dimension

The results in Table 7 show that the Human and Material Support Dimension had a mean score of 3.22, and the dimension's level, when compared to the study's benchmark, was rated as average. The researchers attribute this to the economic challenges facing Iraq in general and sports institutions in particular, although the results showed a clear effort by the Paralympic Committee to provide the necessary human and material resources.

The researchers believe that the management of the Iraqi National Paralympic Committee's branches in the provinces of Basra, Maysan, Dhi Qar, and Muthanna has succeeded in utilizing the limited human resources available to serve the goals of Paralympic sports and achieve success, as they clearly work to invest in and train young talent—including coaches and sports officials—to meet the demands of working with athletes with disabilities across various categories.

The researchers also note that while financial support may not fully meet all operational needs, the management of these branches operates in a flexible and intelligent manner to secure the basic sports equipment required for training and competition. Noman Al-Khafaji emphasizes that the integration of qualified human resources with financial resources is the cornerstone upon which major sports institutions are built, and without this integration, individual creativity remains confined by financial constraints (Al-Khafaji, Noman, 2021, p. 154).

Fifth: Discussion of the Planning Support Dimension

The researchers found that the level of this dimension was high in the responses of the study sample compared to the criterion used to assess the level of the dimensions, with a mean score of 3.88, The researchers attribute this increase to the fact that achievement-oriented planning has become the defining characteristic of the work of the National Paralympic Committee and its branches in recent years, as the work has shifted from merely reacting to sporting events to serious, systematic work carried out according to well-thought-out and pre-prepared plans, as evidenced by the study sample's responses, which indicate clear timelines for internal and external sporting activities, with precise, predefined objectives for each phase.

The researchers believe that planning support from Paralympic administrations has helped reduce waste of time, effort, and money, particularly in the southern provinces of Iraq, which possess significant youth and athletic potential that requires planning, organization, and guidance. and that a clear vision of the future among staff members gives them a sense of stability and job and professional security, which motivates them to give their best. This is consistent with what Muayad Al-Salem stated: that planning is

the administrative function that precedes implementation and determines the course of action; without it, randomness prevails and opportunities for achievement are lost in administrative chaos. (Muayad Al-Salem, 2017, p. 67).

Sixth: Discussion of the Participation Support Dimension

With a mean score of 3.76, the results of the survey sample on this vital and important dimension were high compared to the benchmark adopted by the researchers. The researchers view this dimension as the pinnacle of administrative support, as it is through this dimension that Iraqi athletes can establish a presence in Arab, Asian, and international forums. The study's results indicate significant administrative efforts to facilitate travel and accommodation, obtain visas, and secure participation in Olympic qualifying tournaments.

The researchers note that the administration of the Iraqi National Paralympic Committee and its representatives clearly recognize that international exposure is the true benchmark for the development of Paralympic sports; therefore, they devote all their efforts and resources to ensuring the Iraqi flag is present on the podiums of international competitions.

The researchers also note that this support strengthens the athletes' sense of national belonging and motivates them to achieve sporting accomplishments and set new national and international records. Mufid Hammad emphasizes that competing on the international stage requires professional management capable of understanding international regulations.

3-2-2 General Discussion of the Achievement-Oriented Administrative Support Scale

The researchers note from the results in Table (7) that the overall score for the Achievement-Oriented Administrative Support Scale among employees of the National Paralympic Committee and its branches in southern Iraq achieved a high level with a mean of (3.89), which provides a strong positive indication that the organization does not operate solely through traditional management focused on day-to-day operations, but rather adopts a management philosophy oriented toward achieving sporting success. The researchers attribute this managerial excellence to the accumulation of experience in dealing with the major challenges faced by Paralympic sports in Iraq, where management has been able to transform crises into opportunities for creativity, excellence, and achievement. This aligns with what (Nawaf Kanaan) that contemporary management is that which responds to environmental changes and transforms them into driving forces toward the organization's strategic goals (Nawaf Kanaan, 2015, p. 142).

The relatively high levels of the six dimensions of the scale (organizational, technical, psychological, human and material, planning, and international participation) represent a single, interconnected chain of administrative support geared toward achievement; Good organization leads to sound planning, and sound planning facilitates the provision of technical and material support, all of which is crowned by psychological support and

active international participation. Through the responses of the survey sample consisting of 50 employees at the Iraqi National Paralympic Committee and its branches in the governorates of Basra, Maysan, Dhi Qar, and Muthanna), the researchers observed a high degree of consistency in their views, indicating the presence of a clear administrative vision adopted by the Paralympic Committee and its branches. This is vital to the success of any institution seeking to achieve its goals, as unity of organizational purpose reduces the dispersion of efforts and increases overall performance efficiency (Muayad Al-Salem, 2017, p. 88).

The researchers believe that the high scores on the dimensions of “psychological support” and “organizational support” reflect the character of Iraqis in the south, who are known for their initiative and strong sense of humanity in dealing with people with disabilities—a quality that has helped fill some of the gaps in human and material support resulting from the country’s economic conditions. This successful administrative support would not have existed were it not for the presence of a conscientious administrative leadership that recognizes that the Paralympic athlete is an ambassador and representative of the nation in international sporting forums, and that behind every medal and achievement lies a supportive army of administrators who planned, organized, trained, and supported behind the scenes. This is consistent with Saad Al-Anzi’s view on the importance of supportive leadership in enhancing subordinates’ motivation to achieve and directing their behavior toward excellence (Saad Al-Anzi, 2019, p. 105).

The researchers also believe that the thoughtful responses from the sample of employees reflect a sincere desire to develop Paralympic institutions, as successful management in sports organizations is that which can make employees feel like true partners in achievement rather than mere tools for carrying out orders. and that this high morale and sense of belonging to the organization are what caused the scale as a whole to record high scores that contradict the research hypothesis in their results; these results place the Paralympic Committee at the forefront of Iraqi sports organizations that adopt standards of quality and administrative professionalism. Mufid Hammad emphasizes that a work environment that provides multidimensional support is the only environment capable of producing world-class champions in the face of intense international competition (Mufid Hammad, 2020, p. 215).

4. Conclusions and Recommendations

4.1 Conclusions

1. The Iraqi National Paralympic Committee and its provincial branches in the southern governorates enjoy a high level of results-oriented administrative support, which explains the outstanding athletic achievements of this group at both the local and international levels.

2- Psychological support is the strongest and most influential pillar in the administrative framework for working with Paralympic athletes, followed in importance by organizational support, indicating that the human and organizational aspects are at the forefront of management priorities.

3- There is clear harmony and administrative integration between the Paralympic Committee and the provincial offices in Basra, Maysan, Dhi Qar, and Muthanna regarding the understanding of strategic objectives, which has reduced the obstacles and challenges faced by staff and athletes.

4- The results revealed that staff at the provincial offices possess advanced planning skills that contribute to transforming available resources (human and material) into successful programs that facilitate athletes' participation in international competitions.

5- The cumulative experience of the administration in the southern provinces has contributed to creating a flexible organizational environment capable of addressing crises and transforming the challenges faced by people with disabilities into opportunities for creativity and athletic achievement.

6. The level of support for participation reflects management's deep understanding that global exposure is the true measure of the success of the administrative support system and the technical development of coaches and players.

4.2 Recommendations

1. The positive outcomes of administrative support should be leveraged to strengthen material resources by opening up opportunities for sports investment and establishing partnerships with the private sector to support Paralympic activities in the southern provinces.

2- Hold annual conferences for the senior management of the Iraqi National Paralympic Committee and its branches in southern Iraq to exchange successful practices and disseminate best administrative practices in the areas of technical and planning support.

3- The need to integrate modern communication technologies into the administrative work of the regional offices to ensure the rapid flow of information and accurate oversight of administrative support programs for athletes.

4- Implement training programs for Paralympic Committee staff on psychological support and its relationship to athletic performance, to enable them to provide more specialized and professional psychological support tailored to the psychological changes athletes experience before major competitions.

5- Work to develop sports infrastructure in the four representative offices (stadiums, gyms, rehabilitation centers) in accordance with performance standards, to ensure the integration of material support with administrative planning.

6- Prepare a unified guide for achievement-oriented administrative support, clarifying the organizational and technical tasks of each department within the delegations, to ensure the continuity of administrative quality during leadership transitions.

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Appendix (1)

M/ Employees' Opinions

Greetings...

The researchers aim to develop two scales for their study (Developing and Applying an Administrative Support Scale for Paralympic Achievement among Administrative Leaders in the Iraqi National Paralympic Committee and its branches in southern Iraq from the perspective of its employees). Since you are among the employees concerned with the study sample, I would appreciate your feedback on the items of the

Administrative Support Scale for Achievement by placing a checkmark (✓) next to the option you deem appropriate. Please answer all questions. This form is for scientific research purposes only and is subject to strict confidentiality.

Thank you very much.

Specialization:

Workplace:

Researchers

Paralympic Achievement-Oriented Administrative Support Scale						
T	Paragraphs	I completely agree	I agree	neutral	I don't agree	I don't completely agree
1	The administrative leadership of the Paralympic Committee works to organize administrative work in accordance with the requirements for achieving sporting success.					
2	Administrative leaders are keen to distribute tasks among employees in a way that benefits athletes with disabilities.					
3	Administrative instructions issued by senior management contribute to facilitating the work of technical staff with players.					
4	The administrative leadership continuously monitors the implementation of the strategic programs for preparing athletes.					
5	Administrative leaders support cooperation between administrators, coaches, and referees to help achieve sporting success.					
6	Administrative leaders provide a suitable work environment that helps players focus on training.					
7	The administrative leadership is keen to address the urgent administrative problems that hinder the preparation of the players quickly.					
8	The administrative leadership is keen to provide expert training staff for athletes with disabilities.					
9	Administrative leaders support the participation of trainers in specialized workshops and training courses.					
10	The administrative leadership works diligently and continuously to monitor the players' technical performance level.					
11	Administrative leaders contribute to providing training programs appropriate to the level and category of players with disabilities.					

12	Administrative leaders are keen to provide the appropriate training equipment and technical supplies for people with disabilities.					
13	The administrative leadership is following up on the maintenance and needs of the technical equipment in a way that contributes to the development of sports performance.					
14	Administrative leaders support the use of modern training methods in preparing players.					
15	Administrative leaders contribute to boosting players' self-confidence before participating in sports competitions.					
16	The administrative leadership is keen, with a fatherly attitude, to address the psychological problems that the players face.					
17	The management encourages the players to continue training despite the difficulties.					
18	Administrative leaders contribute to supporting and motivating players to achieve better levels of performance.					
19	Administrative leaders are keen to provide moral and material support before, during and after sports competitions.					
20	The administrative leadership works to provide transportation for the players during training and participation.					
21	Administrative leaders contribute to providing suitable halls and fields for training and competition.					
22	The administrative leadership continues to prepare the requirements and needs for internal and external sports participations.					
23	The administrative leadership is working to provide medical supplies and safety requirements for the players.					
24	The administrative leadership is keen to provide the necessary equipment and accommodation for the training camps.					
25	Administrative leaders work to provide the organizational requirements for competitions.					
26	The administrative leadership is keen to prepare clear plans to prepare and qualify the players for competitions.					
27	The administrative leadership oversees the monitoring and implementation of the players' training plans.					
28	Administrative leaders adopt the setting of future goals for athletic achievement.					
29	The administrative leadership continues to evaluate and develop training plans on a regular basis.					
30	Administrative leaders are keen to involve trainers in preparing training plans.					

31	Administrative leaders review the results of previous engagements when preparing plans.					
32	The administrative leadership is keen to prepare the players psychologically and physically to participate in international tournaments.					
33	The administrative leadership is working to facilitate the procedures for players to participate in foreign tournaments.					
34	The administrative leadership follows up on the players' preparation and training programs before internal and external participations.					
35	Administrative leaders are keen to provide training camps before sports competitions.					
36	Administrative leaders contribute to providing travel requirements such as transportation and accommodation before international engagements.					