

Intellectual capital and its relationship to the performance management of heads of scientific departments in the faculties of physical education and sports sciences

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Abstract.

The importance of intellectual capital lies in the importance of knowledge and knowledge sharing, and that it is not important to possess knowledge, but rather how employees participate in managing that knowledge and using it in the organization's various activities in a way that raises the level of performance and achieves continuous growth and success. Given the important role of human resources in the organization in the process of disseminating ideas, information and knowledge, especially in the field of practicing various human resources management activities, such as recruitment, training, development, compensation and employee performance management, interest in this resource and its management has increased significantly and it has come to be viewed as a strategic dimension and an important tool that has an important strategic role in the organization. Consequently, the research problem on which the study was premised could be stated as: What is the relationship between intellectual capital and performance management of heads of scientific branches in faculties of physical education and sports sciences? Prepare two measures of intellectual capital and performance management for heads of scientific branches in faculties of physical education and sports sciences. Identify intellectual capital and performance management for heads of scientific branches in faculties of physical education and sports sciences. To get the research data, construction and application samples are selected, and the research is conducted on them, as well as verifying their statistics in the third chapter and reaching the most important results, which are that intellectual capital contributes to influencing human resource management practices by employing the acquired value it achieves in building and developing these practices. Faculties of physical education and sports sciences can invest the acquired value in training and compensation practices and adopting employee performance management with the aim of raising the level of working individuals.

Keywords: Intellectual capital. Branch heads. Management and organization.

Chapter One

1- Definition of the Research

1-1 Introduction to the Research and its Importance

The intensification of competition between contemporary organizations, the acceleration of innovation and modernization processes in products, the increasing interest in developing innovative skills among workers, the clear qualitative transformation in the composition of human resources working in various organizations of contemporary society, the emergence of categories of knowledgeable workers who have mental abilities, intellectual energies, and the potential for creativity and innovation, the development of new concepts of work and performance, the adoption of advanced standards for evaluating success and failure in organizations, and the focus on the concept of managing relationships with customers and stakeholders as the most important assets that the organization possesses and the real source for achieving optimal performance. The importance of intellectual capital lies in the importance of knowledge and knowledge participation, and that it is not important to possess knowledge, but rather how employees participate in managing that knowledge and using it in the organization's various activities in a way that raises the level of performance and achieves continuous growth and success. Given the important role of human resources in the organization in the process of disseminating ideas, information and knowledge, especially in the field of practicing various human resources management activities, such as recruitment, training, development, compensation and employee performance management, interest in this resource and its management has increased significantly and it has come to be viewed as a strategic dimension and an important tool that has an important strategic role in the organization.

1-2 The study problem

Contemporary organizations seek to sustain competitive advantage in an era characterized by fierce competition through the pivotal capabilities they possess to sustain this advantage, and the necessity of supporting and enhancing human resources and working to maintain and develop them by developing their management practices and enabling them to employ these resources towards the organization's strategy. For this reason, the need required these organizations to adopt the value-building approach that provides multiple returns and benefits to the organization. Here lies the intellectual debate in employing and investing the intellectual capital that generates this value in supporting human resources management practices and employing the practice of employee performance management to develop employees with skills and knowledge and improve their performance.

Thus, this became the research problem from the above question (What is the relationship between intellectual capital and performance management of heads of scientific branches in faculties of physical education and sports sciences?)

1-3 Research objectives

1- Preparation Scaling of the Intellectual Capital and Performance Management in Leading Scientific Units at the Faculties of Physical Education and Sport Sciences

2- Diagnosis of the Intellectual Capital and Performance Management of Leading Scientific Units at Faculties of Physical Education and Sport Sciences

3- Relationship of Intellectual Capital with Performance Management Leading Scientific Units at Physical Education and Sport Sciences

1-4 Research areas

1-4-1 Heads of Scientific Branches in Faculties of Physical Education and Sports Sciences

1-4-2 For the Period From . . .

1-4-3 Scientific Branches in Faculties of Physical Education and Sports Sciences

Chapter Two**2 Research methodology and field procedures:****2-1 Research methodology:**

The problem to be studied and methods of resolving it determine the approach used by the researcher in finding the requisite information. Therefore, this researcher shall adopt a descriptive approach, utilizing the correlational method. Accordingly, this shall be instituted with the alarming situation hosting the study. Descriptive treatment is one kind of scientific probing and interpretation which is said to delineate a particular phenomenon or problem by first establishing that phenomenon or problem and, thereafter, portraying it in sufficient detail through the collection, analysis, and interpretation of scientifically accurate data and information. [1]

2-2 Research community and sample

The research community was determined as the heads of scientific branches in the faculties of physical education and sports sciences, through statistics obtained, and their number was (38) branch heads. The samples were selected by simple random method and Table (1) shows the research community and its samples.

Table (1)

shows the description of the research sample.

Research community	Sample settings		Sample application		Survey sample	
	Number	Percentage	Number	Percentage	Number	Percentage
38	35	%92	38	%100	3	%7

3 One research can achieve its assigned task and objective if prepared with a detailed study on the matter. Appropriate and correct input and personal awareness of the tools to be utilized for data collection stand out largest among every research, aiming at compiling information and data that may help unearth the research problem. Of course, the researcher applied several techniques and instruments, as previously mentioned.:

1. Arab and Foreign databases
2. Web Sources
3. Iraqi E-Repository
4. Data-collection and transcription tools
5. Scale of Work Alienation
6. Scale of Organizational Commitment
7. A Questionnaire to Survey the Views of Experts and Specialists
8. The Assistant Work Team.

2-4 Field research procedures:

2-4-1 Research tools: The tools are one of the ways through which the researcher can solve the research problem. These tools include the following:

2-4-1- Preparing the intellectual capital scale

After analyzing a number of practical and theoretical studies, the scale dimensions were identified (human capital, structural capital, customer capital). Each dimension comprises six phrases; therefore, the scale is comprised of 24 phrases with five alternatives (for which I completely agree, somewhat agree, disagree, or completely disagree).

2-4-2 Procedures for preparing the employee performance management scale

Based on the study objectives and after a review of related literature and studies, a scale for employee performance management was developed which consists of the dimensions (performance planning, performance appraisal, feedback) and some (22) statements.

2-4-1-3 Psychometric characteristics of the two scales:

Validity and reliability of the data or scores we obtain from psychological scales are important characteristics of scales that psychological measurement experts have confirmed. For it to give reliable results in judgments and sound decisions, it must be valid, reliable, objective, and easy to administer. [3].

2-4-1-3-1 Validity of the scales:

Validity and reliability of the data or scores we obtain from psychological scales are important characteristics of scales that psychological measurement experts have confirmed. For it to give reliable results in judgments and sound decisions, it must be valid, reliable, objective, and easy to administer:

1. Apparent validity: The tool is valid if its appearance indicates that in terms of form and in terms of the connection of its paragraphs. If the contents of the tool and its paragraphs are consistent with the characteristic it measures, then it is more valid [5].

To verify the validity of the domains and paragraphs and their suitability in measuring what they were designed for, the researcher presented the two scales to a group of experts in sports management science for the purpose of judging their suitability, where they expressed their opinions and observations about the appropriate paragraphs for the two scales. In light of those opinions, the experts confirmed the validity of the scale with a 100% agreement rate for both scales.

2-4-1-3-2 Stability of the two scales:

The stability of the scale means the accuracy of the test in measuring and the breadth of its results when applied multiple times to the same Individuals [6], and to calculate the stability of the scales, the Cronbach's alpha method was used, and it was found that the stability coefficient was (0.820 and 0.800) for the two scales, respectively. It was shown from the above that both scales obtained an agreement rate

Variables	Arithmetic mean	Standard deviation	Hypothetical medium	Degree of freedom	T		Sig	Statistical significance
					Calculated	Tabular		
Performance scale	80.76	2.350	72	34	21.90	1.688	0.000	Moral

and acceptable and significant correlation coefficients, which confirms that they have scientific foundations. As for the objectivity of the scales, the paragraphs in each of them were formulated in a way that chooses one of the multiple alternatives (multiple choice), as one paragraph does not accept more than one answer, and there are no paragraphs with an open essay answer, and the correction is not affected by the subjectivity of the corrector, and the choice scales belong to From multiple to objective scales.

2-5 Exploratory experiment:

The exploratory experiment also introduces nucleus basics of scientific fieldwork by a researcher after she is done with all preliminary requirements for her main experiment since the exploratory experiment small explains how initial tests are carried out through practice and refinement of field procedures before entrancing its entire content of information [7]

The researcher carried out the exploratory experiment on (3) departmental heads, scientific, to bring to light the difficulties he may encounter in the main experiment of the scale.

2-6 Main experiment:

The researcher, with the help of the assistant work team, distributed the scales (intellectual capital and performance management) to the research sample of (38) branch heads.[8]

2-7 Statistical methods:

The statistical bag system (SPSS) version (V26) was used.

Research results.

3- Presentation, analysis and discussion of the results.

3-1 Presentations, analyses and results discussions of the scale of intellectual capital: Arithmetic means, values of T, and the significance levels are presented in Table (2).

3-2 Presentation, analysis and discussion of the results of the performance management scale:

Table (3) shows the values of the arithmetic means, the values of (T) and the level of significance for the performance management scale

Variables	Arithmetic mean	Standard deviation	Hypothetical medium	Degree of freedom	T		Sig	S
					Calculated	Tabular		

The scale as a whole	70.90	2.03	66	34	18.90	1.688	0.000	M
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The researcher confirms that performance management, through the role it plays in linking human resource management practices with each other and providing continuous development of human resources and including performance evaluation, which is an important part of performance management, in addition to its role in gaining competitive advantage by developing skills and experiences, modifying human behavior, developing the spirit of innovation and creativity, and encouraging teamwork and work teams in the long term. [9]

The increasing focus on performance at all levels of the organization arose as a result of the pressures of globalization and the requirements associated with building a competitive advantage in order for the organization to survive in global markets, and that the skills of building value and the efficiency, talent and ability of employees in the organization are a subject of controversy in order to be an essential component in building a competitive advantage, and that performance management has a major role in developing human capital.

3-3 Presentation, analysis and discussion of the results of the correlation between the research variables: Table (4) shows the correlation between the variables.

Statistics Variables	Correlation coefficient	Significance level	Statistical function
Intellectual Capital x Performance Management	0.87	0.00	function

It can be observed from Table 3 that the correlation coefficient between research variables is statistically significant at the 0.00 level of significance and is less than the 0.05 level of significance. From Table 4 we say that there exists a direct correlation with the administrative information systems and the administrative performance of the heads of scientific branches.

Faculties of physical education and sports sciences that possess intellectual capital will be able to carry out human resources management activities, including employee performance management, and then formulate integrated programs and strategies that integrate goal setting, performance evaluation and development into a unified framework coherent with the unified goal of combining individual performance goals with the overall goals of the organization.

[10]

The increased degree of dynamism and competitive forces of business have furthermore enhanced the strategic importance of goals, policies, and strategies of management of human resources. Rapid transformation within the firms themselves, relatively flatter structures, and extensively stretched spans of control plus self-management of work groups and incorporating business relationships through

networking structures proved to be very significant as well. The self-management of work groups and integration of network structures with business relationships therewith has confirmed the importance of performance management as a very critical link between human resource management functions and organizational competition.

4- Conclusions and Recommendations

4-1 Conclusions

1. Intellectual capital contributes to influencing human resource management practices by employing the acquired value it achieves in building and developing these practices.

2. Faculties of physical education and sports sciences can invest the acquired value in training and compensation practices and adopting employee performance management in order to raise the level of employees.

3. The results of the study analysis showed a positive statistical correlation with significant significance between intellectual capital variables and employee performance management variables.

4. The results of the analysis showed a significant impact of intellectual capital on employee performance management at the aggregate level.

4-2 Recommendations

1. The necessity for faculties of physical education and sports sciences to pay attention to the intellectual capital they possess and work to preserve and invest it towards achieving their goals.

2. Attracting knowledgeable and experienced instructors and establishing a motivational system that provides them with the necessary support to continue creativity and innovation.

3. Publicizing the results of instructors' performance evaluation and leaving confidentiality in reports related to job performance so that instructors know their level of performance and their strengths and weaknesses.

4. Urging faculties of physical education and sports sciences to pay attention to human resources because they are considered an intangible strategic asset.

5. The urgency of the need of the faculties of physical education and sports sciences to adopt the process of performance management as a process-oriented towards the effectiveness of the development of capabilities.

6. The necessity of preparing periodic or quarterly evaluations and reviews of instructors' performance in order to follow up on their performance throughout the year and not once a year.

7. Working to secure an organizational climate that embodies the state of compatibility between the objectives of instructors and the faculties of physical education and sports sciences to which they belong in an effort to establish participation in knowledge and experiences and in preparation for generating distinguished intellectual products.

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