

ADMINISTRATIVE EMPOWERMENT AND ITS RELATIONSHIP WITH OUTSTANDING PERFORMANCE WITHIN SPORTS INSTITUTIONS (A FIELD STUDY AT THE DIRECTORATE OF YOUTH AND SPORTS IN M'SILA)

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Abstract:

The study aimed to identify the relationship between administrative empowerment for outstanding performance within the sports institution (the Directorate of Youth, Sports, M'Sila). In order to achieve these concessions for us on a descriptive space, we were also able to conduct two questionnaires, the first of which was useful for administrative empowerment for outstanding performance in order to find out the relationship between the diversities of research. The number of employees (42) was distributed to the study, and after the basic statistical data, the study concluded with the following results: There is a relationship between diversity and administrative empowerment (communication, work teams, and incentives) as well as excellence in the Youth and Sports Directorate of M'Sila State.

Keywords: Administrative empowerment, outstanding performance, sports institution.

Introduction and Research Problem:

Management is considered a distinct and different activity from other human activities, and effective management contributes to establishing a better economic society and improving social levels as a result of optimal use of available resources. Effective management is a continuous process aimed at achieving specific results by utilizing available resources with the highest efficiency. Effective management is the decisive factor between the success or failure of any institution and between achieving set goals or failing to achieve them. The achievement of many political, economic, and social goals depends on the ability and skills of the manager (**Nasrallah Kachta, 2004, p. 23**).

Sports management today faces increasing challenges due to the abundance of changes and developments, especially in recent years. To keep up with this evolution, it is necessary to work scientifically and apply strategies to achieve the goals pursued by these sports institutions. At present, management is the main foundation on which the success of any contemporary institution depends, in any field, including sports. Management has become a key component in all the activities of institutions and has become a cornerstone of their success. Modern organizations are very keen to achieve their goals by focusing on employee productivity and studying the surrounding environment to increase production and improve job performance. For this to happen, there must be

many managerial characteristics that support this, including the general outlook of senior management and its developmental philosophy in achieving its goals, as well as the systems and administrative policies followed in the organization, which help the employee to fulfill his role by increasing his capabilities, skills, and experiences, leading to further progress at the organizational level (**Almomani, 2006, p. 36**).

The development witnessed by institutions in various economic, social, cultural, and sports fields necessitates the evolution of both the resources they rely on and the processes of utilizing these resources for the benefit of the institutions. Our contemporary world is characterized by rapid economic, scientific, and technological change and development in a way that has no parallel. In light of these local and international circumstances and challenges, it has become necessary to employ managerial knowledge as a new type of production factor and capital based on knowledge and experience. This knowledge should be made ready for circulation and participation among the members of the institution, as intangible capital and the center of gravity from which institutions derive their development, due to its direct connection to the human element. The human resource is considered the real wealth of the institution and the sole engine for its other resources (**Saadoudi Cheikh and others, 2022, p. 428**).

Administrative empowerment focuses on granting employees the authority and responsibilities, motivating them to participate and initiate appropriate decision-making. It involves giving them the freedom and trust to perform their work in their optimal way without direct interference from management, thereby fostering a relationship between management and employees. It also involves assisting in motivating them and encouraging teamwork, breaking the internal administrative and organizational rigidity between management and employees. Therefore, emphasizing the principle of empowering employees becomes a fundamental element for the success of institutions (**Al-Kilani and others, 2018, p. 04**).

Among the indicators of administrative empowerment is teamwork, which is considered the foundation upon which any organizational structure relies to achieve its organizational goals. Many studies and research emphasize that an organization that emphasizes the importance of group goals and provides it with the necessary information on how to perform leads to a favorable work environment in the eyes of subordinates. On the other hand, diminishing the importance of teamwork leads to less interaction within the organization (**Al-Arabi, 2015, p. 19**).

Regarding administrative empowerment, the idea is based on senior management granting authority and trust to employees to perform their tasks freely. This contributes to creating an atmosphere of comfort, a sense of importance, increased responsibility, and a positive feeling among employees, which serves as a significant motivator for work.

Evansovich believes that performance efficiency is any action or activity that enhances and strengthens achievement within an organization. It includes various workforce components that form its structure and is described as the highest level of performance that individuals can achieve (**Evansovich, 1997, p. 462**). This means that organizations prefer outstanding high performance to enhance their competitiveness. Therefore, outstanding performance is a means to enhance competitiveness to gain a competitive advantage.

To ensure the development, improvement, and achievement of outstanding performance in sports institutions, especially youth and sports directorates, it is necessary to create modern administrative systems that include outstanding performance in sports institutions. Despite efforts to

develop the outputs of sports institutions, there are still many questions about the quality and performance of these outputs. Therefore, it was necessary to reform these outputs and achieve outstanding performance by creating new and modern administrative systems. Thus, there is a need to know the degree to which the principles of administrative empowerment are applied in managing, organizing, and managing sports institutions to allow employees to monitor and diagnose existing requirements and work on completing scientifically unavailable requirements to achieve outstanding performance within sports institutions at the Directorate of Youth and Sports in Msila.

Among the studies that addressed administrative empowerment is a study by "**Dhaif Allah Obeid Al-Mutairi (2018)**" entitled "The Relationship between Administrative Empowerment and Organizational Commitment among Employees of the Ministry of Housing in the Kingdom of Saudi Arabia" in the Journal of the Islamic University for Economic and Administrative Studies. This study aimed to identify the relationship between administrative empowerment and organizational commitment in the Ministry of Housing in Riyadh, Saudi Arabia. The comprehensive survey of the study community, estimated at 397, was used, and a questionnaire was used to collect data. The researcher found a positive relationship between the dimensions of empowerment (incentives, freedom at work, communication, teamwork) and organizational commitment.

Another study that addressed outstanding performance of employees is by "**Mahdid Fatima Zahra (2010)**" entitled "Organizational Culture as an Approach to Achieving Outstanding Performance of Economic Institutions," which aimed to study the contribution of prevailing organizational culture in organizations to achieve outstanding performance. The study was conducted on a sample of all employees of Condor unit, totaling 439. The study used a descriptive analytical approach through a questionnaire, interviews, observations, and administrative records. The researcher found that a strong organizational culture represents an effective management in achieving excellence and organizational performance in economic institutions.

Additionally, **Tebbani Ali and others (2022)** conducted a study aimed at knowing the contribution of crisis management strategies in raising the outstanding performance of workers in sports institutions. The study was conducted on employees at the Directorate of Youth and Sports in the Msila region. The descriptive method was used, using a questionnaire directed to the employees of the directorate. The study found that the human element managing crisis management strategies contributes to raising the outstanding performance of workers. The adopted crisis management strategies contribute to raising the outstanding performance of workers in sports institutions. Strategic planning for crisis management contributes to raising the outstanding performance of workers.

Furthermore, "**Salem Al-Ayachi (2014)**" conducted a study entitled "Organizational Culture and its Contribution to Achieving Outstanding Performance among Officials of the Ministry of Youth and Sports," aiming to know the contribution of organizational culture characterized by teamwork in achieving outstanding performance among officials of the Ministry of Youth and Sports. The study used a descriptive method to achieve the study's specific objectives, and a sample of officials working in various sub-directorates at the Ministry of Youth and Sports in Algiers was selected. The researcher found that organizations striving for success and excellence must pay great attention to improving the performance of human resources through building a strong organizational culture

based on creativity and encouraging individuals to work together and participate in decision-making processes.

The results indicate that the average score for the dimension of organizational culture characterized by participation in decision-making is high. This suggests that managers involve staff in shaping the policies of the ministry, aligning with the focus of scientific management. Furthermore, the average score for the dimension of organizational culture characterized by adaptability is also high. This is a positive indicator that guides managers to focus on developing employees' capabilities and emphasizes their attention to training as a means to achieve that.

Based on these findings, the following question is posed to further understand the situation:

Is there a correlational relationship between administrative empowerment and outstanding performance among employees of youth and sports directorates?

Sub-questions:

- Is there a correlational relationship between communication and outstanding performance among employees of youth and sports directorates?
- Is there a correlational relationship between teamwork and outstanding performance among employees of youth and sports directorates?
- Is there a correlational relationship between motivation and outstanding performance among employees of youth and sports directorates?

1- Study Hypotheses:

- **General Hypothesis:** There is a correlation between administrative empowerment and outstanding performance among employees of youth and sports directorates.

- **Specific Hypotheses:**

- There is a correlation between communication and outstanding performance among employees of youth and sports directorates.

- There is a correlation between teamwork and outstanding performance among employees of youth and sports directorates.

- There is a correlation between motivation and outstanding performance among employees of youth and sports directorates.

2- Study Objectives:

- To determine the nature of the relationship between communication and outstanding performance among employees of youth and sports directorates.

- To determine the nature of the relationship between teamwork and outstanding performance among employees of youth and sports directorates.

- To determine the nature of the relationship between motivation and outstanding performance among employees of youth and sports directorates.

3- Study Importance:

The study gains significance through the researcher's intention to follow a scientific approach to enrich knowledge by understanding the nature of the correlational relationship between key indicators of administrative empowerment (administrative communication, motivation, teamwork) and outstanding performance among employees of youth and sports directorates. Additionally, it is hoped that this study will provide practical insights to researchers in this academic field, enabling

them to identify important indicators of administrative empowerment that may contribute to increased outstanding performance, efficiency, participation, and interaction within directorates.

- **Empowerment: Linguistically**, the word "empowerment" means reinforcement or enhancement. The verb "empower" implies enabling someone to do a specific thing, indicating an increased capacity. For example, when we say someone is empowered in a certain skill or knowledge, it means they are more capable in that area. Empowerment in the context of organizational settings involves participation in decision-making processes, procedures, and policies among employees, enhancing their intrinsic motivation towards these activities. It also increases their awareness of the importance and purpose of the work they engage in, with a sense of capability and responsibility in the work environment (**Samaah Moayed Mahmoud: 2007, p. 200**).

- **Employee Motivation**: It is the internal force or feeling that drives an individual's behavior to satisfy specific needs and desires. Motivation encompasses a set of pressures, desires, needs, preferences, and similar concepts. For example, when we say a manager motivates their employees, it means they undertake actions to make their employees more efficient and capable of achieving satisfaction, needs, and desires (**Baayit, 2014, p. 80**).

Procedural Definition of Motivation: It refers to the set of material and moral means provided by youth and sports directorates to their employees to stimulate their desires to strive for them.

- **Teamwork**: It involves a group of two or more individuals who rely on each other to perform specific tasks, aiming to achieve common goals. Teamwork is essential for enhancing collaboration, synergy, and efficiency within organizations (**Al-Shama', Khadar: 2000, p. 143**).

Procedural Definition of Teamwork: It refers to the collaboration of employees in completing tasks assigned to them, aiming to achieve the goals of youth and sports directorates.

- **Effective Communication**: It is the purposeful process of transferring information from one person to another to establish mutual understanding. Effective communication and information flow are crucial for empowering employees and making them more responsive and capable of correctly and efficiently answering customer inquiries (**Hasbaya, 2019, p. 54**).

- **Data Transmission**: It refers to the process of transferring data, information, or ideas between at least two individuals within the organization, using verbal or written messages, or relying on symbolic signals with their meanings. Both the sender and receiver comprehend these messages (**Zerouak , 2019, p. 189**).

Procedural Definition of Communication: It is the process of transferring and exchanging information and data among employees to coordinate efforts and achieve the goals of youth and sports directorates.

Definition of Outstanding Performance:

- **Linguistically**: The term "performance" linguistically refers to fulfilling a duty, completing it, such as performing prayers at their appointed times, or delivering a testimony. It also implies delivering something to someone (**Amal Abdelaziz Mahmoud, 1997, p. 511**).

- **Terminology**: In general, the term is used to denote anything done by an individual openly and explicitly, whether language is used or not (**Rida Fajah, 2002, p. 51**).

- **Procedurally**: It refers to an individual's ability to execute assigned tasks and the degree of responsibility they assume (**Zakaria Al-Douri, 2010, p. 323**).

Outstanding Performance:

Terminologically: It refers to a state of uniqueness in performance by the various elements of an institution as a system, surpassing the performance of other similar institutions in the field of work. It manifests in the characteristics that distinguish the institution and highlight it, thus elevating its status compared to other institutions (**Zakaria Al-Douri, 2010, p. 323**).

Procedurally: It applies to individuals who consistently achieve remarkable and superior results in various positions, including the workplace. They can be described as having demonstrated outstanding performance through their results and capabilities.

Procedural Definition for Employees of Youth and Sports Directorates: These are all employees working in the youth and sports directorates at the levels of senior, middle, and supervisory management within the administrative organization. They possess educational, cultural, and administrative qualifications that enable them to hold administrative positions in the youth and sports directorates.

Youth and Sports Directorate: It is an executive body affiliated with the Ministry of Youth and Sports, overseen by an executive director appointed by the governor. It ensures the effective functioning of external and internal administration, promotes youth and sports associations and their structures, organizes purposeful programs, disseminates physical education and sports, especially in educational environments, training, and mentoring, and develops sports plans for the province in coordination with all relevant structures and agencies (**Triche, 2019, p. 354**).

5. The methodological Approaches Followed in the Study:

5.1 Survey Study:

I conducted a survey study over a period of three weeks, starting from the beginning of March 2023 until March 26, 2023. During this time, I visited the Youth and Sports Directorates of M'sila, aiming to collect data related to the study topic, understand the sample type and size, familiarize myself with as much information about the sample as possible, and ensure a general understanding of the research. Additionally, I distributed questionnaires to a sample of 8 employees to calculate the psychometric characteristics (validity and reliability) of the study tool.

Key Findings:

- Correlation coefficients for all questionnaire items were statistically significant, indicating the validity of the questionnaire for this study.
- Reliability coefficients were high and statistically significant, indicating the potential reliability of the results obtained using the questionnaire.

5.2 Study Scope:

- **Spatial and Temporal Scope:** The study was conducted at the headquarters of the Youth and Sports Directorate of M'sila, from the beginning of March 2023 to December 2023.

5.3 Study Approach:

I employed a descriptive methodology, specifically using the method of mutual correlational relationships.

5.4 Study Population and Sample:

- **Study Population:** All employees of the Youth and Sports Directorate, totaling 50 employees.
- **Sample:** The sample was selected using a comprehensive survey method. Initially, 8 individuals from the original population surveyed were excluded. Subsequently, questionnaires were distributed to a group of 42 employees.

5.5 Data Collection Tools:

I relied on two questionnaires in this study:

- The first questionnaire pertained to the first variable of the study (administrative empowerment).
- The second questionnaire pertained to the second variable of the study (outstanding performance).

5.6 Questionnaire Validity:

Questionnaire validity refers to ensuring that it measures what it is intended to measure. (Fatima Awad Saber, 2002, p. 167). The validity of the administrative empowerment questionnaire and the citizenship behavior questionnaire was estimated using the "internal consistency reliability" coefficient. The internal consistency was calculated for the incentive questionnaire items on the sample of the survey study, consisting of 12 items, by calculating the correlation coefficients between each item and the total score of the participant, as follows:

Table (01): Correlation Coefficients between Statements of Administrative Empowerment Dimensions and Total Score of the Questionnaire

No	Dimensions	Content of Statements	Correlation	Significance
01	Communication	Information conveyed is clear and accurate	.820	0.042
02		Management is concerned with delivering information and decisions in a timely manner	.605	0.016
03		The management's handling of information currently enhances performance and mutual trust with employees	.670	0.040
04		Official channels dominate management's communication with employees	.690	0.001
05	Teamwork	Performance improves when working within a team	.730	0.003
06		The interest of the work team takes	.820	0.004

		precedence over my personal interests		
07		Work teams are formed based on objective criteria (organizational needs)	.833	0.002
08		There are differences in ideas and principles among team members	.610	0.050
09	Motivation	Employees are rewarded when they present new ideas that benefit the work	.670	0.020
10		The salary I receive is considered high compared to salaries of employees in other institutions	.690	0.010
11		There are opportunities for dialogue and cooperation with supervisors	.730	0.001
12		Managers encourage initiatives and new innovations	.810	0.020
13		Justice and objectivity prevail in employee treatment	.820	0.009

Based on the previous table (Table 01), it is evident that the correlation coefficients between each statement of the sub-dimensions (Communication, Teamwork, Motivation) and the total score of the questionnaire ranged between 0.833 and 0.605. These correlation coefficients are statistically significant at the significance level of (0.01-0.05). Therefore, the statements of the empowerment questionnaire are considered valid for the intended measurement.

Table No. (02): Correlation Coefficients between Statements of Outstanding Performance and the Total Score of the Questionnaire.

No	Dimensions	Content of Statements	Correlation	Significance
01	Human Resource Development	The institution seeks to attract the best employees with high performance in administrative work.	0.529	0.042
02		The institution works to provide training opportunities for employees for development, empowerment, and better skills acquisition	0.610	0.016
03		The institution's environment is characterized by support from employees	0.687	0.040

		and their significant loyalty to senior management.		
04		Employees in the institution contribute widely to decision-making.	0.664	0.001
05		The institution works to identify and correct mistakes through the use of acquired information and knowledge to achieve continuous development at all levels.	0.733	0.003
06	Integrated Information System	The institution transforms data and information scientifically to benefit from it in acquiring knowledge.	0.838	0.004
07		The institution has the ability to solve problems related to its work.	0.796	0.002
08		The institution has sufficient knowledge of the type of internal and external communications to coordinate tasks related to its work.	0.687	0.050
09		The institution uses advanced information systems to find cognitive solutions.	0.521	0.020
10		The institution has more than one database for classifying knowledge.	0.546	0.010
11		Flexible Organizational Structure	Changes can easily be introduced to the organizational structure.	0.769
12	The organizational structure of the institution is characterized by its continuous development and adaptation to changes.		0.547	0.020
13	Changes in the organizational structure align with changes in the institution's long-term plans.		0.646	0.009
14	The organizational structure of the institution is distinguished by its ability to assist in its performance development.		0.501	0.042

Based on the previous table number (02), it is evident that the correlations between each statement of the sub-dimensions (Human Resource Development, Integrated Information System, Flexible Organizational Structure) and the total score of the questionnaire ranged between (0.838-0.501) and are considered significant at the significance level of (0.01-0.05). Therefore, the statements of the questionnaire for outstanding performance are considered valid for what they were designed to measure.

Regarding the reliability of the empowerment and outstanding performance questionnaire, the researcher measured the reliability of the tool using the "Cronbach's Alpha coefficient" method. It is worth noting that Cronbach's Alpha coefficient ranges between (0-1), and the closer it is to one, the higher the reliability, while the closer it is to zero, the lower the reliability.

Table number (03): Shows the value of Cronbach's Alpha coefficient for the reliability of the Administrative Empowerment and Outstanding Performance questionnaire.

No	Questionnaire	Number of Statements	Cronbach's Alpha Coefficient
01	Administrative Empowerment	13	0.736
02	Outstanding Performance	14	0.844

Upon reviewing the previous Table (03), it is evident that the Cronbach's Alpha coefficient for the Administrative Empowerment questionnaire was 0.736, while it was 0.844 for the Excellent Performance questionnaire. This indicates high reliability, suggesting that the study instruments have strong stability. This gives us full confidence in the validity of the Administrative Empowerment and Excellent Performance questionnaires for analysis and interpretation of the study results and testing its hypotheses.

6- Statistical Methods: The researcher utilized the statistical software called SPSS (Statistical Package for the Social Sciences) and relied on the following statistical techniques:

- Cronbach's Alpha coefficient to determine the reliability of questionnaire items.
- Pearson correlation coefficient to measure the validity of items with the total score.
- Pearson correlation coefficient to determine the correlation between the variables of Administrative Empowerment and Excellent Performance.

7- Presentation, Interpretation, and Discussion of the results of the first hypothesis, which states the existence of a correlation between Administrative Communication and Excellent Performance among the employees of the Youth and Sports Directorates.

Table (04): Pearson Correlation Coefficient between Administrative Communication and Excellent Performance.

Variable	Sample Size	Pearson	Significance Level	Decision
Administrative Communication	42	0.554	0.003	Significant
Excellent Performance				

- **Based on the previous table number (04)**, it is evident that the Pearson correlation coefficient between the variables "Administrative Communication" and "Excellent Performance" is 0.554, indicating a moderate positive relationship between them. The significance level for this coefficient is 0.003, which is less than our accepted significance level of 0.05. This implies that the correlation coefficient is statistically significant. Therefore, we confirm the validity of the first research hypothesis, which states "There is a significant relationship between administrative communication and excellent performance among employees of youth and sports directorates." The confidence level for this result is 95%, with a 5% chance of error.

The interpretation and discussion of the results :It reveals that the correlation coefficient of 0.554 indicates a moderate positive relationship between the variables, which is statistically significant. This suggests that as the availability of communication increases, the excellent performance among employees of youth and sports directorates also increases. This indicates that clear, accurate, and timely communication between employees, along with the management's commitment to disseminating information to all staff members, fosters a sense of belonging among employees to the organization. Additionally, it encourages voluntary work and helps in avoiding problems before they occur because information is clear and explicit.

Among the modern management trends that have emphasized the importance of communication is the theory of "excellent performance." This theory gained significant attention from management writer and consultant Thomas Peters, along with his colleague Rober Waterman. Their study, which included over 40 highly successful and high-performing organizations, is one of the most renowned in the field of effectiveness and excellent performance.

Through their research, Peters and Waterman identified several common characteristics among these successful organizations that contributed to their excellence and success. One such characteristic was the close and continuous connection these organizations maintained with their consumers. This allowed them to understand and respond to their needs and desires effectively.

Additionally, employees in these organizations were well aware of the mission and goals of their organizations. Managers at all levels actively engaged with employees through effective

communication channels to address issues and concerns. This emphasis on communication not only facilitated problem-solving but also fostered a sense of unity and shared purpose among the workforce. **(Harim: 2010, pp. 74-75)**

In the same context, Ahmed Al-Kilani believes that modern communication information systems, which keep pace with the requirements of any new stage in a collaborative work environment, share information specific to each department separately. This approach enhances a positive competitive spirit among employees and increases their confidence in themselves, thereby strengthening their performance in their work. Consequently, this leads to better performance among employees, ultimately resulting in high-quality outputs and excellent performance reflected in the services provided to all stakeholders. **(Al-Kilani, 2018, p. 22)**

Moreover, " Khasawneh " emphasized that communication is essential for any organization because without it, employees would find it difficult to understand the direction of their management and the organizational goals the organization aspires to achieve. Similarly, it would be challenging for departments to understand the direction and needs of employees and accommodate them. Effective communication leads to improving employees' performance and increasing their satisfaction with their work, as well as fostering a sense of belonging to the organization. Employees can better understand their work reality, feel greater value, and also understand the roles of others. This encourages collaboration and coordination among employees and departments, ultimately motivating employees to deliver even more excellent performance. **(Khasawneh, 2011, p. 92)**

- Presentation, Interpretation, and Discussion of the Results of Hypothesis Two, which states the existence of a correlation between teamwork and outstanding performance among employees of the Youth and Sports Directorates.

Table No. (05): Pearson Correlation Coefficient between Teamwork and Outstanding Performance.

Variable	Sample Size	Pearson	Significance Level	Decision
Teamwork	42	0,645	0.035	Significant at 0.05
Outstanding Performance				

- Upon examining the previous table number (05), it is evident that the Pearson correlation coefficient between the variables "Teamwork" and "Outstanding Performance" is 0.645, indicating a moderate positive relationship between them. The significance level for this coefficient is 0.035, which is lower than our predetermined significance level of 0.05. This suggests that the correlation coefficient is statistically significant. Consequently, we confirm the validity of the second research hypothesis, which asserts that there is a relationship between teamwork and outstanding performance among employees of youth and sports directorates, with a 95% confidence level and a 5% margin of error.

8 - Interpretation and Discussion of Results: The correlation coefficient of 0.645 indicates a positive relationship between teamwork and outstanding performance, with statistical significance. This implies that as teamwork increases, employees' satisfaction increases, providing them with greater motivation to perform their work as required in the youth and sports directorates. Collaborative work, coupled with senior management's emphasis on teamwork and group dynamics, along with employee involvement in setting the directorate's vision and goals, fosters a sense of belonging among employees. This, in turn, encourages volunteerism and contributes to outstanding performance.

Moreover, the mutual support among employees helps them excel collectively and motivates them to find solutions to challenges that the organization may encounter. Employees feel a sense of ownership and responsibility towards the organization, leading to a collaborative spirit and a proactive approach to problem-solving.

This aligns with what is mentioned in the Holy Quran: "And cooperate in righteousness and piety, but do not cooperate in sin and aggression" (Quran 5:2). It also corresponds with the insights provided by (Madhi 1995, p. 29), who, through Edward Deming's model, emphasized that outstanding performance is a shared responsibility, urging every individual involved in the service process to contribute to accomplishing the expected tasks. Additionally, (Omar and Safi Akili 1996, p. 21) focused on the importance of collaboration among different levels of management within the organization rather than competition, as through this collaboration, departments can understand the needs of each other. This is also echoed in the concept of excellence, which emphasizes the correlation between outstanding performance and teamwork.

Moreover, among the modern management theories that have addressed the topic of teamwork is the Japanese management theory "Z" by the Japanese scholar William Oushi, who emphasized the importance of teamwork, collective decision-making, and the team-oriented approach in work relationships. This theory also highlights the comprehensive concern for all aspects of the employee's life to enhance their affiliation with the organization, discipline, and sense of responsibility (Mouhssin Makhamra: 2000, p. 61). Furthermore, team members may have different perspectives on the problem at hand and how to solve it, as well as the optimal way to reach the best decision, which plays a crucial role and has a decisive impact not only on the duration and quality of the work but also on the quality of the ideas and proposals presented, which will undoubtedly have outstanding outcomes (Louafa: 2008, p. 58).

Presentation and Interpretation of Results of the three hypothesis, which suggests a correlation between incentives and outstanding performance among employees of youth and sports directorates.

Table (06): Pearson Correlation Coefficient between Incentives and Outstanding Performance.

Variable	Sample Size	Pearson	Significance Level	Decision
Incentives	42	0,663	0.045	Significant at 0.05
Outstanding Performance				

Referring to the previous Table (06), it is evident that the Pearson correlation coefficient between the variables "incentives" and "outstanding performance" is 0.663, indicating a positive correlation between them. The significance level for this coefficient is calculated to be 0.045, which is lower than our predetermined significance level of 0.05. This suggests that the correlation coefficient is statistically significant. Therefore, we confirm the hypothesis of the research stating that there is a relationship between incentives and outstanding performance among employees of youth and sports directorates. The confidence level for this result is 95%, with a 5% chance of error.

Presentation and Interpretation of Results: The results of the previous hypothesis interpretation indicate that the availability of both financial and non-financial incentives has a positive impact on the outstanding performance of employees within youth and sports directorates. Financial incentives, such as individual income value and satisfaction derived from material rewards for contributing ideas beneficial to the organization, correlate positively with employee performance. Similarly, non-financial incentives, such as recognition, involvement in decision-making processes, and fostering a sense of belonging within the organization, also contribute to enhancing employee performance. This aligns with the findings of researcher **Nadjm Aboud**, who emphasizes the importance of maintaining and nurturing a conducive organizational climate through both material and moral motivation to foster creativity and sustain outstanding performance among knowledgeable and experienced employees. Additionally, theories such as the Human Relations Theory, exemplified by the Mayo and colleagues' study at the **Hawthorne factory**, suggest that factors beyond material incentives, such as management's attention and recognition of employees' contributions, significantly influence workers' satisfaction and productivity. Thus, both financial and non-financial incentives play crucial roles in preserving organizational talent and fostering outstanding performance by nurturing employees' psychological needs and sense of value within the organization. (**Thabet Abderrahman Idris: 2005, p. 105**)

9-Conclusion:

Based on the theoretical and applied aspects of the study, and in light of the results obtained, the researcher concludes that the general hypothesis, which states that there is a positive relationship between the dimensions of administrative empowerment (communication, teamwork, incentives) and outstanding performance among employees of youth and sports directorates, is supported. In concluding our discussion on administrative empowerment and outstanding performance, we can infer that there is a close relationship between effective administrative empowerment and achieving outstanding performance in institutions and organizations.

When individuals are empowered with the necessary knowledge, skills, and resources to successfully perform their tasks, outstanding performance naturally emerges. Administrative empowerment enhances leadership spirit and active participation in decision-making and goal achievement. It promotes self-confidence and self-responsibility, fosters innovation and creativity in the work environment, and contributes to building strong and enthusiastic teams capable of adapting to challenges and achieving sustainable success.

On the other hand, outstanding performance is evident in achieving superior results and exceeding expectations. It is characterized by efficiency and effectiveness in the use of available resources, and in achieving specified goals accurately and effectively. Outstanding performance also includes commitment to quality standards, innovation, and continuous improvement.

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