



Administrative creativity and its relationship to the future perspective in organizing local tournaments in the sub-federations of racket sports

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Abstract

The research aimed to develop two scales: one for administrative creativity and another for future perspectives, for members of the sub-federations of racket sports. also aimed to identify the level of administrative creativity and future perspectives regarding the organization of local tournaments within these sub-federations, and to determine the relationship, contribution, and impact of administrative creativity on future perspectives for organizing local tournaments from the perspective of the sub-federations' members. The descriptive approach, employing correlational methods, was used on a randomly selected sample of 93 individuals, representing 72.093% of the original population of 129 members of the sub-federations of racket sports. These members were distributed across four federations (tennis, badminton, table tennis, and squash) and were continuing their administrative work within these federations for the 2023-2024 sports season. After selecting the two main research instruments, they were modified through field procedures and sequential statistical analyses on a sample of 30 individuals for statistical analysis, The resulting scales were developed into specialized measures for this research, The survey of the opinions of the main sample began at their workplace at their four sub-federations headquarters in the city of Baghdad for the period from Wednesday, September 6, 2023, until Thursday, October 26, 2023. After collecting the scores of each individual for each measure, the researcher verified that the results were processed using the Statistical Package for the Social Sciences (SPSS). The conclusions are that the members of the sub-federations for racket sports possess administrative creativity that helps them organize local tournaments in their four sports. The members of the sub-federations for racket sports also possess a future-oriented perspective that predicts the good organization of local tournaments in their four sports. Administrative creativity is linked to, contributes to, and influences the future-oriented perspective for organizing local tournaments in a positive and direct relationship from the point of view of the members of the sub-federations for racket sports. It is necessary to pay attention to improving the administrative creativity of the members of the sub-federations for racket sports continuously because of its influential and positive role in raising the level of the future-oriented perspective, which ensures administrative stability when organizing local tournaments in the future.

Keywords: Administrative creativity, organizing local tournaments, future perspective, racket sports.

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Introduction

"The importance of creativity stems from its role as a means of development, renewal, and innovation in finding new methods and solutions to existing problems in an innovative way that saves time, effort, and cost. The sum of creativity reflects the level of civilization humanity has reached. Without creativity and innovation, life would have remained in its primitive form" (Laheq, 2007, p. 13).

"Administrative creativity is a crucial factor for success and excellence in organizations, as it helps improve performance, increase productivity, and develop the services provided." (Rami, 2017, p. 65).

" Also, Administrative creativity is essential for any administrative institution, especially sports federations and clubs, due to its importance in benefiting the team. This makes creativity and excellence a competitive characteristic, as successful administrators must develop their abilities to contribute to solving problems." (Thamer & Saad, 2019, p. 122)"

"Administrative creativity is a key aspect of achieving success and excellence in the daily business environment. It significantly contributes to further innovation and development in various fields of work, and enhances productivity and efficiency." The diverse range of skills and practices encompasses administrative creativity, such as creative thinking, risk management, team organization, process development, and service delivery innovation. (Saad, 2018, p. 34) Administrative creativity includes several characteristics that contribute to business success and excellence, the most prominent of which are:

- Creative Thinking: Managerial creativity is characterized by the ability to think differently and innovatively to solve problems, and to use new and unconventional methods and tools to achieve goals.
- Adaptiveness: Managerial creativity possesses the ability to adapt to rapid changes in the work environment and to transform challenges into new opportunities for development and progress (Khaled, 2019, p. 77).
- Effective Management: Managerial creativity requires effective management and organizational skills, including organizing and directing teams toward achieving defined goals.
- Cooperation and Teamwork: Managerial creativity necessitates cooperation and teamwork among individuals and teams, and the exchange of ideas and experiences to find innovative and effective solutions.
- Excellence and Innovation: Managerial creativity relies on excellence and innovation in providing products and services, developing new processes, and innovating in management methods.
- Risk Management: Managerial creativity requires the ability to manage risks, make bold decisions, and experiment and test to achieve success. (Saeed, 2016, p. 83)

This means that the administrative creativity is "an important source of change and transformation in organizations, helping to enhance the ability to adapt to internal and external



challenges and changes, and also helping to develop a work culture and stimulate innovation and creativity within organizations." (Mohammed, 2015, p. 152)

It is illogical to describe administrative leadership as possessing a vision for the future when it is based on speculation that does not rely on numerical data about what will happen in the future. (Dess, 2007, p. 15)

"The performance of administrative structures has emerged within this framework, given its effective impact on improving performance and job satisfaction, and its primary focus on establishing and building trust between management and employees, motivating them, involving them in decision-making, and breaking down internal barriers between management and employees." (Saad, 2005, p. 212)

"The future perspective in management looks to the challenges and opportunities that institutions and organizations will face in the future, and depends on the future vision of those institutions and their ability to adapt to the rapid changes in the modern world." (Muhammad, 2019, p. 51) The characteristics of the future perspective are as follows:

- ❖ **Development of Technology:** Technological development is a key factor in shaping the future. Therefore, organizations must leverage and adapt to modern technologies to achieve excellence and future success.
- ❖ **Digital Transformation:** This requires organizations to transition from traditional methods to modern technologies for managing operations, improving productivity, and making business more efficient and effective.
- ❖ **Sustainability:** Sustainability is a major challenge facing organizations in the future. They must take measures to reduce negative environmental impacts and enhance social responsibility.
- ❖ **Demographic Shift:** Organizations must address rapid demographic shifts and keep pace with the needs of employees and customers from diverse age groups and cultural backgrounds.
- ❖ **Cultural Diversity:** Cultural diversity is a challenge facing organizations in the future. They must take measures to promote inclusivity, tolerance, and cooperation among individuals from different cultures. (Talal, 2019, p. 51)
- ❖ **Continuous Learning:** Organizations must engage in continuous learning and update their knowledge and skills to meet future needs.
- ❖ **Creative thinking:** Creative thinking is a key factor in shaping the future, and organizations must foster this type of thinking to achieve excellence and success.
- ❖ **Collaboration and communication:** Collaboration and communication are effective methods for achieving goals and future visions, and organizations must promote these values in the work environment.
- ❖ **Creative leadership:** Creative leadership plays a crucial role in shaping the future, and leaders must foster confidence in the future and motivate individuals to achieve outstanding results.



- ❖ Maintaining flexibility: Organizations must maintain flexibility and adapt to the constant transformations and changes in the modern world. (Mohammed, 2016, p. 209)

The administrative structures of the sub-federations for racket sports are important institutions in hosting many local tournaments and actively contributing to their technical organization. Administrative creativity is considered complementary to the directions and aspirations of tournament management and fulfills the expected excellence in the future of sports administration work in these four administrative structures. The responsibility of the members of the sub-federations for racket sports has multifaceted dimensions at various levels in managing local tournaments, through their participation in drawing up the policy of future planning and the expected successes, which has become a necessary requirement for future projections that indicate the desired improvements for any organization that wants to succeed and progress away from speculation or improvisation. Through the academic researcher's work in sports management and her review of many available sources and research related to the specifics of the current research and her conducting many discussions through interviews with members of the sub-federations for racket sports, she noticed the need to delve into a study that would help raise the level of these administrative structures of the sub-federations for racket sports, which necessitates studying administrative creativity in organizing local tournaments. Given that it is one of the most important fundamental criteria in the future perspective.

In management, "a future perspective requires analyzing future challenges and opportunities, defining future goals and visions, developing effective strategies and action plans to achieve those goals, promoting innovation, creativity, and continuous learning, and enhancing trust, cooperation, and communication within the organization." (Nasser, 2018, p. 114)

"Sports federations, which are the entities responsible for developing any administrative work in any sport in any country, bear the responsibility for their respective teams in all areas." (Ismail and Taqa, 2018, p. 194)

Based on a critical analysis of the framework of previous literature, the research problem lies in attempting to answer the following questions:

- What is the level of administrative creativity in organizing local tournaments among members of the sub-federations for racket sports?
- What is the level of future-oriented perspective among members of the sub-federations for racket sports?
- What role does administrative creativity play in organizing local tournaments from a future-oriented perspective among members of the sub-federations for racket sports?

Therefore, this research aims to:

- Develop two scales: one for administrative creativity and another for future-oriented perspective, for members of the sub-federations for racket sports.



- Identify the level of administrative creativity from the perspective of members of the sub-federations for racket sports.
- Identify the level of future-oriented perspective in organizing local tournaments from the perspective of members of the sub-federations for racket sports.
- Identify the relationship, contribution, and impact of administrative creativity on the future-oriented perspective in organizing local tournaments from the perspective of members of the sub-federations for racket sports.

Procedures

The descriptive research method is adopted, which is defined as "the method that describes a phenomenon according to a specific research plan that includes describing the phenomena, collecting facts and information about them, evaluating these phenomena in light of what they should be, and in light of more appropriate standards, and suggesting the steps that should be taken." (Magdi, 2019, p. 208)

The research population includes the members of the sub-federations for racket sports, totaling (129) individuals, naturally distributed across (4) federations for (tennis, badminton, table tennis, and squash), who continue their sports administration work in these formations for the (2023-2024) sports season. All of them were deliberately selected using a comprehensive enumeration method at a rate of (100%) to ensure their inclusion in the two phenomena addressed in the research problem, so that they could be treated as a single total sample that fulfills the required research objectives. From them, (6) individuals were randomly selected for the pilot sample, representing (4.651%) of their original population, and (30) individuals were also randomly selected for the statistical analysis sample for the two measurement instruments, representing (23.256%) of their original population. The remaining (93) individuals, representing (72.093%) of the original population, were selected for the application sample, as shown in Table (1):

Table 1. shows the description of the research population members and their distribution across the three research samples, along with their percentages

Administrative Formations	Number of Governora	Members of St Federations	Details of Individual Distribution		
			Explorator	Statistical Anal	Application
Tennis Sub-Federatio	12	36	2	9	25
Badminton Sub-Federations	12	36	2	9	25
Table Tennis Sub-Federations	18	54	2	12	40
Squash Sub-Federatio	1	3	-	-	2
Total		129	6	30	93
Percentage of the Original Population		% 100	% 4.651	%23.256	%72.093



Tools

The Administrative Creativity Scale was used (Dailman, 2011, p. 167), which is contents 14 items, each with a five-point scale of statements and alternatives (strongly agree, agree, unsure, disagree, strongly disagree). The weighting of these alternatives is 5-1, with a total score ranging from 14 to 70 and a hypothetical mean of 42. This is a paper-and-pencil scale, where higher scores indicate better performance, as explained in Appendix (1).

The Futures Perspective Scale (Salah, 2011, p. 24) was also used. This scale comprises two dimensions of futures perspective, divided into 36 items. Each item consists of a three-point scale of statements and alternatives (strongly agree, sometimes agree, disagree). The total score ranges from 36 to 108, with a hypothetical mean of 42. This is also a paper-and-pencil scale, where higher scores indicate better performance.

Results

The two research scales have been modified to suit the target sample. The researcher modified the items of each scale and presented these modifications to (17) experts to obtain face and logical validity, with over (80%) of them agreeing with the revised scales.

Construct validity was also verified by applying the scales to a sample of (30) individuals for statistical analysis, using statistical significance to determine the discriminatory ability between the two extreme groups (27%) of this sample. Internal consistency was verified by calculating simple Pearson correlation coefficients. Furthermore, reliability was verified by processing the scores with Cronbach's alpha coefficient, which reached (0.877) for the Administrative Creativity Scale and (0.849) for the Future Perspective Scale at a significance level of (0.05) and (28) degrees of freedom. The normal distribution of the scores in the statistical analysis sample was also confirmed.

These procedures were implemented simultaneously and independently in all statistical analyses. The scale for administrative creativity in organizing local racket sports tournaments now consists of 14 items, modified to align with the specific requirements of this research, without deleting any items. The total score ranges from 14 to 70 points, with a hypothetical mean of 42. The future-time perspective scale now comprises two dimensions, distributed across 25 items, with a total score ranging from 25 to 75 points and a hypothetical mean of 50. This scale was modified after deleting 11 items, without any further modifications, as those items were deemed unsuitable for the planning and organizational nature of the sub-federations.

Furthermore, after finalizing the two scales, a survey was conducted with the main application sample of (93) individuals at their workplaces at the four-federation headquarters in Baghdad, from Wednesday, September 6, 2023, to Thursday, October 26, 2023.

After collecting each individual's score for each scale, the researcher processed the results using the Statistical Package for the Social Sciences (SPSS) for the following: percentage, mean, standard deviation, t-test for uncorrelated samples, simple correlation coefficient, Cronbach's alpha coefficient, one-sample t-test, and the rules of linear regression model.

Table 2. shows the level of results of the application sample in the two scales compared to the hypothetical mean of each

Scale Name	Number of Items	Total Scale Score	Hypothetical Mean	Arithmetic Mean	Standard Deviation	Difference Between Means	(t)	(Sig)	Significance
Administrative Creativity	14	70	42	47.978	4.418	5.978	13.049	0.000	Significance
Future Perspective	25	75	50	53.344	6.572	3.344	4.907	0.000	Significance

n=93(t) is a function where (Sig) > (0.05) at a significance level of (0.05) and degrees of freedom of (92).

Table 3. shows the results of the simple correlation coefficient and linear regression between the scores of individuals on the two scales

Influential Factor	Affected	Correlation Coefficient (R)	Linear Regression Coefficient (R) ² (Coefficient of Determination)	Contribution Ratio	Standard Error of Estimation
Administrative Creativity	Future Perspective	0.926	0.858	0.857	2.487

Table 4. shows the results of the (F) test to examine the goodness of fit of the linear regression model

Influential Factor	Affected	Contrast	Sum of Squares	Degrees of Freedom	Mean Square	(F)	(Sig)	Significance
Administrative Creativity	Future Perspective	Regression	3409.927	1	3409.927	551.099	0.000	Significance
		Errors	563.063	91	6.188			

n = 93 The value of (F) is significant if the value of the (Sig) score is > (0.05) * Significance level(0.05)

Table 5. Shows the results of the fixed term and slope (effect) estimates for the linear regression values

Affected	Variables	β	Standard Error	(t)	(Sig)	Significance
Future Perspective	Fixed Term	-12.767	2.828	4.514	0.000	Significance
	Managerial Creativity	1.378	0.059	23.476	0.000	Significance



The value of (t) is significant if the score of (Sig) > (0.05) at the significance level of (0.05)

Discussion

The level of the two phenomena has results the in Table (2) showed that the opinions of the research sample showed that both administrative creativity for organizing local tournaments for racket games and the future Perspective are available at varying levels among members of the sub-federations for racket games. The results of Tables (3), (4) and (5) of the linear regression model show a significant positive relationship for the good alignment of administrative creativity for organizing local tournaments for racket games and the future Perspective, and that this relationship contributes a significant effect, while the rest of the contribution is due to other random factors that were not researched.

Researcher attributes the emergence of these results, with the level and influential relationship of the role of administrative creativity in the future perspective, to the fact that continuous development and change represents one of the most important goals of the future perspective in management. It is important for management to have the ability to adapt to external variables and develop itself creatively to meet the needs of the tournaments it organizes by innovating what improves its processes to better meet the needs of these local tournaments by adopting new technologies and using them effectively.

These results, according to the opinions of the research sample, were a result of the continuous improvement of its operations and services, through the periodic evaluation of the performance of these sub-federations and the identification of points that can be improved and developed, in order to achieve sustainability in its operations and work, through the adoption of practices that are consistent with the concept of sustainable development, which achieves social, environmental and economic sustainability, and achieving effective leadership and developing members of them to be leaders capable of achieving the desired goals and motivating those in charge of managing the tournaments to achieve the desired results, and good cooperation and partnerships with other companies and institutions that support one of the most important goals of the future perspective in management to enhance competitiveness.

To develop work resources these federations sought to provide an attractive and motivating work environment for their employees, and to develop their capabilities and train them in the skills necessary to achieve the goals of managing local tournaments, which gives the implication of these results that the higher the level of administrative creativity, the higher the level of future perspective, and in direct proportion to this increase.

"Administrative creativity is an invitation to renewal and development, a call to be sensitive to the problems facing managers in their workplaces, an exploration of available opportunities for development and improvement, a loud scream to abandon stagnation and welcome renewal that contributes to seeing things in a new light and with a holistic perspective, and a declaration that connects things to each other and reconciles them in an effort to produce new achievements that launch institutions." (Muhammad, 2006, p. 18)

"The creative person is the one who is satisfied with a small amount of information when working on any new project, due to his ability to simplify and organize his ideas and work according



to well-thought-out principles. The analytical individual is described as the one who can take an idea or a project and then determine its details.” (Saud, 2006, p. 118)

"The modern effective management of the future work of sports federations has become important and necessary. Therefore, every sports federation must allocate an appropriate amount of time from its work for dialogue and consultation within the federation's premises or with other people outside the federation's system who possess experience and knowledge of the game and administrative work." (Omar and Huda, 2021, p. 10)

"Administrative creativity helps in the interaction of a number of abilities, aptitudes and personal characteristics which, if the appropriate environment is found, lead to original, useful and new production that contributes to the progress and development of human life in multiple fields." (Jamal, 2009, p. 9)

"The need for administrative creativity in institutions has become an urgent necessity in light of changing and evolving circumstances, especially for sports institutions, in order for them to rise and develop. Management scholars agree that those responsible for managing modern administrative institutions must be keen on improving and developing the capabilities of their employees." (Abdullah, 2022, p. 4)

"It can be said that administrative creativity plays a crucial role in the future, as it helps achieve significant transformations in administrative and institutional processes, thus enhancing opportunities for success and excellence in the market, helping in the continuous development of products and services, and providing new solutions to current and future problems." (Abdul Rahman, 2017, p.

Furthermore, “a person with a positive future outlook can accomplish difficult tasks, but this is only possible with the motivation to persevere in completing those tasks through learning.” (peetsma, 2000, p. 177)

It is also stated that “creativity is one of the essential functions that management should focus on, setting short-term and long-term goals for it, and taking responsibility for providing opportunities, creating a suitable environment, and offering incentives and recognition to those who succeed in it. Management must also learn how to integrate creative talent into the organization and guide it in a specific direction.” (Abdullah, 2005, p. 11)

“For future prospects, management must strive to move away from the traditional approach to management and think creatively and boldly, utilizing modern technology and innovations in business management. Focusing on quality should be a primary objective of the future outlook in management, through improving the quality of products and services and enhancing production and delivery processes. This can be achieved by adopting and effectively implementing international quality standards.” (Mohammed Abdul Hakim, 2019, p. 85)

“For a future-oriented management perspective, the aim should be to achieve sustainability and social responsibility in its operations, provide a healthy and safe working environment, reduce negative environmental impact, support local communities and improve their lives. Communication and transparency should be key objectives for a future-oriented management perspective, as management should communicate effectively with company employees, customers, partners and the local community, and provide transparent and honest information about business, results and developments.” (Mohamed Salah, 2019, p. 11)



Furthermore, “Management must leverage modern technology and innovations from a future-oriented perspective to improve business processes, achieve sustainability and competitiveness, and develop new products and services that meet customer needs. Management must also prepare for digital transformation and utilize artificial intelligence, machine learning, and big data technologies to enhance business processes and achieve sustainability and competitiveness.” (Mohamed El-Erian, 2018, p. 121)

“To achieve the goals of a future-oriented perspective, management must move beyond mere profitability and consider social, environmental, and economic problems, developing comprehensive solutions to these challenges.” (Fatima Al-Zahra, 2018)

Additionally, “Achieving the goals of a future-oriented perspective requires effective management, meticulous planning, and outstanding execution. Vision, creativity, and bold thinking can contribute to achieving these objectives.” (Abdul Rahman, 2017, p. 54)

"One of the responsibilities of the administrative leader is to create a positive social environment that helps creativity and innovation within the organization. The leader who makes subordinates feel important at work raises their morale and self-confidence, which motivates them to exert more effort and think, and then progress and innovate." (Falah and Ali, 2021: p. 127).

Conclusions

- The members of the sub-federations for racket sports possess administrative creativity that helps them organize local tournaments in their four sports. They also have a forward-looking perspective that informs them about the successful organization of these tournaments.
- From the perspective of the sub-federations' members, administrative creativity is directly and positively linked to, and contributes to, a forward-looking perspective on organizing local tournaments.
- It is essential to continuously enhance the administrative creativity of the sub-federations' members, as it plays a significant and positive role in raising their forward-looking perspective, which ensures administrative stability when organizing local tournaments in the future.

Appendix

Appendix 1. *shows the items of the Administrative Creativity Scale as received from its source and after modification*

Item statements after modification	#	Item statements before modification
The sub-federation is able to generate a large number of alternatives, ideas, or uses when organizing local tournaments.	1	Generating a large number of alternatives, ideas, or uses when responding to a specific stimulus.
The sub-federation persuades others while dealing with them through skills and a good understanding of information related to organizing local tournaments.	2	Persuading others while dealing with them through skills and a good understanding of all relevant information.



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The sub-federation is able to change the mindset of the local tournament management by changing the situation.	3	Changing the mindset of the middle management by changing the situation.
The sub-federation is able to adapt to and absorb new circumstances, variables, and situations in the form of atypical responses and participation during tournament organization.	4	Adapting to and absorbing new circumstances, variables, and situations in the form of atypical responses and participation.
The sub-federation is able to see multiple problems in a single situation during tournament organization.	5	Seeing multiple problems in a single situation.
The sub-federation anticipates problems before they occur and prepares to address them.	6	Anticipate problems before they occur and prepare to address them.
The sub-federation is able to develop and cultivate something new or different.	7	Develop and cultivate something new or different.
The sub-federation is able to find new ideas and alternatives to solve the problem they face in organizing the tournament.	8	Find new ideas and alternatives to solve the problem they face in the middle school.
The sub-federation adopts new ideas and methods for organizing tournaments and is prepared to bear the risks and responsibilities that result from them.	9	Adopt new ideas and methods for performing the work and be prepared to bear the risks and responsibilities that result from them.
The sub-federation adopts the application of new methods in organizing the tournament.	10	Apply new methods for performing the work.
The sub-federation is able to simplify and organize ideas when faced with a problem during tournament organization.	11	Simplify and organize ideas when faced with a problem.
The sub-federation is able to evaluate weaknesses and unsuccessful efforts in organizing local tournaments.	12	Evaluate weaknesses and unsuccessful efforts in the middle school.
The sub-federation relies on dealing with complex systems and adapting them to the realities of the work.	13	Deal with complex systems and adapt them to the realities of the work.
Members of the sub-federation are able to express their opinions appropriately and correctly.	14	Expressing their opinions appropriately and correctly.

Appendix 2. Future Perspective Scale

#	Item Statements	Completely Apply	Sometimes Apply	Not Apply
Dimension One: Motivational Aspect				
1	I identify my present and future needs and strive to achieve them.			
2	I develop methods for addressing my future problems to reach solutions.			



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- 3 My colleagues' opinions play an important role in my future life.
 - 4 I find happiness in helping others.
 - 5 I feel happy when I have positive relationships with others.
 - 6 I strive to solve problems that require solutions that will benefit me in the future.
 - 7 I feel some anxiety when I don't complete my tasks on time.
 - 8 I strive for excellence in my work, even if it takes a long time.
 - 9 Closeness to God makes me happy in the present and future.
 - 10 For me, securing my future lies in accomplishing valuable tasks.
 - 11 I strive to be a distinguished figure in my future career.
 - 12 I strive to accomplish challenging tasks that will set me apart from others in the future.
 - 13 I strive to complete my tasks to achieve a better economic life in the future.
 - 14 Completing one task motivates me to accomplish another.

Second Dimension: The Cognitive Aspect

- 15 I dedicate most of my time to acquiring knowledge.
 - 16 I feel happy when I obtain an academic degree.
 - 17 I find pleasure in frequenting sources of knowledge.
 - 18 I am convinced that success does not come by luck.
 - 19 I keep many books in my personal library, both at work and at home.
 - 20 I strive to accomplish tasks I have not yet completed.
 - 21 I am convinced that acquiring knowledge never stops as long as I live.
 - 22 I take my time when asked to answer any question or give my opinion on a topic.
 - 23 I endure any difficulties in order to obtain any new information that will benefit me in the future.
 - 24 I compete with my colleagues to acquire knowledge and complete tasks.
 - 25 I persevere in completing tasks that will benefit me in the future, regardless of my circumstances.
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