

## The role of management creativity in enhancing Competitive performance in sports clubs

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### Abstract:

*The research aims to identify the relationship between management creativity and competitiveness in sports clubs, The researcher used the descriptive methods using the survey method, The research sample consisted of 238 individuals , the basic study consisted of (209) individuals and the pilot study consisted of (29) individuals , selected from the Middle Level of Management they represent ( manager ) and the Lower Level of Management they represent ( employee ) in clubs (Wadi Degla - Egyptian Shooting - The Arab Contractors), The researcher used a Management creativity questionnaire and Competitive performance questionnaire. By analyzing the results of the management creativity questionnaire, the questionnaire as a whole came with percentage 75.48%, as medium normative level. By analyzing the results of the Competitive performance questionnaire, the questionnaire as a whole came with percentage 76.15% as medium normative level. There is statistically significant correlation between Total of competitive performance questionnaire and Total of Management creativity questionnaire.*

**Key Word:** Management creativity, Competitive performance, Sports clubs.

### Introduction:

Sports clubs are considered one of the private sports institutions that are interested in sports and have an impact in society and aim to contribute to the preparation of a good citizen. In the 21st century, the need for creative and competitive performance in sports clubs is very important. In the sports sector, the competitive performance can be formulated based on employees' creative prospective, which in turn helps to develop the clubs to the needs of the market.

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Sports clubs are sports foundations formed by a group of normal individuals that are prepared with buildings, stadiums and facilities for the spreading of sports practice (Official Gazette, 2017: PP. 4)

Because management creativity includes a set of resources based on human element and knowledge, they are arranged and organized in steps to achieve creativity in providing a product, or a service. In addition, innovation is the essence of management creativity, which makes it an urgent need for organizations to improve their capabilities and generate ideas to adapt to modern technological developments to solve problems and participate in appropriate decision-making at the right time (Hur, et al., 2016.)

Creativity is one of the elements that help achieve organizational success along with research and development, employee knowledge, experience and qualifications (Urbancova Hana, 2013)

Innovation is defined as one of the important factors for competitiveness and growth. (Pettrakis et al., 2015)

The importance of management creativity for organizations appears in several aspects, including: Increase the organization's ability to respond to changes in the surrounding environment, Improve the services provided by the organization to benefit the organization and individuals , Contribute to develop the intellectual and mental capabilities of individuals in the organization, Utilizing human resources and making better use of their capabilities by giving them the opportunity to search for new ways and methods of work. (Al-Da'abseh, et al., 2018).

Performance is the results of a specific activity for a specific period of time, and it is defined as the organization's ability to achieve its goals through the efficient and effective use of available resources. Therefore, performance is a measure of the relationship between the allocated resources and the achieved results. (Daft, R.L. at al. ,2001, PP.12)

Hajar Sahar Abawi (2019) indicated that the competitive performance of the institution can only be achieved by studying its internal and external environment to determine the strengths and weaknesses and searching for opportunities to confront the market and stand firm in the face of competing institutions by planning to build effective communication strategies for the institution. The confidence

of its customers, given that the size of its audience determines the size of its profits and its competitiveness.

Competitive performance is considered to be the capacity of the foundation to provide beneficiaries with more effective and efficient products and services than other competitors, as well as the ability to produce goods and services of good quality, on an affordable price, and on time. Optimum use of the institution's material and human resources and capabilities. (Abdelhakim Mohamed Gerbi, 2011, PP.80)

The sports industry recently achieved great development compared to other industries, as the sports industry has occupied an important position in the economies of countries, as it occupied the 15<sup>th</sup> position in the American economy, ahead of many American industries, as well , the income of football matches ranked 2<sup>nd</sup> in the Italian economy, It ranked 5<sup>th</sup> in the Japanese economy, Sports are divided into three types: sports business that generate income or direct revenue, such as what a club receives from selling tickets in sports matches, sports business that generates income or indirect revenue including the sales of sports products and equipment, and those who produce income or revenue for sports events, “sports business that generate income or the supported income” are linked to the existence of the same sports events as the income that some sport-related business earns from famous or big sports events. (Kamal Darwish et al., 2013, PP.71 – 73)

In a global environment characterized by rapid change, organizations face great challenges, and therefore these organizations need to focus on the management process in facing these challenges. Therefore, organizations seek to develop and improve the competitive performance of their employees, as this process has a great impact on their growth, success, and maintaining a good competitive position. Management creativity is one of the important and modern topics in the management sciences, because it is of great importance in the continuity and development of the organization, as it helps the organization to adapt to the successive changes and helps it to face different challenges.

Due to rapid changes in technology, and intense competition, the management creativity one of the most important elements of individuals, as well as organizations' development.

Management creativity also contributes to controlling various processes and sharing data and information between various job activities in these clubs , with the aim of continuing and achieving a competitive advantage between them, reducing costs, increasing efficiency in their performance, One of these processes that may change the nature of competitive performance is management creativity, which is a critical factor in the organizations' ability to improve the performance of their employees. Therefore, the problem of this study arises in identifying the role played by management creativity in competitive performance at the sports clubs.

**The Objective:**

The research aims to identify the relationship between management creativity and competitiveness in sports clubs.

**Procedures Methodology:**

The researcher used the descriptive methods using the survey method.

**Sample:**

The research sample consisted of (238) individuals, the basic study consisted of (209) individuals and the pilot study consisted of (29) individuals, selected from the Middle Level of Management they represent (manager) and the Lower Level of Management they represent (employee) in clubs (Wadi Degla - Egyptian Shooting - The Arab Contractors).

Table (1) Description of the research sample.

No	Clube	Main study				Pilot study			
		Manager		Employee		Manager		Employee	
		Number	Percent age	Number	Percent age	Number	Percent age	Number	Percent age
1	Wadi Degla	13	34.21%	59	34.50%	1	33.33%	8	30.77%
2	Egyptian Shooting	16	42.11%	64	37.43%	1	33.33%	10	38.46%
3	The Arab Contractors	9	23.68%	48	28.07%	1	33.33%	8	30.77%
<b>Total</b>		<b>38</b>	<b>18.18%</b>	<b>171</b>	<b>81.82%</b>	<b>3</b>	<b>10.34%</b>	<b>26</b>	<b>89.66%</b>
		<b>209</b>				<b>29</b>			

Table (1) shows that 18.18% represent (manager), 81.82% represent (employee) in main study, 10.34% represent (manager) and 89.66% represent (employee) in pilot study.

### **Data collection tools:**

The researcher used a questionnaire:

- Management creativity questionnaire.
- Competitive performance questionnaire.

### **Management creativity questionnaire:**

The researcher used a management creativity questionnaire designed by Eman Mohamed Abdel-Rehim El-Ashkar (2017), The researcher re-ratoning the questionnaire.

### **Competitive performance questionnaire.**

The researcher used a - Competitive performance questionnaire designed by Basma Ibrahem Abdelbaser Ibrahem (2020), The researcher re-ratoning the questionnaire.

### **Scientific procedures of the questionnaire:**

The researcher carried out the scientific procedures of the questionnaire on a pilot sample from the community of the research and outside the main sample in the period from 30\1\2022 to 6\2\2022.

### **pilot study:**

The researcher conducted the pilot study on a sample consisted of “29 (3 Manager, 26 Employees)” manager and employees from the same research community and outside the main study sample in the period from 30\1\2022 to 6\2\2022. for conducting the scientific procedure for the questionnaires of the research.

### **Validity:**

The Validity of questionnaires phrases between “Management creativity questionnaire is (0.942 - 0.640), Competitive performance questionnaire is (0.938 - 0.638)”, questionnaires axes “Management creativity questionnaire is (0.513 - 0.441), Competitive performance questionnaire is (0.938 - 0.638)”.

### **Reliability:**

The reliability for questionnaires by Guttman Split-Half Coefficient is “Management creativity questionnaire is (0.934 - 0.436), Competitive performance questionnaire is (0.722 - 0.499)”.

### **Main study**

The researcher carried out the main study for the research in the period from 10\2\2022 to 10\3\2022.

**Statistical processors:**

- Frequency and percentage.
- Mean.
- St. deviation.
- Correlation coefficient.
- Reliability using Guttman Split-Half Coefficient.
- Chi squared test.
- Normative variables.

**Results and Discussion:**

Table (2): Estimated total, Relative weight, Arrangement and Normative level for the Management creativity questionnaire

No	Axes	Estimated total	Relative weight	Arrangement	Normative level
1	originality	5030	80.22%	1	Good
2	flexibility	4717	75.23%	2	Medium
3	taking risk	3119	71.06%	4	Medium
4	fluency	4644	74.07%	3	Medium
<b>Total</b>		<b>17510</b>	<b>75.48%</b>		Medium

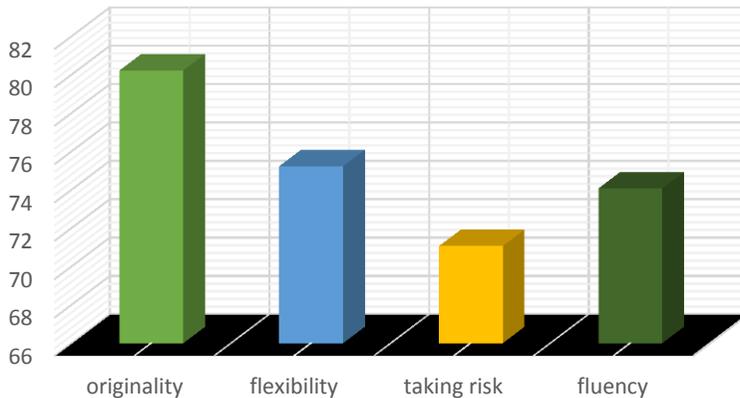


Figure (1) Relative weight for Axes of Management creativity questionnaire

Table (2) and figure (1) show that in 1<sup>st</sup> place came the originality axis with a percentage of 80.22% and Normative level Good, In the 2<sup>nd</sup> place, flexibility axis came with a percentage of 75.23% and Normative level Medium, In the 3<sup>rd</sup> place, fluency axis came with a percentage of 74.07% and Normative level Medium, In the 4<sup>th</sup> place, taking risk axis came with a percentage of 71.06% and

Normative level Medium, the questionnaire as a whole came as a percentage 75.48% and Normative level Medium.

The researcher believes that management creativity as an idea is characterized by modernity and innovation that arises as a result of experience and management knowledge of the reality of the organization and is based on comprehensive information of the various parts of the organization and its analysis, which requires the availability of creative capabilities to reach what is new and useful.

This result is consistent with the study of (Mohamed Mihdar Abdul muthaliff et al. (2020)), (Naser Valaei, et al. 2021) , (Fawzieh Masa'd, et al. 2020), Lejla Terzic. (2021), (Donia Tariq Ahmed. 2017), where these studies indicated an average degree of management creativity.

Table (3): Estimated total, Relative weight, Arrangement and Normative level for the Competitive performance questionnaire

No	Axes	Estimated total	Relative weight	Arrangement	Normative level
1	Quality	3805	75.86%	3	Medium
2	Request size	4116	82.06%	1	Good
3	productivity	3704	73.84%	4	Medium
4	Profitability	3563	71.03%	5	Medium
5	Market Share	3910	77.95%	2	Good
	<b>Total</b>	<b>19098</b>	<b>76.15%</b>		<b>Medium</b>

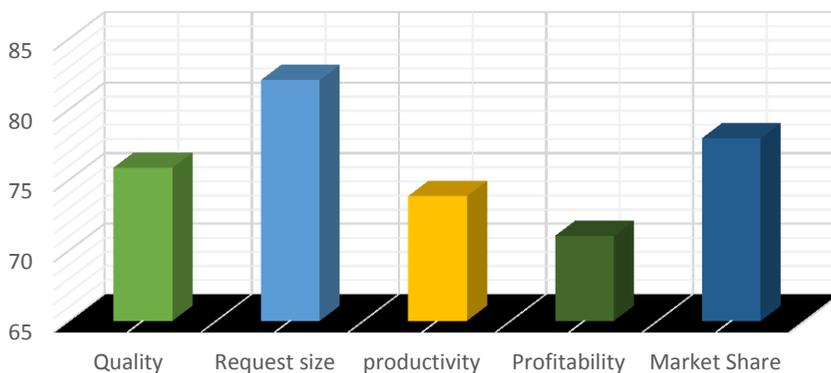


Figure (2) Relative weight for Axes of Competitive performance questionnaire

Table (3) and figure (2) show that In 1<sup>st</sup> place came the Request size axes with a percentage of 82.06% and Normative level Good, In the 2<sup>nd</sup> place, Market Share axes came with a percentage of 77.95% and Normative level Good, In the 3<sup>rd</sup> place, Quality axes came with a percentage of 75.86% and Normative level Medium, In the 4<sup>th</sup> place, productivity axis came with a percentage of 73.84% and Normative level Medium, In the 5<sup>th</sup> place, Profitability axis came with a percentage of 71.03% and Normative level Medium, The questionnaire as a whole came as a percentage 76.15% and Normative level Medium.

The researcher believes that Competitive performance must include all components of the institution and not just the performance of the employees in isolation from the orientations of the institution, and the institution cannot continue with all its elements in isolation from the external environment surrounding it, attention to competitive performance must take into account all aspects related to performance operations and related to the internal environment and the external environment in order to achieve satisfaction for the public beneficiaries.

This result is consistent with the study of (Shereen Jalal Shehata. (2016)), (Haider Shaker Al-Barzanji , at al ., 2018), (Naser Valaei, et al. 2021) , (Fawzieh Masa'd, et al. 2020), Lejla Terzic . (2021), which indicated the low level of competitive performance in sports federations.

Table (4) : Correlation matrix between Competitive performance questionnaire and Management creativity questionnaire

Axes	Competitive performance questionnaire						
	Quality	Request size	productivity	Profitability	Market Share	Total	
Management creativity questionnaire	originality	0.985*	0.732*	0.069	0.103	0.066	0.700*
	flexibility	0.091	0.548*	0.879*	0.830*	0.730*	0.714*
	taking risk	-0.389*	0.075	0.748*	0.702*	0.504*	0.258*
	fluency	-0.152*	0.301*	0.853*	0.784*	0.797*	0.530*
	<b>Total</b>	<b>0.575*</b>	<b>0.807*</b>	<b>0.791*</b>	<b>0.765*</b>	<b>0.668</b>	<b>0.957</b>

\* $P < 0.05$

Table (3) shows that there is statistically significant correlation between Axes of the competitive performance and axes of the management creativity between:

- Axes Quality in competitive performance questionnaire and (originality, taking risk, fluency and total of Management creativity questionnaire).
- Axes Request size in competitive performance questionnaire and (originality, flexibility, fluency and total of Management creativity questionnaire).
- Axes Productivity in competitive performance questionnaire and (flexibility, taking risk, fluency and total of Management creativity questionnaire).
- Axes Profitability in competitive performance questionnaire and (flexibility, taking risk, fluency and total of Management creativity questionnaire).
- Axes Market Share in competitive performance questionnaire and (flexibility, taking risk, fluency and total of Management creativity questionnaire).
- Total of competitive performance questionnaire and (originality, flexibility, taking risk, fluency and total of Management creativity questionnaire).

The researcher believes that there is a strong correlation between competitive performance and management creativity because the competitive performance demanded the new and creative ideas, solving the problems and adapting to new instructions easily to improve the performance in the sports clubs.

The researcher believes that the sports clubs have an ability to change in time and the manager depends on the method of discussion when facing problems.

It could be argued that creativity is not only a way for the organization to gain a competitive performance, but rather a mean to build a sustainable competitive performance that will ensure the organizational success on the long-term. The relationship between creativity and success can be explained by the relationship that exists

between creativity and innovation, and that the creativity when implemented ultimately leads to innovation.

This result is consistent with the study of (Haider Shaker Al-Barzanji, et al., 2018), (Shereen Jalal Shehata. (2016)), (Nadia Mechache et al., 2020), (Mohamed Fahmy Mohamed Fares. 2019), (Naser Valaei, et al. 2021) , (Fawzieh Masa'd, et al. 2020), Lejla Terzic . (2021), The results of this study also showed that there is correlation between the creative abilities and the level of the job performance.

### **Conclusions:**

- By analyzing the results of the management creativity questionnaire:
  - In 1<sup>st</sup> place came the Originality axis with a percentage of 80.22% and Normative level Good.
  - In the 2<sup>nd</sup> place, Flexibility axis came with a percentage of 75.23% and Normative level Medium.
  - In the 3<sup>rd</sup> place, Fluency axis came with a percentage of 74.07% and Normative level Medium.
  - In the 4<sup>th</sup> place, taking risk axis came with a percentage of 71.06% and Normative level Medium.
  - The questionnaire as a whole came as a percentage 75.48% and Normative level Medium.
- By analyzing the results of the Competitive performance questionnaire:
  - In 1<sup>st</sup> place came the Volume of demand axis with a percentage of 82.06% and Normative level Good.
  - In the 2<sup>nd</sup> place, Market Share axis came with a percentage of 77.95% and Normative level Good.
  - In the 3<sup>rd</sup> place, Quality axis came with a percentage of 75.86% and Normative level Medium.
  - In the 4<sup>th</sup> place, Productivity axis came with a percentage of 73.84% and Normative level Medium.
  - In the 5<sup>th</sup> place, Profitability axis came with a percentage of 71.03% and Normative level Medium.
  - The questionnaire as a whole came as a percentage 76.15% and Normative level Medium.
- There is statistically significant correlation between Axes of the competitive performance and axes of the management creativity between:

- Axes Quality in competitive performance questionnaire and (originality, taking risk, fluency and total of Management creativity questionnaire).
- Axes Request size in competitive performance questionnaire and (originality, flexibility, fluency and total of Management creativity questionnaire).
- Axes Productivity in competitive performance questionnaire and (flexibility, taking risk, fluency and total of Management creativity questionnaire).
- Axes Profitability in competitive performance questionnaire and (flexibility, taking risk, fluency and total of Management creativity questionnaire).
- Axes Market Share in competitive performance questionnaire and (flexibility, taking risk, fluency and total of Management creativity questionnaire).
- Total of competitive performance questionnaire and (originality, flexibility, taking risk, fluency and total of Management creativity questionnaire).

**Recommendations:**

- Attention to the development of Management creativity among employees in sports clubs.
- Raising awareness of sports club employees about the importance of developing competitive performance.
- Create a vision for the promotion of employees in sports clubs depends on the levels of management creativity and competitive performance.
- Linking the salaries of employees in sports clubs to the levels of management creativity and competitive performance.
- Studying the motivations of sports club employees to improve competitive performance.

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