

## **The Patterns of leadership behavior and their relationship to the level of administrative creativity in the Egyptian Union for Handball in Arab Republic of Egypt**

**\*Dr/ Eman Mohammed Ahmed Aboufrefkha**

### **Abstract:**

The research aims to identify the patterns of leadership behavior and their relationship to the level of administrative creativity in the Egyptian Union for Handball by answering the following questions: What are the patterns of leadership behavior that are followed in the Egyptian Union for Handball? What is the level of administrative creativity in the Egyptian Union for Handball? What is the relationship between the patterns and the level of creativity in the Egyptian Union for Handball? The researcher used the descriptive approach as it is compatible for the research. The sample was selected randomly and reached (100) individuals. Questionnaires were the most important tools for data collection to identify the patterns of leadership

behavior and the level of administrative creativity. One of the most important results is statistically significant relationship between the democrat leadership behavior and the level of creativity .

### **Introduction and Issue:**

Sports Management achieves the objectives of youth and sports organizations. It takes advantage of resources and facilities by arranging and investing human resources. Physical education is managed by skilled experts and managerial experience in both theoretical and practical aspects to face global changes and innovations. (18:4)

So this research is one forms a policy at developing the capabilities and talents of employees in the Egyptian Union of Handball to promote their performance and abilities. They become able to absorb

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\* Assistant Professor, Department of Handball Sports Management and Recreation, Faculty of Physical Education, Assiut University, Egypt

modern innovations and changes. These behaviors help the Union solve problems positively with no negatives.

**Objective:**

The research aims to identify the patterns of leadership behavior and its relationship to the administrative level of creativity in the Egyptian Union of Handball by answering the following questions: What leadership behavior patterns followed in the Egyptian Handball? What level of administrative creativity in the Egyptian Handball? What is the relationship between leadership behavior patterns and the level of creativity of the Egyptian Union for Handball? What are the patterns of leadership behavior that are followed in the Egyptian Union of Handball? What is the level of administrative creativity in the Egyptian Union for Handball? What is the relationship between the patterns and the level of creativity in the Egyptian Union for Handball?

**Procedures:**

**First: Approach**

The researcher used the descriptive approach (surveys) as it is compatible for the research.

**Second: Sample**

The sample includes (10) members of the Union, (90) members of the branches, and (65) members of the committees. It was selected randomly and reached (100) individuals.

**Third: Data Collection Tools**

The researcher designed two questionnaires as follows: In light of the results of referential analysis (6), (7), (9), (13), (14), (15), (16), (17) to determine the patterns of leadership behavior (2), (3), (5), (7), (8), (10), (11), (18), (19) and the results of expert opinions about the proposed axes, the researcher studied each axis separately in details. Then she formulated a set of phrases for each axis. Two initial questionnaires were prepared attaching (4), (5). They were presented to the experts attaching. The percentage of their opinions ranged between (70%: 100%).

**Fourth: Scientific Factors of Questionnaires**

### Sincerity and Consistency:

The researcher conducted scientific factors of the two questionnaires on a sample of 20 individuals. She used the factor of consistency between each phrase and its total axis in order to count the sincerity of both questionnaires. The value of (R) calculated for patterns of leadership behavior ranged between (0, 95:0, 29). It is larger than its value at (0, 05) which shows sincerity of the phrases. The phrase (14·15) of the second axis and (18) of the third one were excluded because the correlation factor is less than (R). The value of (R) calculated for the level of administrative creativity ranged between (0, 96:0, 03). It is larger than its value at (0, 05) which shows sincerity of the phrases. The phrase (6·27·28·39) of the first axis and (6·17·27·28) of the second one were excluded because the correlation factor is less than (R). The researcher used the method of testing and re-

testing to find stability of the questionnaires. It shows a statistically significant correlation between the first and second applications of questionnaire phrases for the patterns of leadership behavior. The value of (R) ranged between (0, 97: 0, 99). It is larger than its value at (0, 05) which shows stability of the questionnaire. It shows a statistically significant correlation between the first and second applications of questionnaire phrases for the level of administrative creativity. The value of (R) ranged between (0, 97: 0.98). It is larger than its value at (0, 05) which shows stability of the questionnaire. The questionnaires were attached with (6, 7) estimating OK (5), fairly OK (3), and is OK (1).

### Showing Results:

#### First Question:

**What are the patterns of leadership behavior that are followed in the Egyptian Union for Handball?**

**Table (1)**

**Degree and percentage of sample responses at the questionnaires of patterns of leadership behavior(N=100)**

	Free Chaotic	Democratic	Dictator Leadership
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M	Leadership		Leadership			
	Degree	Percentage	Degree	Percentage	Degree	Percentage
1	280	56.00	350	70.00	216	43.20
2	214	42.80	364	72.80	310	62.00
3	198	39.60	384	76.80	350	70.00
4	274	54.80	282	56.40	180	36.00
5	246	49.20	306	61.20	170	34.00
6	198	39.60	370	74.00	132	26.40
7	138	27.60	364	72.80	220	44.00
8	350	70.00	336	67.20	310	62.00
9	168	33.60	390	78.00	160	32.00
10	166	33.20	360	72.00	250	50.00
11	432	86.40	312	62.40	172	34.40
12	124	24.80	370	74.00	276	55.20
13			364	72.80	366	73.20
14					278	55.60
15					130	26.00
16					174	34.80
17					190	38.00
Total	2788	46.47	4552	70.03	3884	45.69

Table (1) shows that the percentage of sample responses at the first axis of patterns of leadership behavior ranged between (27, 60: 86, 40). The percentage of total axis is 46.47.

The percentage of sample responses at the second axis of patterns of leadership behavior ranged between (56, 40: 78, 00). The percentage of total axis is 70.03.

The percentage of sample responses at the third axis of patterns of leadership behavior ranged between (26, 00: 73,

20). The percentage of total axis is 45.69.

Democratic behavior got the highest percentage of the total axis because members of the Union, branches and committees are able to identify work targets and they pay attention to regulations. They are also delegating some of their powers and discussing ideas with their followers. "Mohamed Hassan Abdel Hadi and Abdullah Abdo Mohamed Al Fahidi" agree that the democratic leader provides an opportunity to participate in decision-making and motivates

everyone even without following materialistic motivation. He also establishes humane relationships that achieve objectives of the organization (12: 76) (9). The free chaotic behavior was ranked at the second grade. It is due to the inability of the administration to identify objectives, make decisions, and praise the successful work. "Ibrahim Abdel-Maksoud, Hassan El Shafei" Indicate that

the passive leader doesn't take decisions and doesn't supply the group with necessary information (1:12).

Dictatorship behavior was ranked at the last grade. In this case the leader determines all activities and procedures and enforces penalties.

**Second Question: What is the level of administrative creativity in the Egyptian Union for Handball?**

**Table (2)**  
**Degree and percentage of sample responses at the first axis**  
**(Distinctive abilities of creative character) (N=100)**

Sub Axis	Phrases Processes	1	2	3	4	5	Total	Total of Main Axis
Originality	Percentage	400	344	350	382	370	1846	11748
	Degree	80,0	68,0	70,0	76,4	74,0	73,84	67,13
Fluency	Percentage	382	302	308	310	330	1632	
	Degree	76,4	60,4	61,6	62,0	66,0	65,82	
Flexibility	Percentage	314	270	288	312	352	1536	
	Degree	62,8	54,0	57,6	62,0	70,0	61,44	
Risk	Percentage	296	204	340	292	412	1544	
	Degree	59,0	40,8	68,0	58,4	82,0	61,76	
Ability to Analyze	Percentage	322	380	406	338	280	1726	
	Degree	64,4	76,0	81,0	67,6	56,0	69,04	
Sensibility to Problems	Percentage	316	318	336	378	324	1672	
	Degree	63,2	63,6	67,2	75,6	64,8	66,88	
Keeping Direction	Percentage	380	370	340	370	332	1792	
	Degree	76,0	74,0	68,0	74,0	66,4	71,68	

Table (2) shows the percentage of sample responses at the sub axes of (distinctive abilities of creative character)

of the level of administrative creativity questionnaires. It ranged between (73, 48: 61,

44). The percentage of total axis is 67.13.

**Table (3)**  
**Degree and percentage of sample responses at the first axis**  
**(Organizational Variables) (N=100)**

M	Organizational Structure		Work Systems and Regulations		Administrative Communications		Incentives		Senior Management Interest in Training	
	Degree	Percentage	Degree	Percentage	Degree	Percentage	Degree	Percentage	Degree	Percentage
1	298	59.60	316	63.20	360	72.00	224	44.80	384	76.80
2	274	54.80	186	37.20	378	75.60	256	51.20	238	47.60
3	270	54.00	298	59.60	382	76.40	216	43.20	360	72.00
4	210	42.00	330	66.00	310	62.00	270	54.00		
5	258	51.60	274	54.80	306	61.20	310	62.00		
Total	1310	52.40	1404	56.16	1736	69.44	1276	51.04	982	65.47
Total of Main Axis	6708	58.33								

Table (3) shows the percentage of sample responses at the sub axes of (organizational variables) of the level of administrative creativity questionnaires. It ranged between (69, 44: 51, 04). The percentage of the total axis is 58.33

For the axis of distinctive abilities of creative character, the axis of originality got the highest percentage. It agrees with the study of "Tawfik Atya Tawfik Elagala" (2009)(3). It indicates that the managers accomplish their work and create new ideas. The axis of retaining direction got the second grade. It is followed by the axes of ability to analyze, sensitivity to problems, fluency and risk. Flexibility got the last grade. It is inconsistent with

the study of "Esmat Mohamed Said Ali" (2013) (11).

"Adel Bin Saleh Alshkha" (2003) (7) confirms that creativity is the essence of development and effective change at organizations. It is a fundamental requirement for coping with developments and upgrading the performance of organizations. It enhances their skills and spirit in order to achieve the goals.

For the axis of organizational variables, the axis of administrative communications got the first grade. It is followed by management interest on training, work regulations and procedures, organizational structure, and incentive. The Union holds periodical meetings for discussing instructions. It provides budget

to support training programs. All employees at the Union are subject to fixed systems and procedures. The system of incentives is characterized by transparency and clarity. It is consistent with the study of

"awfiq Attia Tawfik Elagala" (2009) (3).

**Third Question:**

**What is the relationship between the patterns and the level of creativity in the Egyptian Union for Handball?**

**Table (4)**  
**Correlation factors between the patterns of leadership behavior and the level of creativity of the Egyptian Union of Handball (N=100)**

M	Leadership Patterns			Level of Creativity		(R) Value
		Average	Diversion	Average	Diversion	
1	Free Chaotic Pattern	27.88	14.65	184.56	79.51	0.12
2	Democratic	45.34	19.22			0.97
3	Dictator	38.70	21.16			0.06

The (R) value at the level (0.05) =

Table (4) shows the correlation factor between chaotic leadership and level of creativity (0, 12). The value is lower than (R) which shows no relationship between them. The chaotic leader is not able to take decisions and be creative. It is consistent with the study of "Adel Bin Saleh Alshkaha" (7).

Table (4) shows the correlation factor between democratic leadership and level of creativity (0, 97). The value is higher than (R) which shows a relationship between them.

The democratic leader is able to identify goals and take decisions with employees at the Union. He also discusses new ideas and encourages team work. Thus the levels of creativity, originality and flexibility increase.

Table (4) shows the correlation factor between dictator leadership and level of creativity (0, 06). The value is lower than (R) which shows no relationship between them. The democratic leader accomplishes work alone without involving workers. He

enforces penalties without warning which leads to inability of creativity.

### **Sixth: Conclusions**

- 1- The Union follows democratic behavior, then chaotic and dictator behaviors.
- 2- Distinctive abilities of creative character got the first grade then organizational variables for the level of administrative creativity at the Union.
- 3- There is a statistically significant relationship between the patterns of democratic behavior and the level of creativity. There is no relationship among chaotic and dictator behaviors and the level of creativity at the Union.

### **Seventh: Recommendations**

- 1- Adopting patterns of leadership that focuses on creativity and development to ensure continuous improvement in performance.
- 2- Providing academically and administratively qualified leadership within the Egyptian Union for handball.

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