



Construction and standardization of an administrative conflict scale for fencing coaches in Iraq: a review article

Construcción y estandarización de una escala de conflictos administrativos para entrenadores de esgrima en Irak: un artículo de revisión

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Abstract

Objective: This review aims to highlight the concept of administrative conflict and the importance of constructing accurate measurement tools for it within the sports domain, with a specific focus on fencing coaches.

Methodology: A comprehensive survey of literature published between 2013 and 2024 was conducted across multiple scientific databases. The review encompassed thirty (30) studies addressing variables of administrative conflict, creativity, and scale construction.

Results: The critical analysis of these studies revealed that administrative conflict is an inevitable phenomenon in sports institutions that negatively impacts performance if not managed effectively. Furthermore, the review identified a distinct research gap characterized by a scarcity of psychological and administrative scales designed specifically for coaches of individual sports (fencing) compared to team sports.

Discussion and Conclusions: The paper concludes by presenting a theoretical framework supporting the need to construct a standardized scale for administrative conflict and proposes a roadmap for researchers to bridge this cognitive gap, thereby serving the development of coaching staff and elevating the status of fencing in Iraq.

Keywords

Administrative conflict; construction; standardization of scales; fencing coaches.

Resumen

Objetivo: Esta revisión pretende destacar el concepto de conflicto administrativo y la importancia de construir herramientas de medición precisas para ello dentro del ámbito deportivo, con un enfoque específico en los entrenadores de esgrima.

Metodología: Se realizó un estudio exhaustivo de la literatura publicada entre 2013 y 2024 en múltiples bases de datos científicas. La revisión abarcó treinta (30) estudios que abordaron variables de conflicto administrativo, creatividad y construcción de escalas.

Resultados: El análisis crítico de estos estudios reveló que el conflicto administrativo es un fenómeno inevitable en las instituciones deportivas que afecta negativamente al rendimiento si no se gestiona eficazmente. Además, la revisión identificó una brecha clara en la investigación caracterizada por la escasez de escalas psicológicas y administrativas diseñadas específicamente para entrenadores de deportes individuales (esgrima) en comparación con deportes de equipo.

Discusión y conclusiones: El artículo concluye presentando un marco teórico que apoya la necesidad de construir una escala estandarizada para el conflicto administrativo y propone una hoja de ruta para que los investigadores puedan salvar esta brecha cognitiva, sirviendo así al desarrollo del cuerpo técnico y elevando el estatus de la esgrima en Irak.

Palabras clave

Conflicto administrativo; construcción; estandarización de escalas; esgrima de coches.

Introduction

Conflict and disagreement within institutions are undeniable realities that are impossible to avoid due to the differences in personalities and human nature. Disagreements exist at all administrative levels: among employees, within supervisory and regulatory bodies, and reaching up to the organization's board of directors. Conflict is viewed as an inevitable aspect of the organizational environment; its intensity and impact on the organization and the individual vary according to the subject matter and the parties involved.

Human systems cannot remain in a state of stasis as they are, in reality, open social activities that interact with their environment. This environment is characterized by growth, expansion, diminishing spatial and temporal boundaries, and the transformation of society into a "global village." Its most prominent features include rapid technical change, inflation, diversity, immense complexity in operations, continuous development of ideas and concepts, intense competition for resources, and conflicts between goals and interests. This has led to a greater state of ambiguity and uncertainty, as well as differences in ideas, opinions, and beliefs, making conflict a natural and expected occurrence, particularly given that resistance to change is a primary cause of conflict (Abdullateef Abduljabbar et al., 2025; Mohammed et al., 2025).

However, if these conflicts can adapt to the external environment and succeed in raising the level of job satisfaction among employees in the internal environment—by recognizing personal goals and future aspirations—they may serve as a new motivation for distinguished performance. An individual's satisfaction with their work creates psychological and social adjustment linked to success at work. Effective conflict management treats conflict as an anticipated problem requiring a solution within a climate of partnership and positive competition; thus, it can lead to positive, productive outcomes (Al-Asri, 2006).

Administrative Conflict The process of disagreement or dispute Organized as the result of considerable pressure being applied by one is only at individual, group or association to another i.e., on the job situation or from the outside. The desired effect is typically a change of beliefs through the adoption of the propagandist's position and message. Alternatively, it is a conflicting state between two or more interacting parties that following interactivity causes stress in relationships and ends up with low performance and confusion Judgment (Al-Yousef, 2010).

Herein lies the crux of getting at understanding this conflict within a double-pressured (administrative and technical) coach. The number of studies that have produced a synthesis on this topic in the framework of fencing remains very limited. This article offers an analytical review of previous works. The purpose is to determine the current status of research and develop a theoretical framework for building an instrument that measures the level of administrative conflict among fencing coaches in Iraq.

Method

Literature Review

Research Methodology and Review Procedures

This paper adopted a descriptive-analytical approach using the literature review method. Data were collected by searching academic databases (Google Scholar, Iraqi Academic Scientific Journals, IEEE Xplore, Science Direct) for the period from 2013 to 2024. Specific keywords were used: "Organizational Conflict," "Administrative Creativity," "Scale Construction," and "Fencing." Studies were screened to exclude those not directly related to the sports or educational fields, resulting in the selection of thirty (30) studies that formed the core of this review. These studies were classified into thematic axes (Abdullateef Abduljabbar et al., 2025; Mohammed et al., 2025). Table 1 below summarizes the most prominent studies analyzed in this review.

Table 1. Summary of Key Studies Included in the Review (2013-2024).

No.	Study (Author & Year)	Sample (Population)	Key Variables	Key Findings
1	Shwaita (2016)	Managers at Ministry of Youth & Sports	Admin. Creativity, Conflict Strategies	A statistically significant correlation exists between administrative creativity and organizational conflict management strategies.
2	Abdul-Aal (2017)	Administrative Institutions	Conflict Strategies, Empowerment Culture	Clear impact of conflict management strategies and empowerment culture on elements of administrative creativity.
3	Al-Warraqi (2018)	Educational Institution Employees	Admin. Empowerment, Work Conflicts	Administrative empowerment has a significant effect on influencing work conflicts within institutions.
4	Yousef (2018)	Admin & Coaching Staff (Karbala Univ.)	Conflict Resolution Methods	Significant impact of methods used in resolving conflict among coaching and administrative staff.
5	Mohamed & Abdul-Jabbar (2018)	Premier League Football Coaches	Constructing Admin. Creativity Scale	Successful construction and standardization of an administrative creativity scale; coaches demonstrated a good level of creativity.
6	Hamad & Hassoun (2018)	Junior Fencers (14-16 years)	Test Construction (Mental & Skill)	Established precise numerical values for selecting junior fencers and constructed a composite test.
7	Musleh (2021)	Fencing Coaches in Iraq	Transformational Leadership, Creativity	Correlation found between transformational leadership and both creativity and empowerment among fencing coaches.
8	Yassin & Al-Rawi (2021)	Épée Fencing Referees	Cognitive Test Construction	Construction of a logical measure for cognitive abilities regarding competition rules for referees.
9	Harbi & Youbi (2022)	Employees in Algerian Institutions	Admin. Conflict, Worker Behavior	Direct impact of administrative conflict on the behavior of workers within work groups.
10	Al-Tahafi & Al-Rawi (2023)	Foil Fencers	Motor Response Test Construction	Accurate results achieved in measuring motor response skills (advance and retreat) for players.

These are reviewed in detail chronologically below:

- Qasimi (2013) sought to investigate the conflict in the organisational and administrative management efficiency policies. Organizational conflict is significant in the effectiveness of administrative management under study. This study empirically focused on organization conflict, a major categorization of administrative conflict.
- Shehata (2015) aimed to identify organizational conflict among technical staff members. The study found the presence of organizational conflict in the administrative system. The researcher notes that this study addressed one of the axes of administration in educational institutions.
- Shwaita (2016) investigated administrative creativity and its relationship to organizational conflict management strategies among managers at the Ministry of Youth and Sports. The study found a correlation between administrative creativity and organizational conflict. The researcher notes that this study addressed organizational conflict specific to youth and sports managers.
- Abdul-Aal (2017) aimed to identify the impact of organizational conflict management strategies and empowerment culture on elements of administrative creativity. The study concluded that there is an impact of these strategies and culture on creativity elements.
- Awanma (2017) explored the reality of administrative creativity and its relationship to organizational conflict management among school leaders in the Hail Educational District. The study found an impact of the reality of administrative creativity on conflict management.
- Al-Warraqi (2018) aimed to identify administrative empowerment and its effect on work conflicts within educational institutions. The study found a significant effect of administrative empowerment on work conflicts. The researcher considers this one of the most important studies addressing conflict in administrative work.
- Salama (2018) investigated organizational culture and its role in reducing organizational conflict among employees in the administrative apparatus of youth centers in Alexandria. The study found a significant effect of organizational culture in reducing conflict.
- Yousef (2018) aimed to identify methods of handling organizational conflict among the administrative and training staff in the Student Activities Department at the University of Karbala. The study found a significant effect of conflict handling methods. The researcher notes this is a crucial study as it addresses conflict in sports work, specifically regarding coaches.

- Mohamed & Abdul-Jabbar (2018) aimed to construct and standardize an administrative creativity scale for coaches of some Iraqi Premier League football clubs from the perspective of players and administrators. The study concluded that there is administrative creativity among these coaches. The researcher views this as highly relevant to her future study regarding the construction and standardization of a scale for coaches.
- Hamad & Hassoun (2018) aimed to construct and unify a compound test (mental and skill-based) for selecting fencing juniors aged 14-16. The study established precise numerical values for selection. This is relevant to the researcher's future study as it deals with constructing and standardizing a test for fencers.
- Al-Awama & Abdul-Nabi (2019) investigated organizational conflict management styles and their impact on administrative creativity among secondary school principals. The study found a significant impact of conflict management styles on creativity.
- Al-Yazid (2019) aimed to identify organizational conflict and its relationship to administrative creativity among employees in some self-defense sports federations. The study found a relationship between administrative conflict and creativity.
- Zahran & Shuaib (2021) explored administrative creativity and its relationship to organizational conflict management in pre-university schools. The study found a correlation between the two variables. The researcher notes this is linked to her future study by addressing the two main shared variables.
- Yassin & Al-Rawi (2021) aimed to construct and standardize a cognitive test on the technical competition rules for Épée fencing referees. The study established a logical measurement of cognitive abilities. This is relevant to the researcher's future study through the specific domain of fencing.
- Boujawad (2021) aimed to identify organizational conflict management strategies and their relationship to administrative creativity among educational institution managers. The study found a correlation between conflict management and administrative creativity.
- Musleh (2021) investigated transformational leadership and its relationship to creativity and empowerment among fencing coaches in some Iraqi governorates. The study found a correlation between these variables. This is crucial for the researcher's future study as it specifically addresses fencing coaches.
- Baqer, Samir, & Mohamed (2021) aimed to identify job absorption and its relationship to the spirit of challenge among some volleyball coaches from the players' perspective. The study found a correlation between job absorption and the spirit of challenge.
- Saadi & Jawad (2021) aimed to construct and standardize a decision-making scale for leaders of Olympic sports federations from the employees' perspective. The study confirmed a correlation, and the researcher notes its relevance regarding the construction and standardization of a scale.
- Saad & Hamid (2021) aimed to construct and standardize an effective management scale for the Iraqi Basketball Federation. The study confirmed the presence of effective management.
- Al-Mursi (2022) investigated administrative empowerment of faculty members as an approach to managing organizational conflict at Mansoura University. The study found an influence between administrative empowerment and conflict management.
- Harbi & Youbi (2022) aimed to identify the effect of administrative conflict on worker behavior within work groups in Algerian institutions. The study confirmed an effect of administrative conflict on worker behavior.
- Taha & Ahmed (2022) aimed to identify the effect of change strategies and their role in confronting organizational conflict in the administrative apparatus (Health Insurance Authority). The study found an effect of change strategies in confronting conflict.
- Saleh (2022) investigated organizational conflict and organizational silence and their relationship to the administrative performance of heads of branches in Colleges of Physical Education

and Sports Sciences in Iraq. The study found an effect of conflict and silence on administrative performance.

- Khalil (2023) aimed to prepare a scale of administrative conflict between individuals and groups and its effect on institutional performance. The study found a relationship between conflicts and their effect on management. This is a key study linked to the researcher's future work due to the shared variable.
- Al-Khalidi (2023) investigated organizational conflict and its effect on administrative creativity in public schools in Kuwait. The study confirmed the presence of organizational conflict in administrative creativity.
- Al-Anaq (2023) aimed to identify the contribution of administrative negotiation in managing organizational conflict (Case study: GUERAPLASTE). The study found a relationship between administrative negotiation and conflict management.
- Hassan (2023) investigated the reality of administrative creativity and its relationship to organizational conflict management in sports clubs and federations in Bahrain. The study found a relationship between the two.
- Al-Tahafi & Al-Rawi (2023) aimed to construct and standardize a test to evaluate the motor response speed time for advance and retreat skills for foil fencers. The study provided results measuring the required skills.
- Khader & Karim (2024) aimed to identify methods of dealing with organizational conflict by administrative and training staff in some clubs in Baghdad governorate. The study found a relationship involving the methods used by the administrative staff.
- Obeid (2024) aimed to identify the effect of a psychological counseling program on unconscious conflicts and free will among coaches of certain sports specializations. The study confirmed the effect of the program. The researcher considers this important for addressing conflicts and management among coaches.

Commentary on Previous Studies and Identification of the Research Gap

Based on the above review, it is clear that previous investigations have addressed different aspects associated with administrative conflict, creativity and dimensions construction. But, the investigator found a research gap as depicted in the following Table (2), So as per comparison prevailing trends and present study contributions are compared with each other.

Table 2. A Research Gap Analysis and Comparison of the Present Study to Previous Studies

Aspect of Comparison	Prevailing Trends in Previous Studies	Research Gap & Current Study Contribution
Target Population	The vast majority of studies focused on administrators in educational and sports institutions, or team sports coaches (e.g., football).	This study uniquely focuses on individual sports coaches, specifically (Fencing Coaches), a segment that has not received sufficient attention in the context of administrative conflict.
Independent Variable	Studies addressed organizational conflict generally and its relationship to positive variables like Administrative Creativity and Empowerment.	This study focuses qualitatively and precisely on "Administrative Conflict" as a primary independent variable and its direct impact on the coach's work environment.
Measurement Tool	Most studies relied on ready-made scales, adapted scales from general administrative environments, or skill/cognitive tests.	The current study seeks to construct and standardize a specialized scale for administrative conflict, designed specifically to simulate the field reality and challenges faced by fencing coaches in Iraq.
Study Objective	Often aimed at diagnosing reality or finding correlational relationships.	The current study aims to move beyond diagnosis towards providing a standardized measurement tool that can be adopted as a reference for future evaluation.

Discussion

Conclusion and General Discussion

The literature reviewed has contributed significantly to our understanding of the antecedents and outcomes of administrative or organizational conflict, innovation from the perspective of an administrator, scaling construction and evaluation, as well as context-specific knowledge for fencing coaches and other



sports. These understandings were obtained from prepared programmes, correlations, or staff evaluations.

Some studies offered diverse perspectives on the quality of administrative conflict management, which may be useful in understanding factors affecting the performance of managers, coaches, and officials

However, further research and investigation are necessary to complete all aspects related to this topic. Furthermore, the researcher has benefited from this literature review in understanding how to:

- Construct and standardize scales.
- Formulate objectives and hypotheses for her future study.
- Define the research population and representative samples.
- Design research procedures and select the appropriate methodology.
- Determine variables and tests.
- Analyze results statistically and discuss them scientifically.

Formulate proposals and recommendations.

Conclusions

Based on the theoretical review and analysis of previous studies, the researcher concluded the following:

1. Administrative conflict is an inherent phenomenon in sports work, intensifying in competitive environments (such as clubs and federations), which requires coaches to possess administrative and psychological skills to deal with it.
2. The Arab sports library lacks specialized scales in "Conflict Management" designed specifically for fencing coaches, as most current studies rely on general scales that may not cover the precise variables of this sport.
3. There are strong indicators in the literature suggesting a positive relationship between "Conflict Management Ability" and "Administrative Creativity," implying that developing conflict resolution skills among coaches may reflect positively on their creative solutions in training.

In light of the previous results, the paper recommends the following:

1. It is necessary to proceed with constructing an "Administrative Conflict Scale for Fencing Coaches" and standardizing it for the Iraqi environment to serve as an accurate diagnostic tool for researchers and sports federations.
2. Conduct future correlational studies to reveal the relationship between the "Level of Administrative Conflict" and other variables such as (Coach Burnout, Player Achievement, Job Satisfaction).

Call upon the Iraqi Fencing Federation to include "Conflict and Crisis Management" modules within coach development courses, given the importance revealed by modern literature.

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