

The Role of Strategic Thinking of Administrative Bodies in Enhancing Organizational Loyalty among Coaches of Sports Clubs in Baghdad

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Abstract

The purpose of this paper is to identifying the relationship of the impact of strategic thinking among the administrative bodies on the organizational loyalty of the coaches working in the Baghdad sports clubs and from the point of view of the coaches themselves. The researchers used the descriptive method in the style of correlational relations to suit it with the nature of the research problem, and the study population consisted of (244) coaches for different Olympic and Paralympic games, as well as representation of team games and individual games, while the research sample was divided into a construction sample, which consisted of (127) coaches, while a the application consisted of (103) coaches, and the sample of the exploratory experiment was (14) coaches, and the standards were built (Strategic thinking of administrative bodies, organizational loyalty to coaches of Baghdad sports clubs), The standards were applied to the sample to extract the scientific foundations of the standards, and then the standards were applied to the application sample in order to extract the results of the research and achieve the goal of the research, which is to identify the impact of the strategic thinking of the administrative bodies on the organizational loyalty of the coaches of Baghdad sports clubs, and it was found that they are at an above average level in strategic thinking and loyalty In addition, there is a direct relationship between the two variables of the research (strategic thinking and organizational loyalty) that is, the greater the strategic thinking, the greater the organizational loyalty.

Keywords: strategic thinking, organizational loyalty, coaches, Baghdad sports clubs, Iraq clubs.

Introduction:

The most important reasons for the success of sports institutions is the correct interaction with the requirements of the work environment, which is due to management with an effective strategy, so the progress of these institutions in achieving their goals or their failure must be due to the reason for management. Here, the administration must seek to invest most of the appropriate resources by developing strategic plans, intensifying efforts to implement them, and being an effective and effective management in bringing about appropriate change, and crossing sports institutions to safety by adopting modern administrative and strategic concepts, including the concept of strategic thinking being one of the concepts The task that determines the efficiency of strategic planning for sports institutions, which prevents the institution from falling into the circle of strategic ambiguity and hinders the implementation of its plans and the achievement of its goals.

In order for the administrative bodies of sports clubs to face these challenges, they must have a high ability to read the future and adopt practices that lead to creating an environment characterized by strategic thinking. The solution to face the

changing environment for the work of clubs and institutions, which calls on them to find ways to adapt to these challenges, and work to restore balance in their performance, by adopting effective management practices and a targeted strategy that supports the excellence of their outputs.

The distinction and success of the administrative bodies will be an influential and auxiliary factor in influencing the loyalty of the coaches to the club (the organization). It is no secret that the great role that loyalty plays in raising the efficiency of workers and coaches and increasing their motivation for achievement.

Therefore, based on the foregoing, the current research included two variables that could be effective and effective in raising the level of performance in Baghdad sports clubs, namely strategic thinking and organizational loyalty. Through the results of the research, we will learn about the type of influence and the relationship between them.

The importance of the research lies in identifying the applied results, which will give a clear and realistic picture of the ability of the administrative bodies to translate their strategic plans and communicate them to the executive

management (coaches) who are responsible for implementing those strategies, which in turn will be an important database for researchers and specialists and the extent of its contribution to influencing the level of their loyalty for the sports club.

Research problem:

The research problem lies through the researcher's modest vision, his access to sources and studies, and conducting some interviews with a number of Olympic and non-Olympic games coaches, where it was noted that there is a blur in the strategic thinking process of the administrative bodies in the clubs and its reflection on the organizational loyalty of the clubs and raising their evaluation for the responsible institution. It is the Ministry of Youth and Sports, and the research problem was identified by answering the following question:

- What is the reality of the strategic thinking of the administrative bodies and the organizational loyalty of the coaches of sports clubs in Baghdad?
- To what extent does strategic thinking contribute to organizational loyalty?

The organizational loyalty of coaches in sports clubs and institutions is a good measure of the extent of their acceptance of their work and the conditions available and the extent of their stability to achieve the training work in the best possible way and the extent of providing dues compared to what is required of them in terms of performance and achievement. The level of organizational loyalty will certainly affect the level of their performance of their duties as coaches in clubs.

Research objective:

- Identifying the role of strategic thinking of the administrative bodies in enhancing organizational loyalty among coaches of sports clubs in Baghdad.

In a study by Yasmine El Salhi, I concluded that there is a relationship between the degree of sense of organizational belonging and achievement motivation among the professors of Kasdi Merbah Ouargla University, and that the differences were not statistically significant in the variable of sense of organizational belonging between the sexes (Salehi, 2015). While the study of (Sami Ibrahim Hanouna. 2006) stated that the level of the organizational loyalty variable is affected by demographic variables (age, level of education, type of job, years of service and job level), while the level of the organizational loyalty variable was not

affected by a variable (by the variable of gender and workplace) (Hanuna, 2006). In a study of shamans, he concluded that work pressures did not affect the level of organizational loyalty among the teaching staff, and that reward and incentives had a positive effect on the level of loyalty in a positive way. He also concluded that organizational loyalty was not affected by academic rank (Al-Shaman, 2001). In a study by al-Sakhni, he mentioned that the strategic thinking variable had a clear impact on the level of university performance (Al-Sukhny, 2019). In addition, he mentioned that there is a significant effect of strategic thinking in crisis management in Palestinian universities, and that the effect was in a positive direction (The Helpless and Assaf, 2017). In a study, the results showed that the administrative bodies of sports clubs that own basketball teams that participate in the Premier League, First Division, had negative attitudes regarding organizational culture and in a study (Alwan & Rrfat., 2022) the results showed that the administrative bodies of sports clubs that own basketball teams participating in the league (premier, first division) had negative attitudes regarding organizational culture, and in a study of (Hamad & Saad., 2019), I concluded that the members of the administrative bodies of the clubs did not have a clear manifestation of administrative creativity in their practices in a flexible and feasible manner, and focused their attention on achieving administrative competence in accordance with the recognized programs to ensure that they work on what exists and not on what it should be, a study showed (Khudair & Mahdi. 2021) "That the administrative bodies of Baghdad clubs enjoy organizational affiliation and all areas of affiliation (emotional affiliation, continuous affiliation, commitment, friendship, group)" (Abdulhameed, & Malek 2022) "That academic achievement had a major role in negotiations with companies sponsoring sporting events and sports academies as well as with other sports clubs and government institutions delegated to some clubs for the flow of financial resources and their ability to manage them" (Kamal & Altay U., 2023). The existence of an average level in the digital value of material and human capabilities and the need to strengthen and develop the administrative level.

Research methodology and field procedures:

Research Methodology:

The two researchers used the descriptive survey method to solve the research problem, as it is

compatible with the nature of the study. Wajih Mahjoub, quoting Hassan, believes, "The descriptive research aims to study the current conditions of phenomena in terms of their characteristics or forms, their relationship, and the factors influencing them." (Hameed, 2020)

Community and sample research:

The research community was selected from (244) and they represent different types of sports activities (collective and individual), and it was possible to identify them in the coaches of the collective Olympic games (basketball, volleyball,

football and handball), and in the coaches of the individual games (boxing, wrestling, lifting weights, judo and athletics) as for the Paralympic Games (weightlifting, athletics, fencing, table tennis, tennis, badminton, judo for the blind, taekwondo, goalball for the blind, volleyball sitting and basketball on chairs). They were chosen by the intentional method because they fit the research problem to be studied. As for the research sample, it consisted of (230) coaches, with a percentage of (94.24%) from the parent community, and (14 coaches) were used in the exploratory experiment, and thus the scale was applied in its initial form to (127). coach

Table (1) Distribution of the research sample individuals (exploratory experiment sample, building sample and application sample) and their distribution according to the type of sport

Distribution of the total research sample and their number			Description of the research sample and their number		
No.	sports type	number of the total sample	number of the exploratory sample	number of individuals in the building sample	number of sample applying
1	basketball	20	2	9	9
2	volleyball	19	1	9	9
3	soccer	60	3	37	20
4	handball	15	1	7	7
5	boxing	28	2	13	13
6	Wrestling)	17	1	8	8
7	Weight lifting	17	1	8	8
8	judo	18	1	9	8
9	athletics	21	1	10	10
Paralympic sports					
10	Weight lifting	3	-	2	1
11	athletics	4	1	2	1
12	fencing	2	-	1	1
13	Table Tennis	2	-	1	1
14	Tennis	2	-	1	1
15	the flying Feather	2	-	1	1
16	Blind judo	2	-	1	1
17	taekwondo	3	-	2	1
18	Goal ball for the blind	3	-	2	1
19	Sitting volleyball	3	-	2	1
20	Chair basketball	3	-	2	1
total		244	14	127	103
proportion of the total sample		%100	%5.7	%52	%42.2

Building a scale (strategic thinking, organizational loyalty) for coaches in Baghdad sports clubs:

To provide a tool through which the relationship between strategic thinking and organizational loyalty can be measured by coaches in Baghdad sports clubs, the researchers examined a set of related measures, and it was concluded that the researchers build two measures (strategic thinking, organizational loyalty) because the available measures were found by the researchers to measure In general, it does not come close to specializing in measurement and without focusing on the main functions of the measured sample, as the two researchers prepared and formulated the scales according to the research problem, and the researchers extracted the scientific foundations of

the scales such as honesty and reliability, and the two researchers presented the scale to a group of specialists in the field of sports management, testing and measurement And their opinions about modifying some of the phrases were taken into account, and thus, measures consistent with the research community were reached, and after this procedure, the scale was applied on (11/12/2022).

Calculating the weights of the alternatives:

The correction of the scale expressions was approved by giving each of the scale expressions the appropriate weight for it, according to the sample's choice of the scale of assessment, and since the expressions are in a positive direction only, as the weights (5-1) were determined in front of each of the scale phrases, as shown in Table (2).

Table (2) shows the alternative weights of the phrases

Fully agree	Agree	Neutral	Do not agree	don't quite agree
5	4	3	2	1

Virtual validity:

The researchers used two types of validity, including apparent validity, in order to verify the suitability of the statements of the two scales to measure the phenomenon to be studied. Virtual validity is an important type of validity, especially in the construction of tests and standards, because it indicates the appropriateness of the scale in measuring the required characteristic, and through it to know the extent of clarity The expressions and their validity through appropriate answers and according to the opinion of the specialists, which indicates the extent to which the expressions of the scale relate to the variable to be measured, and this indicator of validity is achieved as indicated by (Naji and Ahmed, 1987, p. 172). When a person related to the subject decides that the measure is suitable for the characteristic to be measured, and that may be an expert. The researchers achieved this by presenting the expressions of the two scales to a group of specialists, and the necessary statistical procedures were taken, as a percentage of (80%) or more was adopted as an acceptance rate. "Because the fields and sections of standards and tests get the apparent validity of their acceptance to measure what they were prepared for, if it is agreed that they are valid (80%) or more of the arbitrators." (Departe, 2019, pg. 25) As the expressions of the two scales were presented to the experts, and after

conducting the statistical analysis of the opinions of the experts, the same expressions were kept with some modifications to the expressions to suit the subject of the study.

The discriminatory power of the expressions of the two scales:

It is the second type of validity used by the researchers, as it means the ability of the expression to distinguish between people who are characterized by a high degree from people who are characterized by a low degree in the trait or concept required to be measured. The paragraph has the ability to distinguish between members of administrative bodies who are characterized by a high level of strategic thinking and coaches who are characterized by a high level of organizational loyalty from those who have a lower level of the same feature. (Abdullah Al-Smadi and Maher Al-Darabie). The questionnaires are arranged in descending order, after which two outlying groups are selected, with a rate of 27% of the total sample that was subjected to the measurement, an upper group represented by individuals with the highest scores, and a lower group represented by individuals with the lowest scores (Al-Samadi and Al-Darabie', 2003, page 138). Thus, the questionnaires of the research sample, amounting to (127) were arranged in descending order, and through that, the two outlying

groups in each group (27%) were determined by the number (34) and rounded to the number (34). Thus, the number of questionnaires became (68) for the coaches, and the middle group included (59) coach.

And by using the t-test (T.Test) to indicate the differences between the arithmetic means between the upper and lower groups, it was found that all items for the two research measures (strategic thinking and organizational loyalty) are statistically significant, as it was found that the level of significance is less than the approved level of significance (0.05) and a degree of freedom (66).

Stability of scales:

The stability of the scale is one of the important foundations in the process of building the

scales and a major pillar of their construction. The test or the scientific scale must be characterized by its stability in measuring any concept or variable that it aims to measure. Once when he knew him "The results that we get from the test if it is repeated more than once under the same conditions, that there are no significant differences" (Naji and Ahmed, 1987, p. 172). In order to verify the stability of the scales, the following was done:

Cronbach's alpha coefficient: Cronbach's alpha coefficient is concerned with the extent of the consistency of the paragraphs and their internal coherence in identifying the answers of the research sample. (Al-Yaqoubi, 2013), and when applying this coefficient to the building sample of (127) individuals, it turns out that:

Table (3) shows the results of the stability coefficient values of the two scales

scales	number of paragraphs	number of individuals in the construction sample	Cronbach's alpha coefficient	Level sig	Type sig	Stability
Strategic thinking	43	127	*0.857	0.000	Sig	Stability and high
organizational loyalty	41	127	*0.818	0.000	Sig	Stability and high

Degree of freedom = 125 Significance level (0.05), significant if it has a degree \leq (0.05)

After extracting the scientific foundations of the scale, the two researchers applied the two scales to the application sample in order to extract the relationship between (strategic thinking of the administrative bodies and organizational loyalty to the coaches of Baghdad sports clubs) in the research sample, on (21/1/2023) until (25/2/2023), As coordination and communication was done by phone in advance with the coaches to know their whereabouts and the times of their training, as the total number of the sample of the main application was (103) coaches, and the researchers used the statistical bag (SPSS) to reach the results of the study through the following laws:

(Arithmetic mean, standard deviation, Spearman-Brown correlation coefficient, Pearson's

simple correlation coefficient, t-test for one sample with a known mean, t-test for two independent samples, t-test and modified t-test, Vachronbach coefficient, linear regression coefficient, contribution ratio, standard error of estimation, (F) test for the quality of conformance, the tendency (effect) of the (T) test of linear regression, the total score of the scale = the number of items in the scale x the highest weight in the items alternatives, the total score for the domain = the number of items in the domain x the highest weight in the items alternatives, Hypothetical mean = (total weights of alternatives / number of alternatives) x number of items).

Results And Discussion

Presentation, analysis and discussion of the level of strategic thinking and organizational affiliation.

Table (4) shows the results of the strategic thinking of the administrative bodies and the organizational affiliation of the coaches

field	number of paragraphs	total score for the field	hypothetical mean	Arithmetic mean	Standard deviation	Difference between arithmetic mean	T value calculated	Level Sig	Type Sig
Strategic thinking	8	45	24	28.56	8.372	7.536	4.71	0.000	Sig
Organizational affiliation	11	55	33	35.24	9.761	2.584	3.142	0.003	Sig

The unit of measurement is (degrees) $n = 103$ Degrees of freedom (102) Level of significance (0.05) D If (sig) < (0.05)

Through the results of Table (4), and by comparing the arithmetic mean with the hypothetical mean for each field, it is clear that the application sample has obtained a higher arithmetic mean than the hypothetical mean, and this indicates that they have an above average level in the field of strategic thinking and job affiliation.

The researchers believe that the fierce competition, the changing work environment, and all that Iraqi sports are going through in terms of financial pressures and tensions from decision-makers, and the constant pursuit of control and decision-making between the Olympic Committee and the federations on the one hand and the Ministry of Youth and Sports on the other hand, produced pressures on the administrative bodies and prompted them to think and innovate to seek To a forward-

As for organizational loyalty, the researcher believes that this variable is one of the most important variables in a difficult work environment, as the researcher believes that human resources are the dividing line that makes sports clubs and institutions continue and thrive despite the difficulties, even if there is a stumbling for a period, but human resources when their loyalty is high to the institution will find thousands way to thrive

Strategic thinking, clarifying this thinking to employees, and their participation in developing a clear strategy based on analyzing reality and extrapolating to the future, can bring employees

Discussing the results:

After the process of applying the two scales on the application sample, the results were extracted and statistical treatments were conducted for them, as shown in Table (4), as it was reached to know the level of strategic thinking of the administrative bodies and the organizational loyalty of the coaches of Baghdad sports clubs.

looking vision for the future and knowing which decisions will help to develop and change its activities and capabilities and thus enable the sports club to survive and develop in this difficult environment, this is confirmed by " that strategic thinking goes beyond traditional strategic planning, as it is an integrated approach represented in making strategy and the mechanisms of its implementation in line with the objectives" (Al-Qusayr, 2015).

"Excellence in organizations is not measured by the number of working individuals, nor by the quantity of goods and volume of services provided, nor is it measured by the multiplicity of branches of the organization, but there are a number of characteristics that organizations enjoy to achieve distinction compared to other competing organizations, the most important of which is loyalty to the organization" (Durrah, Naser, & Sami, 2014). together to achieve the goals of the organization, as well as enhance their loyalty to that institution. Strategic thinking that results in a clear goal and setting priorities can strengthen relations between

members. The team that participated in defining these goals and the compatibility of competing interests among them is prepared in a transparent and understandable manner that is easy to understand. "Ambiguity of purpose is due to managerial incompetence, although ultimately it is an important consequence of a variety of stakeholder vision "(Fuglesang, R, & M, Effectiveness at a Senior Management Team Meeting, 2010). They also confirmed, in their research studies, that there is a positive relationship between the clarity of the strategy, the focus of communications, and the effectiveness of the team by enhancing and focusing discussions in management meetings regarding goals and how to make them understandable and clear to all, and their clarity makes communication more focused, as well as increasing the level of their performance of tasks and the nature of the relationship between them. , while the

incompatibility between strategic thinking and clarity of meetings contributes to poor performance, and it should be noted that their lack of availability leads to organizational chaos that expresses a state of absence of the purpose or goal of the organization's existence and generates a kind of hostility against any normal systemic situation and thus undermines loyalty to the organization. (U&N, 2011).

Presentation of the results of the relationship between the strategic thinking of the administrative bodies and the organizational loyalty of the coaches of sports clubs in Baghdad:
To find out the results of the relationship between the research variables, the researcher presents the results of the correlation matrix in Table (5), and then the regression, contribution and impact of this relationship:

Table (5) shows the relationship between the strategic thinking of the administrative bodies and the organizational loyalty of the coaches of sports clubs in Baghdad

correlation matrix	organizational loyalty of the coaches of sports clubs in Baghdad	
	Correlation	level sig
strategic thinking of the administrative bodies	0.874*	0.000

Degree of freedom (n-2) = 101 Significance level (0.05), significant correlation if the score (sig) < (0.05)

It is clear from the above table that the value of the simple Pearson correlation coefficient between the two domains was significant, in the direct direction. To know the results of simple linear

regression, the contribution percentage, and the standard error to estimate the role of the relationship between the two domains, the researcher presents this in Table (6):

Table (6) shows the results of correlation, linear regression, contribution percentage, and standard error

Influential field	Affected field	Simple correlation coefficient	Linear Correlation Coefficient (R) ² (Coefficient of Determination)	Contribution percentage	Standard error
Strategic thinking	Organizational loyalty	0.897	0.932	0.932	6.487

n = 103

In order to examine the quality of the linear regression model, the researcher presents the results of good fit in Table (7):

Table (7) shows the (F) test to check the quality of linear regression fit

Influential field	Affected field	variance	sum of squares	two degrees of freedom	mean of squares	F value calculated	Level Sig	Type Sig
Strategic thinking	Organizational loyalty	Regression	132468.887	1	141388.879	3118.019	0.000	Sig
		errors	6824.234	102	39.998			

Significance level (0.05) $n = 103$ the value of (F) is significant if the value of (sig) < (0.05)

It is clear from the above table that the value of (F) was statistically significant. To find out the effect of this relationship, the researcher presents

the values of the estimates of the fixed limit, the effect, its standard errors, and the level of its real and significant significance, as shown in Table (8).

Table (8) shows the values of the estimates of the fixed limit and the effect

Influential field	Affected field	B	standard error	T value calculated	Level Sig	Type Sig
Strategic thinking	Organizational loyalty	13.216	1.515	9.111	0.000	Sig
		0.599	0.01	61.142	0.000	Sig

Significance level (0.05) $n = 104$ (F) value is significant if the value of (sig) < (0.05)

It is clear from the above results the value of the statistically significant effect, that is, the higher the level of strategic thinking, the higher the level of organizational loyalty.

The researchers believe that this relationship is one of the most important relationships that raise the level of job performance for the coaches, as the researchers believe that the coaches believe that the administrative bodies that can read the variables and analyze them in order to read the future and make decisions that will make the club more stable, and continue to survive when the performance is The administrative body is distinguished, and that excellence in performance generates creativity and innovation among the coaches and strives to raise the level of the club and achieve its goals, which in turn is reflected in the performance of the club and its teams. Studies have found that a high degree of loyalty among employees results in a decrease in a number of unwanted behaviors (absence, evasion from work performance). (Al-Wazzan, 2006).

The clubs that want excellence and excellence must take into account the human resource (coaches), as the two researchers believe that the coaches are responsible for implementing the vision, goals and strategy of the club. Organizational excellence stems from the capabilities of the organization in crystallizing the forces supporting excellence by achieving rapid rates of change, unlimited competition, and preserving the place for the organization. (Saudi,

2008), Certainly, one of the most important forces affecting change and distinction is the coaches if they are recruited in a way that serves the club's interest over personal interest and relationships.

Conclusions:

- Identify the impact of the strategic thinking of the administrative bodies on the organizational loyalty of the coaches of Baghdad sports clubs, and it was found that they are at an above average level in strategic thinking and loyalty
- There is a direct relationship between the two variables of the research (strategic thinking and organizational loyalty) that is, the greater the strategic thinking, the greater the organizational loyalty.

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