

Original Research

Received 09 March 2026

Revised 12 April 2026

Accepted 25 May 2026

Natural Resources for Human Health 2026, Vol. 6 (10s): 1067–1081

KEYWORDS:

Organizational Proficiency,
Technical Management, Players,
Clubs, Iraqi Stars League

An Analytical Study of the Reality of Organizational Proficiency from the Perspective of Technical Management and Players in Clubs Participating in the Iraqi Stars League 2024-2025

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ABSTRACT: The study aimed to identify the reality of organizational Proficiency in the Iraqi Stars League football clubs from the perspective of the clubs' administrative bodies. The study was based on the construction of a scale consisting of a set of (38) statements designed to measure what it was designed to measure. The application was carried out on a sample that represented the members of the administrative bodies of the clubs participating in the Iraqi Stars League. The research sample was defined as the members of the administrative bodies participating in the league, which amounted to 20 clubs, namely (Al-Shorta, Electricity, Al-Zawraa, Missan Oil, Air Force, Zakho, Al-Karkh, Duhok, Nawroz, Erbil, Al-Talaba, Al-Qasim, Al-Karma, Karbala, Al-Hudood, Al-Najaf, Basra Oil, Dey, Al-Najaf, Al-Minaa). The total sample size was (111) individuals, which represented the original population. The sample was randomly divided into a survey sample of (20) individuals, representing (17.24%). The construction sample and the number of (100) individuals, with a percentage of (82.75%), and the application sample was the sum of the two samples (the survey sample, the construction sample), with a percentage of (100%). The researcher concluded that it is necessary for the administrative bodies in sports clubs to have a strategic mindset on how to work on organizational Proficiency. They recommended conducting a periodic inspection, preferably every four seasons, of the levels of the administrative bodies in the clubs participating in the Iraqi Stars League in the variables established in the study, due to their importance in raising their administrative level.

INTRODUCTION

Management is the primary driving force of institutions across all sectors. It is the key to progress, enabling these institutions to move forward efficiently. It is also the means to propel development forward in various economic, social, educational, sports, and other aspects of life.

Sports institutions are among the most important institutions closely linked to society because they work towards two goals: first, spreading community sports culture, and second, ensuring the production and supply of talented athletes to national teams, contributing to achievements. Among the most important sports institutions are sports clubs, which encompass numerous sports and recreational activities and are frequented by many members of society from all occupations.

Upon closer examination, we find that everything that occurs within any societal institution, especially sports institutions, is closely linked to management. Management is a distinct activity directly related to most aspects of human life. At the same time,

it is an effective and successful means of achieving the desired goals in any field of human life. If management is absent from human life, it is replaced by randomness and improvisation, which threatens any field with failure (Sharaf, 1990).

Therefore, the administrative bodies of sports clubs must strive to be proficient in all administrative areas, especially organizational aspects, to keep pace with modern changes in the administrative field and to identify ways to nurture and develop the work of these clubs in various sporting activities, particularly football, given its demanding nature and the specific physical and mental capabilities it requires, which differ from other sports.

Research objective:

- To develop an organizational Proficiency scale for clubs participating in the Iraqi Stars League football tournament.
- To establish standardized scores and levels for the organizational Proficiency scale for clubs participating in the Iraqi Stars League football tournament.
- To assess the current state of organizational Proficiency among clubs participating in the Iraqi Stars League football tournament.

RESEARCH METHODOLOGY:

The researchers used the descriptive method, employing both survey and correlational approaches, as these were well suited to the research procedures. The descriptive method involves "describing the phenomenon the researchers wish to study and collecting accurate descriptions and information about it." (FappendObeidat et al., 1988)

Research Population and Sample:

The research population refers to all the elements and components of the problem or phenomenon under study. (Majeed, 1987) the sample, on the other hand, is "that part representing the research population or the model upon which the researchers conduct their entire work." (Mahjoub & Al-Badri, 2002) Therefore, the sample is a priority for researchers, as the research results depend on it. This necessitates its careful selection to accurately represent the research population in order to obtain precise results. Accordingly, the research sample was defined as the administrative members of the 20 clubs participating in the league (Al-Shorta, Electricity, Al-Zawraa, Missan Oil, Air Force, Zakho, Al-Karkh, Duhok, Nawroz, Erbil, Al-Talaba, Al-Qasim, Al-Karma, Karbala, Al-Hudood, Al-Najaf, Basra Oil, Dey, Al-Najaf, Al-Minaa). The total sample size was (111) individuals, which represented the original population. The sample was randomly divided into a survey sample of (20) individuals, representing (17.24%). The construction sample and the number of (100) individuals, with a percentage of (82.75%), and the application sample was the sum of the two samples (the survey sample, the construction sample), with a percentage of (100%). As shown in Table (1).

Table (1) shows the distribution of the research population and its samples of administrative body members participating in the Iraqi Stars Football League.

No.	Club Name	Governorate	Number of Members	Exploratory Sample	Construction & Preparation Sample	Main Application Sample
1	Al-Shorta	Baghdad	10	10	10	10
2	Al-Kahrabaa	Baghdad	10	10	10	10
3	Air Force	Baghdad	6	—	6	10
4	Al-Mina	Basra	10	—	10	6
5	Oil	Baghdad	10	—	—	10
6	Al-Zawraa	Baghdad	10	—	10	10
7	Basra Oil	Basra	10	—	10	10
8	Zakho	Zakho	10	—	10	10

9	Al-Talaba	Baghdad	10	—	10	10
10	Al-Hudood	Baghdad	10	—	10	10
11	Al-Karkh	Baghdad	10	—	10	10
Total			111	20	100	116
Percentage			100%	17.24%	82.75%	100%

RESEARCH TOOLS, METHODS, AND EQUIPMENT USED:

The researchers utilized the following research tools:

Data Collection Methods:

Scientific research relies heavily on data collection methods specific to the study. The researchers employed the following methods to address the research problem and achieve its objectives:

- Observation.
- Interview.
- Scales used in the study.

The researchers used the (Organizational Proficiency) scale, which was previously validated by them within the body of the research, and its details will be discussed later.

Tools and Used in the Research:

- Various stationery and library tools.
- Data collection and tabulation forms.
- One manual calculator (JOINUS).
- One personal electronic computer (Laptop Dell).

Field Research Procedures:

To achieve the research objectives, researchers must fulfill certain requirements, including developing an organizational Proficiency scale. This scale was to be applied to the research sample, which consisted of members of the administrative bodies participating in the Iraqi Stars League football tournament. The following steps were taken:

Procedures for Developing the Organizational Proficiency Scale:

After reviewing previous studies and relevant scales, the researcher found that the scale developed by researcher (Mahmoud, 2020), was the most suitable for the research. The researcher based its development on theoretical definitions, which focus on organizational Proficiency as the ability of an organization to strive towards achieving the elements of alignment and adaptation. Alignment means managing current operations efficiently and improving performance in the short term, while adaptation refers to confronting environmental changes surrounding the organization in the long term. (Gibson & Birkinshaw, 2004) The organizational Proficiency scale consisted of 38 items. The researcher used the Eleventh Rating Scale to answer the items on a scale of 0 to 10. The scale statements are in the form of a single model designed on a sample of members of the administrative bodies of clubs participating in the Premier Basketball League.

Determining the Validity of the Organizational Proficiency Scale:

To determine the validity of the Organizational Proficiency Scale adopted by the researchers, the scale, in its original wording, was presented to a group of (15) experts and specialists to assess its validity without any changes to its wording. After statistically

analyzing the opinions of the experts and specialists, and using the chi-square test for independence to determine the significance of the difference between their opinions at a significance level of (0.05) and with one degree of freedom, the scale was accepted with its (38) wording, as shown in Tables (2).

Table (2) shows the opinions of the experts and specialists on the scale's wording and the chi-square values for those who agreed and disagreed with the Organizational Proficiency Scale.

No.	Statement	Suitable	Not Suitable	Calculated Chi-Square Value	Result
1	The administrative board works to invest available opportunities	15	0	15	Acceptable
2	The administrative board pays attention to players' social needs	13	2	8.06	Acceptable
3	The administrative board provides everything that serves players in terms of expertise, skills, and training camps	14	1	11.26	Acceptable
4	The administrative board pays attention to players' opinions aimed at their development	15	0	15	Acceptable
5	The administrative board works to supply clubs and the national team with their needs of players	13	2	8.06	Acceptable
6	The administrative board provides promotional, recreational, and training programs that influence players' decisions	13	2	8.06	Acceptable
7	The administrative board creates a competitive environment among players that motivates better performance	14	1	11.26	Acceptable
8	The management follows diverse methods and continuous research to understand players' orientations and aspirations	15	0	15	Acceptable
9	The management is concerned with developing players' personal and administrative traits to enhance their skills	13	2	8.06	Acceptable
10	The administrative board is concerned with organizing camps and friendly/training matches	14	1	11.26	Acceptable
11	The management creates communication conditions with players and considers their feedback	14	1	11.26	Acceptable
12	The administrative board identifies players' levels and works to develop all levels	12	3	5.04	Acceptable

13	The management has financial plans for continuous investment	13	2	8.06	Acceptable
14	The administrative board supports all new and advanced methods in the training process for players' benefit	14	1	11.26	Acceptable
15	The club provides various sports services to players at reduced costs	13	2	8.06	Acceptable
16	The club management adopts training methods that keep pace with global development	14	1	11.26	Acceptable
17	The administrative board has a specific evaluation for each player, based on which their importance in the team is determined	13	2	8.06	Acceptable
18	The management believes that developing individual skills is more important than team skills	14	1	11.26	Acceptable
19	The management works on preparing specialized coaches in the sport	15	0	15	Acceptable
20	The management relies on scientific principles in talent identification and investment in the club	15	0	15	Acceptable
21	The management considers players' and coaches' evaluative opinions regarding performance	13	2	8.06	Acceptable
22	The management is concerned with players' ideas related to team development	14	1	11.26	Acceptable
23	The management provides players and coaches with knowledge, expertise, and modern work requirements	14	1	11.26	Acceptable
24	The management searches for new players by forming committees responsible for this task	15	0	15	Acceptable
25	The club management adapts to conditions surrounding the sport	13	2	8.06	Acceptable
26	The management uses long-term strategic planning	12	3	5.04	Acceptable
27	The management recruits highly skilled and experienced coaches	14	1	11.26	Acceptable
28	The club benefits from new players before presenting them to clubs and national teams	15	0	15	Acceptable

29	The management encourages the search for new ideas and training methods	14	1	11.26	Acceptable
30	The management uses methods that help attract players	14	1	11.26	Acceptable
31	The management makes great efforts in discovering sports talents, motivating them, and providing their needs	13	2	8.06	Acceptable
32	The management provides suitable conditions to accommodate new players	13	2	8.06	Acceptable
33	The management integrates technological ideas and methods into its work and benefits from them	15	0	15	Acceptable
34	The management supports new ideas and reduces reliance on traditional ones	14	1	11.26	Acceptable
35	The management incorporates technological fields into its work	12	3	5.04	Acceptable
36	The management involves players in brainstorming sessions to determine future needs	12	3	5.04	Acceptable
37	The management modifies its procedures based on evaluation results	12	3	5.04	Acceptable
38	The management possesses strong administrative skills in strategic planning to meet club requirements	13	2	8.06	Acceptable

The critical chi-square value (χ^2) is 3.84 degrees of freedom, with a significance level of 0.05.

Exploratory Test of the Scale:

The purpose of this exploratory test was to assess the clarity of the instructions and statements of the Organizational Proficiency Scale in its initial form, as well as to determine the accuracy and clarity of the wording for the test subjects. It also aimed to identify the optimal and most appropriate method for conducting the main experiment, the clarity of the response instructions for the research sample, and the time taken to complete the scale items. Therefore, the scale was administered to a sample of (20) administrative board members from the Police and Electricity clubs on Saturday and Sunday, February 1st and 2nd, 2024. The exploratory test revealed that the instructions and statements of both scales were clear and understandable to the sample, and the average time taken to complete the first and second scales was (15-20) minutes.

Applying the scale to the sample:

The scale, (see appendix 1), was applied to a sample of (100) administrative staff members for the purpose of conducting statistical analysis of the scale during the period from 10/2/2024 to 1/3/2024.

Scale Scoring:

The standard practice in scoring any scale is to assign an appropriate score to each item based on the respondent's answer. To determine the responses of the administrative staff to the items on the Organizational Proficiency Scale, a rating scale (11) of 0-10 was used for each item (38). Therefore, the highest possible score for a respondent is 380, and the lowest is 38, down to 0.

Generally, to calculate the total score for each respondent on the scale, the researcher summed the scores obtained for each item. The highest total score for the Organizational Proficiency Scale for the sample was 360, and the lowest was 58. The distribution was normal, and the scores on this scale can be used in statistical analysis.

Psychometric Properties of the Two Scales:

Validity:

A valid test is "a test that accurately measures the phenomenon it is designed to measure, and does not measure anything else instead of or in addition to it." (Allawi & Radwan, 2000). Therefore, the researcher verified the validity of the two scales using one type of validity, namely content (face) validity.

Content Validity:

This type of validity was verified in its face form when the researcher prepared the Organizational Proficiency Scale and defined its domains and items, with the assistance of a group of (15) expert professors in the field of sports management, testing, and measurement (see appendix 1). The appropriate percentage of agreement among their opinions (based on calculated chi-square values) was determined for accepting the scale as a whole. Thus, the scale was accepted for application to the research sample.

Construct (Hypothetical) Validity:

This type of validity was achieved in its face form when the researcher prepared the Organizational Proficiency Scale and defined its domains and items, utilizing a group of (15) expert professors in the field of sports management, testing, and measurement. The appropriate percentage of agreement among their opinions (based on calculated chi-square values) was determined for accepting the scale as a whole. Thus, the scale was accepted for application to the research sample.

Table (3) shows the correlation coefficient between the item score and the total score of the Organizational Proficiency Scale.

Item No.	Correlation Coefficient	Type Sig	Item No.	Correlation Coefficient	Type Sig
1	.782**	Sig	20	.787**	Sig
2	.832**	Sig	21	.717**	Sig
3	.724**	Sig	22	.803**	Sig
4	.715**	Sig	23	.835**	Sig
5	.663**	Sig	24	.820**	Sig
6	.721**	Sig	25	.843**	Sig
7	.841**	Sig	26	.802**	Sig
8	.792**	Sig	27	.677**	Sig
9	.791**	Sig	28	.663**	Sig
10	.697**	Sig	29	.900**	Sig
11	.879**	Sig	30	.854**	Sig
12	.911**	Sig	31	.903**	Sig
13	.831**	Sig	32	.691**	Sig
14	.737**	Sig	33	.781**	Sig
15	.802**	Sig	34	.805**	Sig
16	.851**	Sig	35	.807**	Sig
17	.824**	Sig	36	.779**	Sig
18	.710**	Sig	37	.826**	Sig
19	.649**	Sig	38	.829**	Sig

Reliability:

Calculating reliability is a characteristic of a good scale because it indicates the consistency of the scale's items in measuring what it is supposed to measure with an acceptable degree of accuracy, test reliability refers to "the accuracy of the scale in observation, its lack of self-contradiction, and its consistency and regularity in providing us with information about an individual's behavior." (Ouda, 1993)

Reliability is determined using several methods, including test-retest reliability, split-half reliability, and the equivalent forms method. Cronbach's alpha, Kuder-Character formula, and Hoyt's ANOVA are used as correction factors for the derived reliability coefficient.

To verify the reliability of the two scales, the researcher used two methods: the split-half method and Cronbach's alpha. The reliability of the scales was verified by calculating the reliability coefficients using the split-half method and correcting them using the Spearman-Brown formula. Cronbach's alpha was also calculated to ensure consistency in the performance of the sample members. The following are the values obtained for the reliability of the two scales according to these two methods.

Split-Half Method:

The researcher adopted the split-half method because it is one of the most widely used reliability methods for theoretical scales. This is because it focuses on the internal consistency coefficient and avoids the drawbacks of some methods, such as the test-retest method. In the test-retest method, we cannot guarantee that the conditions under which the first test was administered will be the same as those under the second test. Furthermore, it leads to familiarity among test-takers with the test the second time, the split-half method measures the internal homogeneity of the scale items. The homogeneity of the scale items indicates the consistency and regularity of the test-takers' performance on all the questions that comprise the scale. (Al-Gharib, 1985)

This method relies on dividing the test into two equivalent parts. The first part includes the scores for the items with odd numbers, and the second part includes the scores for the items with even numbers. To calculate reliability using this method, the researcher used data from a construction experiment sample of (100) administrative staff members. The Statistical Package for the Social Sciences (SPSS) was used, and the correlation coefficient between the two halves was (0.825) for dexterity and (0.843) for marketing. However, these values represent the reliability coefficient of one-half of the test, so this coefficient must be adjusted to the reliability coefficient of the test as a whole (Guilford & Benjamin, 1978). Therefore, the Spearman-Brown formula was used to correct the correlation coefficient. After correction, the reliability coefficient became (0.863) for dexterity and (0.883) for marketing. It is a good reliability coefficient and can be relied upon to estimate the reliability of the test. It is worth noting here that the researcher did not extract the relationship until he had confirmed the homogeneity of the two halves with the (F) test, whose calculated value came to be (0.927) for skill and (0.957) for marketing, which is less than their tabulated value of (1,000) at two degrees of freedom (99, 99) and a significance level of (0.05).

Cronbach's Alpha Equation:

The researcher used Cronbach's Alpha because it "is used in any type of objective and essay question, and Cronbach's Alpha is one of the most widely used reliability measures, as it depends on the consistency of individuals' performance from one item to another and the extent to which the items in the scale measure the same thing and if all the items actually measure the same trait, then they must be correlated with each other (Sharaf, 1990). This type of reliability is called internal homogeneity, which indicates the strength of the correlation between the items in the test. To calculate the reliability using Cronbach's alpha coefficient for the Organizational Proficiency Scale, the researcher relied on the same sample used to develop the scale, consisting of (100) administrative staff members. The Statistical Package for the Social Sciences (SPSS) was used. When calculating the reliability coefficient, it was found to be (0.926), which is a good and acceptable reliability coefficient that can be relied upon. To confirm this, the standard error coefficient can be used to demonstrate the strength of the extracted reliability coefficient. After applying the law of relationship between the reliability coefficient and the standard error, the result will indicate the validity of this coefficient for both methods. Since the process of applying the scale in its final form (see appendix 1) will be done on the research sample of administrative staff members separately, it is necessary to verify the reliability coefficients. The following table indicates these coefficients with good and acceptable reliability.

Table (4) Shows the values obtained from the reliability coefficients for the Organizational Proficiency scale.

Reliability Indicator	Value
Cronbach's Alpha Coefficient	0.825
Split-Half Correlation Coefficient	0.863
Corrected Correlation Coefficient	0.927

Table (4) shows that the obtained values are reliable reliability coefficients, as Cronbach's coefficient values are considered statistically acceptable when they are equal to or greater than (0.57).

Scale Application (Main Experiment):

The researchers applied the final version of the Organizational Abilities Scale to the research sample, which consisted of (111) members of the sports bodies of the Premier League basketball clubs, distributed across (11) clubs mentioned previously. The application period began on (March 10, 2024) and lasted for one and a half months. After collecting the forms, it was found that they were complete and ready for statistical analysis.

Statistical Methods:

The researchers used the Statistical Package for the Social Sciences (SPSS) version 20, from which they extracted all the statistical coefficients and scientific principles needed to achieve the research objectives. 3- Presentation, Analysis, and Discussion of Results

PRESENTATION, ANALYSIS, AND DISCUSSION OF SCALE RESULTS

Table (5) shows the arithmetic means, standard deviations, and item ranking.

No.	Statement	Mean (M)	Standard Deviation (SD)	Item Rank
1	The administrative board works to invest available opportunities	3.00	0.00	37
2	The administrative board pays attention to players' social needs	6.40	2.51	21
3	The administrative board provides everything that serves players in terms of expertise, skills, and training camps	6.55	2.40	14
4	The administrative board pays attention to players' opinions aimed at their development	6.79	2.59	5
5	The administrative board works to supply clubs and the national team with their needs of players	5.92	2.82	34
6	The administrative board provides promotional, recreational, and training programs that influence players' decisions	6.25	2.34	26
7	The administrative board creates a competitive environment among players that motivates better performance	6.08	2.92	29
8	Management follows diverse methods and continuous research to understand players' orientations and aspirations	6.59	2.28	9
9	Management is concerned with developing players' personal and administrative traits to enhance their skills	6.52	2.45	15
10	Management is concerned with organizing camps and friendly/training matches	6.38	2.44	23

11	Management creates communication conditions with players and considers their feedback	6.45	2.44	19
12	The administrative board identifies players' levels and works to develop all levels	5.55	3.15	36
13	Management has financial plans for continuous investment	6.26	2.71	25
14	The administrative board supports all new and advanced methods in the training process for players' benefit	6.21	2.85	28
15	The club provides various sports services to players at reduced costs	7.07	2.43	3
16	Club management adopts training methods that keep pace with global development	7.08	2.51	2
17	The administrative board has a specific evaluation for each player, determining their importance in the team	6.35	2.78	24
18	Management believes developing individual skills is more important than team skills	6.58	2.59	10
19	The management works on preparing specialized coaches in the sport	6.44	2.44	20
20	Management relies on scientific principles in talent identification and investment in the club	6.46	2.45	18
21	Management considers players' and coaches' evaluative opinions regarding performance	6.56	2.61	11
22	Management is concerned with players' ideas related to team development	6.23	2.79	27
23	Management provides players and coaches with knowledge, expertise, and modern work requirements	6.64	2.70	7
24	Management searches for new players by forming committees responsible for this task	6.55	2.44	12
25	Club management adapts to conditions surrounding the sport	6.51	2.58	16
26	Management uses long-term strategic planning	6.56	2.73	11
27	Management recruits highly skilled and experienced coaches	6.63	2.43	8
28	The club benefits from new players before presenting them to clubs and national teams	6.28	2.43	23
29	Management encourages the search for new ideas and training methods	6.82	2.34	4
30	Management uses methods that help attract players	5.93	2.93	34
31	Management makes great efforts in discovering sports talents, motivating them, and providing their needs	6.54	2.57	13
32	Management provides suitable conditions to accommodate new players	7.10	2.48	1
33	Management integrates technological ideas and methods into its work and benefits from them	5.98	2.75	32
34	Management supports new ideas and reduces reliance on traditional ones	5.95	3.21	33

35	Management incorporates technological fields into its work	5.91	2.86	35
36	Management involves players in brainstorming sessions to determine future needs	6.48	2.45	18
37	Management modifies its procedures based on evaluation results	6.50	2.43	17
38	Management possesses strong administrative skills in strategic planning to meet club requirements	6.72	2.78	6

Table (4) shows the ranking of the items, where items (38, 4, 29, 15, 16, 32) achieved a very high level of organizational Proficiency among the administrative bodies of the Iraqi Stars League football clubs. This indicates the reality of the administrative bodies' work towards organization within the club. The researcher attributes this to the fact that the administrative bodies of the Iraqi Stars League football clubs have the ability to work on organizational Proficiency, including discovering and developing it, and establishing a database of information that the club can use to deal with different situations. All of this relates to the internal affairs of the club, where there is an opportunity to work freely without being subject to regulations and laws that could weaken the process of organizational improvement. Consequently, this has a clear impact on the production process. Items (17, 28, 10, 2, 19, 11, 36, 20, 37, 25, 9, 3, 31, 24, 26, 18, 8, 27, 23) were at a high level, but lower than the previous items, leaning towards the middle. The researcher attributes this to several factors, including the fact that administrative bodies are subject to regulations and laws regarding the appointment of employees with organizational Proficiency and effectiveness. Sometimes, these regulations can hinder organizational efficiency in sports clubs.

Items (12, 33, 34, 35, 39) were at a medium level, leaning towards weak. This indicates that the work of administrative bodies in clubs participating in the Iraqi Football League faces a range of administrative crises at various levels. The researcher attributes these results to the varying levels of organizational efficiency in relation to the policies and orientations of sports clubs, as well as the factor of experience in administrative work within such institutions. However, the achieved results are not up to par, especially considering that the implementation of organizational Proficiency programs in sports clubs is significantly influenced by internal and external variables. Therefore, the application of these programs has been inconsistent and dependent on the powers granted by the Ministry, provided it does not conflict with club laws and regulations. Here, we emphasize that there are certain aspects that sports club administrations must pay attention to, as organizational Proficiency consists of (awareness, restructuring, and seizing opportunities). (Bodwell & Chemack, 2010), who indicated that, confirm this "organizational Proficiency is formed by three basic characteristics: awareness, restructuring, and seizing opportunities. Awareness is represented by the organization's ability, through its employees, to identify opportunities and problems that threaten the organization in achieving its goals. This is achieved by striking a balance between centralized and decentralized management." This demonstrates the point that organizational Proficiency requires a management style focused on the individual athlete. Consequently, one of the most important factors in dealing with administrative bodies is managing individual relationships and fostering many positive relationships to continuously encourage employees to develop these relationships within sports clubs. Therefore, it was imperative for Sports club administrations implement organizational excellence programs. This implementation must be based on strategic plans developed scientifically and with purposeful future visions, creating the conditions, resources, and requirements that contribute to the success of these plans. Furthermore, it requires fostering a successful and effective administrative environment for implementing such programs, which aim to develop the work of sports clubs to maximize their benefits, whether at the club level, the national team level, or in achieving marketing excellence among clubs.

CONCLUSIONS AND RECOMMENDATIONS:

Conclusions:

- The Organizational Proficiency Scale, developed by the researchers and administered to the study sample, proved its ability to measure what it was designed to measure and its validity in providing logical results.
- The administrative bodies of the clubs participating in the Iraqi Stars League possess a good level of organizational Proficiency.

Recommendations:

According to the research findings and conclusions, the current research has reached the following key recommendations:

- The researcher recommends adopting the Organizational Proficiency Scale to measure what it was designed to measure, as it is valid in achieving this objective.
- Conducting periodic assessments, preferably every four seasons, of the levels of the administrative bodies of the clubs participating in the Iraqi Stars League in terms of the organizational Proficiency variable, given its importance in raising their administrative level.

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Appendix (1)

Organizational Proficiency Scale

No.	Statement	Extent to which it is available in the institution										
		0	1	2	3	4	5	6	7	8	9	10
1	The administrative board works to invest available opportunities											
2	The administrative board pays attention to players' social needs											
3	The administrative board provides everything that serves players in terms of expertise, skills, and training camps											
4	The administrative board pays attention to players' opinions aimed at their development											
5	The administrative board works to supply clubs and the national team with their needs of players											
6	The administrative board provides promotional, recreational, and training programs that influence players' decisions											
7	The administrative board creates a competitive environment among players that motivates better performance											
8	Management follows diverse methods and continuous research to understand players' orientations and aspirations											
9	Management is concerned with developing players' personal and administrative traits to enhance their skills											
10	Management is concerned with organizing camps and friendly/training matches											
11	Management creates communication conditions with players and considers their feedback											
12	The administrative board identifies players' levels and works to develop all levels											
13	Management has financial plans for continuous investment											

[illegible]