

Administrative Skills and their Relationship to the Selection of Sports Club Presidents from the Perspective of the Administrative Body in Diyala Province for the Year 2024

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Abstract

Sports are one of the fundamental human activities practiced in almost every society, and excelling in a particular sport has become a symbol of civilizational progress that nations strive to achieve, believing it reflects their advancement in other fields. Administration plays a crucial role in the sports sector by building organizations, institutions, and clubs, fostering team cohesion, strengthening human relationships, and promoting cooperation among individuals, which enhances loyalty and belonging to these organizations, positively impacting performance, problem-solving, and overall efficiency in sports management. This study highlights the importance of selecting sports club presidents in Iraq, particularly in Diyala Province, and the factors influencing their selection. It aims to assist decision-makers by proposing a model that identifies the key administrative skills necessary for effectively managing and organizing sports clubs, emphasizing the need for club presidents to possess these essential skills. The research problem lies in the lack of clear criteria and regulations for selecting club presidents, which negatively affects the administrative performance of sports clubs in Iraq. The study's main objectives include identifying the administrative skills required for sports club presidents from the perspective of administrative bodies within these clubs and examining the relationship between these skills and the selection process. The findings indicate a strong correlation between administrative skills and the selection of club presidents, with technical skills ranking the highest in importance, while communication skills ranked the lowest. Based on these results, the study recommends adopting the identified administrative skills.

Keywords: Sports Club Administration; Leadership Selection; Criteria; Administrative Skills; Sports Management in Iraq; Decision-Making in Sports Organizations.

Received: 8/15/2025

Accepted: 10/15/2025

Published: 10/26/2025

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1. Introduction and Importance of the Research

Sports are one of the essential human activities, and no society is devoid of practicing at least one of its forms. Excelling in a particular sport has become a sign of civilizational advancement that nations strive to achieve, believing that it reflects their overall progress in various fields.

Management plays a crucial role in the sports sector by establishing organizations, institutions, and sports clubs. It fosters group cohesion through human relations, enhances the spirit of cooperation among individuals, and strengthens their sense of loyalty and belonging to these organizations. This, in turn, improves performance and contributes to solving problems within these institutions, ultimately leading to higher efficiency in the sports field.

Administration has become a fundamental process on which all institutions and administrative cadres rely to achieve their goals. It is based on legal frameworks, scientific principles, and administrative expertise. Effective scientific management is the key to national development and progress, which can only be achieved through the optimal utilization of material and human resources.

Nabil Mahmoud states that “the formation of sports education management has drawn significantly from scientific management principles [1], particularly in areas of preparation, training, and human relations, which focus on work behavior, improving employee morale, and enhancing productivity.”

In recent years, and in line with privatization trends, several international clubs have emerged with high standards due to their highly competent administrative leadership. This is something that many sports clubs in our country lack, as they are often managed by individuals without the necessary qualifications or specialized training in sports club administration.

The progress in sports club performance is fundamentally based on effective administrative work and proper planning. Efficient administration requires managerial skills to maintain and elevate performance levels. Moreover, employees in sports clubs must possess strong managerial skills that serve the interests of these clubs, as they are vital components of the sports system.

Sports clubs play a significant role in advancing sports and improving the reality of Iraqi athletics by harnessing individuals' potential, developing their skills, and enhancing their performance for the benefit of the institutions they work for. Countries worldwide have adopted various systems and methods to improve and develop sports clubs, utilizing the latest techniques and strategies to achieve their planned objectives and drive these clubs forward in line with global advancements.

Administrative leadership in Iraqi sports clubs plays a fundamental role in shaping the future of sports. Club presidents are the key decision-makers responsible for managing and steering the clubs. Through their leadership, objectives and ambitions can be realized. Therefore, it is crucial to apply scientific managerial skills when selecting club presidents, as this significantly impacts the development and progress of sports clubs in Iraq.

Several factors influence an administrator's behavior, including administrative capabilities, academic and technical qualifications, personal strength, and internal and external pressures. The absence of these factors in some club managers leads to variations in club administration, resulting in disparities in performance and overall club development. Some clubs show remarkable progress, while others struggle due to weak management, ultimately affecting their growth. Hence, managerial behavior is one of the most critical elements in administration, requiring precise scientific analysis to ensure effective management that meets the needs of sports institutions as educational, training, and service-oriented organizations.

Academic qualifications also play a vital role in managing sports clubs effectively by developing administrative systems that meet global standards. These qualifications help in directing human efforts scientifically toward achieving institutional goals. A successful administrator in this field is just as important as a skilled coach. Effective training depends on well-structured administration that oversees every aspect of execution.

A competent administrator must be capable of defining objectives, outlining work strategies, and distributing tasks and responsibilities appropriately within the institution. The personality of an administrative leader or supervisor also plays a significant role in the success of a club's management. The club president should be respectful, fair, and stable in decision-making, capable of acquiring and applying knowledge, making the right decisions under various circumstances, maintaining effective communication, and working toward achieving goals. Additionally, they should be skilled in fostering productive relationships and fulfilling the human needs of employees as much as possible.

This is where the importance of this research lies. The researcher aims to develop a scale for assessing the managerial skills of sports club presidents from the perspective of administrative board members. This study is driven by the researcher's belief in its significance for improving the performance of sports clubs and its impact on the success of sports in Iraq. Measurement tools are among the best scientific methods for studying and understanding reality in any field, including sports management.

This study is particularly valuable in refining the selection criteria for Iraqi sports club presidents and identifying the factors influencing their appointment. It also serves as a guide for decision-makers in choosing club presidents by highlighting the essential managerial skills required to enhance the administrative and organizational aspects of these clubs. This research emphasizes the necessity of equipping club presidents with fundamental and essential management skills to effectively lead and operate sports institutions.

2. Research Problem

Sports clubs, like any other social institution, face significant challenges and threats due to global transformations that have reshaped the world. These changes have introduced a new global system based on scientific advancements and rapid technological progress. As a result, organizations must adopt comprehensive and advanced programs to overcome challenges and address their weaknesses.

The researcher has observed that most Iraqi sports club administrations do not emphasize a structured process for selecting club presidents. Instead, there is a lack of clear regulations and criteria governing the selection of

these key figures who lead the sports sector in Iraq. This undoubtedly affects the administrative performance of these clubs.

3. Research Objectives

The study aims to:

1. Identify the managerial skills of sports club presidents from the perspective of administrative board members.
2. Examine the relationship between managerial skills and the selection of sports club presidents, as perceived by the administrative boards.

4. Research Scope

Human Scope: Members of the administrative boards of sports clubs in Diyala.

Time Scope: From February 3, 2024, to November 23, 2024.

Spatial Scope: Sports clubs in Diyala Governorate.

5. Theoretical Studies and Previous Studies

5.1 Theoretical Studies

5.1.1 Management

Management is an ancient activity that has always been one of the most important human activities across various societies throughout history. It has a direct impact on the growth and development of civilizations. Management is responsible for meeting the needs of groups and individuals through the organization and coordination of economic resources. Hence, management is described as collective efforts aimed at achieving a goal.

Management is considered the cornerstone of building any advanced society, and it is the force behind every success achieved in any activity, discovery, or service. Management explains the secrets behind the progress or stagnation of any society. Successful management strives to avoid waste, chaos, and disruption, working tirelessly to ensure the effective use of material and human resources. There are two terms that management cannot ignore: forecasting and flexibility, as these are crucial to the functions of management.

Management is a distinguished activity that directly relates to most aspects of human life. It is a highly effective and successful tool for achieving the desired goals in any area of human life. Without management, randomness prevails, leading to failure in achieving goals, no matter how significant they are. Without management, every individual faces difficulties and disorder in their work.

Thus, we conclude that success or failure at the level of an institution or organization depends on how well the management uses the available resources and organizes them efficiently. Management is an influential factor in modern life and a means of achieving a better life for societies. It has become clear that progress in developing countries only happens when management is able to create a proper foundation for building and then develop it to a higher and more advanced level.

There are many concepts and definitions of management. The reason for the numerous and differing definitions is that management is characterized by its comprehensiveness and the many functions it performs, as well as the multiple goals it aims to achieve. Management, whether public or private, is influenced by prevailing concepts, political ideologies, economic theories, and social systems.

Management should be seen as a means, not an end. It is the process of achieving goals by the best methods, at the lowest cost, within the available resources and opportunities, and with optimal utilization. It is a personal art that uses science and knowledge to guide individuals in achieving the best goals. It is a balanced process that includes planning, organizing, directing, leading, monitoring, evaluating, and executing tasks in the best ways to achieve optimal results.

From what has been mentioned earlier, the researcher concludes that management is a behavioral and intellectual process aimed at the optimal use of financial and human resources to achieve the organization's and individuals' goals with the highest quality, at the lowest cost, and in the shortest time.

5.1.2 Sports Management

Sports management has become the backbone of sports activities due to the increasing scientific development and the growing competition, particularly among advanced countries, to secure top positions in various sports. Management has become a decisive factor in achieving high sporting achievements in many competitions.

Sports management plays a vital role in organizing and directing the work of sports organizations and institutions, despite their different fields and specializations. It aims at development, solving problems, facing conflicts, enhancing strengths, addressing weaknesses, and improving overall effectiveness.

Sports management is one of the most important factors behind the development of global sports due to its efficiency in achieving both qualitative and quantitative sports achievements. This is mainly because it relies heavily on foundations and programs that are based on accurate information supported by scientific facts and laws.

Sports management is “the process of organizing the efforts of athletes, administrators, and technicians across various groups and activities, developing their skills, meeting their needs, and coordinating them within the social context of the institution. [5]” It is “a set of activities aimed at the efficient use of resources, investing time and human resources optimally to achieve pre-defined goals. [5]”

In any sport, sports management is an essential and critical element that drives progress and seeks to activate

change and meet its requirements. Thus, it must prepare its tools and resources to be better equipped to respond to environmental and societal conditions. Sports management strives to elevate the level of performance and achieve the best results for the benefit of the sports field.

Sports management, according to the researcher's operational definition, is a set of processes including planning, organizing, monitoring, and utilizing the efforts of the sports institution's members in utilizing all available human and material resources and time to achieve pre-set goals.

There is significant importance to management in the sports field, especially given the rapid developments and changes at the global and international levels. It is necessary to implement effective scientific management in all sports institutions and organizations to lead them to achieve their objectives and face challenges successfully while adapting to these changes. The importance of sports management, as mentioned by Mroun Abdel Majid, is as follows:

1. Management helps ensure continuity[2] by performing tasks that lead to success and eliminating those that fail, increasing the likelihood of successful practices by employees and improving overall performance.
2. It fosters good human relations, leading to increased production and efficiency in achieving goals.
3. Most physical education and sports leaders perform administrative tasks in schools, clubs, federations, or youth centers, and should be aware of the key challenges in management to succeed in this important aspect of their work.
4. All physical and sports activities are collective efforts, and management is essential to achieving the goals, fostering teamwork, and planning any program. Achieving this requires understanding management resources.
5. Management provides essential concepts related to sports sciences, theories, techniques, and the progress of activities, individuals, and systems, while also providing the experience needed to identify the most appropriate management methods.

5.2 General Goals of Sports Management

1. Instilling a spirit of understanding, cooperation, and harmony, and promoting teamwork between leaders, managers, and employees.
2. Striving to achieve the institution's objectives.
3. Directing available human and material resources efficiently and rationally to enhance production efficiency.
4. Organizing and coordinating efforts to align with national policies across different sectors.
5. Establishing an economic society, developing social relations, and helping to solve societal challenges.

6. Maintaining order, achieving social justice, and ensuring the welfare of employees while protecting their interests.

5.3 Modern Administrative Methods in Sports Institutions

Some of the modern management methods that can be adopted in sports institutions include:

5.3.1 Quality Management

The advancement in science and technology today requires the interpretation of quality in various ways, depending on scientific trends such as administrative and educational concepts. Quality is considered a standard for the highest levels of performance, where services are assessed based on whether they are provided on time and meet the required specifications. This was emphasized by the British Standards Institute, which defines quality management as the administrative philosophy that encompasses all activities within an organization, aiming to meet and exceed customer expectations in the most optimal way, with a continuous focus on improvement [6].

5.3.2 Management by Objectives

This management method focuses on using objectives as the core component, emphasizing what is achieved (the results) rather than how it is achieved (the process). Management by objectives is a system of performance evaluation based on precise goal-setting and agreements between leaders and subordinates. The approach improves future performance by developing goal-setting skills and providing clear measures for achievement.

5.3.3 Participatory Management

Decision-making, which is central to administrative processes, results from collective efforts that involve various ideas, communications, analyses, and evaluations. Due to the multiple roles in modern organizations, management cannot be done by a single leader but must involve collaboration between leaders and subordinates. Participatory management refers to the involvement and cooperation between management and subordinates to discuss administrative challenges and find solutions, ultimately achieving organizational goals. This method has many benefits, such as:

- 1- Creating an environment conducive to work process development and change.
- 2- Developing secondary leadership.
- 3- Strengthening human relationships within the organization.
- 4- Streamlining decision-making processes.

1. Human Resource Management:

The success of modern organizations depends largely on the efficiency and effectiveness of their human resources. Human resource management is the successful entry point for improving workforce performance. The development of human resources has evolved over time, starting with the industrial revolution, leading to the necessity of having specialized human resource management to oversee employees and design scientific policies to motivate them and improve their productivity.

2. Performance Balance Management:

Performance balance is about equalizing input and output in all aspects. Organizations that offer workers wages commensurate with their efforts achieve balance. The balance in an organization ensures fairness, increases employee satisfaction, and enhances overall institutional performance.

6.Previous Studies

Study of Ghassan Mahmoud Abdul-Sadah (Building a Scale for Administrative Development in Central Sports Federations) (2010)

Discussion of the Study Results:

1.Appropriateness of the Methodology:

The researcher adopted the descriptive method using a survey approach, which is highly suitable for this type of research aimed at building measurement tools. It allows the collection of quantitative data from a large number of individuals, thereby supporting the reliability of the results.

2.Comprehensiveness of the Scale:

The scale consisted of 95 items distributed across four domains, reflecting a comprehensive and in-depth approach to the topic of administrative development. This indicates that the researcher conducted a detailed and thorough analysis of the various aspects of administrative development.

3.Statistical Analysis:

The use of advanced statistical analysis such as factor analysis, Cronbach's Alpha coefficient, internal consistency, and the extreme groups method indicates the strength of the scale in terms of validity and reliability. This enhances its potential applicability in similar environments.

4.Expert Involvement:

The involvement of experts in formulating the items and identifying the domains reflects a scientifically sound methodology in the theoretical construction of the scale. It also enhances the scientific and professional content of the tool.

5. Clear Identification of the Target Group:

The study's focus on federation members, administrators, and a segment of employees shows clarity in identifying the target group for the scale. This strengthens the possibility of utilizing the results to improve administrative performance within this specific group.

Key Findings of the Study:

1. There is a real need for a unified scale for administrative development in sports institutions, reflecting a previous gap in this field and justifying the importance of the study.
2. The scale can be used as a tool for administrative evaluation and development within sports federations by identifying strengths and weaknesses in administrative processes.
3. The scale has the potential to be generalized and developed in the future to include local or international sports federations, taking into account different organizational and cultural contexts.
4. It promotes the principle of institutional evaluation based on scientific foundations within sports organizations, through accurate tools built on strong statistical and analytical bases.
5. The use of such scales in sports institutions can contribute to developing management skills in sports clubs and assist in selecting club presidents more effectively.

7. Research Methodology

The researcher used the descriptive approach, applying normative studies and correlational relationships due to their appropriateness for the nature of the current study. The descriptive method is defined as "the precise representation of the reciprocal relationships between the community, attitudes, tendencies, desires, and developments, as it provides a clear picture of the real-life situation, sets indicators, and builds future predictions".

7.1 Research Community and Samples

7.1.1 Research Community

The research community is defined as "all the components of the phenomenon that the researcher studies, or all the individuals, persons, or objects that make up the research problem." Therefore, the research community included the administrative board members of sports clubs in Diyala, totaling 336 members, representing 30 clubs.

7.1.2 Research Samples

After determining the characteristics of the research community, the researcher selected appropriate samples for

the study. A sample is defined as “a part or model of the community that is selected based on specific scientific methods to represent the community accurately.” The researcher chose research samples from the sports clubs community, constituting more than 50%, after excluding the club presidents from the total research community. The sample size was 200 administrative board members, with 190 administrative members selected for the measurement sample (70%), chosen using simple random sampling (lottery).

Research Tools:

1. Sources and References:

- Arabic and foreign references.
- Personal Interviews: The researcher conducted interviews with specialized professors to gather information about the research problem and consulted them on some important procedures related to the questionnaire.
- The research team.(*)
- The scale used in the research: (Management Skills Scale).

2. Tools and Devices Used in the Research:

- A computer (HP) – 1 device.
- A manual calculator – 1 device.
- An electronic watch – 1 device.
- Stationery and tools (papers and pens).

7.2Field Research Procedures

To achieve the objectives of this study, the researcher chose a suitable scale or questionnaire based on the nature and compatibility of the research. This questionnaire was developed by (Seif al-Haq, 2020), and it was presented to experts to evaluate its suitability for this research. It was deemed 100% suitable and was thus adopted.

7.3Pilot Experiment

This sample was used to assess the level of understanding and comprehension of the questionnaire items by the sample individuals, as well as to identify both the positives and negatives encountered during the future testing process. The pilot sample consisted of 19 administrative board members, selected randomly. The purpose of the pilot was to identify difficulties that the researcher might face during the main experiment.

1. Time taken for distributing and collecting the questionnaires.
2. Assessing how well the respondents understood the questionnaire items.
3. Evaluating the clarity of the language used to ensure its correctness.

7.4 Main Experiment

The researcher conducted the final experiment by distributing the questionnaire to the application sample. It was delivered both online and by hand. All questionnaires were collected without any missing data, and they were processed using appropriate statistical methods to reach the results. The data collection took place between April 12, 2024, and May 11, 2024.

7.5 Statistical Tools Used in the Research

The researcher used the Statistical Package for Social Sciences (SPSS) to process the data

8. Results

Presenting the Results of the Management Skills Scale, Analyzing, and Discussing:

8.1 Presenting the Total Score Results of the Management Skills Scale and Analyzing Them

The researcher presents the results of the responses to the management skills scale for sports clubs in Diyala, both collectively and then in detail, to achieve the objectives of the study, as shown in Table (1).

Table 1: Results of the Total Score of the Management Skills Scale

Hypothetical mean	Torsion coefficient	standard deviation	intermediary	arithmetic mean	The Grade Total scale	Phrase Count	Numero Of The Sample	measure
204	0.917	19.55	254	259.07	340	68	195	management skills

It can be seen from Table (15) that the mean score of the management skills scale for the presidents of the administrative bodies of sports clubs in the Middle Euphrates region is (259.07), the median is (254), the standard deviation is (19.55), and the skewness coefficient is (0.917). Comparing the mean score with the hypothetical mean of the scale shows that the mean score is higher than the hypothetical mean, indicating that the presidents of the administrative bodies possess a good level of management skills. Figure (1) illustrates this

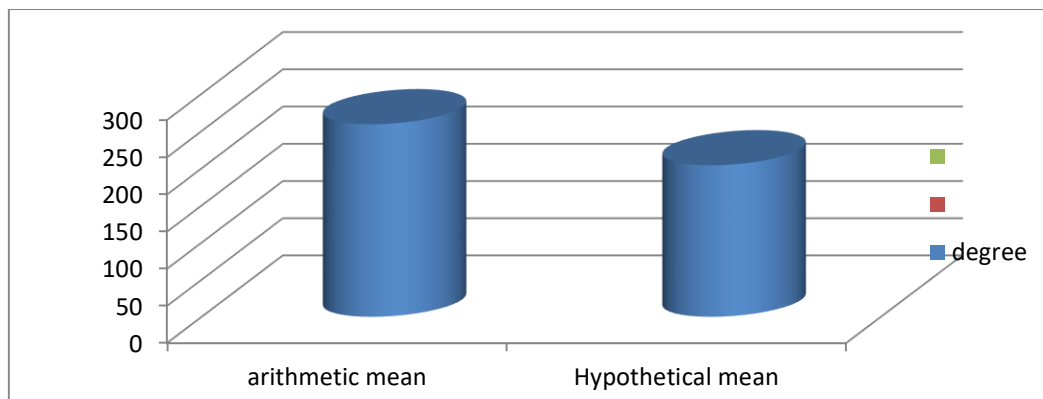


Figure 1: Presenting, Analyzing, and Discussing the Results of the Management Skills Scale Levels

The researcher presents the results of the levels and rankings of the management skills scale based on the percentage scores obtained by the sample, as shown in Table (2).

Table 2: Shows the levels, frequencies, and the achieved percentage for the Management Skills Scale

Rank	Percentage	Degree achieved	Standard deviation	arithmetic mean	Levels
V	7.67	15	6.977	230.30	Very weak
IV	16.92	33	6.707	249.29	WIMP
III	24.10	47	6.109	271.63	Acceptable
I	30.76	60	5.428	291.00	Good
II	20.51	40	5.529	311.57	SoFine

Table (2) shows the levels of management skills for the presidents of the administrative bodies of sports clubs in the Middle Euphrates region. The mean for the "fifth" level was (230.30) with a standard deviation of (6.977). For the "weak" level, the mean was (249.29) with a standard deviation of (6.707). For the "acceptable" level, the mean was (271.63) with a standard deviation of (6.109). For the "good" level, the mean was (291.00) with a standard deviation of (5.428). Finally, for the "very good" level, the mean was (311.67) with a standard deviation of (5.529).

The researcher concluded that the mean scores for management skills were high among the presidents of the sports clubs. This is attributed to the fact that most of the presidents hold advanced degrees and have sufficient experience in applying modern management principles and methods for several years. Additionally, they have built strong human and social relationships with various officials and workers in both governmental and non-governmental institutions.

Through the statistical analysis of the data on the levels of administrative development in the central sports federations, it is clear that the majority of respondents assessed the reality of administrative development at "good" and "very good" levels, totaling 51.27% of the total responses, which reflects an acceptable to relatively

advanced level of administrative performance within these federations. The “good” level recorded the highest percentage with 30.76%, indicating that there is a general trend among administrators and practitioners indicating the presence of effective administrative elements, such as planning, organization, leadership, and professional development to a satisfactory degree.

On the other hand, the emergence of 24.10% in the “acceptable” category, 16.92% in the “poor” category, and 7.67% in the “very poor” category, reflects a clear disparity in the efficiency of administrative development across different federations, indicating a lack of consistency in the application of administrative policies and organizational development. This disparity may be related to multiple factors, including Different administrative capacities, lack of strategic planning in some federations, uneven institutional support, and differences in the level of qualification and management training between federations.

The standard deviations (which ranged between 5.4 and 6.9) indicate a degree of variability in the responses of the sample members, which supports the hypothesis that there are differences in the administrative and organizational environments among the federations. Also, some federations may achieve higher scores in some administrative axes (such as leadership or training), while others are weak in different axes (such as planning or evaluation).

Based on this, it can be concluded that the level of administrative development in central sports federations still needs further structural and institutional development and improvement, especially in light of the modern challenges facing sports organizations in terms of competition, governance, and digital transformation. The scale used in this study can serve as a standardized diagnostic tool to identify administrative gaps and develop data-driven strategies to improve performance.

8.2Presenting and Analyzing the Results and Levels of the Domains of the Management Skills Scale

The researcher presents the results of the levels of the domains of the management skills scale for the presidents of the clubs in Diyala, as shown in Table (3).

Table 3: Shows the statistical measures of the domains of the Management Skills Scale

Ranking of domain results	relative weight	T. test	Modulus Torsion	standard deviation	Hypothetical mean	arithmetic mean	The overall score of the axis	Phrase Count	Scale fields
I	84.67	47.259	1.02	9.04	33	46.57	60	12	technical
II	83.6	56.081	1.19	9.16	33	45.98	60	12	Intellectual and cognitive
IV	76.06	58.552	1.04	8.44	30	41.49	55	11	Cognitive and Administrative
III	82.4	63.61	1.15	9.25	33	45.32	60	12	human relationships
V	75.79	56.273	0.55	8.50	30	41.34	55	11	time management
I V	71.25	46.929	0.92	7.54	27	38.48	50	10	connection
		172.69	0.915	19.55	204	259.07	340	68	total

It can be seen from Table (3) that the mean score for the sample in the technical domain was (46.57), with a standard deviation of (9.04), and the skewness coefficient was (1.02), indicating that there were no outliers in the results. By comparing the mean score with the hypothetical mean for the domain, which is (33), it is clear that the mean score is higher than the hypothetical mean. The ranking of the domain in their responses was (first), with a relative weight of (84.67%).

for a leader to master the leadership process, the leader must be proficient in their work and familiar with the tasks of their subordinates, knowing the nature of the work they perform, its stages, relationships, and requirements. The leader should also be capable of utilizing and analyzing information and be aware of the available methods and tools to accomplish the work [9].

Additionally, (Iman Ahmed Youssef, 2020) points out that a successful administrator is one who has sufficient and in-depth knowledge of the specific activities within their responsibility and administrative supervision, with the ability to analyze, evaluate, classify, and utilize techniques in the sports field [9].

As for the mean score for the communication domain, it was (38.48), with a standard deviation of (7.54), and the skewness coefficient was (0.92), indicating that there were no outliers in the results. By comparing the mean score with the hypothetical mean for the domain, which is (27), it is clear that the mean score is higher than the hypothetical mean. The ranking of this domain in their responses was (sixth), with a relative weight of (72.25%).

that communication and technology are not objectives of management but rather tools to achieve its goals with maximum efficiency, minimal cost, effort, and time. The importance of communication increases for any institution as its size grows, its activities diversify, and administrative problems increase[13].

The researcher attributes the communication and technology domain's sixth place ranking to the improper use of

communication methods for the nature of the message. Many messages are not suitable to be transmitted in writing or via phone, and the method may not be appropriate for the recipient or may not be deemed credible enough by them. Additionally, there is limited coordination between the efforts of the club presidents and the members of the administrative bodies, which affects achieving the highest possible efficiency in accomplishing the goals.

The results of the statistical analysis showed that the highest rated area was the technical area, with a relative weight of 84.67%, followed by the intellectual and cognitive area (83.6%), indicating that there is a clear investment in the skill and technical aspects, as well as in developing the administrative and analytical thinking of the cadres. These percentages indicate that sports federations pay attention to the specialized functions and technical competencies required to conduct administrative work.

The knowledge and management area received an average rating of 76.06%, indicating that there is a good amount of organizational and administrative knowledge, but there is still a need to update some administrative concepts, and some federations may lack integrated strategic plans or standard operating procedures.

With regard to human relations, achieving a relative weight (82.4%) reflects the existence of a relatively positive work environment in terms of human interaction and communication between individuals, which is an essential element in the structure of administrative development and supports institutional and cooperative building within sports organizations.

On the other hand, the results showed a relative deficiency in the areas of time management and communication, which recorded the lowest relative weights (75.79% and 71.25%, respectively). This is an indication of organizational dysfunction or weakness in time planning, in addition to inefficient internal and external communication systems, which may negatively affect the speed of decision-making, the flow of administrative work, and the timely achievement of operational objectives.

On the other hand, the results of the t-test indicate that all differences between the actual and hypothetical means were statistically significant at an appropriate level of significance, which indicates that the sample members provided positive and significant evaluations towards the axes of the scale, and confirms the validity and effectiveness of the instrument in measuring the level of administrative development.

8.3 Presenting the Results of the Weighted Means and Percentage Weight for Each Domain

8.3.1 The Technical Domain

Table (4) shows that this domain includes (12) items, and the weighted mean values for the responses of the sample members regarding the availability of management skills for the presidents of sports clubs in the Middle Euphrates region in the technical domain ranged from (4.2) with a percentage weight of (84%) as the highest, as in item (2), to a minimum value of (3.64) with a percentage weight of (72.8%) as in item (10).

Table 4: Shows the weighted means and percentage weights of the responses of the sample members for the items in the technical domain

function	Weight percentile	t	standard deviation	Weighted mean	Paragraph Sequencer	industry
mental	81.9	2.372	0.65	4.09	1	Technical
mental	84	3.637	0.72	4.2	2	
mental	79	2.485	0.74	3.95	3	
mental	78.9	4.396	0.70	3.94	4	
mental	83.6	3.288	0.68	4.18	5	
mental	76.9	3.830	0.66	3.84	6	
mental	80	6.180	0.68	4	7	
mental	79.6	4.99	0.62	3.98	8	
mental	77.1	3.538	0.68	3.85	9	
mental	72.8	5.618	0.70	3.64	10	
mental	76.8	2.820	0.79	3.84	11	
mental	75.8	4.100	0.75	3.79	12	

8.3.2Domain: Cognitive and Intellectual

Table (5) shows that this domain includes (12) items, with the weighted mean values for the responses of the sample members regarding the availability of management skills for the presidents of sports clubs in the Middle Euphrates region in the cognitive and intellectual domain ranging from (4.15) with a percentage weight of (83%) as the highest, as in item (17), to a minimum value of (3.74) with a percentage weight of (74.8%) as in item (23).

Table 5: Shows the weighted means and percentage weights of the responses of the sample members for the items in the cognitive and intellectual domain

function	Weight percentile	t	standard deviation	Weighted mean	Paragraph Sequencer	industry
mental	78.8	4.020	0.75	3.94	13	Intellectual and cognitive
mental	76.8	4.544	0.71	3.84	14	
mental	76.4	4.474	0.77	3.82	15	
mental	77.8	5.045	0.74	3.89	16	
mental	83	5.670	0.69	4.15	17	
mental	79	6.115	0.69	3.95	18	
mental	78	5.823	0.67	3.90	19	
mental	78.4	3.818	0.71	3.92	20	
mental	75.4	4.086	0.78	3.77	21	
mental	76	3.103	0.78	3.80	22	
mental	74.8	4.511	0.73	3.74	23	
mental	77.8	4.834	0.68	3.89	24	

8.3.3 Third Domain: Managerial Cognitive

Table (6) shows that this domain includes (11) items, with the mean values for the responses of the sample members regarding the availability of management skills for the presidents of sports clubs in the Middle Euphrates region in the managerial cognitive domain ranging from (3.95) with a percentage weight of (79%) as the highest, as in item (35), to a minimum value of (3.70) with a percentage weight of (74%) as in item (26).

Table 6: Shows the weighted means and percentage weights of the responses of the sample members for the items in the managerial cognitive domain

function	Weight percentile	t	standard deviation	Weighted mean	Paragraph Sequencer	industry
mental	74.8	5.939	0.7	3.74	25	Cognitive and Administrative
mental	74	5.073	0.71	3.70	26	
mental	74.8	6.501	0.7	3.74	27	
mental	74.6	4.544	0.70	3.73	28	
mental	75	4.675	0.66	3.75	29	
mental	77.4	5.262	0.66	3.87	30	
mental	76.2	6.691	0.69	3.81	31	
mental	76.6	6.260	0.70	3.83	32	
mental	79	3.850	0.80	3.95	33	
mental	75.8	5.311	0.67	3.79	34	
mental	79	4.446	0.67	3.95	35	

The knowledge and management domain consists of 11 items (25-35), which aim to measure the availability of managerial knowledge and the ability to use managerial skills effectively within the formal sports work environment

8.3.3.1 Performance of paragraphs

- The weighted means range from 3.70 (item 26) to 3.95 (items 33 and 35), indicating that all items were rated at a good level by the respondents.
- The percentage weight of all paragraphs exceeded 74%, which indicates an acceptable to good level of managerial knowledge, with limited variation between paragraphs.
- Paragraph (33) and paragraph (35) received the highest percentage weight (79%), with a weighted average of 3.95, indicating a clear awareness and good practice in these aspects of managerial knowledge.
- Paragraph (26), with a mean of 3.70 and a percentile weight of 74%, is the lowest in this area, but it is still at an acceptable level.

8.3.3.2T-test

All items showed statistically significant values, confirming that the sample's responses are highly reliable and that the calculated means differ from the statistical hypothesis with significant differences

8.3.3.3Standard deviation

(0.66 -to 0.80), which is a close range that reflects good consistency in the sample's responses and confirms that opinions about the paragraphs are relatively homogeneous.

The results of the paragraph analysis indicate that the level of management knowledge and skills of the sample members is relatively good, as shown by the close weighted averages, all of which fall in the range of 3.70-3.95, with an overall percentage weight of approximately 76%.

The domain shows that workers in centralized sports federations have a good degree of managerial literacy and cognitive understanding related to regulations, decision-making, and the application of laws and organizational instructions. It also reflects an effective applied readiness in managing day-to-day organizational operations.

Despite the good performance, the slight decrease in some items, such as (26) and (28), suggests the need for knowledge support programs and the development of advanced management skills to ensure balanced performance between items and achieve integrated development in this vital aspect

8.3.4Fourth Domain: Human and Social Relations

Table (7) shows that this domain includes (12) items, with the weighted mean values for the responses of the sample members regarding the availability of management skills for the presidents of sports clubs in the Middle Euphrates region in the human and social relations domain ranging from (4) with a percentage weight of (80%) as the highest, as in item (40), to a minimum value of (3.63) with a percentage weight of (72.6%) as in item (43).

Table 7: Shows the weighted means and percentage weights of the responses of the sample members for the items in the human and social relations domain

function	Weight percentile	t	standard deviation	Weighted mean	Paragraph Sequencer	industry
mental	75.2	6.913	0.60	3.76	36	Human and social relations
mental	76.2	4.683	0.78	3.81	37	
mental	75.8	4.448	0.76	3.79	38	
mental	76.8	4.448	0.72	3.84	39	
mental	80	5.783	0.73	4	40	
mental	75.6	5.231	0.68	3.78	41	
mental	73.8	5.828	0.74	3.69	42	
mental	72.6	5.242	0.74	3.63	43	
mental	73.6	4.953	0.78	3.68	44	
mental	75.8	5.083	0.69	3.79	45	
mental	77.6	4.965	0.72	3.88	46	
mental	77.2	5.923	0.67	3.86	47	

8.3.5Fifth Domain: Time Management

Table (8) shows that this domain includes (11) items, with the weighted mean values for the responses of the sample members regarding the availability of management skills for the presidents of sports clubs in the Middle Euphrates region in the time management domain ranging from (4.05) with a percentage weight of (81%) as the highest, as in item (52), to a minimum value of (3.67) with a percentage weight of (73.4%) as in item (48).

Table 8: Shows the weighted means and percentage weights of the responses of the sample members for the items in the time management domain

function	Weight percentile	t	standard deviation	Weighted mean	Paragraph Sequencer	industry
mental	73.4	6.381	0.69	3.67	48	time management
mental	77	3.807	0.74	3.85	49	
mental	75.4	5.744	0.64	3.77	50	
mental	76.4	4.563	0.7	3.82	51	
mental	81	4.531	0.73	4.05	52	
mental	74.2	5.485	0.78	3.71	53	
mental	76.6	5.595	0.76	3.83	54	
mental	77.4	6.038	0.64	3.87	55	
mental	74.6	4.162	0.84	3.74	56	
mental	78	4.464	0.76	3.90	57	
mental	74.2	5.473	0.71	3.71	58	

8.3.6Sixth Domain: Communication

Table (23) shows that this domain includes (10) items, with the weighted mean values for the responses of the sample members regarding the availability of management skills for the presidents of sports clubs in the Middle Euphrates region in the communication and technology domain ranging from (4.11) with a percentage weight of (82.2%) as the highest, as in item (61), to a minimum value of (3.77) with a percentage weight of (75.4%) as in item (67).

Table 9: Shows the weighted means and percentage weights of the responses of the sample members for the items in the communication domain.

function	Weight percentile	t	standard deviation	Weighted mean	Paragraph Sequencer	industry
mental	77.8	4.847	0.78	3.89	59	contact
mental	77.4	6.680	0.68	3.87	60	
mental	82.2	5.582	0.67	4.11	61	
mental	77.4	6.049	0.72	3.87	62	
mental	75.8	4.567	0.66	3.79	63	
mental	77.2	3.981	0.78	3.85	64	
mental	76.8	3.135	0.77	3.84	65	
mental	75.4	4.210	0.71	3.77	66	
mental	76.6	3.070	0.69	3.83	67	
mental	79.6	4.808	0.68	3.98	68	

9. Discussion of Results

From Table (3), it is evident that the overall perception of the administrative board members of sports clubs in Diyala regarding the administrative skills of club presidents is positive, with responses predominantly falling under the categories of “Very Good” and “Good.” This reflects a strong awareness and willingness among the sample to adopt administrative skills as an integrated framework for selecting club presidents. Such a system should be holistic, grounded in scientific principles and logical analysis, capable of addressing challenges and crises, involving staff in decision-making, and fostering human and social relationships that ultimately benefit both the sports club and the broader community [13].

The “Technical Skills” domain achieved the highest relative weight (84.67%) with a mean score of 3.941, indicating an advanced level of proficiency. Technical skills encompass the ability to effectively utilize tools, methods, and procedures to accomplish tasks. These skills are crucial for club presidents to manage both administrative and supervisory responsibilities efficiently, directly contributing to the success of the sports management system. As noted in prior research, the primary objective of technical competence is to enable administrators to fully understand the nature of their work, execute activities with precision, and align operations with organizational goals [7].

In the “Cognitive and Intellectual” domain, a mean score of 3.884 and a relative weight of 83.6% were recorded, reflecting strong performance. Effective administrative leadership requires cognitive abilities such as critical thinking, creativity, problem analysis, and foresight. These competencies enhance decision-making and strategic planning. Prior studies emphasize that administrative efficiency is closely tied to the leader’s capacity to generate innovative solutions, anticipate challenges, and adapt proactively to emerging situations [8].

The “Cognitive and Administrative Knowledge” domain scored a mean of 3.805 (76.10% relative weight), indicating a satisfactory level. A solid foundation of administrative knowledge is essential for navigating organizational structures, setting clear objectives, and distributing responsibilities effectively. Research underscores that applying scientific methods to task organization and administrative processes significantly enhances institutional efficiency [13].

The “Human and Social Relations” domain achieved a mean of 3.79 and a relative weight of 82.4%, highlighting its critical role in organizational success. Strong interpersonal skills — including empathy, active listening, cooperation, and team motivation — are fundamental to creating a harmonious and productive work environment. Studies indicate that successful leaders prioritize building positive relationships with employees, which directly correlates with higher morale and performance [22].

The “Time Management” domain recorded a mean of 3.80 (75.79% relative weight), suggesting a competent but improvable level. Efficient time allocation is vital in administrative contexts, as mismanagement can cascade into delays and reduced productivity. Effective prioritization and scheduling are key to achieving institutional objectives within set timelines [6].

Finally, the “Communication” domain yielded the lowest relative weight (71.25%) with a mean of 3.80,

indicating room for significant improvement. While communication skills are essential for conveying instructions, facilitating feedback, and ensuring alignment across teams, the results suggest deficiencies in message clarity, channel appropriateness, or internal coordination. Research confirms that communication is not an end in itself but a strategic tool for achieving organizational goals with maximum efficiency and minimal resource waste [6]. The relatively low score may reflect inadequate use of appropriate communication methods or weak coordination between club presidents and administrative board members.

In summary, this study underscores the necessity of cultivating a comprehensive set of administrative skills — encompassing technical, cognitive, interpersonal, time management, and communication competencies — among sports club leaders. A balanced development of these domains is essential for the sustainable growth and effective governance of sports institutions [1].

10. Conclusions and Recommendations

10.1 Conclusions

Based on the findings of the current research, the following conclusions can be drawn:

1. The most important areas for measuring administrative skills were identified (technical field, intellectual and cognitive field, human and social relations field, time management field, cognitive and administrative field, and communication field) for the presidents of the administrative bodies of sports clubs in the Middle Euphrates region.
2. It was concluded that the administrative skills of the presidents of the administrative bodies in the clubs in Diyala play an important role in achieving results for the clubs.
3. The results revealed a strong relationship between administrative skills and the selection of club presidents.
4. The technical field ranked first as the highest, while the communication field ranked sixth, the lowest, in the administrative skills scale.
5. The researcher applied the administrative skills scale to the sample, and the results obtained can be relied upon for evaluating the administrative work of the presidents of sports clubs.
6. The research sample was distributed across five levels of the administrative skills scale for the presidents of sports clubs, with most of the administrative skills centered in the very good and good levels.

10.2 Recommendations

Based on the conclusions drawn, the following recommendations are proposed:

1. Utilize the current research scale as an objective tool by researchers in evaluating the administrative performance of sports club presidents in their research and studies.

2. Adopt the identified areas as essential frameworks for the administrative work of sports club presidents.
3. There is a need to assess the administrative work of sports club presidents using the administrative skills scale derived from the research results to identify strengths and weaknesses among the presidents, especially during the elections for upcoming election cycles.
4. Conduct a similar study on the relationship between personal and behavioral traits and the administrative skills of the sample in this study.
5. Conduct a study on the relationship between the administrative skills scale of this research and sports achievement and administrative performance of the presidents and members of the administrative bodies of sports clubs.

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