



Assessment of Organizational Excellence in the Management of Sports Clubs from the Perspective of Members in Maysan Governorate

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Abstract

Objectives: This study aimed to develop and apply an organizational excellence scale for sports club management and to identify the level of organizational excellence in sports clubs from the perspective of administrative members in Maysan Governorate.

Materials and Methods: This study used a descriptive survey design. The research population consisted of 171 members of sports club administrative bodies in Maysan Governorate. The sample was divided into an exploratory sample of 11 members, a scale-construction sample of 90 members, and an application sample of 70 members. The Organizational Excellence Scale was developed through expert validation, item analysis, internal consistency testing, and reliability analysis. Data were analyzed using SPSS and Microsoft Excel.

Results: The Organizational Excellence Scale consisted of 32 items distributed across eight domains: clarity of goals, organizational trust, morale, adaptability, resource utilization, cohesion, creativity, and problem-solving. The application results showed a high level of organizational excellence, with a mean score of 82.765 compared with a hypothetical mean of 64. Most respondents were classified at the high level, followed by the very high and medium levels.

Conclusions: The developed scale showed acceptable psychometric indicators and can be used to assess organizational excellence in sports clubs. The findings indicate that sports clubs in Maysan Governorate generally demonstrate a high level of organizational excellence, although continued improvement is needed in administrative coordination, resource utilization, and institutional development.

Keywords: organizational excellence; sports club management; administrative members; scale development; Maysan Governorate.

Introduction

Sports clubs are important social and administrative institutions that contribute to youth development, athletic participation, and community engagement (Badmus, 2019; Thrush, 2021). Their effectiveness depends not only on sports performance but also on the quality of management, leadership, communication, planning, and organizational behavior. In this context, organizational excellence has become an important concept for evaluating how institutions adapt, perform, and sustain their development (Champ et al., 2020; Emmanuel Chibuike Daraojimba et al., 2024; Rauniar & Cao, 2025).

Organizational excellence refers to an institution's ability to achieve high-quality performance through clear goals, effective leadership, trust, cooperation, creativity, and continuous improvement (Vealey, 2024; Yan et al., 2023). In sports clubs, these elements are especially important because club management must coordinate human, financial, technical, and organizational resources while responding to changing internal and external demands. The EFQM Model also emphasizes that excellence frameworks help organizations identify strengths, detect performance gaps, and improve organizational performance in a systematic way (Aktaş et al., 2011; Erdogan & Cavli, 2019; Ortega et al., 2023).

In Maysan Governorate, sports clubs represent an important pillar of youth and sports development. However, there is still a need for scientific evaluation of the level of organizational excellence in these clubs (Hameed, 2025). Without valid measurement, it is difficult to identify strengths and weaknesses in management practices. Therefore, this study focuses on developing and applying a scale to assess organizational excellence in sports club management from the perspective of administrative members.

The objectives of this study were:

1. To develop a scale for measuring organizational excellence in sports club management.
2. To identify the level of organizational excellence in sports clubs from the perspective of their members.

Materials and Methods

Explain the research design, participants or samples, research instruments, data collection procedures, research implementation, and data analysis techniques used in the study (Sugiyono, 2012).

Study Design

This study used a descriptive survey design. This design was selected because the study aimed to construct a measurement scale and describe the level of organizational excellence among sports club administrations in Maysan Governorate.

Study Participants

The research population consisted of 171 members of sports club administrative bodies in Maysan Governorate. The sample was divided into three groups. The exploratory sample consisted of 11 members. The scale-construction sample consisted of 90 members, representing 52.63% of the population. The final application sample consisted of 70 members, representing 40.93% of the population.

Study Organization

The study was conducted between August 27, 2024, and November 13, 2024. The researcher developed the Organizational Excellence Scale through several stages: defining the purpose of the scale, identifying its domains, preparing the initial items, validating the items through experts, conducting a pilot test, analyzing item discrimination, testing internal consistency, calculating reliability, and applying the final scale.

The final scale consisted of 32 items distributed across eight domains: clarity of goals, organizational trust, morale, adaptability, resource utilization, cohesion, creativity, and problem-solving. Responses were scored using a rating scale, and the total score was used to determine the level of organizational excellence.

Statistical Analysis

Data were analyzed using SPSS and Microsoft Excel. The statistical methods included arithmetic mean, standard deviation, hypothetical mean, standard error, skewness coefficient, chi-square test, Pearson correlation coefficient, independent samples t-test, Cronbach's alpha, Guttman coefficient, and standardized scores.

Results

Validity of the Organizational Excellence Domains

The initial domains of the Organizational Excellence Scale were presented to experts in educational sciences, psychology, sports psychology, and sports management. The accepted domains were clarity of goals, organizational trust, morale, adaptability, resource utilization, cohesion, creativity, and problem-solving. Two proposed domains, balance of authority and autonomy, were not accepted because they did not reach the required level of expert agreement.

Table 1. Validity of the Proposed Domains of the Organizational Excellence Scale

Domain	Expert Agreement	Significance	Decision
Clarity of goals	13/13	Significant	Accepted
Organizational trust	13/13	Significant	Accepted
Morale	13/13	Significant	Accepted
Adaptability	13/13	Significant	Accepted
Resource utilization	13/13	Significant	Accepted
Cohesion	13/13	Significant	Accepted
Balance of authority	8/13	Not significant	Rejected
Creativity	13/13	Significant	Accepted
Problem-solving	13/13	Significant	Accepted
Autonomy	8/13	Not significant	Rejected

Internal Consistency

The correlation coefficients between each domain and the total score of the scale were statistically significant. This indicates that all domains contributed meaningfully to the measurement of organizational excellence.

Table 2. Correlation between Each Domain and the Total Organizational Excellence Score

Domain	r-value	Sig.	Interpretation
Clarity of goals	0.873	0.000	Significant
Organizational trust	0.872	0.000	Significant
Morale	0.739	0.000	Significant
Adaptability	0.830	0.000	Significant
Resource utilization	0.779	0.000	Significant
Cohesion	0.748	0.000	Significant
Creativity	0.879	0.000	Significant
Problem-solving	0.846	0.000	Significant

Reliability of the Scale

The reliability results showed high coefficients. Cronbach's alpha for the first half was 0.943, Cronbach's alpha for the second half was 0.945, Pearson's coefficient was 0.966, and the Guttman coefficient was 0.982. These values indicate that the scale had strong reliability.

Table 3. Reliability Coefficients of the Organizational Excellence Scale

Coefficient	Value
Cronbach's alpha – first half	0.943
Cronbach's alpha – second half	0.945
Pearson correlation	0.966
Guttman coefficient	0.982

Level of Organizational Excellence

The final application results showed that the organizational excellence level was high. The mean score was 82.765, while the hypothetical mean was 64.

Table 4. Statistical Indicators of Organizational Excellence in the Application Sample

Measure	Sample	Mean	Hypothetical Mean	Standard Deviation	Level
Organizational excellence	70	82.765	64	10.954	High

Distribution of Organizational Excellence Levels

The highest proportion of respondents was at the high level, followed by the very high level. No respondent was classified at the low level.

Table 5. Distribution of Organizational Excellence Levels

Level	Frequency	Percentage
Very high	20	28.57%
High	30	42.85%
Medium	14	20.00%
Acceptable	6	8.57%
Low	0	0.00%

Discussion

The results indicate that sports club administrations in Maysan Governorate demonstrated a high level of organizational excellence. This finding suggests that club members generally perceive their administrative structures as organized, goal-oriented, and capable of supporting club activities. The high score may also reflect the ability of club leaders to clarify tasks, distribute responsibilities, and maintain cooperation among administrative members (Lopez, 2024).

The strong correlation between the domains and the total score confirms that organizational excellence in sports clubs is a multidimensional construct. Clarity of goals, organizational trust, morale, adaptability, resource utilization, cohesion, creativity, and problem-solving all contributed to the overall assessment. This is consistent with organizational excellence frameworks, which emphasize that excellent organizations depend on leadership, strategy, people, partnerships, resources, and continuous improvement.

The high level of organizational trust and goal clarity may indicate that members understand the direction of their clubs and have confidence in their administrative leadership. This result is supported by studies in sport organizations showing that management quality, leadership practices, and organizational commitment are closely related to the sustainability and effectiveness of sports clubs (Awais et al., 2023; Bayram & Shields, 2021; Koçyiğit & Akkaya, 2020).

The findings also show that creativity and problem-solving were strongly related to organizational excellence. This is important because sports clubs operate in dynamic environments that require adaptation to financial, administrative, and

competitive challenges. Recent studies on sport organization governance also emphasize that leadership, governance, and management capacity are central to the development of sport institutions (Ouyang et al., 2022; Williams & MacNamara, 2021).

However, the presence of respondents at the medium and acceptable levels suggests that not all clubs operate with the same level of administrative efficiency. Some clubs may still experience problems related to resource management, coordination, communication, or member involvement in decision-making. This indicates the need for continuous administrative development, leadership training, and institutional evaluation.

Overall, the findings support the usefulness of the Organizational Excellence Scale as a diagnostic tool for sports club management. The scale can help identify strengths and weaknesses and provide a basis for planning improvement programs in sports institutions.

Conclusions

The Organizational Excellence Scale developed in this study demonstrated acceptable validity, internal consistency, and reliability. The final scale consisted of 32 items distributed across eight domains: clarity of goals, organizational trust, morale, adaptability, resource utilization, cohesion, creativity, and problem-solving.

The results showed that sports club administrations in Maysan Governorate achieved a high level of organizational excellence from the perspective of their members. Most respondents were classified at the high and very high levels, while no respondents were classified at the low level. These findings indicate that the clubs generally possess positive administrative characteristics, although further improvement is still needed in some areas.

Recommendations

Sports clubs should continue improving organizational excellence through clearer planning, stronger internal communication, better resource utilization, and more participatory decision-making. Club leaders should also organize workshops or training programs on organizational excellence, leadership, governance, and institutional development. Future studies are recommended to apply this scale to other sports institutions, such as federations, school sports organizations, and regional sport councils.

Acknowledgments

The authors would like to express their sincere appreciation to the members of sports club administrations in Maysan Governorate who participated in this study. The authors also thank the experts in sports management, psychology, and educational sciences who contributed to the validation of the Organizational Excellence Scale. Their support, feedback, and cooperation were valuable in completing this research.

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