

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

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Research Abstract:

The importance of this research lies in studying organizational excellence, a modern administrative topic, and its application within a sports institution, specifically the sports club administrations in Maysan Governorate. To the best of the researcher's knowledge, no such study has yet been conducted. It is addressed through a study in the sports field, focusing on weaknesses to contribute to building a strong foundation for the health of sports organizations and institutions. The research problem was that sports clubs in Maysan Governorate. One of the pillars of youth sports work involves several efforts to support its activities and strengthen its work by evaluating its results. Among these efforts are objective and purposeful scientific studies aimed at evaluating the various aspects of its inputs and Its operations, outputs, and accompanying administrative, technical, and support applications; and to the best of the researcher's knowledge, there is no scientific study that gives a clear picture of the level of the heads of sports clubs in Maysan Governorate, as well as The research problem focuses on the level of organizational excellence in these clubs, addressing the following questions:

Do sports clubs possess organizational excellence? And what is the level of this organizational excellence? The research aims to develop a scale To identify the level of organizational excellence in sports clubs from the members' perspective, the researcher used a descriptive approach with a survey method and correlational relationships. As a prelude to applying the research to it, the researcher divided it as follows:

The exploratory experiment sample: It consisted of (11) members (from Al-Nasiriya Club and Maysan Sports Club). Their selection was purposeful, with a percentage of (6.34%), and the sample for constructing the organizational excellence scale included (90) members of the administrative bodies, representing (52.63%), and the sample of The application of the Organizational Excellence Scale included (70) members of the administrative bodies, and their percentage was (40.93%). One of the most important conclusions is the possibility of applying the Organizational Excellence Scale to other sports institutions such as sports clubs and federations.

Keywords:Organizational Excellence Assessment; Sports Club Management; Members' Perspectives; Maysan Governorate

1- Introduction to the Research

1-1 Research Introduction and Importance

Organizations and institutions have become a defining feature of contemporary human life due to the benefits and advantages they provide in diverse fields, according to their specialization and activities. Maintaining the quality of their services and achieving continuous success are essential. It relied on several pillars, foremost among them the presence of effective leadership that manages, organizes, directs, and monitors efforts to ensure the required tasks are completed and the desired results are achieved. Leadership is a vital process for sustaining the work, activities, and progress of societies. Organizations and groups regularly, and since they are vital to almost all social gatherings, their perspective and scope in breadth almost encompass everything related to a shared activity. It is noteworthy that the state's interest in sports has been distributed across different segments and categories of society, but it has focused on youth, as they constitute a cornerstone of the state and a strategic resource for its advancement. Moreover, they represent the finest examples of its output and the fruit of its efforts. Among the most important institutions that support youth, universities stand out as public educational institutions that play important roles by virtue of their work, the nature of their goals, the diversity of their activities, and the beneficiaries of their services, including sports, which occupy a prominent place in sports clubs, and are considered one of The strength and effectiveness of these programs are key to the work between club presidents and their members. Therefore, managing and organizing them is one of the most important and delicate tasks entrusted to the presidents of sports clubs, as they are responsible for organizing all aspects of the requirements for practicing sports. The club's role includes organizing its championships, monitoring its internal and external sporting activities, and providing distinguished and innovative sporting services based on the development of sports science and all its human, organizational, material, financial, and technological aspects, as well as its understanding of the factors Internal and external variables and adapting to them. Accordingly, sports club administrations emerge as organizations aiming for the comprehensive and integrated development of athletes through the combined efforts of several entities. Foremost among these are the administrative staff working at this club, including administrators and coaches. Organizational excellence can play a key role in enabling clubs to achieve these high-quality outcomes, given their capabilities and experience, which are reflected in all aspects of the club. The resources of the sports movement are characterized by distinctive features.

Achieving the concept of organizational excellence contributes to helping the organization adapt to developments in the environment. Internal and external factors necessitate the availability of numerous talented and rare elements, both in terms of human and material resources, and their diversity in a way that contributes to how they are combined to achieve organizational excellence. Moving away from traditional behavior and performance

Hence the importance of research in studying organizational excellence, a modern administrative topic, and its application in a sports institution, specifically the sports club administrations in Maysan Governorate. To the researcher's knowledge, this topic has not been addressed in previous studies in this field. The athlete and addressing weaknesses contribute to forming one of the pillars of building the health of sports organizations and institutions.

1-2 Research Problem

Excellence refers to creativity, mastery, distinction, and superiority—in other words, something an individual excels at and distinguishes themselves with. The concept of organizational excellence emerged amidst the peak of developments brought about by the knowledge revolution in the business world. It is a comprehensive concept that defines the goals and objectives that the organization strives for. On the one hand, it represents the fundamental pillar that characterizes and distinguishes the organization. On the other hand, achieving opportunities for excellence is not limited to a specific individual or activity within

the organization, but rather it must be evident in all its activities and operations. It represents the primary concern and main preoccupation of organizations that aspire to Continued excellence is essential, and since sports clubs in Maysan Governorate constitute one of the pillars of sports work with youth, several efforts are made to support its activities and strengthen its work to evaluate its results. Among these efforts are objective scientific studies aimed at evaluating the various aspects of its inputs. Its operations, outputs, and accompanying administrative, technical, and support applications. To the best of the researcher's knowledge, there is no scientific study that provides a clear picture of the level of sports club presidents in Maysan Governorate, nor of the level of organizational excellence in these clubs, on which the focus is on. The research problem lies in the following questions:

- Do sports clubs possess organizational excellence? And what is the level of this organizational excellence?

1-3 Research Objectives

- 1- To develop a scale for organizational excellence in sports clubs from the members' perspective.
- 2- To identify the level of organizational excellence in sports clubs from the members' perspective.

1-5 Areas of Research

1-5-1 Human Area:

Members of sports club administrations.

1-5-2 Temporal Area:

From 27/8/2024 - 13/11/2024

1-5-3 Spatial Scope:

2- Research Methodology and Field Procedures:

2-1 Research Methodology:

The researcher used the descriptive method with the survey approach and correlational relationships, given its suitability to the nature of the current study.

2-2 Research Population and Samples:

2-2-1 Research Population:

The research population consisted of (171) members of the sports club administrations. The sample was selected using a census method and represented (100%).

- Sample of the exploratory experiment:

It consisted of (11) members (from the Naft Maysan Club and the Maysan Club) who were selected by intentional means with a percentage of (6.34)%.

2- Sample for developing the Organizational Excellence Scale:

This sample included (90) members of the administrative bodies, representing (52.63%).

3- Sample for applying the Organizational Excellence Scale:

This sample included (70) members of the administrative bodies, representing (40.93%).

2-3 Research Tools:

To achieve research objectives and solve the problem, whatever the means, tools, and equipment may be, a research tool can be defined as the means or method by which the researcher can solve their problem, regardless of the tools, data, samples, or equipment used.

2-3-1 Information Gathering Methods:

- 1- Arabic and foreign sources
- 2- The World Wide Web
- 3- Previous studies and research
- 4- Questionnaire form

Questionnaire: The survey form is a fundamental tool in most research, allowing for the collection of opinions from a large number of specialists to benefit from their insights in determining the correct direction for the research.

2-3-2 Data Collection Methods:

1- Personal Interviews

2- Scale: The researcher developed a scale for assessing the sports environment for team sports players.

3- Registration Form

2-3-3 Data Analysis Methods:

1- Statistical Methods

1- Electronic and Manual Computer Software

2-3-4 Research Auxiliary Tools:

- HP computer
- White paper
- Pencils
- Casio calculator

2-4 Field Research Procedures:

The researcher built an organizational excellence scale for members of sports club administrations (2024-2025) and it included all of the following clubs: (Al-Fajr, Maysaloon, Qalat Sukkar, Al-Rifai, Shabab Al-Amir, Souq Al-Shuyoukh, Al-Gharraf, Al-Nasr, Al-Jubayish, Al-Ahwar, Al-Shatra, (Akkad, Al-Dawaya, Al-Dhafaaf, Al-Nasiriyah, Maysan, Al-Nasiriyah Municipality, Tishreen, Al-Bathaa, Al-Fahoud, Al-Furat) according to the following steps:

2-4-1 Procedures for Constructing an Organizational Excellence Scale:

Since the research objective is to construct an organizational excellence scale for members of sports club management, and given the lack of a local instrument that meets the required conditions for this research to the best of the researcher's knowledge, the researcher followed the steps indicated. Some sources confirm the existence of a set of basic steps that can be followed when constructing scales, and how to link scale units to measure the overall aspects of a trait, characteristic, or ability. In addition, some detailed steps followed by the researcher in constructing the scale are as follows (Fawzi Mihoubi, 2007, p.

2-4-1-1 Defining the Objective of the Scale:

The first step in developing a scale is to clearly define its objective and intended use. The objective of this scale is to develop a measure that demonstrates the organizational excellence of members of sports club management teams.

2-4-1-3 Defining the scale areas:

The researcher reviewed the literature, previous studies, theories, and scientific sources related to the study topic to identify the areas of organizational excellence. Based on this, ten (10) areas of organizational health were identified. These were then presented. The fields were reviewed by a group of (13) expert specialists in educational and psychological sciences, sports psychology, and sports management. They were asked to place a checkmark (✓) under each field if it was suitable for measuring organizational excellence. A checkmark (✓) is placed under the field that is invalid. After identifying the fields that received approval from all experts and analyzing them statistically, the researcher used the chi-square test to determine the agreement of the experts and specialists. A good agreement rate was obtained. Table (1) shows this:

Table (1) shows the validity of the proposed axes for the organizational excellence scale

No	Domains	Suitable	Not suitable	Calculated Chi-square value	Significance level (Sig.)	Significance
1.	Clarity of goals	13	0	13	0,000	Significant
2.	Organizational trust	13	0	13	0,000	Significant
3.	Morale	13	0	13	0,000	Significant
4.	Adaptability	13	0	13	0,000	Significant
5.	Resource utilization	13	0	13	0,000	Significant
6.	Cohesion	13	0	13	0,000	Significant

7.	Balance of authority	8	5	0,69	0,40	Not significant
8.	Creativity	13	0	13	0,000	Significant
9.	Problem-solving	13	0	13	0,000	Significant
10.	Autonomy	8	5	0,69	0,40	Not significant

Based on the table above, the following areas were accepted:

1. Clarity of objectives
2. Organizational trust
3. Morale
4. Adaptability
5. Resource utilization
6. Cohesion
7. Creativity
8. Problem-solving.

2-4-1-4 Developing the Initial Formulation of the Scale:

The researcher undertook several steps to develop the initial formulation of the scale, which are:

2-4-1-4-1 Preparing the Scale Items:

After reviewing Arabic and foreign sources and references, as well as the theoretical framework, the researcher prepared statements for each area of the scale. In addition, a range of psychology and management science scales that explore other areas were consulted, in order to... Utilizing the meanings of phrases in light of the theoretical definition of organizational excellence

2-4-1-4-2 Determining the style and foundations for formulating the scale items:

The test consists of a number of items. An item is a unit of the test, which may be one question or more. An item measures one of the mental processes.

The researcher chose multiple-choice questions for his assessment. Multiple-choice questions are the most flexible type of objective question and the least susceptible to guesswork compared to true/false questions. They are suitable for evaluating achievement in any of the learning objectives. Educational objectives that can be measured by written or oral tests or assessments, with the exception of objectives that require written expression skills or originality of thought. The designer possesses a broad imagination and exceptional talent that can be employed in writing multiple-choice paragraphs. It is not limited to recalling and remembering information, but extends to requiring skills or abilities related to understanding, reasoning, application, analysis, or synthesis. It is also more stable than other types. This belief is supported by the fact that the vast majority of The items in standardized achievement tests commonly used are multiple-choice.

There are several principles that must be considered when formulating items for written tests or assessments, including:

1. The paragraphs or questions should be:
 - a. Comprehensive.
 - b. Varied.
 - c. Clear and specific.
 - d. Considerate of individual differences.
 - e. Gradually increasing in difficulty.
 - f. Independent.
2. The number of items or questions should be appropriate for the test time, depending on:
 - a. The purpose of the test.
 - b. The ages and cognitive abilities of the test-takers.

c. The behavioral objectives to be measured.

d. The format of the items or questions.

3- Distributing marks across the items or questions in a manner that corresponds to the importance of the question posed.

The researcher relied on the following rules in formulating the scale items:

(1) Formulating the items with clear phrases and simple words with specific meanings.

(2) Ensuring that the sentences extracted in formulating the items are short and related to the meaning, so as not to cause boredom for the selected research sample.

(3) Combining positive and negative statements to create a kind of balance and avoid stereotypical answers is one of the tools for testing the credibility of the answer.

(4) The statements should be formulated in the first person.

The number of items in the initial form of the Organizational Excellence Scale was determined as follows: The researcher formulated (32) items distributed across (8) domains, which are:

5. Clarity of Goals (4) items

6. Organizational Trust (4) items

7. Morale (4) items

8. Adaptability (4) items

2-4-1-4-3 Determining the Validity of the Scale's Domains and Items:

The researcher presented the scale's domains and items to a specialist expert for linguistic evaluation to ensure their accuracy and completeness. Linguistic errors were identified before determining the validity of the scale items. The observations made by the linguistic evaluator regarding the fields and items were taken into account to ensure they were linguistically sound. The fields and sections were also presented in a questionnaire to a group of (13) expert specialists in educational and psychological sciences, sports psychology, and sports management, for the purpose of judging their suitability in terms of The wording and its suitability for measurement. Making any necessary modifications, adjustments, revisions, rewording, merging, deleting, or adding to the paragraphs. Determining the validity of a paragraph by placing a checkmark (✓) to the left of the phrase. Considering their opinions on the use of the five-point scale. To estimate the scores. Finally, the experts were asked to record their observations and suggestions regarding the overall form of the scale. The researcher analyzed the experts' opinions and extracted the chi-square value, as shown in Tables (2).

Table (2) Axes and sections of organizational excellence

No	First axis	Number of experts	Agree	Disagree	K2	Sig	Significance
1		15	14	1	11,267	0,001	Significant
2		15	13	2	8,067	0,005	Significant
3		15	14	1	11,267	0,001	Significant
4		15	13	2	8,067	0,005	Significant
8		15	15	0	15	0,00	Significant
6		15	15	0	15	0,00	Significant
7		15	14	1	11,267	0,001	Significant
8		15	14	1	11,267	0,001	Significant
9		15	15	0	15	0,00	Significant
10		15	14	1	11,267	0,001	Significant
	Second axis	Number of experts	Agree	Disagree	25	Sig	Significance
11		15	15	0	15	0,00	Significant
12		15	13	2	8,067	0,005	Significant
13		15	14	1	11,267	0,001	Significant
14		15	13	2	8,067	0,005	Significant
15		15	15	0	15	0,00	Significant

16	15	15	0	15	0,00	Significant	
17	15	14	1	11,267	0,001	Significant	
18	15	14	1	11,267	0,001	Significant	
19	15	15	0	15	0,00	Significant	
20	15	13	2	8,067	0,005	Significant	
ت	Third axis	Number of experts	Agree	Disagree	2٤	Sig	Significance
21	15	14	1	11.267	0.001	Significant	
22	15	13	2	8.067	0.005	Significant	
23	15	15	0	15	0,00	Significant	
24	15	15	0	15	0,00	Significant	
25	15	14	1	11.267	0.001	Significant	
26	15	14	1	11.267	0.001	Significant	
27	15	14	1	11.267	0.001	Significant	
28	15	13	2	8.067	0.005	Significant	
29	15	13	2	8.067	0.005	Significant	
30	15	14	1	11.267	0.001	Significant	
ت	Fourth axis	Number of experts	Agree	Disagree	2٤	Sig	Significance
31	15	13	2	8.067	0.005	Significant	
32	15	15	0	15	0,00	Significant	
33	15	14	1	11.267	0.001	Significant	
34	15	13	2	8.067	0.005	Significant	
35	15	15	0	15	0,000	Significant	
36	15	15	0	15	0,000	Significant	
37	15	14	1	11.267	0.001	Significant	
ت	Fifth axis	Number of experts	Agree	Disagree	2٤	Sig	Significance
38	15	6	9	0,600	0,439	Not significant	
39	15	14	1	11.267	0.001	Significant	
40	15	13	2	8.067	0.005	Significant	
41	15	13	2	8.067	0.005	Significant	
42	15	14	1	11.267	0.001	Significant	

Based on the results presented and according to expert opinions, no item from the scale was excluded, thus the number of items is (32) items.

2-4-1-4-4 Selecting the Rating Scale:

This refers to obtaining the individual's total score, which is calculated by summing the scores obtained by the respondent on the rating scale. The researcher proposed a three-point and a five-point rating scale. Both scales were presented to experts, and the five-point scale was chosen. Since the paragraphs were formulated in a positive direction, weight was assigned to them. As shown in Table (3) below:

Table (3) shows the method of correcting the items of the scale.

Scale	Sometimes	Rarely	Never
Positive items	3	2	1

2-4-1-4-6 The Pilot Test of the Organizational Excellence Scale:

In order to develop a high-quality scale, verify the clarity of the instructions, and ensure respondents' understanding of the phrases and vocabulary, as well as to observe the answer sheet and calculate the time taken to complete it, the scale had to be piloted. During a pilot study (a small-scale experiment conducted on a small sample from the same research population, under conditions similar to those of the main experiment), the purpose of the pilot study was:

1. Identifying the difficulties the researcher faced during the main experiment.

2. Determining the time required to submit and receive the questionnaires.
3. Assessing the respondents' comprehension of the scale items.
4. Evaluating the clarity of the items to ensure their grammatical correctness.
5. Understanding the role of the support team.

The scale was administered to a pilot sample of (11) members from Al-Nasiriya Club and Maysan Club on Sunday, December 3, 2023, at 2:30 PM. They were asked to read the instructions and paragraphs, inquire about any ambiguities, and state their opinions. The difficulties they faced while answering the items on the scale. After completing the application, it became clear that the instructions were clear and the items were understood by the respondents, and the average time taken to answer the organizational excellence scale was (17.5) minutes, within The maximum time range was (20) minutes, and the minimum range was (15) minutes. The average time taken to complete the scale was (14.5) minutes, within a maximum range of (17) minutes and a minimum range of (12) minutes. The Organizational Excellence Scale, with its instructions and 32 items, then

The scale, with its instructions and 30 items, is ready for application and statistical analysis.

2-4-1-4-7 Applying the Organizational Excellence Scale to the Building Sample:

The purpose of applying the scale items to the construction sample is to analyze them statistically, select the valid items, and exclude the invalid ones, based on their discriminatory power (the initial analysis of the scale items and the two end groups), in preparation for formulating the final version. The scale was developed before its validity and reliability indicators were extracted. It was then administered to a sample of (90) members. The researcher emphasized the importance of carefully reading the instructions and items, and answering all items of the scale honestly and truthfully. This took place on [date]. (7/9/2024)

2-4-1-4-8 Method of Scoring the Organizational Excellence Scale:

After collecting the sample's response forms, their total scores were calculated using the three-part scoring key prepared for this purpose. The total score for the scale is calculated by summing the scores each participant receives for their responses, according to the scale items. The organizational excellence scale consists of (32) items and (30) items. The highest possible score is (90) points, with the highest possible score for each item being (3) points, and the lowest possible score is (30) points, with the lowest possible score for each item being (1) points. The score that can be obtained in the Organizational Excellence Scale is (96) degrees, because the highest score for the item is (3) degrees, and the lowest score is (32) degrees, because the lowest score for the item is (1) degrees.

2-5 Statistical Analysis Method for Organizational Excellence Scale Items:

Statistical analysis aims to calculate the discriminatory power and internal consistency of the scale items. Discriminatory power refers to the ability to differentiate between individuals who score highly and those who score low.

Within the same scale, internal consistency refers to the degree of homogeneity among items in measuring the trait. That is, item analysis means retaining the good items in the test. Measurement specialists have indicated that the standard properties of scale items represent... Great importance lies in increasing the ability of these scales to actually measure what they were designed to measure, and this is no less important than the standard properties of the scale itself, because the standard properties of the scale depend to a large extent on the properties of its items. The researcher followed two methods in Paragraph analysis consists of discriminatory ability (the two extreme sets) and the internal consistency coefficient.

2-5-1 Discriminatory Power (Two-End Groups) of Organizational Excellence Scale Items

The researcher used the two-end groups method to reveal the discriminatory power of the items on the Organizational Excellence Scale. Suitable for item discrimination. The researcher verified the item's ability to discriminate using this method through a statistical analysis sample of (90) forms, and the researcher followed the following steps to calculate the item discrimination ability The scores were arranged in descending order from highest to lowest on the scale.

Accounts were assigned to 27% of the forms with the highest scores and 27% with the lowest scores, as this ratio ensures two groups with the maximum possible size and differentiation. Each group contained 24 forms. A questionnaire was used, bringing the total number of questionnaires to (48). This resulted in two groups, an upper and a lower group, each consisting of (24) players. The (t) formula was used to calculate the discrimination power of the item, after applying statistical operations to determine the ability. • Discriminatory nature of the items. The following results appeared:

- No item was excluded because the significance level in all items was less than (0.05). Table (5) shows this.

2-5-2 Internal Consistency Coefficient:

2-5-2-1 Internal Consistency Coefficient of the Scale as a Whole:

The discriminatory power of items does not determine their degree of homogeneity in measuring the phenomenon they are intended to measure. Items may be similar in some respects. Its strength, however, is that it measures different dimensions. This method assumes that the total score is the criterion for the validity of the scale. An item is removed when its correlation with the total score is low, based on the premise that the items do not measure the phenomenon the scale is intended to measure. This method is characterized by

Internal consistency is a measure of important characteristics, namely:

- 1- The internal consistency procedure is considered one aspect of the structure.
- 2- The internal consistency procedure is an extraction of the stability of the items.
- 3- This makes the two scales consistent in their effectiveness, as each item measures the same cognitive dimension as the entire scale.

The researcher used Pearson's correlation coefficient between the scores of the sample members on each item and their scores on the scale as a whole.

By means of the statistical package (SPSS). After completing the statistical analysis, some items appeared consistent at a significance level of (0.05), and Table (5) shows the values of the internal consistency coefficient for the organizational brilliance scale. Table (10) shows that the correlation coefficient results are high, and the correlation coefficients are statistically significant, with a significance level of (0.05) for the sample. This means that the items of the Organizational Excellence Scale are consistent in measuring what they were designed to measure

. 3-5-2-3 Internal Consistency Coefficient for Items in Each Domain of the Organizational Excellence Scale:

The researcher used Pearson's correlation coefficient between the scores of the sample members for each item and their scores in each domain of the scale. The scale was measured using the statistical package (SPSS) to demonstrate the homogeneity of each item within the domain. After completing the statistical analysis, all items appeared consistent.

Table (4) shows the correlation coefficient of the score of each domain with the total score of the Organizational Excellence Scale

no	Domain	Calculated (r) value	Sig	Significance
1	Clarity of goals	0.873	0.000	Significant
2	Organizational trust	0.872	0.000	Significant
3	Morale	0.739	0.000	Significant
4	Adaptability	0.830	0.000	Significant
5	Resource utilization	0.779	0.000	Significant
6	Cohesion	0.748	0.000	Significant
7	Creativity	0.879	0.000	Significant
8	Problem-solving	0.846	0.000	Significant

2-6 The Scientific Foundations of the Scale:

2-6-1 Scale Validity:

This is considered one of the most important criteria for test quality, and one of the fundamental characteristics in test construction and measurement. Test validity is the ability of a test to "

The test measures what it was designed to measure, or the characteristic it is intended to measure. As for the validity of the scale, it means that the measuring instrument is valid if it measures what it is meant to measure. The need for this clear characteristic is evident (Bashir Abbas Al-Alaq, 2007, p. 77).

The researcher assesses the validity of the scale through:

First: Content or substance validity:

This validity is calculated after presenting the test to a number of specialists and experts in the field it is designed to measure. If the experts confirm that the test measures the behavior it was intended to measure, the researcher can rely on their judgment. The researcher then presented the scale. Its paragraphs were reviewed by a group of experts to determine their validity and assess the extent to which each paragraph measured the components of each field. The paragraphs that received the experts' approval were accepted, and the inaccurate ones were deleted.

Second: Construct validity:

This is considered one of the most suitable types of validity for constructing a scale, because it depends on experimental verification of the extent to which the item scores correspond to the characteristic or concept to be measured.

The researcher verified the validity of the scale's construction for his research through the following indicators:

First: The discriminatory power of the items:

The researcher adopted this method because it is characterized by providing a homogeneous scale where each item measures the dimension measured by the scale as a whole, and because it has the ability to highlight the correlation between the scale's positions and achieve this type of validity through the extraction of Internal Consistency Coefficient

2-6-2 Scale Reliability:

This is considered one of the essential elements in test design and the reliability of its results. It means the stability of the results when the test is re-administered to individuals, and the preservation of the true variance of the test (Ihab Mahmoud Ayesh Al-Tayeb, 2008, p. 21). That is, the test or scale that A reliable test is one that yields the same results when repeated on the same individuals under the same conditions. There are several methods for calculating reliability coefficients, including:

The split-half method:

This method relies on dividing the test, whose reliability is to be determined, into two equivalent parts after administering it to a single group. There are several ways to divide the test; for example, one half of the test may be used against the other half, or questions with similar characteristics may be used. Odd numbers versus even numbers. This method is characterized by its efficiency in terms of effort and time, as it requires administering the test only once. It is one of the most commonly used methods in educational and psychological studies for determining reliability. The researcher used the 90 forms of the main experimental sample (construction sample). The scale consisted of 30 items, 15 of which were even and 15 odd. The correlation coefficient between these two parts was calculated using the program. The statistical analysis (SPSS), as shown in Tables (10) and (11): The Organizational Excellence Scale consists of (32) items, of which (9) are even and (16) are odd.

Table (5) shows the correlation and reliability coefficients for the Organizational Excellence Scale.

Cronbach's alpha (first half)	Cronbach's alpha (second half)	Pearson	Guttman
0,943	0,945	0,966	0,982

2-7 Skewness Coefficient:

Most sample distributions are not perfectly symmetrical and may lean towards one side of the maximum value more than the other. This deviation from symmetry is called skewness. (25:178) If the values of the variable are concentrated towards the smaller values more than If the distribution is centered towards larger values, it is skewed to the right and is called positive skewness. If it is skewed to the left, it is called negative skewness (14:113). To determine how close or far the sample responses are from the normal distribution, the researcher calculated the coefficient of The skewness was measured using the SPSS statistical software. The organizational brilliance score was (0.387), and the agile management score was (0.135). Table (6) shows this:

Table (6) shows the skewness coefficient for the organizational brilliance scale.

Scale	Mean	Standard deviation	Median	Skewness
Organizational brilliance	82,654	11,75	83.678	0.261

2-8 Standardized Scores for the Scale:

Initial scores (raw data) are not useful unless compared to another score. These scores alone do not give us an idea of the level of what they measure, except by converting them to standardized scores. Therefore, the raw score must be statistically analyzed to convert it to a standardized score. The standard score is a score that expresses each individual's score based on the number of standard deviations of their score from the mean. To obtain standard scores, the researcher used the SPSS statistical package to convert raw scores into standard scores by multiplying the scores. The standardization is (10) + (50) to obtain the adjusted standard score for the arithmetic mean and standard deviation, so that the standard score formula can be applied. The raw scores were converted into standardized (Z) and adjusted t-scores.

2-9 Standard Levels of the Scale:

The researcher used the normal distribution curve (Gaussian curve). Obtaining a normal distribution curve for the data depends on the nature and size of the sample and the suitability of the tests for this sample. The larger the sample size and the more suitable the tests, the closer the data distribution will be to the shape of the curve. The researcher opted for moderation, choosing five levels for the Organizational Excellence Scale and five levels for the Standard Scores Scale. The standard scores were divided into (5) levels. The adjusted standard scores consisted of (7) points. This is illustrated in Table (12).

Table (7) Standard Levels of the Organizational Excellence Scale

Levels	Standard score	Adjusted standard score	Raw score	Number	Percentage
Very High	1,8+ _3+	68-80	84-96	10	% 11.11
High	0,6+ _1,8+	56-68	71-83	15	% 16.66
Medium	0,6- _0,6+	44-56	58-70	41	% 45.55
Acceptable	1,8- _0,6-	32-44	45-57	20	%22.22
Low	3- _1,8-	20-32	32-44	4	% 4.44

2-10 Final Application of the Scale to the Application Sample

After completing all the requirements for the scale design and its procedures, the two scales were ready for application. The Organizational Excellence Scale consisted of (32) items distributed across eight domains. The maximum score was (96), and the minimum score was (32). As for the scale It consisted of

(30) items distributed across five domains. The maximum score was (90), and the minimum was (30). The researcher administered the scale in its final form to a sample of (70) members on (September 10, 2024). After analyzing the responses

The research sample data was collected using a specific form, with each administrator receiving a unique score.

2-11 Statistical Methods:

The researcher used the Statistical Package for the Social Sciences (SPSS) and Microsoft Excel to obtain the following statistical information:

1. Independent samples t-test.
2. Pearson's simple correlation coefficient.
3. Gietman's equation.
4. Standard deviation.
5. Cronbach's alpha coefficient.
6. Standardized g's and t's scores.
7. Arithmetic mean.
8. Hypothetical mean.
10. Skewness coefficient.
- 12- Square Kay.
- 3- Presenting, analyzing, and discussing the results:
- 3-2 Presenting and analyzing the levels of the organizational excellence scale:

Table (8) shows the statistical indicators for the application sample in the scale.

Measure	Sample	Mean	Hypothetical Mean	Standard Deviation	Standard Error	Level
Organizational Excellence	70	82.765	64	10.954	0.154	High

Table (8) shows us that the level of organizational excellence among the heads of sports clubs from the point of view of their members in Maysan Governorate obtained the arithmetic mean (82.765), the hypothetical mean value was (64), the standard deviation was (10.954), and the standard error was (10.954). (0.154) and at a high level

Table (9) shows the raw scores, levels, frequency, and percentage of the application sample for the Organizational Excellence Scale

Levels	Standard Score	Raw Score	Frequency	Percentage
Very High	68-80	84-96	20	%28.57
High	56-68	71-83	30	%42.85
Medium	44-56	58-70	14	%20
Acceptable	32-44	45-57	6	%8.57
Low	20-32	32-44	0	%0

Table (9) shows that the sample was distributed across several levels of organizational excellence, indicating that the number of individuals in the application sample who reached a very high level was (20), representing (28.57%), while those who reached a high level numbered (30), representing (42.85%), while those who reached an average level numbered (14) and their percentage was (20%), while those who reached an acceptable level numbered (6) and their percentage was (8.57%), while those who reached a very acceptable level numbered (0) and their percentage was (0%).

Returning to Table (25) and comparing the performance of the application sample with the standard levels, we find that most members of the sample fall within the (high) level, while the rest of the research

sample are distributed across the (very high), (average), (acceptable), and (weak) levels. Figure (2) illustrates the levels.

The Organizational Excellence Scale for Sports Club Administrations from the Perspective of Their Members in Maysan Governorate.

3.2.1 Discussion of the Organizational Excellence Scale:

Table (13) shows that members of sports club boards in Maysan Governorate achieved the (high) level in the organizational excellence scale.

The researcher believes that achieving a high level of organizational excellence reflects members' positive perception of the leaders' behavior and practices in fulfilling their duties, specifically the success of club leaders in accurately defining the tasks required of each member and setting clear standards for expected work and scheduling.

These tasks, as well as the careful selection of personnel to whom the task will be assigned, in terms of a deep understanding of the capabilities of the club members, thus enabling members to carry out the expected procedures with ease and simplicity, also depend on the ability of club presidents to understand and comprehend the administrative work regulations, and Then the ability to explain it to teachers and convince them of the importance of applying it, working according to it, and establishing the principles that emphasize achievement to achieve the goals, which increases the efficiency of the club” (Hassan Ahmed Al-Shafei, 2003, p. 65).

The researcher can also attribute the (very high and high) level of organizational excellence in the sports club administrations in Maysan Governorate to the fact that there are several criteria that must be considered in the process of setting goals and other aspects in order for the goals to be effective. Management, and among the most important of these criteria is that it be reasonably linked to the needs of the employees, thus motivating them to achieve it, as well as being realistic so that it can be achieved with the available resources and circumstances, in addition to the criterion of its clarity of meaning. Regarding the concept of organizational trust, the researcher believes that organizational trust in sports clubs is achieved through the application of fair organizational policies within the club, as well as the employees' feeling that all the information they receive is of high quality. With credibility and trustworthiness, this will encourage employees to feel comfortable and do their best to accomplish their assigned tasks efficiently and effectively, especially with the contribution of club presidents with their competence and knowledge in the field of club management. In particular, an organization that enjoys high organizational trust among its members and leadership is characterized by organizational excellence. A good level of trust among employees is also necessary for words to align with actions within such an organization. The researcher also believes that... The high morale in sports clubs stems from members' satisfaction with their assigned tasks and duties, which are commensurate with their financial compensation. This boosts their morale and encourages them to cooperate and work as a team. To accomplish their tasks in the best possible way (Adel Mohamed Zayed, 2008, p. 303), as well as to strengthen their organizational identity and pride in belonging to these clubs, and that high morale among individuals working in organizations is an important indicator of organizational health, in addition to This can help maintain these morale points (Hassan Ahmed Al-Shafi'i, 2003).

As for the (average) level of the organizational excellence scale for sports club administrations in Maysan Governorate, organizational excellence... It is considered one of the fundamental and important dimensions within the club's organizational context, as it contributes to achieving organizational effectiveness through its basic features, through which the club strives to enhance morale and organizational confidence among employees, and thus the ability to Modifying employee behavior to maintain the overall balance of the organization's system—that is, the organization's health and freedom from organizational problems that hinder the smooth functioning of its operations and affairs—reflects the organization's policy, which is manifested through permission. By involving workers collectively in club decisions, encouraging them to work, fostering a spirit of cooperation, listening to their opinions through motivation and appreciation of their efforts at work, and building trust among the workforce by

granting them broader responsibilities with the aim of Giving them responsibility for work increases their empowerment. This is what modern theoretical approaches have called for by focusing on the need to take human resources seriously and work on developing and improving them by meeting their material and moral needs. With the aim of optimally utilizing and harnessing its potential.

As for the (acceptable and weak) level of organizational excellence in the management of sports clubs in Maysan Governorate, some clubs there are in a state of... The lack of harmony at work, the performance of her work in a manner that does not suit her capabilities and is unsuitable for achieving her goals, and the suboptimal use of her resources, all indicate that the level of organizational excellence is acceptable, and this is consistent with what (Hong & Toner) confirmed, "Organizational excellence," as quoted by Al-Jabri. (2017) It is the ability of the organization to successfully adapt to its environment, create a state of harmony among its members, and achieve its goals. Organizational excellence is "a state of continuous activity within a dynamic framework stemming from the satisfaction of the employees of organizations, positively directed in order to increase effectiveness and improve the performance of its employees" (Naeem Ibrahim: 2009).

4- Conclusions and Recommendations

4-1 Conclusions:

In light of the study's findings, the researcher reached the following conclusions:

- 1- The possibility of applying the Organizational Excellence Scale to other sports institutions such as clubs and sports federations.

4-2 Recommendations:

In light of the conclusions reached by the researcher, the following is recommended:

- 1- The need to focus on developing the level of organizational excellence in sports clubs to achieve quality administrative performance and improve organizational behavior as essential requirements for development, competition and institutional excellence
- 2- Organizational excellence is considered a shared responsibility that is achieved through cooperation and integration of efforts at the upper, middle and lower administrative levels in sports clubs.
- 3- Holding a seminar or specialized scientific workshop on the topic of organizational excellence in sports institutions, including its concept, importance, dimensions, requirements for its implementation, and diagnosis of its obstacles.

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