

THE ROLE OF ORGANIZATIONAL DEVELOPMENT IN IMPROVING THE REALITY OF THE WORK OF THE ADMINISTRATIVE BODIES TO MANAGE ACTIVE SPORTS CLUBS IN BAGHDAD

Thamer Hammad Rija^{1*}, Thikar Khaled Mohammed², Rasha Abbas Kadhlm³

¹College of Physical Education and Sports Sciences, University of Baghdad, Iraq; ²College of General Medicine, University of Baghdad, Iraq; ³Al-Khwarizmi College of Engineering, University of Baghdad, Iraq

Abstract

The purpose of this paper is to identify the organizational development in improving the reality of work in the administrative bodies of effective sport clubs in Baghdad, according to available data and capabilities to obtain the results of the research. The descriptive design has been adopted with the analytical survey style to suit the study requirements. The sample of the present study is the administrative bodies of effective sport clubs in Baghdad with (71) clubs and (365) members of the administrative bodies from the population, whose number is (598), a percentage of (61.03). They have been divided according to scientific research procedures (pilot study, construction sample, and application sample), using a scale for the research variable (organizational development) with a questionnaire that includes (5) main domains and (46) items identified according to scientific principles, using the statistical system (SPSS) to process the data, and the most important conclusions show that the sport clubs seem to understand the scientific modernity and the importance of organizational development in improving the performance of the management of sports clubs. In addition to the role of sports culture and contact with other cultures, the management thought is sustainable for the work of sports clubs it also has been shown that diversity in administrative styles and methods helps in changing the work system and its sustainability in order to make a progress with the organized development. It has been recommended to apply the organizational development scale by the administrative bodies of active sport clubs, as it is a major reference for the continuous improvement of the work of sport clubs, increase officials' attention in the development of organizational relations. Furthermore, giving the real opportunity to express opinions and adopt new ideas, work in a team spirit and, look at the administrative body as an integrated system in its management of the requirements of the work of the clubs.

Keywords: Organizational development. Work reality. Administrative bodies in sports clubs

Introduction

The relative changes that occur in all institutions, which have misleading effects on our societies at all levels, which results in many difficulties and challenges that drive them to search for change and readiness to adapt according to new plans and modern ideas that have not been addressed within the administrative and executive levels that contribute to And access to the goals of sports institutions and clubs. As specialists in the field of sports management considered development a significant characteristic in achieving the development of the joints

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*Corresponding Author: Thamer Hammad Rija, College of Physical Education and Sports Sciences, University of Baghdad, Iraq

Correo-e: thamer.hammad@cope.uobaghdad.edu.iq

of the administrative clubs and encouraging members of the administrative bodies to strive towards modernity of performance in improving the reality of their work through modern concepts with systematic frameworks that suit the conditions surrounding work and the possibility of thinking about changing paths towards excellence and success in her disease.

Preparing the appropriate environment is an aspect that helps it to carry out its administrative work and achieve its goals in an optimal manner, which directs attention to defining concepts that lead to raising the level of performance and overcoming obstacles by providing opportunities for effective and distinguished development.

Today, sport occupies the interest of many societies in general, as it is an important aspect to participate in shaping the future trends of the civilization and development of the state and to improve its joints and service institutions and its prosperity. Sports institutions are an integral part of this ancient aspect in raising the level of the state towards success and progress in the sports aspect. The accelerating scientific and technology development in the sciences and applications of programs imposes high-quality specifications, which imposes the reality of dealing with the outcome of transformations towards administrative adaptation, with the knowledge and information it bears that are preparing to improve the reality of the work of the administrative bodies in sports clubs. Competition in investing concepts and dimensions of development and success has become an important part in Sports reality and launching new directions and axes whose goals are creativity in development processes as a basis for reaching the desired goals.

And by looking at the administrative bodies with their power of direct influence in the leadership of sports clubs, which is the supportive pillar in achieving sustainable development and advancing the sports aspect towards a better future, to open the door to study and insight into aspects of development, improvement and reconsideration of the services they provide that achieve the goal of sport in general and in particular.

As sports clubs do not operate in limited directions with a closed nature, but rather in an open environment that varies and deals according to a wide environment that has dimensions, directions, and joints affected by modernity, sports sciences, and human power. Through foundations, objectives and organizational structures based on well-studied administrative rules, procedures and processes that simulate the capabilities and capabilities of

members of the administrative bodies in sports clubs.

Which counts organizational development as the main starting point for the interest of the owners of the policy of development and raising the level of the reality of work in sports clubs as one of the ways to achieve the strategies of the clubs and their sports programs in accordance with the desired goals. In addition, adopting a future strategy that fits the targeted development plans to keep pace with the global development in the management of sports institutions and clubs.

The reality of work and the various obstacles and problems that surround it show a wide interest in overcoming them and employing management concepts and modern human and technological capabilities to change this reality and improve work on solid foundations and standards that guarantee better levels in managing these sports clubs. Continuous development in order to provide services that help in the success of Sports continuously and effectively, hence the importance of research in organizational development, which is the essence of the progress of institutions in general and sports clubs in particular and the achievement of its goals and the reality of work and the surrounding obstacles and circumstances that may affect in one way or another the development of its performance and the reluctance of its goals through knowledge of the role of organizational development Which contribute to improving the working reality of the administrative bodies in the active sports clubs in Baghdad.

Many studies indicate that organizational development is one of the administrative terms related to the development of administrative work recalling (Abu Bakr and Haider, 2000) the study aimed to identify the culture of individuals about organizational development and determine their attitudes towards it, and to identify the areas of implementation of it, and to determine the reasons for the decline of some trends in organizational development and their lack of conviction in this administrative process, on a sample of (200) individuals within the government services institution, using the descriptive approach of During his questionnaire, which included a set of relevant items, the study found a decrease and variation in the culture of individuals regarding the process of organizational development, as well as the presence of negative attitudes towards organizational development. The study (El Aal, 2001) referred to identifying the prevailing administrative practices and organizational patterns in sports and social clubs, and then diagnose the most important administrative and organizational problems that negatively affect

the level of performance, and identify the extent of their ability to achieve satisfaction for all parties associated with them. The researcher used the descriptive analytical method on a sample of (50) individuals, and the study concluded that there are clear and specific responsibilities And written to manage the work in the club, but in a non-detailed way, in addition to the incompatibility between the organizational development programs and the desires of the club members, so it was also found that the performance of the administrative apparatus of the club is at an average rate. (Al-Nems. 2020), which aimed to identify the role of organizational development in the success of the Algerian professional sports system in relation to the management of sports clubs, from a sample represented in the professional league clubs of the first and second degree of the region in football, a questionnaire that included areas and paragraphs indicating the importance Organizational development. The study concluded that the rapid and continuous changes faced by professional sports clubs impose the reality of creating organizational development in order to ensure the success of the professional sports system. It recommended the development of the professional capabilities of workers in order to improve their performance.

The study (Zawy. 2013) referred to organizational development as a basis for improving the performance of individuals and organizations by adopting a scientific methodology with theoretical dimensions and behavioral concepts aimed at finding realistic solutions to solve problems facing sports organizations and researching their culture and the culture of their employees, values, trends, organizational structures, technological activities, and the prevailing work climate and its reflection On sports organizations in order to raise the sporting return, the effectiveness of the sports organization, using the descriptive approach in a questionnaire prepared for this purpose, on a sample consisting of (48) employees from the subordinates to the headquarters of the Directorate of Youth and Sports in Medea. By increasing the affection between the workers and working in a team spirit, which led to their inclination towards positive change and encouraged them to strengthen the social relationship among them, as well as their closeness to their responsibility. It recommended that the increasing interest in the performance of employees in managing the institution, increasing their education and well-being, giving them the opportunity to express opinion and creativity at work, distributing tasks according to human capabilities and capabilities to achieve work compatibility with its human, scientific and experience requirements, and increasing the interest of officials in the management of institutions to develop organizational relations by holding cultural activities And entertainment for the employees to show them without restrictions and give them opportunities for creativity in their work, as well as holding periodic meetings between them and subordinates to exchange views, and this is due to the disapproval of these expressions by the sample members.

Research Objective

- Identifying to the organizational development in improving the reality of work in the administrative bodies of effective sport clubs in Baghdad

Research Hypotheses

Research methodology and field procedures

Research methodology: The researcher used the descriptive method in the survey method, because the survey method is based on the descriptive method as "the accurate perception of the interrelationships between society, trends, tendencies, desires, and development, as the research gives a picture of the reality of life, setting indicators and building future predictions" (Majajoub, 2000).

Community and sample research: The researcher contacted the Ministry of Youth and Sports to obtain the numbers of sports clubs in Iraq to find out the size of the society in question, which numbered (82) sports clubs. (11) clubs were excluded because they did not meet the conditions and specifications for active clubs, according to the statistics of the Ministry of Youth and Sports, because they did not fully practice their activities, in addition to being not officially registered in the ministry's records, which was called non-active, as (71) sports clubs were approved. With (598) members of the administrative body as the parent community, and the research sample was determined by (365) members, i.e. a percentage of (61.03), and it was divided according to the requirements of the work in the simple random way into three samples (the exploratory experiment, the construction sample, and the application sample),

and as in table (Table 1).

After completing the researcher's idea stemming from organizational development as a major variable, the researcher conducted some field visits and personal interviews to see the research and related topics, data, and inquiries about the nature of work in sports clubs, as well as reviewing some previous sources and literature the (organizational development) scale was built according to solid scientific steps to suit the research sample and the problem.

The researchers used the following methods, tools and devices:

- Arab and foreign sources.
- Personal interviews.
- Field visits to collect information.
- International Electronic Information Network (Internet).
- Electronic calculator type (HP).
- Form data collection and dumping. And
- Measurement questionnaire for the organizational development scale.

Scale building procedures (organizational development): Through the researcher's review of a set of previous studies and research, and related questionnaires in this field and the extent to which they fulfill the scale areas and taking into account the opinions of the experts, the researchers decided, as a result, to build a scale (organizational development) through several main steps in order to obtain a scale that meets the conditions Scientifically, the most important steps that the researchers followed are:

Determine the idea of scale: By looking at previous studies and research in a clear and understandable manner, the topic of the phenomenon to be studied was identified, which is the role of organizational development in improving the reality of the work of the administrative bodies to manage active sports clubs in Baghdad. As the step of defining the idea of the scale and the justifications for its design is one of the most important and first steps, since it allows the person designing the scale to access the main entrances and ideas on which he will be based in his design (Ahmed. 2006).

Determine the goal of the scale: The objective of the scale was determined as a basic means in knowing the improvement of the reality of the work of the administrative bodies through the research variable (organizational development).

Determine the theoretical framework for the scale: The theoretical framework is the main source in defining the concepts, importance and characteristics of organizational development and the theories that are followed in defining the areas of the scale and its subparagraphs. The specialists point out "in constructing standards that the theoretical aspect of the subject of the scale is one of the steps that must be followed in the construction and that the feature that is the subject of the measurement must be based on a theoretical framework of its own as the reference that the researchers adopt to determine the areas of the scale and their definitions" (Ahmed. 2006)

Determine the fields of the scale: (6) main fields were identified and their theoretical definitions were defined, provided that the fields give meaning to the studied phenomenon or the concept that is intended to be measured through the questionnaire, and then they were presented to the (23) experts with specialization and experience, to express their opinions on the validity of the fields and definitions and the possibility of Merging or adding a field they deem appropriate and deleting or modifying inappropriate fields, as the value coefficient (Chi-2) was adopted to accept the scale fields and below the level of significance (0.05), as all domains were accepted except for the third domain (obstacles to organizational development), as shown in table (Table 2).

Preparing scale paragraphs: After completing the identification of domains, the researcher identified a set of paragraphs belonging to each domain with (62) paragraphs distributed unevenly on the domains of the scale, and the alternatives were determined according to the five-point Likert scale and the correction key for it. (5/ to a very large degree, 4/ to a large degree, 3/ to a medium degree, 2/ to a small degree, 1/ to a very small degree), and then it

Table 1: Shows the details of the research community and its target sample.

No.	Research community and sample				divisions of the research sample					
	Number of active sports clubs	number of members of the administrative body	total number of members of the target administrative body	percentage of the parent community (%)	Experimental sample		Construction sample		Application sample	
					Count	%	Count	%	Count	%
Total	71	598	365	61.03	30	8.21	190	52.05	145	39.72

Table 2: Shows the agreement of experts and specialists on the areas of organizational development.

No.	Main field	Agree	Disagree	Chi-2	Level Sig	Type Sig
1	Planning for the development of managerial skills	22	1	19.174	0.000	Sig
2	Policy regulatory requirements	19	4	9.783	0.002	Sig
3	Obstacles to organizational development	6	17	3.522	0.214	Non sig
4	Technology systems and programs	22	1	19.174	0.000	Sig
5	Indicators of change in the work environment	22	1	19.174	0.000	Sig
6	Organizational structure	20	3	12.565	0.000	Sig

Significant when < 0.05

Table 3: Shows the agreement of experts and specialists on the areas of organizational development.

No.	Main field	No. Paragraphs	Agree	Disagree	Chi-2	Level Sig	Type Sig
1	Planning for the development of managerial skills	1· 2· 3· 5· 6· 7· 9· 12· 13	19	4	9.783	0.002	Sig
		4· 8· 10· 11	5	18	7.348	0.071	Non sig
2	Policy regulatory requirements	14· 15· 16· 17· 18· 19· 20· 21· 23· 24	22	1	19.174	0.000	Sig
		22· 25	7	16	3.522	0.061	Non sig
3	Technology systems and programs	26· 28· 29· 30· 33· 35· 36· 38·	22	1	19.174	0.000	Sig
		27· 31· 32· 34· 37	5	18	7.348	0.071	Non sig
4	Indicators of change in the work environment	39· 41· 42· 44· 45· 46· 47· 48· 49· 50	23	0	—	—	Sig
		40· 43	6	17	3.522	0.214	Non sig
5	Organizational structure	52· 53· 54· 56· 57· 59· 60· 61· 62	20	3	12.565	0.000	Sig
		51· 55· 58	5	18	7.348	0.071	Non sig

Significant when < 0.05.

Table 4: Shows the descriptive characteristics of the building sample.

Characteristics	sample number	Mean	Median	Std. Deviations	Skewness	Lower degree	Higher degree
Organizational development	190	168.5158	172.5000	26.75634	-.685	91.00	226.00

• Significant when < 0.05

was presented to the experts to take the authority to approve, reject or amend.

Determine the validity of paragraphs: The researcher presented the scale to a group of (17) experts and specialists, for the purpose of expressing an opinion on the validity of the paragraphs and their suitability for their fields, as it expressed approval of (46) paragraphs and deleted (16) paragraphs for not conforming to the conditions of acceptance according to the percentage of agreement for the coefficient (Ca2), and the numbering of the phrases has been rearranged according to each field in preparation for the procedures of scientific transactions, as in table 3 (Table 3).

Then, the researcher conducted the exploratory experiment on a group of (30) members of the administrative bodies, randomly, on 10/1/2022 at their workplaces, as it showed the extent to which the sample accepted the scale and the possibility of answering and its instructions, as well as the assistance of the assistant work team And specifying his duties in clarifying the requirements of the scale. Distributing and collecting questionnaires from the research sample.

Psychometric properties of the scale are

Validity of the scale: For the purpose of extracting the validity of the scale, the researchers extracted it in several ways, as follows:

Virtual validity: Apparent validity means that “the test seems appropriate to the purpose for which it was set, and it is not true in the scientific sense of the word, because it indicates what appears to mean that the test measures outwardly and not on what the test actually measures” (Al-Yasiri. 2010). As this type of honesty was used by presenting the areas and paragraphs of the scale to the experts and specialists, as indicated in the tables (2, 3) previously.

Logical validity: The researcher achieved this type by theoretically defining organizational development and its related fields in a way that clearly expresses its concept. This type is achieved "by the logical design of the scale statements so that they cover the main dimensions of the behavioral aspect and the definition of the phenomenon that the scale measures" (Allen1, 1979).

Construction validity: This is evidenced by experimental verification of the extent to which its scores match the concepts or assumptions that the researchers relied on in constructing the test (Allen2, 1983). This type of validity

was achieved according to statistical procedures, as the statistical analysis of the items of the scale was carried out through discriminatory ability data and the internal consistency coefficient.

The researcher, with the help of the assistant work team, applied the scale to the building sample in order to adequately adjust the scale through a sample of (190) members of the administrative body who were randomly selected from the active sports clubs in Baghdad, on 16/1/2022 until 25/1/ 2022, and then the data were unloaded without neglecting any questionnaire and subjected to the required statistical procedures, after finding the descriptive characteristics of the sample answers, as it was found through this that the sample individuals are distributed normally in the scale and as in table 4 (Table 4).

After that, the researcher analyzed the results of the construction sample for the (organizational development) scale, as it is an important step in the procedures for building the scale through the following:

Discriminatory ability:

This is done by arranging the raw scores in ascending order from the lowest to the highest score, by specifying (27%) for the upper and lower scores, to identify the ability of the scale to distinguish between groups with a high level and a low level (Al Kubaisi. 2010). Accordingly, the statistical (T) test was used for equal, unrelated samples. After statistical treatment, the scale with high discriminatory power was found to be less than the significance level (0.05) at a degree of freedom (100), as shown in table 5 (Table 5).

Internal Consistency Coefficient: The Researchers Used Three Types of Internal Consistency

First //the relationship of the paragraph score with the total score of the scale: Is to find a correlation between each paragraph and the total score of the scale for all sample members, that the aim of this procedure is to find out whether the answers in their entirety for the paragraphs are consistent in a reasonable way, and that the correlation of the paragraph score with the total score of the current scale means that the paragraph represents the concept or feature that is intended Its measurement, which is the correlation of the paragraph with the total score of the scale is evidence that the paragraph actually measures the behavioral dimension that the scale aims to measure,

as shown in table 6 (Table 6). As it was found that all paragraphs of the organizational development scale are statistically significant (significant) at the level of significance (0.05).

Second: The relationship of the paragraph score with the total score of the field: It is considered one of the necessary indicators that show the validity of the scale in measuring the behavioral dimension to be measured in the field that belongs to the scale and the extent to which each paragraph is appropriate in the field in which it was placed. As no paragraph of the scale was rejected.

Third: The relationship of the domain score with the total score of the scale: It is to find a correlation between the degree of each domain of the scale and the total score of the scale for all members of the sample, and to know whether this domain represents the characteristic or phenomenon that the scale measures, which shows that all domains are statistically significant. Table 6 shows the statistical scores for the internal consistency of the scale.

Stability coefficient: The researcher used two types of stability which are the split half method and the Cronbach's alpha coefficient as follows:

Split half: This is done by dividing the expressions of the scale into two equal parts for the even and odd expressions, and finding the Pearson correlation coefficient between them, and when applying the back correlation coefficient (0.874), this represents the correlation of half of the expressions, as the answer was corrected using the Saberman-Brown correlation coefficient, whose value reached (0.925), which is the value high fastness.

Cronbach's alpha coefficient: The researcher used the Cronbach's alpha method, which "expresses the strength of the correlations between the paragraphs of the scale and that it provides us with a good estimate of stability" (Imam. 2011). When applying the scale to a building sample of (190) members of an administrative body, the stability coefficient is (0.879), which is High stability value.

Objectivity: It was achieved through the non-interference of the arbitrators in the process of correction and obtaining the final score of the scale; in addition to that, the researcher added two paragraphs that are similar in meaning for the purpose of identifying the objectivity of the answer to each questionnaire. It means the clarity of the instructions for applying the test and calculating the scores (Youssef. 2000). Therefore, the scale used in the research must be objective, being far from self-evaluation and bias.

After finishing defining the fields and their paragraphs according to the procedural steps of the scientific foundations, it was reached to build a scale (organizational development) with (46) items in (5) main fields, distributed unevenly according to the validity of the paragraphs in the procedures of the scientific foundations, as in table 7 (Table 7).

After the completion of the construction process and the final readiness of the scale, the scale was distributed to the application sample, which numbered (145) members of the administrative body, who were randomly selected outside the experimental sample and the construction sample on 15/2/2022 until 30/3/2022, and arranging the items of the scale in a non-sequential manner so that the respondent is not confined to a specific domain and paragraphs to the exclusion of others. They were rearranged in an orderly manner according to each domain in preparation for subjecting them to statistical treatments.

Statistical methods: The search data was processed through the Statistical Package for the Social Sciences (SPSS).

Results and Discussion

Through the results obtained from the data of the current research, the researcher presents the grades and values for the fields and paragraphs and discusses them.

Presentation of statistical data for the specifications of the application sample for the organizational development scale (Table 8).

Presentation of the statistical description of the organizational development scale and the hypothetical mean (Table 9).

Presenting the results of the domains of the organizational development scale and the hypothetical medium (Table 10).

Discuss the Results

It is clear from the tables 8, 9 of the statistical description of the responses of the application sample that the sample members are distributed normally in the scale. As for presenting the data of the sample answers to measure the organizational development in terms of the differences of the results, the value of the arithmetic mean is greater than the value of the hypothetical mean at the level of significance (0.05). There is agreement and convergence in future visions in improving the reality of their administrative work, which indicates the existence of an aspiration for ideas and programs under study to program their contents practically in the reality of work, as well as the

Table 5: Shows the discriminatory ability of the scale expressions between the upper and lower groups.

Name scale	Lower group		Upper group		T value calculated	Level Sig	Type Sig
	Mean	Std. Deviations	Mean	Std. Deviations			
Organizational development	2.9286	1.1485	5.0000	.00000	8.7451	0.000	Sig

• Significant < 0.05 at (100) degrees of freedom.

Table 6: Shows the correlation coefficient between the paragraph score and the total score of the scale.

No.	Main field	simple correlation coefficient	Level Sig	Type Sig
1	Planning for the development of managerial skills	0.523**	0.000	Sig
2	Policy regulatory requirements	**0.454	0.000	Sig
3	Technology systems and programs	0.383**	0.000	Sig
4	Indicators of change in the work environment	0.624**	0.000	Sig
5	Organizational structure	0.448**	0.000	Sig

• Significant at the level of significance >0.05

Table 7: shows the details of the fields and paragraph numbers of the organizational development scale.

No.	Main field	paragraph numbers	Count paragraph
1	Planning for the development of managerial skills	1• 2• 3• 4• 5• 6• 7• 8• 9	9
2	Policy regulatory requirements	10• 11• 12• 13• 14• 15• 16• 17• 18• 19	10
3	Technology systems and programs	20• 21• 22• 23• 24• 25• 26• 27	8
4	Indicators of change in the work environment	28• 29• 30• 31• 32• 33• 34• 35• 36• 37	10
5	Organizational structure	38• 39• 40• 41• 42• 43• 44• 45• 46	9
Total			46

Table 8: Shows the results of the application sample in the organizational development scale.

scale	sample number	Mean	Median	Std. Deviations	Skewness	Lower degree	Higher degree
Organizational development	145	169.1172	172.0000	26.30075	-.542	93.00	228.00

Significant at the level of significance >0.05

Table 9: Shows the arithmetic mean, standard deviation, Skewness coefficient, the highest and lowest degrees, the calculated (T) value, and the significance value.

scale	Mean	Std. Deviations	Degree of freedom	T value calculated	Level Sig	Type Sig
Organizational development	169.1172	26.30075	-.542	18.853	0.000	Sig
hypothetical mean				138		
Significant at the level of significance >0.05.						

Table 10: Shows the arithmetic mean, standard deviation, calculated (T) value, significance value, and type of difference for the areas of organizational development.

No.	Main field	Mean	Std. Deviations	Degree of freedom	T value calculated	Level Sig	Type Sig
1	Planning for the development of managerial skills	34.3655	5.01500	144	17.685	0.000	Sig
	Hypothetical mean						27
2	Policy regulatory requirements	38.1586	7.22810	144	13.592	0.000	Sig
	Hypothetical mean						30
3	Technology systems and programs	25.7379	6.00234	144	3.487	0.001	Sig
	Hypothetical mean						24
4	Indicators of change in the work environment	35.1103	6.77118	144	9.088	0.000	Sig
	Hypothetical mean						30
5	Organizational structure	35.7448	5.57123	144	18.901	0.000	Sig
	Hypothetical mean						27

sports culture in general and administrative in particular, which led to the response of administrative bodies better than before. In accepting the process of development and following in the direction of organizational modernity in order to raise the level of their administrative work and its reflection on the results of sports work, as adapting to changing conditions and adapting to them made these administrative bodies more responsive and open to scientific developments as a basis for indicators of change in individual and collective behaviors as a result of new knowledge. What has become their awareness of the new methods of work and the development of ways to achieve the goals of sports clubs. This was confirmed by (Awad. 2012), quoting (Shaker, 1996) that organizational development is an administrative function that aims to increase the organizational efficiency of the organization by studying the organization in a comprehensive study of all its aspects and creating new and consistent organizational patterns at the level of the organization as a whole, enabling it to A comprehensive gradual transition from the existing situation to the target situation during a specific period, as well as enabling it to meet the requirements of economic, social and informational change (Awad. 2012).

The first field // from observing the results of the targeted sample for the field (Planning for the development of managerial skills) as in Table (13) there are significant differences in favor of the arithmetic mean at the level of significance (0.05) because the arithmetic mean is greater than the hypothetical mean, and this is due to the fact that work on developing skills Administrative and employee capabilities aims at the process of improving the work reality and one of the reasons for the importance of the presence of organizational development and its real contribution to the manufacture of effective staffing within sports clubs. Building a solid base with a skillful nature that achieves the desired goals for sports clubs in the future. In addition to following the policy of democratic management and opening the door to participation in planning, it allows all employees to put a footprint on organizational development and implement it, which falls on everyone to feel responsible for the success of this development in a realistic way that raises the value the club achieves its goals. Indicated that organizational development is a planned effort with awareness and broad aspiration at the level of institutions operating in this principle and managed from the top of the functional hierarchy in order to increase its effectiveness and management methods in changing plans and managing operations correctly using different knowledge, ideas and heights (Richard, 2009). stressed that the existence of flexibility in diversified thinking and practical openness to the capabilities of the administrative body with a holistic view different from what indicates monotony and isolation in work leads to bringing about the required changes in a manner appropriate to the work entrusted to them and developing plans in the light of mental capabilities that are not recognized as reflecting an administrative style Effective and practical programs that move the wheel of development for the team's performance and push it towards real competition according to the new administrative systems (Ibrahim. 2000).

The second field // from observing the results of the targeted sample for the field (Policy regulatory requirements) as in Table (10) The type of work in all aspects of work is one of the basics of the need to adopt organizational development in sports clubs, as well as the policy followed in simplifying administrative work procedures and completing tasks that puts sports clubs at the center of effective performance and describes them as having a developmental nature that achieves ease and speed of interaction with the club's requirements and needs, including It achieves success in responding to all that is binding on the beneficiaries, which highlights the importance of organizational development for the administrative bodies by describing the expected work results as a motive that encourages acceptance of development and increases the enthusiasm of all participating parties from these sports clubs. "emphasized that organizational development aims to increase efficiency and administrative skills in order to strengthen the efficiency of the institution in which they work and increase its effectiveness, which puts the process of standardization between goals, individuals, and the institution in a single loop that follows the policy of integration and participation in achieving achievements of a distinctive nature that is in line with All workers and enable it to contain changes in work policy and address problems, which is fully reflected in management in creating a suitable environment for the work of this institution and raises its level in achieving goals" (Al-Suraifi. 2007). And he added that the process of organizational development requires developments in the work policy and its rules at the level of modernization, modification, change or development for a specific case, which makes it more flexible in controlling the elements of work and achieving its goals (Dodin. 2012).

The third field // from observing the results of the target sample for the field (Technology systems and programs) as in Table (10) Humankind sometimes due to faltering budgets and funding approved by the state, but the relentless efforts of the administrative bodies in striving to equip all departments and employees in modern technological systems as an aspect of developing work methods and seeking to change the systems used, which helps them in speed and accuracy in solving problems and raising the level of coordination between employees more accurately and quickly, especially since current research and studies have shown a clear interest in activating modern technological systems from administrative automation, governance and electronic management, and promised the main aspect of crossing sports clubs to modernity and keeping pace with the global development in the field of sports management globally. pointed out that the global accelerated technological progress imposes the reality of change in enterprise management programs and changes in the systems and software used. A glimpse into developing a work mechanism according to one of the systems with effective technological governance (Abu Bakr. 2007).

The fourth field // from observing the results of the targeted sample for the field (Indicators of change in the work environment) as in Table (10) The

administration puts in its calculations the creation of conditions that make it in a better reality than its counterparts by following changes in the work environment in general, analyzing the surrounding environment and revealing the desires of the beneficiaries as a main aspect of development, which indicates the growing interest in following in the footsteps of organizational development, since the rapid change and competition in clubs. In order to reach the required results, put the decision-makers in the arena of planning and implementation of the work processes and reaching the results in the shortest way, the best solutions and the lowest costs, in order to attract attention in the type of dealing with the data of reality and overcoming them and overcoming the difficulties in frameworks that are considered to have a different impact than what is done in advance, albeit in a relative way, which imposes Administrative bodies should turn to several practices and adopt ideas for adaptation in developing methods and methods of managing them in their various fields, starting with the main objectives, work inputs, processes, administrative treatment, methods of implementation, and investment of resources to the required outputs and results, which achieves the work environment perpetuity of modernization and speed of response in changing its reality to improve capabilities, ideas and immersion. At the core of the administrative processes that make the actor's success system continuously. indicated that the change that is ravaging the world in the sports field in all its administrative and technical aspects is of great complexity and ramifications in a way that is difficult to predict its directions, which imposes on all institutions and organizations in order to achieve aspects of adaptation to it, to develop all its fields towards goals, organizational structure, unfamiliar ideas and knowledge. On the counterparties as a reference basis to follow in order to achieve the optimal fulfillment of their requirements (Awad. 2012).

The fifth field // from observing the results of the targeted sample for the field (Organizational structure) as in Table (10) there are statistically significant differences in favor of the arithmetic mean at the level of significance (0.05) because the value of the arithmetic mean is greater than the value of the hypothetical mean, and this is due to the fact that although there is no the presence of some joints in the organizational structure of sports clubs, such as agencies specialized in marketing and investment operations and reliance on temporary committees. However, the bulk of the organizational structure of sports clubs is commensurate with the size of the tasks and duties that fall upon them in terms of the power to add and create or merge some levels or administrative units, which made them The characteristic of flexibility that contributes to facilitating administrative performance according to pre-planned operations, as attention to the organizational structure and its levels gives an opportunity to diversify the tasks that can be exercised by members of the administrative board in a club according to need, available human resources, or type of level, as well as the financial estimates of the approved budget, so We see that the gradation in the organizational structure accurately shows everyone the process of sequencing in decision-making and the administrative responsibility that rests with them in the growing interest in it as the hierarchical basis in determining the type of tasks and duties according to what was agreed upon in this organizational structure. Some researchers and scholars have identified its importance through a major perspective, as it is a set of methods used by the organization in order to divide individuals into distinct tasks and group them into major departments and coordinate among them, in addition to distributing tasks and responsibilities among them, defining official relations and the number of organizational levels" (Ashshmma. 2009). (Bashar and Ahmed, 2019), quoting (Ubani, 2012) indicated that the organizational structure is "the main framework for management that is adopted by it in order to supervise activities, procedures, operations, and the sequence of achieving the agreed goals in accordance with this structure and its organizational content." (Abbas, and Kazem. 2019), in addition to the need for a comprehensive evaluation of sports clubs and the management of members of administrative bodies according to scientific criteria and foundations through which the negatives and positives in performance can be revealed (Mashreq, 2021).

Conclusions and Recommendations

Through what was presented of the research results and the interpretation of the point of view according to the fields and its paragraphs, some of the following conclusions were reached:

- The Organizational Development Scale was reached, including five main areas and forty-six items distributed unevenly in its fields.
- The sports clubs seem to have absorbed the scientific modernity and the importance of organizational development in improving the performance of the management of sports clubs.
- Sports culture and contact with other cultures pave the way for adopting ideas of an effective nature that achieve the sustainability of administrative thought for the work of sports clubs.
- Diversity in administrative methods and methods helps in changing

the work system and its continuity to keep pace with organized development.

- The process of participating in the planning of work management and the announcement of the work plan puts everyone in the circle of responsibility and seriousness in the work and the sense of each member of the club is the owner of this plan and the decision taken in the implementation of the course of work.
- The adoption of a policy of simplification of work procedures speeds up overcoming obstacles and solving problems, and then an effective response and enthusiasm in implementing the requirements of the drawn plan in a meaningful way.

Recommendations

- The application of the organizational development scale by the administrative bodies of sports clubs as a standard reference for the continuous improvement of club management.
- Increasing the interest of officials in developing organizational relations through cultural and awareness activities to explore their views without restrictions.
- Providing the real opportunity for freedom of expression of opinion, propagating new ideas and adopting them in the implementation of the reality of the situation.
- Emphasis on participation in training courses and seminars related to updating the administrative work mechanism in sports clubs.
- Working in the spirit of one team and looking at the administrative body as an integrated system in managing it and dealing with the requirements of working in sports clubs.
- Paying attention to the work environment of sports clubs, revealing the wishes of the beneficiaries, and fulfilling their requirements and desires, in an effort to make their work a success.

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