



## RESEARCH ARTICLE

## Agile Management of Heads of Sports Clubs from the Point of View of Their Members in Thi-Qar Governorate

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ARTICLE INFO	ABSTRACT
Received: May 22, 2024 Accepted: Jul 5, 2024	<p>Sports club administrations stand out as an organization aiming at comprehensive and integrated building of athletes through the concerted efforts of several, foremost among which are the administrative staff working in this club, including administrators and coaches. Agile management can play a major role in bringing the clubs to these qualitative outcomes in light of the capabilities and experiences they possess. Because of its reflection on the entire joints and resources of the sports movement through distinct characteristics that qualify it to be able to lead sports administrative work and improve organizational health, which contributes to the formation of healthy work with few problems through the cycle of developing administrative work that activates the foundations of organizational health, from here the importance of research is evident in the study Agile management and organizational health, which are considered two modern administrative topics and their employment in one of the sports institutions represented by the sports club administrations in Thi-Qar Governorate, and to the best of the researcher's knowledge, it has not been dealt with in a unified study in the sports field in which it clarifies the quality and nature of the relationship and influence between these two concepts for their contribution to evaluating and investing in what The presidents of sports institutions have agile management in enhancing their strengths and addressing their weaknesses to contribute to forming one of the pillars of building the health of sports organizations and institutions. The problem of the research was that sports clubs in Thi-Qar Governorate constitute one of the pillars of sports work with youth, and it needs several efforts to strengthen its activities and consolidate Its work and evaluate its results. Among these efforts are objective scientific studies aimed at evaluating the various aspects of its inputs, operations, and outputs, and the accompanying administrative, technical, and supporting applications. To the best of the researcher's knowledge, there is no scientific study that gives a clear picture of the level of agile management among heads of sports clubs in Dhi Governorate. Qar, as well as about the level of organizational health in these clubs, and this ambiguity also extends towards the nature of the relationship and the impact between agile management and organizational health, so the research problem is focused on the following question:</p> <p>Do the heads of sports clubs in Thi-Qar Governorate have agile management?</p>
<b>Keywords</b>	
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The objectives of the research are to build a measure of agile management in sports club administrations from the members' point of view, and to identify the level of agile management in sports club administrations from the members' point of view. The researcher used the descriptive approach using the survey method and correlational relationships, due to its suitability to the nature of the study. The current research population included members of sports club administrations, numbering (171) players. The sample was selected using a comprehensive enumeration method and their percentage was (100%). One of the most important conclusions is the presence of agile management for heads of sports clubs in Thi-Qar Governorate from the members' point of view.

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## **INTRODUCTION TO RESEARCH**

### **Introduction to research and its importance**

Organizations and institutions have formed a distinctive feature in contemporary human life because of the benefits and interests they provide in various fields and according to their specialization and activities. To maintain the continuity of the quality of the services they provide and achieve continuous successes, they have relied on several foundations, the most important of which is the presence of effective leadership that works to manage work, organize it, direct it, and follow up on efforts. To ensure the implementation of what is required of it and obtain the desired results, leadership is a vital process for sustaining the work, work and progress of societies, organizations and groups on a regular basis, and since it is vital for almost all social gatherings, its perspective and scope in breadth almost includes everything related to a common activity.

It is noted that the state's interest in the sporting aspect is distributed among the various segments and groups of society, but it is focused on the youth because they constitute one of its pillars and a strategic tributary to its renaissance, in addition to the fact that they represent the most beautiful images of its outputs and the fruit of its efforts. Among the most important of these institutions sponsoring youth, universities stand out as public educational institutions that undertake It plays important roles by virtue of its work, the nature of its goals, the diversity of its activities, and the beneficiaries of its services, including sports, which takes a prominent place in clubs.

Accordingly, sports club administrations stand out as an organization aiming at comprehensive and integrated building of athletes through the concerted efforts of several, foremost among which are the administrative staff working in this club, including administrators and coaches. Agile management can play a major role in bringing clubs to these qualitative outcomes in light of the capabilities it possesses. And experiences that reflect its impact on all aspects and resources of the sports movement through distinct characteristics that qualify it to be able to lead sports administrative work and improve organizational health, which contributes to the formation of healthy work with few problems through the cycle of developing administrative work that activates the foundations of organizational health, making it more tolerant to working conditions. Its pressures and variables. The high level of organizational health depends mainly on supportive leadership and its positive leadership practices. It is also mentioned that one of the components of the development of organizational health is the availability of highly effective and self-confident leaders.

From here, the importance of research is evident in studying agile management and organizational health, which are two modern administrative topics, and employing them in one of the sports institutions represented by the sports club administrations in Thi-Qar Governorate. As far as the researcher knows, it has not been dealt with in a unified study in the sports field that clarifies the quality and nature of the relationship and influence between... These two concepts contribute to evaluating and investing in the agile management that heads of sports institutions possess in

enhancing their strengths and addressing their weaknesses to contribute to forming one of the pillars of building the health of sports organizations and institutions. Also, through the results of this study, the attention, ideas, behaviors and capabilities of heads of sports clubs can be directed towards management. Agility, which plays an important role and is more beneficial than others in influencing the health of their administrative and sports staff. This study will also allow conducting various future studies in its connections with other administrative concepts through samples of other sports organizations and institutions.

### **Research Problem**

Sports institutions of all types, activities and operations face conditions and pressures that vary in severity, effects and outcomes depending on the methods of administrative dealing with them. Therefore, they need leaders who possess the capabilities, qualifications and distinctive characteristics in order to invest them in improving their internal work environment and developing their interaction with their external surroundings. The opposite is a realistic picture of the vitality of their interactions and the strength of their operations. The sobriety of its movements, the exploitation of its capabilities, and the sustainability of its resources by providing the needs related to the growth and continuity of the institution, as well as in maintaining its entity, cohesion, and concern for its members, which represent the foundations of a healthy institution. On the other hand, the lack of agile management in the sports administrative leadership or the weakness of its ability to employ and translate it in an effective manner. Performing in effective ways will hinder the organization from facing challenges and increase the risk of it being exposed to problems in administrative performance in all aspects of organizational work, which negatively affects the health of the sports organization's operations, working conditions, and outcomes. There are internal determinants that contribute significantly to the occurrence of organizational health, and the first of these determinants is administrative leadership. If the state of the institution is stimulating, good, and actually healthy, the institution will then be called as having organizational health. However, if the condition is depressing, unhealthy, and not good, it will be a cause for tension and anxiety. The institution here does not enjoy organizational health.

Whereas sports clubs in Thi-Qar Governorate constitute one of the pillars of sports work with youth, and require several efforts to support its activities, strengthen its work, and evaluate its results, and among these efforts are objective scientific studies aimed at evaluating the various aspects of its inputs, operations, and outputs, and the accompanying administrative and technical applications and support. As far as the researcher knows, there is no scientific study that gives a clear picture of the level of agile management among heads of sports clubs in Thi-Qar Governorate, as well as the level of organizational health in these clubs. This ambiguity also extends to the nature of the relationship and impact between agile management and organizational health, and it is focused on it. The research problem lies in the following questions:

Do the heads of sports clubs in Thi-Qar Governorate have agile management?

What is their level of agile management?

### **Research objectives**

Building a lean management scale for sports club administrations from the members' point of view.

Identify the level of lean management of sports club departments from the point of view of members.

### **Areas of research**

#### **The human field:**

Members of sports club departments.

#### **Temporal domain:**

From 10/1/2024 - 4/2/2024

**Spatial field:**

Sports club headquarters.

**RESEARCH METHODOLOGY AND FIELD PROCEDURES**

**Research methodology:**

The researcher used the descriptive method using the survey method and correlational relationships

**The research community and its samples:**

**Research community:**

The research community included members of sports club administrations, numbering (171) players. The sample was selected by a comprehensive enumeration method, and their percentage was (100%).

**Research samples:**

The researcher resorted to selecting appropriate samples in preparation for applying the research to them. The researcher divided them into the following:

**The exploratory experiment sample:**

It consisted of (11) members (from Al Nasiriyah Club and Thi-Qar Sports Club) who were chosen intentionally with a percentage of (6.34) %.

**A sample of the organizational health construct and the agile management scale:**

It included (90) members of the administrative bodies, and their percentage was (52.63) %.

**Sample application of the organizational health scale and the agile management scale:**

It included (70) members of the administrative bodies, and their percentage was (40.93%).

**Search tools:**

**Means of collecting information:**

- 1- Arab and foreign sources
- 2- The Internet of Information
- 3- Previous studies and research
- 4- Questionnaire form

**Questionnaire:**

The survey form is one of the basics in most research, through which the opinions of a large number of specialists can be polled to benefit from their opinions to determine the correct direction for the research.

**Methods of data collection:**

- 1- Personal interviews
- 2- The scale: The researcher built a scale for the sports environment for team sports players
- 3- Registration form

**Methods of data analysis:**

1- Statistical methods

Electronic and manual calculator software

**Auxiliary search tools:**

Computer (hp)

White papers

Pencils

Casio manual calculator.

**Field research procedures:**

The researcher built the agile management scale for members of sports club administrations and included each of the clubs (Al-Fajr, Maysloun, Sukkar Castle, Al-Rifai, Shabab Al-Amir, Souq Al-Shuyoukh, Al-Gharraf, Al-Nasr, Al-Chibaish, Al-Ahwar, Al-Shatra, Akkad, Al-Dawaya, Al-Difaf, Al-Nasiriyah, Thi-Qar , Nasiriyah Municipality, Tishreen, Al-Bathaa, Al-Fahud, Al-Furat) according to the following steps:

**Procedures for constructing the agile management scale:**

The researcher followed the steps indicated by (Amer Saeed and Ayman Hadi, 2017)(), which confirm that there is a set of basic steps that can be followed when constructing scales, and how to link the scale units to measure the overall aspects of the trait, characteristic, or ability. In addition to some detailed steps that the researcher followed in constructing the two scales, they are as follows:

**Determine the goal of construction:**

The first step in building a specific measure is to clearly define the purpose of the measure, and what is the intended use of this measure. The goal of the current scale was to reach a scale that shows the agile management and organizational health of members of sports club administrations

**Determine the phenomenon to be measured:**

Identifying some basic considerations and theoretical starting points for construction is an important step that must be taken, because they constitute the basis on which the scale is based and from which it derives its scientific components.

**Determine the scope of the scale:**

The researcher reviewed literature, previous studies, theories, and scientific sources related to the subject of the study, for the purpose of defining the areas of the agile management scale, and based on that, he identified (10) areas of agile management. He presented these fields to a group of experts and specialists in educational and psychological sciences, sports psychology and sports management, who numbered (13) experts. They were asked to put a mark (√) under the field if the field is suitable for measuring agile management, and to put a mark (∅) under the field that is not suitable. After counting the fields that received the visa of all experts and analyzing them statistically, the researcher used the (K2) test to determine the agreement of the opinions of the experts and specialists. He obtained a good agreement rate.

**Table 1: Shows the validity of the proposed axes for the agile management scale**

Significance	Significance Level sig*	Calculated Value of Ka	Inappropriate	Appropriate	Fields	ت
Non-significant	0,40	0,69	5	8	Focusing on one resource	0.1
Significant	0,000	13	0	13	Eliminate Waste	0.2
Significant	0,000	13	0	13	Work Organization	0.3
Significant	0,000	13	0	13	Continuous Improvement and Development	0.4
Non-significant	0,16	1,92	4	9	Humility	0.5
Non-significant	0,40	0,69	5	8	Trust	0.6
Non-significant	0,16	1,92	4	9	Reliability	0.7
Non-significant	0,16	1,92	4	9	Patience	0.8
Significant	0.000	13	0	13	Objectivity	0.9
Significant	0.000	13	0	13	Wisdom	0.10

\*Significant at a significance level  $< (0.05)$  and degree of freedom (1).

Through the above table, the following fields were accepted:

#### **Organization of work**

Continuous improvement and development

Eliminate waste

Objectivity

Judgment

#### **Establishing the initial formula for the scale:**

The researcher took several steps to develop the initial version of the scale, which are:

### **Preparing the scale items:**

After reviewing Arab and foreign sources and references and the theoretical framework, the researcher prepared statements for each area of the scale. In addition to a set of multiple psychology and management science standards that are examined in other fields, in order to benefit from the meanings of expressions in light of the theoretical definition of agile management.

### **Determining the style and principles of drafting the scale paragraphs:**

The test consists of a number of paragraphs, and the item (item) is a unit of the test, which may be one or more questions. The paragraph measures one of the mental processes ().

The researcher chose multiple choice items in formulating the questions for his scale. Multiple-choice items are the most flexible types of objective questions and are least affected by the guessing factor than true-false questions. It is suitable for evaluating the achievement of any educational objectives that can be measured by written or written tests or standards, with the exception of objectives that require skill in written expression or originality in thinking. The designer is characterized by a wide imagination and exceptional talent that he can employ in writing selection-type paragraphs that are not limited to recalling and remembering information, but rather go beyond that to require skills or abilities specific 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 items on common standardized achievement tests are of the multiple-choice type ().

There are many principles that must be taken into account when drafting paragraphs for written tests or standards, including:

1- The paragraphs or questions should be:

A-Comprehensive.

B-Variety.

C- Clear and specific.

D- Taking into account individual differences

E-graded in difficulty.

And - independent.

2-The number of paragraphs or questions should be proportional to the test time, and this depends on:

A-The purpose of conducting the test.

B- The ages of the test subjects and their level of mental abilities.

C- The behavioral objectives to be measured.

D-The style of paragraphs or questions.

3- Distributing grades to paragraphs or questions in a way that is proportional to the importance of the question being asked.

In formulating the phrases, the researcher took into account the following:

It must express one idea that is capable of one interpretation.

Avoid the negation of the negation (1).

It must be appropriate to the level of respondents (2).

It must be representative of the components of the scale (3).

The researcher used a common method of measurement, the Likert method, in constructing two scales of positive thinking and decision-making for trainers, as it is “one of the best methods in predicting behavior or phenomenon” (4) for the following reasons: (5)

Ease of use.

The scale has a high degree of reliability and validity.

To reduce the degree of guesswork and the factor of chance.

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

Formulating paragraphs in clear terms and easy words that have specific meanings” (6)

(2) The sentences extracted in the formulation of the paragraphs should be short and related to the meaning, so as not to cause boredom to the selected research sample (7).

(3) Combining positive and negative paragraphs to find a kind of balance and avoid stereotyping in the answer, and it is one of the tools for testing the credibility of the answer.” (2)

(4) Paragraphs should be worded in the first person.

After that, the number of items in their initial form for the agile management scale was determined in their initial form, as shown below:

The researcher wrote (30) paragraphs divided into (5) areas, which are:

1- Organization of work (6) paragraph

Continuous improvement and development (6) paragraph

Reliability (6) paragraph

Objectivity (6) paragraph

Wisdom (6) paragraph

**Table 2: Agile management scale**

Significance	Sig-Level	Ka <sup>2</sup>	inappropriate	appropriate	Statements	ت
Organizing work: It is the process of establishing a system of relationships and responsibilities and defining jobs. It is one of the administrative process functions in the organization and includes determining the aspects of various activities in the organization and distributing tasks.						First
Significant	0.002	9.30	1	12	The club president provides a place that suits the nature of work for the club management members	1
Significant	0.002	9.30	1	12	The club president has a clear work guide to organize the files of the administrative and sports staff and the	2



					method of arranging and coordinating them	
Significant	0.000	13	0	13	The club president motivates the club management members to be highly disciplined to keep the workplace tidy	3
Significant	0.000	13	0	13	The club president, in cooperation with members of the club management, provides safety tools in all club halls and stadiums	4
Significant	0.002	9.30	1	12	The club president, in cooperation with members of the club management, arranges the members' offices according to the correct work sequence	5
Significant	0.002	9.30	1	12	The club president distributes the tasks of the club management members according to their capabilities and specialization	6
Continuous improvement and development: It is a gradual change that never ends. It focuses on increasing the effectiveness of the organization's tasks to achieve its goals. It is also a process of improving administrative processes or improving all the time gradually or all at once through significant improvement.						Second
Significant	0.01	6.23	2	11	The club president has the ability to create new activities and services	7
Significant	0.002	9.30	1	12	The club president is prepared to support and spread a culture of continuous improvement and	8

					development of performance	
Significant	0.002	9.30	1	12	The club president has the ability to verify the services' need for improvement and performance development	9
Significant	0.01	6.23	2	11	The club president has the ability to reduce errors in administrative and financial procedures	10
Significant	0.002	9.30	1	12	The club president provides capabilities to facilitate training and continuous improvement processes	11
Significant	0.002	9.30	1	12	The club president takes the suggestions of club management members to benefit from them in improving the quality of services	12
Eliminating waste: It is the process of optimal use of resources, the process of reducing waste in human and financial resources, reducing time in administrative operations, as well as reducing costs in working within the club						Third
Significant	0.000	13	0	13	The club president strives with all his might to identify the types of waste that the club suffers from	13
Significant	0.01	6.23	2	11	The club president establishes and organizes procedures to reduce waste	14
Significant	0.01	6.23	2	11	The club president uses a variety of tools and methods to measure waste	15

Significant	0.01	6.23	2	11	The club president is striving to reduce waste in human resources	16
Significant	0.002	9.30	1	12	The club president works with integrity and determination to reduce waste of financial resources	17
Significant	0.000	13	0	13	The club president works with thoughtful planning to reduce waste of time needed to work on club activities	18
Objectivity: It is the rational state that controls the individual's responses and it continuously regulates the emotional, administrative and cognitive processes around the situations with which the individual deals and enables the leader to maintain a realistic perspective and maintain the absence of personal bias						Fourth
Significant	0.002	9.30	1	12	The club president provides constructive feedback on the tasks and duties of the club management members based on the information available in the club	19
Significant	0.002	9.30	1	12	The club president handles issues that cause business problems professionally	20
Significant	0.002	9.30	1	12	The club president acts effectively regarding business costs from the available data	21
Significant	0.002	9.30	1	12	The club president contributes to creating an excellent reputation for the club	22
Significant	0.01	6.23	2	11	The club president takes into account time and place when	23

					communicating his directives to members of the club management	
Significant	0.002	9.30	1	12	The club president works to accommodate and fulfill the requirements of the club management members in an equal manner	24
Wisdom: Wisdom refers to the need to deal with the difficult and uncertain issues of life by alleviating tension around the strong desires and impulsiveness of our contemporary world and resorting to rationality and striving to control them. It also refers to recognizing and achieving a balance between available resources and work requirements, whether behavioral or material						Fifth
Significant	0.000	13	0	13	The club president has a high skill in checking administrative matters and making good decisions	25
Significant	0.01	6.23	2	11	The club president hides negative reactions in addressing problems	26
Significant	0.01	6.23	2	11	The club president can deal rationally with the organizational conflict among members of the club management	27
Significant	0.002	9.30	1	12	The club president has an in-depth and clear view of the needs of the club's main management members	28
Significant	0.000	13	0	13	The club president addresses business problems in a balanced and rational manner	29
Significant	0.000	13	0	13	The club president can deal with	30

					members of the club's management, regardless of their level of administrative performance, to achieve justice among them	
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According to the results presented in Table 4, and according to the experts' opinions, no items in the scale were excluded, so the number of items is (32).

**Choosing a rating scale:**

It means 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- and five-point scale of estimation. The two scales were presented to the experts and the five-point rating scale was chosen. Since the items were formulated in the positive direction, weight was given to the items.

**Table 3: Shows the method of correcting the items of the two scales.**

Never	Rarely	Seldom	The scale
1	2	3	Positive paragraphs
3	2	1	Negative paragraphs

**Preparing instructions for answering the agile management scale:**

The instructions for the scale show the respondent how to answer the statements. The researcher took care to make it clear, easy and understandable, as the instructions included how to answer the scale items. It was pointed out that the answer should be appropriate for the respondent and actually apply to him. It was also pointed out that it is necessary to answer all items of the scale frankly and accurately. The answer will be strictly confidential for the purposes of scientific research. The researcher's specific instructions for the scale were as follows:

To read each statement carefully and carefully, so that its content is well clear before answering it.

Choose one alternative for each statement.

The answer should be for all the statements of the scale.

It is not permissible to leave a statement unanswered.

The player's answer must express what he feels.

**The exploratory experiment to measure agile management:**

In order to build a high-quality scale, and to verify the clarity of instructions and understanding of phrases and words from respondents. In order to learn about the method of answering in the paper, and to calculate the time taken to answer, it was necessary to test the scale through an exploratory experiment, which is (a mini-experiment applied to a small sample from the same research community, conducted in conditions similar to those of the main experiment) (). The purpose of conducting the exploratory experiment was:

Knowing the difficulties facing the researcher during the basic experiment.

Knowing the time it takes to submit and receive the forms.

Knowing the extent of respondents' comprehension of the scale items.

Knowing the clarity of paragraphs to ensure the integrity of their linguistic structure.

Knowing the role of the supporting work team.

The scale was applied to a survey sample of (11) members from the Nasiriyah Club and Thi-Qar Club on Sunday (3/13/2022) at two-thirty in the evening. They were asked to read the instructions and paragraphs, inquire about any ambiguity, and mention the difficulties they faced while answering the scale items. After completing the application, it became clear that the instructions were clear and the paragraphs were understood by the respondents. The average time taken to answer the agile management scale reached (14.5) minutes, within a range of the highest (17) minutes and the lowest (12) minutes. The management scale Agile, with its instructions and 30 paragraphs, is ready to be applied for statistical analysis of paragraphs.

#### **Applying the agile management scale to the construction sample:**

The purpose of applying the scale items to the sample structure is to analyze them statistically, select the valid ones, and exclude the invalid ones, based on their discriminatory ability, which is (preliminary analysis of the scale items and the two extreme groups), in preparation for preparing the final version of the scale before extracting validity and reliability indicators. The scale was applied to the construction sample, and its number reached (90) members. The researcher stressed the necessity of reading the instructions and paragraphs carefully, and answering all items of the scale truthfully and honestly. This was from Sunday (2/11/2024) to Friday (2/16/2024).

#### **Method of correcting the agile management scale:**

After the sample answer forms were collected, their total scores were extracted using the triple correction key prepared for this purpose. The total score for the scale is extracted by summing the scores that each player obtains from his answer, according to the (30) items of the agile management scale. Note that the highest score that can be obtained in the agile management scale is (90) degrees, since the highest score for paragraph (3) is a score, and the lowest score is (30) degrees, since the lowest score for paragraph (1) is a score.

#### **Method of statistical analysis of the items of the agile management scale:**

The statistical analysis aims to calculate the discriminatory power and internal consistency of the scale's items, as discriminatory ability refers to "the ability to differentiate or differentiate between individuals who obtain high scores and individuals who obtain low scores on the same scale," while internal consistency refers to the extent of homogeneity of the items in Its measurement of the characteristic, that is, analyzing the paragraphs means keeping the good paragraphs in the test. Specialists in measurement have pointed out that the standard characteristics of the scale items represent great importance in increasing the ability of these scales to measure what they were actually designed to measure, and that it is no less important than the standard characteristics of the scale itself, because the standard characteristics of the scale depend to a large extent on the characteristics of its items." The researcher continued there are two methods in analyzing paragraphs: discriminative ability (the two extreme groups) and the internal consistency coefficient.

#### **The discriminating ability (the two peripheral groups) of the items of the agile management scale:**

The researcher used the two-party group method to reveal the discriminatory ability of the items on the lean management and organizational health scales, as it is an appropriate method for

distinguishing the items. The researcher verified the ability of the paragraph to discriminate this method through a statistical analysis sample of (90) questionnaires, and the researcher followed the following steps to calculate the discriminatory ability of the paragraphs:

Scores are arranged in descending order from highest to lowest on the scale.

Determine a percentage of (27%) from the questionnaires that received the highest grades, and (27%) from the questionnaires that obtained the lowest grades, because this percentage achieves two groups with the maximum possible size and differentiation. The number of questionnaires for each group was (24), making the total number of questionnaires (48). Thus, the researcher formed two upper and lower groups, each consisting of (24) players. The law (T) was used to calculate the discriminating power of the paragraph, after applying statistical operations, to extract the discriminating power of the paragraphs. The following results appeared:

- No paragraph was excluded because the significance level in all cases was less than (0.05).

**Table 4: Shows the calculated (T) values to indicate the discriminatory ability of the agile management scale items:**

Strength of paragraph	Significance level	Calculated t value	Minimum group		Senior group		
			Standard Deviation	Arithmetic mean	Standard Deviation	Arithmetic mean	Sequence
Special	0.000	11.123	0.38490	1.9259	0.18898	2.9643	1
Special	0.000	13.835	0.53376	1.1481	0.48795	2.3571	2
Special	0.000	12.421	0.19245	1.0370	0.50918	2.5000	3
Special	0.000	12.835	0.53376	2.1212	0.48795	2.921	4
Special	0.000	7.89	0.36201	2.1481	0.50395	2.5714	5
Special	0.000	9.5633	0.48038	1.6667	0.18898	2.0357	6
Special	0.000	2.7786	0.19245	1.9630	0.56695	2.3929	7
Special	0.000	7.273	0.5987	1.568	0.18898	2.0357	8
Special	0.000	7.474	0.44658	2.598	0.26227	2.9286	9
Special	0.000	3.16	0.19245	1.9630	0.00000	3.0000	10
Special	0.000	13.745	0.50071	2.5926	0.00000	3.0000	11
Special	0.000	9.986	0.5409	1.7895	0.26227	2.9286	12
Special	0.000	12.686	0.6509	2.8764	0.4536	2.9643	13
Special	0.000	8.654	0.44658	2.2407	0.26227	2.9788	14
Special	0.000	9.683	0.49210	2.3704	0.18898	2.9643	15
Special	0.000	17.4	0.55470	1.3333	0.18898	2.9643	16
Special	0.000	11.954	0.542	1.764	0.37796	2.9286	17
Special	0.001	7.96	0.6528	2.253	0.66964	2.8214	18
Special	0.006	4.775	0.19245	2.0954	0.41627	2.8929	19

Special	0.000	7.9543	0.3989	1.864	0.37796	2.9734	20
Special	0.000	3.671	0.50071	2.4074	0.37796	2.9432	21
Special	0.000	12.835	0.652	1.431	0.37796	2.9286	22
Special	0.000	7.931	0.5658	1.753	0.26227	2.7714	23
Special	0.000	14.54	0.42366	2.2778	0.18898	2.9643	24
Special	0.000	2.03	0.26688	2.0741	0.00000	3.0000	25
Special	0.000	3.866	0.32026	1.8889	0.18898	2.0357	26
Special	0.000	16.91	0.6098	1.234	0.26227	2.0714	27
Special	0.000	10.77	0.54778	2.1640	0.18898	2.9643	28
Special	0.000	8.877	0.19245	1.0370	0.26227	2.0714	29
Special	0.000	15.875	0.39223	2.2314	0.18898	2.9643	30

### **The scientific foundations of the two scales:**

#### **Validity of the scale:**

It is considered one of the most important standards of test quality, and one of the basic characteristics in constructing tests and measuring. The validity of the test is the ability of “the test to measure what it was designed for or the characteristic to be measured” (1). As for the validity of the measurement, it means “that the means of measurement be true if it measures what it indicates its measurement and the need for this clear characteristic” (2). The researcher ensures the validity of the scale through:

#### **First: The sincerity of the content or content:**

This validity is calculated after presenting it to a number of specialists and experts in the field in which the test is being conducted. If the experts state that the test measures the behavior it was designed to measure, the researcher can rely on the experts' judgment. The researcher presented the scale and its items to a group of experts to confirm its validity and estimate the extent to which each item measured the components of each field. The paragraphs that obtained the approval of the experts were accepted, and the untruthful ones were deleted.

#### **Second: Validity of construction:**

It is considered one of the most appropriate types of validity for building a scale, because it depends on experimental verification of the extent to which the scores of the items match the characteristic or concept to be measured.

\* The researcher verified the construct validity of the scale for his research through indicators that are:

#### **First: The discriminating ability of the paragraphs:**

Calculating the discriminatory ability of the items is one of the forms of construct validity, and the researcher arrived at it by distinguishing the items in the agile management scale using the method of end-to-end comparison of the arithmetic mean, which is an indication that all items have a high coefficient of discrimination. As no item of the scale was excluded



The researcher relied on this method, because it is characterized by “providing us with a homogeneous scale, such that each item measures the dimension that the scale as a whole measures.” It also has the ability to highlight the interrelationship between the scale’s positions and achieve this type of validity by extracting the internal consistency coefficient.

### **Stability of the scale:**

It is considered one of the basic elements in preparing tests and relying on their results. It means the stability of the results when the test is re-applied to individuals, and the true variance of the test is maintained (). That is, the test or measure that is characterized by stability is the one that gives the same results if repeated on the same individuals and in the same circumstances (). There are several ways through which the stability coefficient can be extracted

### **First: The internal consistency method (Facronbach):**

It is considered one of the most common reliability measures, and the most suitable for scales with a graduated scale, as this method depends on the extent to which the items relate to each other within the scale, and the relationship of each item with the scale as a whole. The average of the internal correlation coefficients between the paragraphs is what determines the (Facronbach) coefficient. Many sources indicate that the higher the Cronbach score is (70) and above, the better the reliability ().

The researcher calculated the reliability coefficient using the Cronbach method for the agile management scale for all (90) members of the building sample, using the statistical package (spss). The value of the reliability coefficient for the agile management scale appeared to be equal to (0.966), which is a high reliability value.

**Table 5: Shows the Cronbach's reliability coefficient for all areas of agile management**

<b>Reliability coefficient (Facronbach)</b>	<b>Domains</b>	<b>S</b>
0.956	organization of work	1
0.991	Continuous improvement and development	2
0.983	Eliminate waste	3
0.933	Objectivity	4
0.941	wisdom	5
0.966	Decision making scale	6

### **Second: The half division method:**

This method is based on dividing the required test to determine its stability into two equal parts, after applying it to one group. There are several ways to divide the test. The first half of the test may be used versus the other half, and odd-numbered questions may be used versus even-numbered questions. This method is characterized by saving effort and time, as it requires applying the test only once. It is one of the most widely used methods in educational and psychological studies to find the reliability coefficient.

The researcher adopted questionnaires for the basic experiment sample (construction sample), which numbered (90) questionnaires. The number of items in the agile management scale was (30),

including (15) even items and (15) odd items. The correlation coefficient between these two parts was extracted using the statistical program (spss).

**Table 6: Shows the correlation and stability coefficient for the organizational health scale.**

Gethman	Pearson	Cronbach for the second half	Cronbach for the first half
0.982	0.966	0.945	0.943

**Torsion coefficient:**

Most sampling distributions are not exactly symmetrical, and may lean toward one side of the maximum more than the other. This deviation from symmetry is called torsion. () If the values of the variable are more centered toward small values than toward large values, then the distribution of this variable is skewed toward the right and it is called positive skewness. If the opposite is the case, it is called negative torsion (). To determine how close or far the sample answers were from the normal distribution, the researcher calculated the skewness coefficient using the statistical program (spss). The agile management scale reached (0.135).

**Table 7: Shows the skewness coefficient for the lean management and organizational health scales.**

Torsion coefficient	Standard error	standard deviation	Arithmetic mean	The scale
0.135	0.265	9.643	75.634	Agile management

**Applying the scale to the application sample:**

After completing all standard design requirements and procedures, the standard is ready for application. The organizational management scale consisted of (30) items distributed over five areas. The upper limit of the scale was (90) and the minimum was (30). The researcher applied the scale in its final form to the application sample, which numbered (70).

**Statistical methods:**

The researcher used the statistical package (SPSS) and the Excel program to obtain the following statistical information:

Percentage.

T-test for independent samples.

Simple correlation coefficient (Pearson).

Gethmann equation.

Standard deviation.

Cronbach's alpha coefficient.

Z and T standard score.

Arithmetic mean.

Hypothetical mean.

10. Torsion coefficient.

11- Standard error.

12- A square like any.

## PRESENTATION, ANALYSIS AND DISCUSSION OF THE RESULTS

This chapter reviews the results of the research, analyzing and discussing them, after the researcher completed collecting the data resulting from the scientific and methodological procedures and steps used in the research, which were placed in the form of tables because of the ease they represent in extracting scientific evidence, and because they are an appropriate explanatory tool for the research that enables us to achieve the hypotheses and objectives of the research. In light of the field procedures we carried out.

This research was designed, as mentioned in the first chapter, to achieve the research objectives. The first and second objectives were achieved through a detailed review of the overall procedures undertaken by the researcher in constructing and designing the measures of lean management and organizational health among heads of sports clubs from the point of view of their members in Thi-Qar Governorate.

### Presentation and analysis of the levels of the agile management scale:

**Table 8: Shows the statistical indicators for the application sample in the agile management scale**

Level	Standard error	standard deviation	Hypothetical mean	Arithmetic mean	Sample	The Scale
high	0.276	8.634	60	75.653	70	Agile management

Table 8 shows us that the level of agile management among heads of sports clubs from the point of view of their members in Thi-Qar Governorate obtained the arithmetic mean (75.653), and the value of the hypothetical mean was (60), and the standard deviation was (8.634), with a standard error of (0.276), and at a high level.

**Table 9: Shows the raw scores, levels, frequency, and percentage of the sample application of the agile management scale**

Percentage	Repetition	Raw grade	Standard score	Levels
27.14%	19	78-90	80- 68	very high
44.28%	31	66-77	56-68	High

21.42%	15	54-65	44-56	middle
7.14%	5	42-53	32-44	acceptable
0%	0	30-41	20-32	weak

It is clear from Table 8 that the sample was distributed among several levels in agile management, which shows that the number of individuals in the application sample who reached a very high level was (19) and their percentage was (27.14%), while those who reached a high level were (31) and their number was (31). Their percentage was (44.28%). As for those who reached an average level, their number was (15) and their percentage was (21.42%). As for those who reached a low level, their number was (5) and their percentage was (7.14%). As for those who reached a very acceptable level, their number was (0). Their percentage was (0%).

When we return to Table (8) and compare what the application sample achieved with the standard levels, we find that most of the sample members fall within the (high) level, while the rest of the research sample members are distributed among the levels (very high), (medium), (acceptable), and (very low). Figure (1) shows the levels of the agile management scale among heads of sports clubs from the point of view of their members in Thi-Qar Governorate.

#### **Discussion of the agile management standard:**

From Table (23), it is clear that members of sports club bodies in Thi-Qar Governorate attained the (high) level in the agile management scale. The researcher attributes this result as an indication of the availability of agile management with a positive impact on the performance of heads of sports clubs in Thi-Qar Governorate, and this result can be interpreted. Through the recent use of the agile management method, and therefore depends on the degree of use of the agile management method, which came at a high level of use and this is consistent with the nature of use and the quality of the outputs of administrative work.

The researcher can also be attributed to the level of (very high and high) in light of the follow-up of those responsible for developing the administrative work in sports clubs in Thi-Qar Governorate and the extent of their use and employment of the agile management method, whether in the field of employing agile management tools, or in solving administrative problems or continuous development and improvement, and thus This will be reflected directly in the quality of administrative work and will be clearly visible through the administrative performance of club presidents.

Agile management also works to simplify and clarify the vocabulary and axes of administrative work, facilitate its procedures, and thus improve administrative work, in the shortest possible time and with few errors.

The results of the current study agreed with the study (Ramly 2012), whose results showed that “using the lean management method worked to solve administrative problems, which improved administrative work” ()

It also agreed with the study (Ismail 2012), which showed that “using this method led to simplifying work procedures and improving the quality level” ()

It also agreed with the study (Abdul Rahman and Ahmed 2016), the results of which showed that “using the lean management method contributes to eliminating waste and administrative waste” ()

It also agreed with the study (Vijaya 2016), the results of which indicated that “the agile management method contributes to organizing administrative work and activating the administrative process” ().

As for the average level in the agile management scale for heads of sports clubs in Thi-Qar Governorate, sports management is the part that concerns club management and focuses most of its attention on it, because it identifies the sectors that negatively or positively affect the effectiveness of players and raising their level in all fields, and this part is “Distinctive for the administration, and it is the reason for changing its conditions for the positive or negative” ().

Through this, correct behavior in agile management is possible, and this is what (Hassan Al-Saati) shows that the club’s management must study all aspects and fields in light of how they will affect the functional performance of sports institutions in the future, and sometimes how all of these areas can be used to improve those areas. Institutions, as they are generated through changes occurring in their factors, because the club’s management must search for opportunities and strive to seize them before they are lost (), and identify the challenges that could hinder its reaching the desired goals, and take preventive measures towards those challenges, as it emphasizes (Ahmed Mahmoud Al-Zanfali) emphasized that the institution faces many opportunities, as well as many pressures, restrictions or challenges that affect its behavior, and affect its ability and efficiency in carrying out its work and achieving its goals. This requires that before developing the strategy, realizing where these opportunities and challenges exist, and setting Strategies, plans and programs ().

As for the level (low and very low) in the agile management scale for heads of sports clubs in Thi-Qar Governorate, the researcher attributes it to several reasons, including that most club heads are subject to the same job programs and training and development courses, and some of them are within one field and one system in club management, where they have Some presidents have the same knowledge and information that they acquired without development or modernity.

In addition, some club presidents do not enjoy agile management except in a simple way, and then they face difficulties in managing the club and thus not achieving the planned goals, which may cause wastage of time and material and financial waste. The study (Matira Dhaif Allah 2019) indicates, “Among the requirements of agile management is the provision of all requirements.” Material, human and financial, in addition to organizing time with the aim of achieving the planned goals and the success of this work (), and looking at agile management and the principle on which it is based is highlighted by this management targeting organizational health and reducing waste in administrative work, minimizing it and treating it, and therefore agile management It can be defined as the method that is concerned with addressing problems occurring in all administrative processes, through the optimal use of resources and working to develop the best in all administrative processes ().

Employing agile management and using it in administrative processes has many reasons that call for it, given that the use of agile management in various administrative processes and related tasks will contribute to creating distinct results for administrative work, and therefore the use of the agile management method requires providing many components. The key necessary for the success of the agile management method, and this requires the commitment of all parties related to the administrative process in addition to working to change the culture of the institution in spreading and using agile management in administrative processes, which contributes to the success of this method of management().

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions:**

In light of the results of the study, the researcher reached the following conclusions:

The agile management scale was built with (30) items and belongs to five areas

### Recommendations:

In light of the conclusions reached, the researcher recommends the following:

The possibility of applying the agile management scale for heads of sports clubs.

The necessity of strengthening agile management among heads of sports clubs to contribute to achieving effective leadership behavior and administrative efficiency through self-development as well as participation in administrative development courses that focus on meeting the needs of these characteristics.

Holding a symposium or scientific workshop specialized in the subject of agile management in sports institutions, including the axes of its concept, importance, dimensions, and requirements for its activation, and diagnosing its obstacles.

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