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Electronic Management And Its Role In Achieving Institutional Excellence For Some Sports Clubs In Mosul

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Abstract

The purpose of this study was to identify the level of electronic management (e-management) implementation, determine the level of institutional excellence and its dimensions, and examine the relationship between e-management implementation and institutional excellence in selected sports clubs in Mosul from the perspective of administrative board members. The study employed a descriptive method using survey and correlational approaches, which were considered appropriate for describing the variables and determining the relationship between them. The population consisted of administrative board members in selected sports clubs in Mosul Governorate, and the sample comprised 39 members selected using a purposive census sampling method. Data were collected using two questionnaires. The first questionnaire, developed by Al-Dabbagh (2022), consisted of 39 items covering five dimensions: administrative support, material and technical capabilities, legal regulations, financial capabilities, and human capabilities, to assess the implementation of e-management. The second questionnaire, prepared by Al-Mawla (2020) and modified by Al-Hasou, consisted of 45 items covering five dimensions of institutional excellence: strategic planning, leadership, training and learning, member satisfaction, and performance evaluation. Data were analyzed using the Statistical Package for the Social Sciences (SPSS), including percentages, arithmetic means, standard deviations, Cronbach's alpha coefficient, and Pearson's correlation coefficient. The results showed a very high level of e-management implementation and a very high level of institutional excellence across the examined dimensions. A statistically significant positive relationship was also found between e-management implementation and institutional excellence. The study concludes that improving e-management implementation can contribute to enhancing institutional excellence and administrative performance in sports clubs.

Keyword*: Electronic Management, Institutional Excellence, Sports Clubs in Mosul*

INTRODUCTION

Electronic management is one of the concepts of modern management, and has brought much change to the traditional administrative model. It has helped to shift the traditional administrative processes from "direct" to a public service approach through the use of digital applications and modern technologies. This transformation has brought about shorter distances, faster time and the enhancement of the type and quality of services offered. With the development of the modern technology and computer application, the use of electronic management became an essential requirement in sports

and educational institutions for its positive results in enhancing services, boosting efficiency, and helping in administrative work (Osama, 2017, p. 31, as cited in Al-Dabbagh, 2022, pp. 11–12).

Institutional excellence, however, is a managerial approach and a way of thinking that focuses on how to get the results that an organization wants and achieve any sporting success. It is dependent on the provision of requirements and establishment of conditions to support the efficient implementation of sports organizations, including sports clubs. Institutional Excellence can also be seen as an effective administrative state guided by planning and using available capabilities and opportunities to achieve the organization's vision at a high level of efficiency and distinction (Al-Hasou, 2021, p.9). The use of electronic management in sports clubs is as a result has become one of the goals for which sports clubs in Mosul strive for. Besides administrative support, suitable laws and regulations that support and promote its use, there is also a need for material, technical, financial and human strength. The effective implementation of these could contribute to the sports club's administrative effectiveness and its vision for institutionalization, which is one of the club administration's important requirement and future aspirations.

Based on the above, the importance of the present study would be revealed by the researchers' attempt to examine the extent to which the selected sports clubs apply the electronic management and to examine the relationship between the extent of applying the electronic management and the extent of achieving institutional excellence by selected sports clubs. The study also aims to offer a scientific contribution to the field of sports management, since it covers two concepts in the administration, which are becoming increasingly important in the management and development of sports organizations at the present time. In sporting contexts such as sports clubs, the notion of excellence is of special significance as sporting institutions have a constant need to prove their identity, uniqueness and their capacity to differentiate themselves from other sporting competing organisations. Sports clubs in Mosul thus work to maximise their current capacities and resources to enable them to operate better and to achieve greater levels of excellence.

There are scientific bases that must be clearly laid out, effective administration and contemporary studies that can assist the club administration in understanding what is strong and what is weak in order to gain institutional excellence in sports clubs. It also prioritizes using modern management practices that facilitate decision making,

communication, and making administrative processes more efficient. But those who watch how sports clubs are functioning in Mosul today would notice that not all clubs are able to reach the target of institutional excellence. They may be deficient in some of the components needed in order to achieve this. The lack of use of modern management methods, especially electronic management, is one possible explanation, as this can offer space for increased openness, communication and interaction with modern and advanced sports clubs, locally and internationally. Having this perspective, it is possible to state the problem of the study in the following main question: What is the level of application of electronic management in selected sports clubs in the city of Mosul and to what extent does the use of electronic management contribute to obtaining the excellence of the sports club?

The research objectives were to explore the degree of electronic management adoption and its dimensions in selected popular sports clubs in the city of Mosul from the perspective of administrative board members, assess the level of institutional excellence and its dimensions in the selected sports clubs as perceived by their administrative board members, and examine the relationship between the application of electronic management and institutional excellence in these sports clubs. Electronic Management. According to Al-Dabbagh (2022), electronic management is an advanced technological system used by the administrative bodies of sports or educational institutions to perform administrative activities with greater speed, lower cost, and less time through the use of computers, internet networks, and advanced technological programs. Institutional Excellence. According to Al-Hasou (2021, p. 132), institutional excellence refers to knowledge gained from explicit, practical, and procedural experiences within a specific organization. It reflects the ability of individuals to perform successfully, effectively, and efficiently in contributing to the achievement of institutional goals.

Study of Al-Dabbagh (2022) in a study entitled *"The Contribution of Organizational Development and Various Elements in Electronic Management in the Colleges and Departments of Physical Education and Sports Sciences in Iraq from the Faculty Members' Point of View,"* investigated the contribution of organizational development and its components to electronic management in colleges and departments of physical education and sports sciences in Iraq from the perspective of faculty members. The study involved faculty members from these institutions. The researcher developed

two scales: one measuring organizational development and another measuring electronic management. The organizational development scale consisted of 48 items distributed across six components, while the electronic management scale consisted of 39 items distributed across five components. Data were analyzed using the arithmetic mean, standard deviation, percentage, simple correlation coefficient, independent-samples t-test, Spearman–Brown reliability coefficient, one-sample t-test, hypothetical mean, and simple regression analysis. The findings demonstrated a positive role of organizational development and its dimensions in supporting electronic management, indicating that organizational development is an important factor contributing to the successful implementation of electronic administrative practices.

Study of Al-Hasou (2021) in a study entitled *"Dynamic Capabilities and Their Role in Institutional Excellence of Central Sports Federations and Premier Clubs in the Kurdistan Region of Iraq from the Perspective of Their Administrative Board Members,"* examined the relationship between dynamic capabilities and institutional excellence in central sports federations and premier clubs in the Kurdistan Region of Iraq. The study involved 201 administrative board members from central sports federations and premier sports clubs. The researcher developed a dynamic capabilities scale and an institutional excellence questionnaire. The dynamic capabilities scale consisted of 28 items distributed across four dimensions, while the institutional excellence scale contained 45 items distributed across five dimensions. Data were analyzed using SPSS with percentages, arithmetic mean, standard deviation, independent-samples t-test, Pearson's correlation coefficient, Spearman–Brown rank correlation coefficient, Cronbach's alpha coefficient, and simple regression analysis. The results revealed a statistically significant positive relationship and contribution between dynamic capabilities and institutional excellence. The findings emphasize the importance of modern organizational capabilities in supporting and improving institutional excellence in sports organizations.

RESEARCH METHODOLOGY

The researchers adopted the descriptive approach using a survey-based correlational method, as it was considered appropriate for the nature of the study and suitable for achieving its objectives. This approach enabled the researchers to describe the research variables and examine the relationship between them within the selected sports clubs.The research population and sample were selected using a purposive

comprehensive enumeration method. The research population consisted of 45 members of the administrative boards of five sports clubs in the city of Mosul. The researchers distributed the study questionnaires to the members included in the research population and obtained 39 valid forms that were suitable for statistical analysis. Accordingly, the final research sample consisted of 39 administrative board members, representing 86.666% of the total research population. This percentage was considered sufficient for conducting the required statistical analysis and examining the study variables, as illustrated in Table (1).

Table 1. Distribution of community and sample of members of administrative bodies of some sports clubs

No.	Club	Community	Sample
1	Mosul	9	8
2	Al-Fatat	9	8
3	Nineveh	9	9
4	Al-Mustaqbal Al-Mushreq	9	6
5	Mosul Municipality	9	8
Total		45	39
Percentage			86.666%

Study Instruments

As the main research instruments, the researchers applied two questionnaires to achieve the goals of the study and get the required data. The first one is the Electronic Management Questionnaire, prepared by Al-Dabbagh (2022). It comprised 39 items categorized under five major dimensions, namely administrative support, material and technical capabilities, legal regulations, financial capabilities and human capabilities. The answers to the questions of the questionnaire were given in five responses: strongly agree, agree, neutral, disagree and strongly disagree. The second instrument was the "Institutional Excellence Questionnaire" prepared by Al-Mawla (2020) and modified by Al-Hasou. This questionnaire comprised 45 items across five dimensions: strategic planning, leadership, training and development, member satisfaction and performance evaluation. The answers were given in five categories: very high, high, moderate, low and very low. The wording of some of the items in the questionnaire was amended to make it suitable for the nature of the research sample. Once these changes were made, face and reliability of both questionnaires was checked by the following procedures:

Face Validity

Validity is the degree of appropriateness and accuracy with which a test or research instrument measures the variable upon which it is intended to measure (Abu Mughli & Salama, 2010, p. 41). Face validity is regarded as a fair process in checking the suitability of the items of a questionnaire. It consists of showing the research instrument in its original form to a few expert or arbitrators who have specializations in the field that concerns the research topic, to find out whether the items represent and cover the dimensions of which they are a part (Al-Ta'i & Al-Abadi, 2018, p. 144) The researchers thus showed both questionnaires to a panel of experts with a background in sports management. Each item was presented to the experts for their judgments and the appropriateness or inappropriateness to the dimension it represented. They also were asked to comment on the clarity of the language, the appropriateness of the items for the research sample, and appropriateness of the proposed response alternatives.

Some of the items in both questionnaires have been changed in response to the observation and recommendations by the experts. The level of agreement between the experts on the questionnaire items was between 75% and 100%. The seven experts were consulted, and those that reached an agreement of 75% or more were accepted. This criterion matches that of Bloom et al. (1986, p. 126) that an agreement rate equal to or greater than 75% is acceptable for this type of validity. After these procedures and the necessary changes, the questions were drawn up in the final version and used by the researchers in completing the rest of the research procedures as presented in Appendix (1).

The questionnaires were reliable. To determine the reliability of the two questionnaires, Cronbach's alpha coefficient was used. One of the important statistical methods for estimating the reliability of various types of research instruments is alpha cofficient. It can be applied to essay and objective tests (Al-Nabhan, 2004, p. 248) and to the items that are presented in questionnaires with many response alternatives (Allam, 2006, p. 100). A Cronbach's alpha coefficient of 0.875 was obtained for the Electronic Management Questionnaire and 0.934 for the Institutional Excellence Questionnaire. The values are good indicators of reliability for both instruments. This is in line with those suggested by Abu Hawij et al. (2002, p. 68) who suggested that acceptable test reliability coefficient is between 0.70 and 0.90, and also by Awda and Al-Khalili (2000, p. 146).

Thus, both questionnaires were suitable to be used in the present study because the reliability test results obtained were satisfactory.

The questionnaires as they were finally written are described below. The Electronic Management Questionnaire is composed of 39 items that could be categorized into five dimensions of management which are administrative support, material and technical capabilities, legal regulations, financial capabilities and human capabilities. Each dimension received 8, 8, 8, 7, and 8 items, respectively. The answers to the questionnaire were given on a five-point scale ranging from strongly agree (5) to strongly disagree (1). Al-Mawla (2020) and Al-Hasou prepared the Institutional Excellence Questionnaire which was made up of 5 dimensions with a total of 45 items namely: strategic planning, leadership, training and development, member satisfaction, and performance evaluation. The 5 dimensions were made up of 9, 10, 8, 10 and 8 items, respectively.

The answers to the questionnaire were also on a scale of 5 alternatives: very high, high, moderate, low, and very low, of which the answers were given the numbers 5, 4, 3, 2, and 1, respectively. The questions in both questionnaires were presented in the same order as shown in Table (2).

Table 2. Sequence of items in domains of e-management and institutional excellence questionnaires

Questionnaire	Axes / Dimensions	Paragraphs No.	Item sequence in questionnaire
e-government	Administrative support	8	1, 2, 3, 4, 5, 6, 7, 8
	Material and technical capabilities	8	9, 10, 11, 12, 13, 14, 15, 16
	legal legislation	8	17, 18, 19, 20, 21, 22, 23, 24
	Financial capabilities	7	25, 26, 27, 28, 29, 30, 31
	human potential	8	32, 33, 34, 35, 36, 37, 38, 39
Institutional excellence	Strategic planning	9	1, 6, 11, 16, 21, 26, 31, 36, 41
	Leadership	10	2, 7, 12, 17, 22, 27, 32, 37, 42, 44
	Training and Development	8	3, 8, 13, 18, 23, 28, 33, 38
	Member satisfaction	10	4, 9, 14, 19, 24, 29, 34, 39, 43, 45
	Performance evaluation	8	5, 10, 15, 20, 25, 30, 35, 40

Questionnaires in their final form are ready to be applied to the research sample, as shown in Appendix (1). Response levels for dimension were divided based on similar studies in this field, including study of (Al-Babawat, 2023, 55), study of (Al-Jubouri, 2023, 47), study of (Al-Juhayashi, 2023, 48), study of (Al-Nuaimi, 2024, 53), and study of (Al-

Ahmad, 2024, 55), as shown in Table (3).

Table 3. Divide of response levels for dimension

No.	Categories	Level
1	80% or more	Very high
2	70% - less than 80%	High
3	From 60% - less than 70%	Middle
4	From 50% - less than 60%	Low
5	Less than 50%	Very low

Statistical Methods

The data obtained were statistically analysed using the Statistical Package for the Social Sciences (SPSS). Various statistical techniques were used according to the nature of the variables of the research and the aim of the study. The percentages were used for the description of responses, the arithmetic means were used in determining the general level of responses, and the standard deviations were used for identifying the degree of dispersion from the mean. The reliability of the research instruments was also determined by Cronbach's alpha coefficient and the Pearson's correlation coefficient was used to examine the relationship between the main study variables. These statistical procedures laid the foundation for data analysis and inference to draw conclusions for the research goals.

RESULTS AND DISCUSSION

This chapter shows, analyzes and discusses the results that were got from the statistical analysis according to the objectives of the research. The findings have been arranged according to the principle variables and dimensions which have been included in the study, and that this allows the researchers to interpret the responses of the research sample.The first objective is to recognize the level of electronic management and its dimensions.The first objective is to recognize the degree of application of electronic management and its dimensions. The first goal of the research is to determine the level of use and different aspects of the electronic management in selected sports clubs in the city of Mosul from the point of view of the members of the administration boards of these clubs. The findings in this objective were analysed by the five dimensions of electronic management, which are administrative support, material and technical capabilities, legal

regulations, financial capabilities and human capabilities. The extent of usage of electronic management and the dimensions of electronic management in sports clubs included in the study was determined by the arithmetic means, standard deviations, percentages and response levels. The obtained results were then presented and discussed based on the selected statistical criteria.

Table 4. Shows means, standard deviations, percentages, and levels for e-government.

Fields	Paragraphs No.	Mean	Standard deviation	Percentage	Application level
Administrative support	8	36.205	2.142	90.512%	Very high
Material and technical capabilities	8	36.153	3.15	90.382%	Very high
Legal legislation	8	35.358	3.312	88.395%	Very high
Financial capabilities	7	31.205	2.687	89.157%	Very high
Human potential	8	35.076	3.976	87.69%	Very high
Total	39	174	10.578	89.23%	Very high

The results in Table (4) indicate that the arithmetic mean values of the dimensions of electronic management resulted in the following values: Administrative support, 36.205; Material and Technical capabilities, 36.153; Legal regulations, 35.358; Financial capabilities, 31.205; Human capabilities, 35.076, respectively. The corresponding standard deviations were 2.142, 3.150, 3.312, 2.687, and 3.976, while the percentages reached 90.512%, 90.382%, 88.395%, 89.157%, and 87.690% respectively. All dimensions scored a very high level of implementation based on the implementation classification criteria adopted. The overall level of electronic management was summarized as the total arithmetic mean of 174 with a standard deviation of 10.578 and percentage of 89.23%. This score also ranks in the very high category, which means that electronic management is high in the sports clubs that were included in the study.

The researchers believe that this high percentage of electronic management implementation in selected sports clubs in Mosul is due to the role played by the administration of the clubs in supporting the shift to electronic administration as a positive role. These administrations aim to make suitable decisions and instructions that would

help in maintaining electronic management and its use in the clubs. They also contribute to establishing an organisational context that enables the use of electronic administrative procedures to be sustained and developed. The researchers also believe that the attention paid to reward and incentive systems help in encouraging electronic management tasks to be performed efficiently and effectively by the administrative personnel. Administrative support of this sort can improve employees' willingness to utilize up-to-date electronic systems and can help in performing administrative tasks in an effective and creative manner.

How to identify the level of institutional excellence and dimensions. The second goal of this research is to determine the extent of the institutional excellence and its dimensions in some sports clubs in Mosul city based on the opinion of their administrative boards members.

Table 5. Shows means, standard deviations, percentages, and levels of institutional excellence.

Fields	Paragraphs No.	Mean	Standard deviation	Percentage	Level
Strategic planning	9	39	5.216	86.666%	Very high
Leadership	10	43.923	4.497	87.846%	Very high
Training and Development	8	34.307	4.589	85.767%	Very high
Member satisfaction	10	44.051	4.4	88.102%	Very high
Performance evaluation	8	35.82	3.016	89.55%	Very high
Total	45	197.102	17.575	87.6%	Very high

The five dimensions of institutional excellence (strategic planning, leadership, training and development, member satisfaction, and performance evaluation) had arithmetic means of 39.000, 43.923, 34.307, 44.051, and 35.820, respectively, as shown in Table (5). The corresponding standard deviations were 5.216, 4.497, 4.589, 4.400, and 3.016 while the percentages were 86.666%, 87.846%, 85.767%, 88.102%, and 89.550%, respectively. There was a VERY HIGH level of all dimensions. The overall arithmetic mean of institutional excellence was 197.102 with a standard deviation of 17.575 and a percentage of 89.23% indicating a very high level. They believe this is due to the clubs' commitment to implementing the strategies they developed accurately, as well as

following up on their success and ensuring that they have the support they need to meet the clubs' objectives and deliver a high standard of service.

The relationship between EI and electronic management was identified by writing an essay.To identify the relationship between EI and electronic management an essay was written. The third aim of the research was to find out the relationship between the application of electronic management and institutional excellence in selected sports clubs in Mosul city from the viewpoint of the administrative boards of these clubs.

Table 6. Shows correlation (R) values and Sig. values between e-management and institutional excellence

Statistical description	Mean	Standard deviation	Correlation values (R)	Sig. level	Sig. type
E-management	174	10.578	0.809	0.000	Sig.
Institutional excellence	197.102	17.575			

Table (6) shows that correlation (R) values between application of electronic management and institutional excellence of some sports clubs in Mosul appeared as (0.809) and with Sig. values less than (0.05). This indicates significance of relationship and correlation between application of electronic management and institutional excellence. Meaningful relationship shows that study sample believes that achieving high levels of e-management implementation contributes to reaching high levels of institutional excellence, as one of criteria for distinguishing institutions from others is adoption by their administrations of modern technology in managing requirements of their work and activities, as well as keeping pace with modern sports developments and adoption by sports clubs of modern technology instead of traditional methods.

CONCLUSIONS

The results indicated that from the point of view of the administrative board members of selected sports clubs in the city of Mosul, they use the electronic management and dimensions of it at a very high level. This means these clubs devote a great deal of attention to the use of modern administrative and technological methods in organizing and managing their activities. The findings also showed the level of excellence of the institutions and its various aspects were fairly high in the selected sports clubs. This

reflects the Clubs' commitment to enhancing their administrative performance, organizational practices and increasing their efficiency and effectiveness. Moreover, the results showed the presence of a statistically significant relationship between the application of the electronic management and excellence of the institutions in the selected sports clubs in the city of Mosul. This suggests that the higher the level of the electronic management application, the more excellent the institution.

Enhancing interest of sports clubs in city of Mosul in electronic management applications in their areas of activity and allocating development programs for electronic management for their members. Interest of sports clubs in maintaining their excellence and working to develop policies and procedures that contribute to continuity of excellence. Working to enhance access of sports clubs in city of Mosul to excellence through development programs for electronic management and its applications, and continuously developing them to keep pace with continuous development at all levels.

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Appendix (1)

Electronic Management

No.	Paragraph	Strongly agree	Agree	neutral	Disagree	Strongly disagree
1	It supports move towards implementing e- management.					
2	It is working on creating specialized committees for e-management applications.					
3	It develops flexible plans that accommodate changes that may occur suddenly as a result of using e-management.					
4	Faculty members participate in developing policies and programs related to implementation of e-management.					
5	It continuously monitors progress of administrative work electronically.					
6	It works on restructuring administration to suit requirements of e-management.					
7	Electronic administration is used to deliver official documents and instructions to faculty members.					
8	Faculty members are evaluated electronically with complete transparency and ease.					
9	It focuses on providing internet service around clock.					
10	It seeks to provide modern computer equipment to ensure successful implementation of e-management.					
11	There is an electronic unit or department that provides assistance to faculty members.					
12	It supports creation of a website so that browser can obtain information it wants without having to refer to it.					
13	Effective protection against data and information breaches is possible when implementing e-management.					
14	She resorts to changing password or security codes for her websites.					
15	Technical support is available to facilitate and address any shortcomings in requirements of electronic work.					
16	It creates an additional database to return to in case of computer failure					

No.	Paragraph	Strongly agree	Agree	neutral	Disagree	Strongly disagree
	or damage.					
17	A good level of legal awareness is provided among faculty members when using e-management.					
18	It provides necessary legal cover for data confidentiality and how to handle it.					
19	It gives faculty members legal immunity when implementing e-management.					
20	It works to streamline and modify administrative procedures and instructions to comply with requirements of e-management.					
21	It adopts decisions and instructions to ensure sustainability of work in e-management.					
22	It provides legal cover that supports implementation of e-management.					
23	legal regulations pertaining to implementation of e-management will be publicly announced and fully transparent.					
24	Integrity, transparency, fairness, and equality for all are achieved.					
25	Sufficient funds are available to purchase necessary equipment and tools for implementing e-management.					
26	necessary allocations are provided for design and development of e-management software.					
27	Allocate appropriate funds for maintenance of electronic devices and software.					
28	Allocate sufficient funds to purchase information security systems.					
29	It allocates funds to hire qualified trainers to train faculty members on implementing e-management.					
30	system of rewards and incentives is invested in to achieve efficient and outstanding e-management.					
31	Incentives and rewards are linked to achieving goals of e-management.					
32	It has a sufficient number of human resources to use e-management.					
33	There are qualified personnel in field of networks and electronic communications.					

No.	Paragraph	Strongly agree	Agree	neutral	Disagree	Strongly disagree
34	It has human resources capable of providing necessary technical support for implementing e-management					
35	It encourages faculty members to participate in specialized training courses in e-management.					
36	It encourages exchange of opinions and suggestions regarding e-management among faculty members to increase performance efficiency.					
37	talents of outstanding faculty members are invested in using e-management applications to improve performance of its members.					
38	It focuses on providing professional development courses for faculty members in electronic programs.					
39	It develops scientific plans to enhance faculty members' use of modern information technology.					

Appendix (2)

Institutional excellence

No.	Paragraph	Very high degree	High degree	Average	weak degree	Very weak degree
1	federation's management is working to clarify future directions.					
2	president of federation is committed to promises he made.					
3	union supports participation of its staff in modern training courses.					
4	federation provides suitable training camps.					
5	union evaluates its staff objectively and fairly.					
6	federation draws on past experiences when designing strategic projects.					
7	president of union maintains positive relationships with staff working in it.					
8	union uses modern technologies in carrying out its work.					
9	union takes into account opinions of its members when making decisions					

No.	Paragraph	Very high degree	High degree	Avera ge	weak degree	Very weak degree
	that concern them.					
10	union establishes sound scientific foundations for evaluation.					
11	union is committed to providing outstanding expertise from its members.					
12	president of federation listens to other viewpoints of its members.					
13	federation supports its members (administrators, coaches, players) in obtaining better academic qualifications.					
14	federation provides high-quality sports equipment.					
15	union uses clear and transparent criteria to evaluate achievements and performance of its members.					
16	federation is working on developing programs to cultivate sporting talent.					
17	president of union appreciates members and supports their contributions and achievements.					
18	union is interested in updating and developing its administrative work.					
19	union provides generous financial rewards to members upon achieving outstanding accomplishments.					
20	union evaluates its members based on results achieved.					
21	federation sets an administrative vision that keeps pace with future developments.					
22	head of union gives working staff a degree of freedom to carry out their work.					
23	union is working to identify errors and correct its internal course.					
24	union disburses financial dues to members at their specified times.					
25	union relies on experienced and credible individuals in evaluation process.					
26	union monitors proper implementation of strategies that have been developed to ensure achievement of objectives.					
27	president of federation operates according to sound values and					

No.	Paragraph	Very high degree	High degree	Average	weak degree	Very weak degree
	principles that enhance their reputation.					
28	union is interested in building a modern administrative system based on knowledge and science.					
29	union is keen to maintain social relations between administration and members.					
30	union is working on developing an evaluation system that suits nature of work.					
31	union understands requirements of external environment when developing strategies.					
32	president of union supervises work of members effectively.					
33	union invests energies and skills of its members to achieve best results.					
34	union provides highly efficient administrative and technical staff.					
35	union evaluates its members periodically.					
36	federation publishes its specific strategies on its website.					
37	president of union delegates powers to staff working on development.					
38	union is concerned with training and guiding members towards proper performance.					
39	federation works on developing and maintaining sports facilities.					
40	union addresses weaknesses of its members based on their assessment information.					
41	union relies on good competencies when developing strategic plans.					
42	president of federation provides necessary resources to achieve excellence.					
43	union treats its members with great respect and appreciation.					
44	of union relies on scientific principles to solve problems and obstacles they face.					
45	federation is concerned with providing security and safety factors within sports facilities.					