



Succession Planning and its Relationship to Administrative Development from Perspective of Employees in Sports and Scouting Activities

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Abstract

This study aimed to develop two scales for job succession and administrative development among employees in sports and scouting activities, to identify sample's responses to job succession and administrative development scales, and also to identify correlation between job succession and administrative development scales among employees in sports and scouting activities. The researcher used descriptive method with correlational approach, as it was suitable for nature of research objectives. researchers' population included 250 employees in sports and scouting activities in education directorates Central and Southern. Sample was selected purposively, and its number is 150, which represents 60% of total population. Sample was divided in following way: First: Sample of exploratory experiment For scale: sample for pilot study of scale consisted of 30, representing 20% of total sample, and 8% of total population. Second: scale construction sample: scale construction sample consisted of 90 and a percentage of 60% of total sample 36% of total population. Third: (application) sample: application sample for scale consisted of 30, representing 20% of total sample and 12% of total population. Conclusions and recommendations of study are that succession planning has a positive role in supporting administrative development within sports and scouting activity departments, and succession planning contributes to preparing cadres capable of assuming leadership positions efficiently. There is a need to promote application of succession planning practices in a more organized and sustainable manner, recommendations were for Ministry of Education to adopt clear programs for succession planning in sports and scouting activity departments, provide training programs to qualify employees for future leadership positions, and conduct future studies that address succession planning and its relationship to other organizational variables such as institutional performance and organizational excellence.

Keywords: *Planning, Succession Planning, Management Development, Employees, Sports Activity, Scouting*

INTRODUCTION

Management science is one of human sciences that has witnessed great development as a result of expansion and diversity of its application fields. It is based on scientific and practical foundations that contribute to development of institutions and improvement of their performance efficiency through adoption of modern management methods. Management has become an essential element in success of institutions of all kinds, due to its active role in organizing and investing human resources in the best way, and achieving institution's goals efficiently and effectively, especially in educational and

sports institutions that require management capable of keeping pace with rapid changes. Succession planning is a prominent modern management practice aimed at ensuring business continuity and organizational stability by preparing and developing qualified personnel capable of assuming leadership and management positions in future. This contributes to preserving accumulated expertise, mitigating negative impacts of leadership vacancies, and supporting sustainability of organizational performance and achievement of strategic objectives. Succession planning also helps in identifying and developing talent, preparing next generation of leaders, increasing employee loyalty, and enhancing efficiency of human resources in line with requirements of development and change.

Recent research confirms that succession planning is a systematic process for transferring leadership responsibilities and ensuring continuity of organizational operations (Al Hajri, 2024). In addition, recent literature emphasizes the role of human resource management in supporting succession planning through leader development, talent development, and organizational performance practices (Hudiyah et al., 2025). Administrative development is one of fundamental pillars of success of modern institutions, as it seeks to improve systems, procedures and work methods, develop capabilities of employees, and raise level of performance and productivity, through adoption of modern administrative methods and optimal investment of human resources. Administrative development also represents a continuous process that responds to environmental and organizational changes, and contributes to improving quality of services provided and achieving institutional excellence. Sports and scouting activities in general directorates of education are of great importance due to their educational, athletic, and social role in developing students and shaping their personalities. This requires an administrative body that possesses competence and ability to plan, organize, and continuously develop. Those working in sports and scouting activities play a pivotal role in implementing sports and scouting programs and events, which makes attention to succession planning and administrative development necessary to ensure continuity of performance, raise level of work, and achieve desired educational goals.

Importance of this study lies in identifying level of succession planning and its relationship to administrative development from perspective of those working in sports and scouting activities. This is achieved by diagnosing reality of these two variables and

revealing nature of relationship between them, which contributes to providing scientific results that can be used to support decision-makers, develop plans and programs to improve administrative work, and prepare future leaders capable of continuing development process and achieving excellence in field of sports and scouting activities. Recent empirical research has reported that succession planning is associated with organizational performance and that leadership development, talent retention, and knowledge transfer are important mechanisms within succession planning practices (Aondokighir, 2026). Succession planning has become a modern management practice adopted by many organizations due to its active role in ensuring business continuity, preparing future leaders, retaining human capital, and enhancing organizational stability. Furthermore, administrative development is a fundamental pillar upon which organizations rely to improve their performance, raise employee efficiency, and develop work methods in line with contemporary administrative and organizational changes. A 2024 study found that succession planning can contribute to organizational performance and that organizational governance can facilitate the development of effective succession planning (2024).

Furthermore, research published in 2024 found a significant positive relationship between leadership development strategies within succession planning and employee performance, highlighting the importance of developing future leaders and transferring knowledge within organizations (Onyango & Makhamara, 2024). Sports and scouting activities are important areas within educational institutions, as their success depends on having competent and experienced administrative and technical staff capable of keeping pace with modern developments. Hence, importance of adopting modern administrative methods, foremost among them succession planning, is paramount. This plays a crucial role in preparing and developing future administrative leaders, nurturing talent, and improving institutional performance, which in turn positively impacts level of administrative development within sports and scouting departments.

Through the researcher 's review of previous literature and studies, and his observation of reality of work in field of sports and scouting activity, it became clear that interest in succession planning still needs further study, especially in explaining extent of its connection to administrative development, and extent of its contribution to developing administrative performance, preparing competencies, improving work

environment, and enhancing sustainability of institutional achievement. This study came to identify level of succession planning and its relationship to administrative development from perspective of workers in sports and scouting activities, and to reveal nature of relationship between two variables, in order to contribute to providing scientific indicators that can be used to develop administrative work and raise level of institutional performance.

Therefore, problem can be expressed through following questions: What is level of succession planning among employees in sports and scouting activities? What is level of administrative development among those working in sports and scouting activities? Is there a statistically significant relationship between succession planning and management development from perspective of those working in sports and scouting activities? Research objectives to developing a succession planning scale for employees in sports and scouting activities. Developing a management development scale for employees in sports and scouting activities. Identifying sample's responses to two scales of job succession and managerial development. Identifying correlational relationship between two measures of job succession and administrative development among employees in sports and scouting activities.

RESEARCH METHODOLOGY

The researchers adopted the descriptive method using a correlational approach, as it was considered appropriate for the nature and objectives of the research. Sample selection represents one of the essential steps in the process of collecting data and information, and researchers generally select a sample according to the phenomenon or problem under investigation, provided that the selected sample adequately represents the original population (Allawi, 2000, p. 222). Accordingly, the research population consisted of 250 employees working in sports and scouting activities in the central and southern education directorates. A purposive sampling method was used to select the research sample, which consisted of 150 employees, representing 60% of the total population. The sample was subsequently divided into three groups according to the procedural requirements of the research. The first group was the exploratory sample for the scale, consisting of 30 employees, representing 20% of the total sample and 8% of the total population. The second group was the scale construction sample, consisting of 90 employees, representing 60% of the total sample and 36% of the total population. The

third group was the main application sample, consisting of 30 employees, representing 20% of the total sample and 12% of the total population.

Regarding the methods, equipment, and tools used in the research, the researchers relied on a range of appropriate methods and instruments to obtain the data required to achieve the research objectives. Researchers require various types of data to complete their studies and must therefore select appropriate tools for collecting both primary and secondary data according to the nature of the research (Al-Najjar, 2010, p. 75). Research tools refer to the means or methods through which researchers can address and solve a research problem, regardless of whether these tools involve data, samples, equipment, or other instruments (Mahjob, 2002, p. 163). The researchers reviewed relevant scientific sources and references to determine the parameters and criteria appropriate to the current research topic and to ensure that the research objectives were achieved accurately and that the problem under investigation was addressed systematically. The research topic focused on job succession and administrative development. Accordingly, the researchers reviewed previous studies that were directly or indirectly related to the research topic and examined the opinions of experts and specialists. Based on this review, the researchers adopted the Job Succession Scale developed by Rayash (2024), while the Administrative

Development Scale was based on a standardized scale adapted to the Iraqi environment developed by Saeed (2025). The selection and preparation of these instruments were conducted in accordance with the scientific requirements for constructing and preparing psychological and practical measurement scales. In order to develop and implement scientifically sound instruments characterized by validity, reliability, and objectivity, the researchers followed a systematic sequence of procedures for preparing the Job Succession and Administrative Development Scales for employees working in sports and scouting activities in the Maysan Education Directorates, in accordance with the scientific procedures described by Al-Sammadi (2004, p. 72). The first step involved defining the phenomenon to be measured, since accurate definition of the phenomenon is essential to ensure accurate measurement and to establish clear conceptual boundaries. In the present study, the phenomena to be measured were job succession and administrative development.

The purpose of preparing the Job Succession and Administrative Development Scales was to identify the degree of the impact of job succession on administrative

development among employees working in the Iraqi Athletics Federation. The researchers also established the theoretical foundations for constructing the Job Succession and Administrative Development Scales by developing a theoretical framework for the relevant fields and items. This framework was based on specialized theoretical literature and previous studies related to succession planning and administrative development, thereby providing appropriate theoretical foundations for defining the concepts and dimensions of both constructs and supporting the subsequent research procedures.

After reviewing the relevant literature and consulting experts and specialists, the researchers identified the domains of the Job Succession Scale through a series of procedures. First, personal interviews were conducted and the opinions of specialists in the field were obtained. Second, a questionnaire containing the proposed domains was presented to 15 experts and specialists, as shown in Appendix 1, using both paper-based and electronic formats through Google Forms. The experts were asked to evaluate the validity and suitability of the proposed domains, suggest modifications where necessary, and provide additional recommendations regarding the content of the scale. The researchers then analyzed the experts' responses using the chi-square test to determine the level of agreement among the experts. Domains with a significance level of less than or equal to 0.05 were considered statistically significant and were therefore retained as the approved domains of the Job Succession Scale, as presented in Table 1.

Table 1. Shows Chi² value for domains of succession planning scale

No	Fields	Agree	Disagree	Chi ²	Sig. level	Sig. type
1	Job forecasting	15	0	15.00	0.000	Sig.
2	Job rotation	14	1	11.26	0.000	Sig.
3	Leadership succession planning	13	2	8.06	0.000	Sig.
4	Talent management	15	0	15.00	0.000	Sig.
5	Identifying competencies	10	5	1.66	0.197	Insig.
6	Skills development	15	0	15.00	0.000	Sig.

*Significant at a significance level $\leq (0.05)$

Job prediction, job rotation, leadership succession planning, talent management, skills development were adopted according to value of Chi², where calculated value of Chi² was acceptable at a significance level of (0.000), and thus it became significant and acceptable. fields of identifying competencies were rejected because calculated value

of χ^2 was less than tabulated value and at a significance level greater than (0.000), and thus field became non-significant and unacceptable, and thus field was excluded from (job succession) scale.

Table 2. Value of χ^2 value for domains of management development scale

No.	Fields	Agree	Disagree	χ^2	Sig. level	Sig. type
1	Organizational structure	15	0	15.00	0.000	Sig.
2	Human Resources Development	15	0	15.00	0.000	Sig.
3	Information Technology	14	1	11.26	0.000	Sig.
4	Process engineering	13	2	8.06	0.000	Sig.

All fields were adopted according to value of χ^2 , where calculated value of χ^2 was acceptable at a significance level of (0.000), and thus it became significant and acceptable.

Preparing statements for the scales (Job Succession and Administrative Development)

After completing identification of areas of succession and administrative development scale for employees in sports and scouting activities, the researchers prepared a questionnaire containing selected statements for areas. These statements were distributed within areas, with each statement representing area in which it was placed. researcher also identified suggested answer alternatives for both succession scale, which had (53) statements in its initial form, and administrative development scale, which had (35) statements in its initial form. This step is considered one of basic pillars in designing scales, taking into account following aspects when formulating scale statements: Each field should have its own terminology, statements for each field should express theoretical definition of field, phrase should have only one specific meaning, phrases should be clear in meaning and words understandable. Avoid using incomprehensible phrases. After areas of two scales were identified, questionnaire of statements was presented to experts and specialists to determine validity and suitability of statements formulated by researcher for areas and that are appropriate to research topic.

Determining validity of statements

The researcher presented (53) statements to represent domains of (Job Succession) scale and (35) statements for (Administrative Development) scale. After

presenting two scales to experts and using value of chi-squared test results showed validity of (50) statements for (Job Succession) scale and validity of (30) statements for (Administrative Development) scale.

Exploratory experiment for (Job Succession, Administrative Development) scale

Conducted pilot study on Tuesday, January 20, 2026, at their workplace, with a total of (30) workers. objective was: Identifying clarity of statements and instructions in two scales. Identifying time required to answer. Identifying obstacles that researcher may face in applying final scale. Identifying effectiveness of answer alternatives. Knowing efficiency of support staff. All statements were designed to be clear, simple, and understandable to pilot sample in order to help avoid errors and difficulties encountered by researcher during implementation. time required to complete each of two scales was 15 to 20 minutes.

Application of construction sample for the scales

Scale was applied to construction sample for two scales (job succession and administrative development), as main objective of conducting this experiment was to statistically analyze statements and know discriminatory ability of scale statements and identify discriminatory and non-discriminatory statements for period from (Tuesday) corresponding to (27/1/2026) until (Wednesday) corresponding to (11/2/2026). In order to achieve this, researcher conducted main experiment (construction sample), which means applying scale to construction sample of (90) employees in departments and divisions of Ministry of Youth and Sports. After completion of final distribution process of two scales, the researchers obtained (90) questionnaires valid for statistical analysis which were returned to him. All items of two scales were retained, which met conditions specified by statistical significance of calculated (T) value, as (Sig.) score was $< (0.05)$ and significance level was (0.05) . With this procedure, scale became composed of (50) items and a total score ranging from (50-250) degrees for job succession scale, and a total score ranging from (30-150) degrees for administrative development scale.

The researcher performed homogenization (internal consistency) as all items of two scales that met conditions specified by statistical significance of correlation coefficients between item weight score and total scale score and between item weight score and total domain score were retained, as values of (Sig.) scores were $< (0.05)$ at a

degree of freedom of (88) and a significance level of (0.05). There is no item with correlation coefficients less than (0.19), meaning that all items meet these conditions for internal consistency of scale items. Moreover, these items do not need to be modified according to conditions of item consistency. With this procedure, scale becomes composed of (50) items and a total score ranging from (50-250) for job succession scale, and a total score ranging from (30-150) for administrative development scale.

The scientific foundations of the Job Succession and Administrative Development Scales were established through procedures for assessing validity, reliability, and objectivity. Content validity was verified by presenting the scales, their items, response alternatives, and instructions to a group of experts and specialists in testing and measurement, who evaluated their suitability. Reliability was examined using the split-half method by dividing the items into odd and even groups. Pearson's correlation coefficient between the two halves was 0.68 for the Job Succession Scale and 0.75 for the Administrative Development Scale. After applying the Spearman-Brown correction, the reliability coefficients increased to 0.81 and 0.88, respectively, indicating high reliability. Internal consistency was also assessed using Cronbach's alpha through SPSS, producing coefficients of 0.798 for the dimensions of the Job Succession Scale and 0.802 for the Administrative Development Scale, both of which indicate acceptable reliability. The objectivity of the two scales was confirmed through the clarity of their items and response alternatives, with no ambiguity or open-ended items that could lead to differences in scoring.

In their final forms, the Job Succession Scale consisted of 50 items distributed across five domains and used a five-point rating scale, with a maximum score of 250, a minimum score of 50, and a hypothetical mean of 150. The Administrative Development Scale consisted of 30 items distributed across five domains, also using a five-point rating scale, with a maximum score of 150, a minimum score of 30, and a hypothetical mean of 90. After completing the procedures for item analysis, discrimination, internal consistency, validity, and reliability, the researchers administered the finalized scales to the application sample of 30 employees working in sports and scouting activities in Maysan. The application was conducted from February 17, 2026, to March 12, 2026, after which the completed questionnaires were collected and the data were organized for statistical analysis. The data were processed using the Statistical Package for the Social

Sciences (SPSS), Version 24.

RESULTS AND DISCUSSING

Presenting results of means, standard deviations, and calculated (t) value for items of Leisure Time Management and Self-Awareness Scale among sample

Table 3. Report shows means, standard deviations, and calculated t-value for items of job succession and management development scale among sample

Field	Mean	Standard deviation	Value (t)	Error rate	Sig. Level
Job succession	176.53	4.712	78.541	0.000	Sig.
Administrative development	102.221	6.084	45.198	0.000	Sig.

Table 4. Report shows means, standard deviations, and R -value for items on Leisure Time Management and Self-Awareness Scale among sample

Field	Mean	Standard deviation	(R) Value
Job succession	176.53	4.712	0.955
Administrative development	102.221	6.084	

DISCUSSION

Study results showed that sample possessed a high level of awareness regarding importance of succession planning and its role in success of administrative development. mean score for succession planning was 176.53 with a standard deviation of 4.712, while mean score for administrative development was 102.221 with a standard deviation of 6.084. t-test results also showed a significantly higher calculated value compared to critical value, with a significance level of 0.000. This indicates that these results were not coincidental but rather reflect organizational reality of participants. researcher believes that these findings can be analyzed in light of outputs witnessed in educational institutions, particularly sports institutions, which are facing increasing

challenges. These challenges necessitate presence of specialized leaders capable of managing change and dealing with diverse variables.

Therefore, adopting concept of succession planning represents an important and modern administrative approach that ensures continuity of work and preserves accumulated expertise. (Al-Bariqi, 2017, 167 صفحة) "Succession planning process is an important strategic process aimed at identifying employees with high potential and working to improve their leadership and administrative capabilities, including sustaining institutional work and providing organization's performance to achieve future goals." This is consistent with results of our study, which showed that level of succession planning is high, reflecting that sample has an awareness of importance of prior planning for human resources management and not leaving transfer of leadership to an emergency situation. Researcher attributes rise in level of (administrative development) to interest of sports and scouting institutions in modernizing work methods, developing administrative aspects, and improving quality of services provided, as well as interest in developing capabilities of employees through continuous training, teamwork, and benefiting from modern technologies in work management.

Ahmed points (Ahmed, 2011, 34 صفحة) Administrative development has become one of most important pillars upon which contemporary institutions rely to improve institutional performance, and success of development programs is largely linked to efficiency of human resource management and its ability to optimally invest human energies. This result can also be explained by fact that institutions that adopt pre-planning for succession are more capable of achieving administrative development, because having ready leadership alternatives reduces periods of administrative confusion when positions become vacant, and ensures continued implementation of plans and programs without interruption, as confirmed by (Abdu-Allah, 2015, 122 صفحة) When he pointed out that job succession is not limited to occupying leadership positions, but rather represents an integrated system for developing human capital, maintaining organizational knowledge and enhancing administrative stability.

Study results also indicate a very strong positive correlation between job succession planning and administrative development, with a correlation coefficient of ($R = 0.955$), a value that reflects strength of relationship between two variables, meaning that increased interest in job succession planning is matched by a rise in level of

administrative development. The researchers believe that this result is logical because job succession is one of the basic components of strategic human resource management, which aims to provide qualified leaders who possess knowledge, skills and experience necessary to manage development and change processes within an organization. The researchers explain this relationship by stating that succession planning contributes to providing a stable organizational environment based on long-term planning rather than temporary solutions. This positively impacts development of organizational structures, improves work procedures, fosters a culture of innovation, and increases efficiency of decision-making. Furthermore, institutions with clear programs for identifying and developing leaders are better equipped to implement administrative reform programs and achieve institutional quality compared to those relying on traditional leadership selection methods.

Theoretical studies indicate that the contribution of succession planning to administrative development can reach significant levels due to positive changes it brings about in work culture and modern management methods. This type of planning is linked to achieving higher job satisfaction and improving service levels. Looking at the reality of directorates in Iraq, we find a growing need to adopt more effective leadership styles that align with current administrative challenges and consider needs and aspirations of employees.

CONCLUSIONS

Job succession has a positive role in supporting administrative development within sports and scouting activity departments. Succession planning contributes to preparing qualified personnel capable of assuming leadership positions efficiently. There is a need to promote application of succession planning practices in a more organized and sustainable manner. Attention to continuous training and development contributes to raising efficiency of employees and improving institutional performance. The Ministry of Education should adopt clear programs for career succession planning in sports and scouting activity departments. Providing training programs to qualify employees for future leadership positions. Establishing objective criteria for selecting leaders based on competence and merit. Promoting a culture of administrative development and continuous improvement within educational institutions. Conducting future studies that address succession planning and its relationship to other organizational variables such as

institutional performance and organizational excellence.

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Appendix 1. Succession planning scale

No.	Phrases	Frequency Degree				
		Always	Mostly	Sometimes	Rarely	Never
1	Education directorates allocate sufficient financial budgets to support programs for preparing and qualifying nominated employees within job succession plans in sports and scouting activity departments .					
2	Sports and scouting activity departments prepare periodic reports to monitor implementation of succession plans and evaluate their results .					
3	Employees in sports and scouting activity departments are nominated to participate in training programs and workshops according to job succession plans .					
4	Sports and scouting activity departments adopt various methods to prepare future leaders, such as assigning leadership tasks, job rotation, and participation in committees, teams, and development projects .					
5	In sports and scouting activity departments, there is an organizational body (department, division or committee) that is responsible for supervising implementation and follow-up of succession plans .					
6	Employees nominated for job succession are continuously monitored through performance evaluation, ability and competency tests, and other assessment methods .					
7	Outstanding employees in sports and scouting activity departments are nominated and prepared to assume leadership positions in future .					
8	sports and scouting activity departments rely on forecasting future needs for leadership personnel when preparing succession plans .					

9	changes and challenges facing sports and scouting activity departments contribute to strengthening need to implement succession planning .
10	sports and scouting activity departments have a clear future vision for preparing leaders capable of keeping pace with developments in educational field.
11	Succession planning is a fundamental practice in human resource management within sports and scouting departments .
12	sports and scouting activity departments are working on planning to attract and prepare qualified candidates to assume leadership positions in future .
13	Periodic studies and statistics are conducted to analyze expected changes in human resources, such as retirement, transfers and resignations, to support succession planning .
14	education directorates are keen to develop systems, policies and training programs that support preparation of future leaders in sports and scouting activity departments .
15	organizational structure of sports and scouting activity departments has flexibility to respond to changes in human resources .
16	sports and scouting activity departments encourage transfer of knowledge and experiences among employees, which contributes to preparing qualified future leaders .
17	sports and scouting activity departments work to promote sustainable professional development for employees in a way that supports success of career succession plans .
18	career path of employees is continuously monitored, and job rotation and periodic evaluation are utilized to develop their expertise and prepare them for leadership positions .

19	Education directorates adopt future plans and studies to keep pace with functional changes in education sector in a way that supports continuity of work .
20	Candidates for leadership positions in sports and scouting activity departments are selected based on competence, experience, and academic qualifications .
21	Job rotation and diversification of tasks contribute to development of employees' creative and leadership abilities, and reduce negative effects of prolonged employment .
22	sports and scouting activity departments pay attention to implementing succession planning to prepare future leaders .
23	Employees in sports and scouting activity departments participate in planning succession programs for leadership positions .
24	education directorates adopt clear criteria for selecting candidates to assume leadership positions in sports and scouting activity departments .
25	Accredited training programs are available from education directorates or ministry to prepare future leaders within job succession plans .
26	sports and scouting activity departments adopt career progression plans with aim of preparing future leaders .
27	sports and scouting activity departments adhere to policies and procedures regulating implementation of succession planning .
28	management of sports and scouting activity departments supports implementation of succession planning programs and practices .
29	sports and scouting activity departments implement development and qualification programs to prepare employees to assume leadership positions in future .
30	sports and scouting activity departments have alternative plans to ensure continuity of work in event of a vacancy or absence of one of occupants of leadership positions .

31	Supervision departments encourage specialized physical education teachers with outstanding skills and talents to prepare them for future positions .
32	supervisory departments are committed to applying professional work standards in a way that supports success of career succession plans .
33	supervisory departments provide specialized training programs that utilize technological and educational methods to prepare future leaders .
34	specialized supervision departments are keen to provide training and qualification opportunities for physical education teachers in order to enhance their readiness to assume future responsibilities .
35	supervisory departments adopt clear and objective criteria for selecting candidates to participate in training and qualification programs .
36	supervisory departments are making efforts to retain highly qualified physical education teachers and utilize them in career succession plans .
37	Specialized supervisory departments provide real opportunities for physical education teachers to develop their skills and prepare them for future leadership positions .
38	supervisory departments provide physical education teachers with feedback on results of their performance evaluation in order to reinforce strengths and address weaknesses in preparation for future responsibilities .
39	specialized supervision departments work to enhance professional standing of physical education teachers, which contributes to attracting and retaining talent .
40	specialized supervisory departments implement ongoing training and qualification programs aimed at developing abilities and talents of physical education teachers in accordance with requirements of job succession in

41	Highly qualified employees in sports and scouting activity departments are assigned additional tasks and responsibilities to develop their expertise and prepare them for future leadership positions .
42	Education directorates adopt plans to develop capabilities of workers in sports and scouting activities in line with future work requirements .
43	education directorates have clear plans to address problems and obstacles that may affect implementation of succession planning .
44	skills and knowledge required to occupy leadership positions in sports and scouting activity departments are clearly defined .
45	organizational structure of sports and scouting activity departments is based on identifying current competencies and future human resource needs .
46	education directorates have an updated database that includes qualifications and competencies of employees to support implementation of job succession planning .
47	implementation of development plans for enhancing capabilities of those working in sports and scouting activities is continuously monitored.
48	of work when leadership positions become vacant .
49	Education directorates rely on performance evaluation results in selecting candidates for future leadership positions .
50	Equal opportunities are available to those working in sports and scouting activities to join future leadership development programs .

Appendix 2. Management Development Scale

No.	Phrases	Frequency degree				
		Always	Mostly	Sometimes	Rarely	Never
1	Simplifying organizational structure in sports and scouting activity departments of education directorates contributes to reducing administrative levels and speeding up completion of work .					
2	Application of administrative decentralization in sports and scouting activity departments contributes to enhancing speed of decision-making and improving performance .					
3	Delegating authority to employees in sports and scouting activity departments contributes to raising performance efficiency and reducing administrative burden .					
4	Distributing tasks according to qualifications, experience, and skills contributes to improving quality of administrative performance .					
5	Organizing similar units and tasks in sports and scouting activity departments contributes to enhancing efficiency and reducing overlapping responsibilities .					
6	Clarity of tasks and responsibilities for employees contributes to improving workflow and reducing administrative ambiguity .					
7	Reducing duplication and redundancy in tasks contributes to raising performance efficiency and saving time and effort .					
8	Employee participation in decision-making related to their work contributes to improving effectiveness of administrative decisions .					
9	There is a good level of cooperation and coordination among staff in sports and scouting activity departments .					

10	Developing managerial skills of officials in sports and scouting activity departments contributes to improving efficiency of work management .
11	Mutual trust between managers and employees contributes to creating a positive work environment and enhancing performance .
12	Raising employee morale contributes to reducing administrative errors and improving performance quality .
13	Empowering employees and giving them confidence in performing their tasks contributes to strengthening their sense of belonging to organization .
14	work environment in sports and scouting activity departments encourages employees to be creative and innovative in developing work .
15	education directorates provide clear and transparent information about job performance, which promotes fairness and trust among employees .
16	education directorates provide necessary support and resources to employees in order to raise level of administrative performance .
17	Positive relationships and cooperation among employees contribute to improving work quality and achieving goals .
18	education directorates encourage those working in sports and scouting activities to conduct research and studies that contribute to development of work .
19	use of information technology is one of fundamental pillars for developing administrative performance in sports and scouting activity departments .
20	use of information technology contributes to developing employees' skills and improving their administrative efficiency .
21	Information technology enables employees to acquire new skills to meet changing job requirements .
22	use of information technology contributes to preparing administrative personnel capable of leading development .

23	interest shown by education directorates in information technology reflects their keenness to develop capabilities of their employees .
24	Information technology contributes to development of career path for those working in sports and scouting activities .
25	Information technology encourages exchange of experiences and knowledge among employees .
26	Information technology contributes to providing employees with modern administrative methods and tools .
27	Information technology promotes a culture of continuous improvement and innovation in workplace .
28	education directorates adopt clear future plans to achieve sustainable administrative development in sports and scouting activity departments .
29	Department of Sports and Scouting Activities is keen to provide a supportive organizational climate for implementation of administrative development programs .
30	management of sports and scouting activity departments adopts modern and innovative management methods to improve performance and develop work.