



analytical study of the competitive excellence of the sports clubs of the Iraqi Ministry of Interior from the perspective of the employees

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Abstract

The study aimed to develop a measure of competitive excellence for sports clubs affiliated with the Iraqi Ministry of Interior from the perspective of employees and to identify the level of competitive excellence of these clubs from the perspective of employees. The researcher used a descriptive approach with a survey method and correlational studies. The researcher constructed a measure of competitive excellence for sports clubs from the perspective of employees, and the results were processed using SPSS statistical software. The results were presented in tables and points and discussed. The study concluded that the sports clubs of the Iraqi Ministry of Interior have a good level of competitive excellence from the perspective of employees. The researcher recommended the need to activate this administrative concept and emphasize its application in the field within sports clubs and institutions In order to lead and stay ahead of competing clubs, the administrations of sports clubs affiliated with the Iraqi Ministry of Interior should enroll their employees in advanced development and educational courses, with the aim of raising their level and job efficiency, as well as informing them of everything new in the field of distinguished sports management.

Keywords: Competitive excellence, analysis study, sports clubs.

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Introduction

The current era is witnessing a significant array of changes and challenges characterized by the knowledge and information revolution, globalization, and their various repercussions. These challenges have led to changes in work processes and a qualitative change in the composition of human staff deployed by many enterprises. Second, there has been a proliferation of managerial techniques that can be used to increase the efficiency of organizations and for improving the performance. As a result, there is an increasing need to embrace institutional excellence as a factor of success for organizations, organizational performance and customer satisfaction enhancement as well as getting rid of the usual white administrative practices. Accordingly, the quest for new methods of management has become a universal call to adjust to worldwide transformations. The model of competitive excellence is as significant off as well as on the field in encouraging survival, continuity and development within all sporting and non-sporting Institutions. Therefore, excellence is considered one of the fundamentals of success for sports clubs and is a crucial element of strength and sustainability in an era of competition that necessitates the investment of all material and human resources to achieve the objectives of sports clubs through winning championships or competing. This leads to the establishment of correct pathways for these institutions to achieve their excellence. Hence, the significance of this research lies in its focus on one of the important axes in the list of administrative topics, namely the concept of competitive excellence, which could represent a turning point for the sports clubs under the Ministry of Interior in Iraq if implemented and if the reality of competitive excellence among the employees of these clubs is recognized. Additionally, it provides an intellectual and scientific discussion on a contemporary topic in management thought, contributing to enriching the Iraqi sports library with subjects addressing competitive excellence and theoretical frameworks that assist sports institutions and researchers in benefiting from them (Jawad & Athaab, 2021).

Due to the researcher's expertise and observation of the problem while working in one of the directorates affiliated with these clubs, as well as his direct insight into the prevailing climate, the study aims to highlight this concept regarding the positive and effective role that leads to the development of the administrative work reality, aligning it with the current phase. Despite the importance of competitive excellence advantages of sports institutions especially sports clubs, quite disturbing is the fact that very little is known about the level (test-outcome) of competitive superiority possessed by these organizations (Hameed, 2020). And this lack of clarity causes management to fumble its way through leadership, leading their troops in a direction without clear motivation. Consequently, the research problem is reinforced by the absence of a study on the competitive excellence of these clubs. Thus, the research problem is concentrated on the following question:



- What is the level of competitive excellence available in the sports clubs of the Iraqi Ministry of Interior from the perspective of the employees, and what is the level of its application? Addressing this question aids in understanding the operational system of management within these sports clubs and in identifying administrative leadership that aligns with the internal and external challenges and aspirations facing the development of sports institutions at present, particularly regarding the establishment of effective leadership upon which performance depends.

The study aims to: 1. Construction of a Competitive Excellence Scale for Sports Clubs of the Iraqi Ministry of Interior from the Perspective of Employees. 2. Identifying the Level of Competitive Excellence of Sports Clubs of the Iraqi Ministry of Interior from the Perspective of Employees.

The research sample included individuals employed in the sports clubs of the Iraqi Ministry of Interior in the capital, Baghdad, from December 11, 2023, to May 16, 2024. Following the completion of all research requirements, the application of the three measures was conducted within the premises of these clubs.

Methodology

The methodology is viewed as a collection of methods and procedures which the researcher applies in order to obtain the outcomes of their research. This is because, according to Muhammad Owais (2003), it is “an approach, organization, strategy or plan of action formed around a set of principles and rules that are used to accomplish the objectives of research work or scientific work” (Owais, 2003: 15). Since the nature of problem fits it, a descriptive method with survey type was used in this study.

Research Community and Samples

The term "community" refers to "all the elements of the phenomenon that the researcher studies, or all individuals, persons, or objects that constitute the subject of the research problem" (Al-Saadawi & Al-Janabi, 2013, p. 30). Therefore, the research community is intentionally defined as the administrators and coaches of the sports clubs under the Ministry of Interior of Iraq, totaling (235) individuals, who are distributed across (6) clubs, representing a percentage of (100%). The research samples are divided as follows: 1. Pilot Test Sample for the Scale: The researcher selected a pilot test sample from Al-Hudood Sports Club through a random draw, consisting of (8) individuals, which represents (3.4%) of the research community, specifically the personnel (administrators and coaches) of the Ministry of Interior's sports clubs. 2. Scale Construction Sample: The sample for scale construction was chosen randomly by the researcher, comprising



(86) individuals, representing (36.5%) of the total community of the sports clubs under the Ministry of Interior, which consists of (6) clubs. 3. Final Application Sample for the Scale: The sample for the application of the study scales included personnel, specifically the administrators and coaches of the sports clubs under the Ministry of Interior, totaling (98) individuals, which accounts for (41.7%) distributed across (6) clubs.

Research tools and information collection methods

- Arabic and foreign sources
- Information network (Internet)
- Expert opinion survey form for determining the dimensions of competitive excellence
- Questionnaire form specifically designed to measure the components of competitive excellence
- Personal interviews.

Field Research Procedures

Defining the Concept of the Scale

The researcher has clearly and comprehensively defined the concept of the scale by identifying the subject of the phenomenon to be studied, which pertains to competitive excellence among administrators and coaches of sports clubs under the Iraqi Ministry of Interior.

Defining the Domains of the Scale

Subsequently, five domains for the competitive excellence scale were identified, which were incorporated into a specific questionnaire after providing a definition for each domain related to this variable. This was done to ensure clarity and understanding for the esteemed experts and specialists, allowing them to provide important feedback regarding the validity and composition of the scale or suggest modifications. Table 1 illustrates the results.

Table 1. *Percentage of Agreement Among Experts and Specialists on the Domains of the Competitive Excellence Scale*

No.	Domain	Experts' and Specialists' Opinions		Excluded	Percentage
		Agree	Disagree		
1	Strategic Planning	15	–		100%
2	Performance Evaluation	14	1		93%
3	Continuous Improvement and Administrative Development	14	1		93%



4	Investment of Human and Material Resources	15	–	100%
5	Creativity and Innovation	15	–	100%

Through the responses of experts and specialists, consensus was reached on all the aforementioned areas, resulting in the identification of five domains for this variable: strategic planning, performance evaluation, continuous improvement and administrative development, investment in human and material resources, and creativity and innovation. These domains were agreed upon by the experts and specialists and possess the capacity for formation, thereby yielding a 100% agreement rate among them.

Determination of Scale Items

The researcher formulated the initial version of the scale items, consisting of 36 items distributed across five dimensions of the scale. These items were presented to a group of experts for the purpose of evaluation and judgment regarding their formulation, validity for measuring competitive excellence, the domains included for measurement, and the positive direction of the statements. Additionally, the validity of the five-point Likert scale (Always, Often, Sometimes, Rarely, Never) was assessed. Items that achieved an acceptance rate of 80% and the observations provided by the experts on the questionnaire were accepted, resulting in the inclusion of all items related to competitive excellence.

Table 2. *Validity of the Items of the Competitive Excellence Scale*

First: Strategic Planning: Strategic planning is the administrative process through which priorities are identified, programs are developed, and policies are formulated to guide the club’s behavior and to utilize its various human and material resources to achieve its objectives.

No.	Item	Valid	Not Valid	Notes
1	The club administration clarifies goals and the future vision to employees.	15	0	100%
2	The club administration conducts training and educational courses to develop employees.	12	3	80%
3	The club administration ensures that its plans are clear and understandable to employees.	14	1	93%
4	The club administration identifies material resources and specialized personnel to supervise implementation.	14	1	93%



5	The club administration adheres to implementing plans according to the specified schedule.	15	0	100%
6	The club administration relies on accurate data and information when developing plans.	12	3	80%
7	The club administration ensures that all employees are informed of the club's mission from their first days.	13	2	86%
8	The club administration monitors the correct application of strategic tasks and plans to ensure achievement.	13	2	86%

Second: Performance Evaluation: Performance evaluation is the process by which employees' performance is assessed through critical reports to verify their ability to fulfill their duties and responsibilities within the club.

No.	Item	Valid	Not Valid	Notes
1	The club administration evaluates all employees objectively and fairly.	14	1	93%
2	The club administration evaluates employees based on their achieved outcomes.	12	3	80%
3	The club administration addresses weaknesses based on performance evaluation results.	14	1	93%
4	The club administration relies on experts and specialists in conducting performance reviews.	13	2	86%
5	The club administration uses a periodic evaluation form for its employees.	15	0	100%
6	The club administration encourages reciprocal evaluation among employees.	12	3	80%

Third: Research and Development: This refers to the club's conduct of periodic studies on its environment to identify needs and requirements in order to achieve excellence.

No.	Item	Valid	Not Valid	Notes
1	Employees are informed of their achievements compared with the objectives set by the administration to identify strengths and weaknesses.	15	0	100%
2	A specialized advisory unit exists within the club to assist in performance improvement.	12	3	80%
3	There is participation and exchange of views between senior management and employees to improve performance.	13	2	86%



4	The club administration supports continuous training and development programs for administrative and technical staff.	13	2	86%
5	The club administration allocates the necessary financial resources for research and development.	14	1	93%
6	The club coordinates with specialized academic institutions to enhance its achievements.	12	3	80%
7	The club administration periodically reviews its plans and achievements for improvement.	13	2	86%

Fourth: Investment of Human and Material Resources: Highly educated and skilled human resources represent a strategic dimension. Sports institutions should develop intellectual capital characterized by precision, modernity, and efficiency to distinguish themselves from competitors.

No.	Item	Valid	Not Valid	Notes
1	The club administration provides all material and moral resources needed for employees to achieve planned goals.	15	0	100%
2	The club administration constantly seeks to attract and employ highly qualified personnel.	12	3	80%
3	The club administration assigns administrative tasks based on employees' functional abilities (placing the right person in the right position).	13	2	86%
4	The club administration motivates employees through rewards and incentives.	14	1	93%
5	The club administration develops and maintains sports facilities.	15	0	100%
6	The club administration involves employees' opinions when planning and making decisions.	12	3	80%
7	The club administration grants financial rewards to employees and players upon achieving distinguished accomplishments.	13	2	86%
8	The club administration trains and develops employees through internal and external training programs and camps.	15	0	100%

Fifth: Creativity and Innovation: Creativity refers to something entirely new or the development of an existing product or process in a new and different way. It is a cognitive process based on a broad knowledge base.

No.	Item	Valid	Not Valid	Notes
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1	The club administration provides material and moral incentives for creative and innovative employees.	14	1	93%
2	The club administration develops new performance methods based on modern technology.	12	3	80%
3	The club administration ensures proper service delivery from the first step to avoid errors.	13	2	86%
4	The administration encourages creative employees capable of identifying and solving problems.	13	2	86%
5	The administration continually seeks ideas that help solve problems it faces.	14	1	93%
6	The administration attempts to move beyond traditional thinking when facing obstacles.	12	3	80%
7	The administration develops updated plans that allow it to compete with other clubs.	13	2	86%

Preparation of the Scale Instructions

In order to complete the scale's framework and apply it to the sample, which consists of administrators and trainers, the researcher relied on a five-point scale in formulating the items of the scale. The use of the Likert method is one of the common and established approaches in the construction of psychological scales, as noted by Al-Yasiri (2010, p. 163). This method resembles a multiple-choice format. The scoring was calculated through weights assigned in a positive direction, ranging from 1 to 5 according to the alternatives. The phrase "always" was assigned a weight of 5 points, "often" received a weight of 4 points, "sometimes" was given a weight of 3 points, "rarely" was assigned a weight of 2 points, and "never" received a weight of 1 point, with the reverse applied in the negative direction.

Preparation of Scale Instructions

Scientific Transactions of the Scale

A. The Discriminative Ability of the Competitive Distinction Scale:

The researcher employed the t-test to calculate the discrimination coefficient for each of the 36 items of the scale. The results indicated that the calculated significance level was less than



the established significance level (0.05). This implies that the calculated t-values were significant for all items except for item 19, which was not significant. Consequently, the scale comprises 35 items, as illustrated in Table 3.

Table 3. *The Discriminative Ability of the Competitive Excellence Scale*

Item	Group	Statistical Parameters		t-value	Error Level (Sig.)	Significance
		Mean (M)	SD			
1	Upper Group	2.043	1.260	2.104	0.041	
	Lower Group	3.304	1.184			
2	Upper Group	1.739	0.619	5.269	0.000	
	Lower Group	3.043	1.260			
3	Upper Group	1.782	0.850	5.571	0.000	
	Lower Group	3.086	1.378			
4	Upper Group	1.782	0.421	4.062	0.000	
	Lower Group	3.434	1.471			
5	Upper Group	2.260	0.963	2.702	0.010	
	Lower Group	3.260	1.321			
6	Upper Group	2.043	0.877	3.872	0.000	
	Lower Group	3.086	1.083			
7	Upper Group	2.173	0.716	4.767	0.000	
	Lower Group	3.521	0.994			
8	Upper Group	2.565	0.843	4.597	0.000	
	Lower Group	2.565	1.079			
9	Upper Group	1.826	0.650	4.773	0.000	
	Lower Group	3.217	1.166			
10	Upper Group	2.565	0.945	5.870	0.000	
	Lower Group	3.304	1.145			



11	Upper Group	2.391	0.891	2.819	0.007
	Lower Group	2.565	1.273		
12	Upper Group	2.173	0.576	2.798	0.008
	Lower Group	3.521	1.201		
13	Upper Group	2.173	0.777	4.363	0.000
	Lower Group	3.521	1.038		
14	Upper Group	2.000	0.904	5.543	0.006
	Lower Group	3.260	1.096		
15	Upper Group	2.217	0.671	6.051	0.000
	Lower Group	3.869	1.289		
16	Upper Group	1.695	1.019	3.920	0.000
	Lower Group	4.416	0.668		
17	Upper Group	2.043	1.260	3.215	0.002
	Lower Group	3.304	1.184		
18	Upper Group	1.739	0.619	2.862	0.006
	Lower Group	3.043	1.260		
19	Upper Group	1.782	0.850	0.565	0.575
	Lower Group	3.086	1.378		
20	Upper Group	1.782	0.421	8.237	0.000
	Lower Group	3.434	1.471		
21	Upper Group	2.260	0.963	4.026	0.000
	Lower Group	3.260	1.321		
22	Upper Group	2.043	0.877	3.439	0.001
	Lower Group	3.086	1.083		
23	Upper Group	2.173	0.716	5.616	0.000



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	Lower Group	3.521		0.994	
24	Upper Group	2.565	0.843	3.976	0.000
	Lower Group	2.565		1.079	
25	Upper Group	1.826	0.650	4.338	0.000
	Lower Group	3.217		1.166	
26	Upper Group	2.565	0.945	3.200	0.003
	Lower Group	3.304		1.145	
27	Upper Group	2.391	0.891	3.679	0.001
	Lower Group	2.565		1.273	
28	Upper Group	2.173	0.576	3.370	0.002
	Lower Group	3.521		1.201	
29	Upper Group	2.173	0.777	3.518	0.001
	Lower Group	3.521		1.038	
30	Upper Group	2.000	0.904	2.812	0.007
	Lower Group	3.260		1.096	
31	Upper Group	2.217	0.671	2.083	0.043
	Lower Group	3.869		1.289	
32	Upper Group	1.695	1.019	3.016	0.004
	Lower Group	4.416		0.668	
33	Upper Group	2.043	1.260	3.342	0.002
	Lower Group	3.304		1.184	
34	Upper Group	1.739	0.619	4.517	0.000
	Lower Group	3.043		1.260	
35	Upper Group	1.782	0.850	5.298	0.000
	Lower Group	3.086		1.378	



36	Upper Group	2.260	0.963	6.340	0.000
	Lower Group	3.260	1.321		

*: Degrees of Freedom (df): 54, Significance Level (α): 0.05

B. The internal consistency coefficient (the relationship between the item score and the total score):

was utilized by the researcher through the simple correlation coefficient between the scale score and the item score for the 35 items. All items demonstrated internal consistency, as the Pearson correlation coefficient for each item exceeded the tabulated correlation value at the significance level of 0.05, with the exception of item 27. Consequently, 35 items remain for measuring competitive excellence, and Table 4 presents the results of the internal consistency coefficient for the competitive excellence measure.

Table 4. Internal Consistency of the Competitive Excellence Scale

Item No.	Correlation Coefficient	Error Level	Item No.	Correlation Coefficient	Error Level
1	0.517	0.000	19	0.695	0.000
2	0.428	0.000	20	0.435	0.000
3	0.617	0.000	21	0.628	0.000
4	0.671	0.000	22	0.449	0.000
5	0.706	0.000	23	0.728	0.000
6	0.661	0.000	24	0.498	0.000
7	0.312	0.003	25	0.289	0.007
8	0.558	0.000	26	0.462	0.000
9	0.393	0.000	27	0.123	0.264
10	0.570	0.000	28	0.463	0.000
11	0.687	0.000	29	0.490	0.000
12	0.755	0.000	30	0.387	0.000
13	0.625	0.000	31	0.470	0.000
14	0.548	0.000	32	0.611	0.000
15	0.280	0.009	33	0.594	0.000
16	0.222	0.040	34	0.506	0.000
17	0.571	0.000	35	0.407	0.000

The researcher applied the competitive excellence scale to a sample from the research population using a random method. The researcher distributed the scale to a sample consisting of 100 individuals, represented by administrators and trainers from the research community. After sorting the results of the scale, the researcher discarded 2 questionnaires due to incomplete

responses, resulting in a main experimental sample of 98. The scale was distributed from Monday, March 20, 2023, to Thursday, March 23, 2024, and was statistically processed to extract the results.

Statistical Methods

The statistical data were processed using the software (SPSS).

Results

Table 5. *One-Sample t-test Results for Determining the Significance Level of the Competitive Excellence Scale among the Study Sample*

Rank	Domain	Score	Relative Importance	Mean	Median	Std. Deviation	Hypothetical Value	t-value	Sig.	Level
1	Strategic Planning	28.398	24.3%	3.549	28	5.944	24	7.324	0.000	Good
4	Performance Evaluation	20.510	17.6%	3.418	21	4.179	18	5.946	0.000	Good
5	Continuou s Improvement and Administrative Development	19.663	16.8%	3.277	21	4.421	18	3.724	0.000	Moderate
3	Human and Material Resources Utilization	22.734	19.5%	3.247	23	4.316	21	3.979	0.000	Moderate
2	Creativity and Innovation	25.153	21.5%	3.593	26	4.801	21	8.562	0.000	Good
Scale Total Score		116.450	---	3.425	118	19.881	102	7.200	0.000	Good

Discussion

It is evident from Table (5) that the competitive excellence scale is positioned at an average level, as the responses from the sample yielded a mean score of (116.45) with a standard deviation of (19.881), and a mean score of (3.425) against a hypothetical mean of (102). The calculated t-



value reached (7.200) within a significance level of (0.000), indicating the rejection of the null hypothesis in favor of the alternative hypothesis. This suggests that the mean of the axis significantly differs from the hypothetical mean, being higher than the hypothetical mean at a commendable level. Furthermore, the strategic planning axis ranked first among the domains of the competitive excellence scale, followed by the creativity and innovation axis in second place, the human and material resource investment domain in third place, the performance evaluation domain in fourth place, and the continuous improvement and administrative development domain in fifth place (Fadel & Kadem, 2021).

Strategic planning is one of the key factors for competitive excellence among employees and belonging to sports clubs, based on manager leadership that encourages self-awareness, awareness from others and awareness regarding surroundings. This management leadership is based on being capable of taking decisions that are informed and sustainable, interacting with the team, as well as fostering a positive context within which to work. According to Asma Abdul Rahim, leadership is " the process of influencing either directly and/or indirectly the activities of an organized group in relationship to pre-determined goals" (Abdul Rahim, 1995). Administrative leadership supports strategic planning and serves as a motivator to employees through the creation of healthy work environment and acknowledging those who make contribution to the mission. Also, creativity and innovation help to improve both individual and collective performance by assessing strengths and weaknesses and focusing on their development. (Costersen & Voege, 2011:9-10) Indeed, conscious leadership promotes innovation and creative thinking through listening to and uplifting new ideas which corroborates with the interactive theory that "innovation is a result of interaction between situations which invoke creativity or innovation and human skills able to interact with these situations. The function of leadership becomes the one that supports the group to realize its purposes by reacting opportunistically and mobilizing support in order to cope with particular problems related with the organization such as production, work patterns, or organizational climate" (Al-Qaryouti, 1997:142).

Moreover, the investment in human and material resources, effective communication with employees, listening to their problems, and providing appropriate solutions can enhance competitive excellence, foster teamwork, and develop team skills. Club management can build strong and effective teams and develop competitive strategies. Continuous improvement and administrative development necessitate that leadership is capable of formulating competitive strategies that enable the club to excel in sports competitions. Consequently, the results emerged in this manner and were logical.



Conclusions

- 1- The sports clubs in Iraqi Ministry of Interior have competitive excellence level to a good extent from employees point of views.
- 2- Sports clubs in the Iraqi Ministry of Interior have a good level of strategic planning in the competitive excellence vision from employees point-of-view.
- 3- The Iraqi ministry of the interior sports' clubs apply a role evaluation in competitive excellence context at an acceptable level according to its viewpoint for the employees.
- 4- All sports clubs affiliated the Iraqi Ministry of Interior have adopted an acceptable level of sustained improvement and administrative development in competitive excellence as perceived by employees.
- 5- The clubs of the Iraqi Ministry of Interior have a moderate investment in human and material resources as far as competitive excellence is concerned from the opinion of the employees.
- 6- The Iraqi Ministry of Interior sports clubs show a good degree of imagination and innovation within the context competitive excellence as seen by the staff.

Recommendations

1. It is essential to activate competitive excellence and emphasize its practical application within sports clubs and institutions, in order to achieve leadership and maintain a leading position among competing clubs.
2. The management of these Iraqi sports clubs must enhance the areas that received average ratings and work towards their development and growth.
3. The management of Iraqi sports clubs should engage their personnel in advanced developmental and educational courses, with the aim of elevating their competencies and professional skills, as well as keeping them informed about the latest advancements in the field of distinguished sports management.



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