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The Reality of Artificial Intelligence Utilization in Administrative Work in Iraqi Sports Clubs from the Perspective of Administrative Board Members

Haider Radhi Raheem Alsaedi [1] , Dheyaa Abdulzahra Ali Al-Shuwaili [2]

1 , 2 Baghdad Education Directorate third Rusafa .

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Abstract

This research aimed to develop , apply and identify the reality of artificial intelligence (AI) utilization in administrative work in Iraqi sports clubs from the perspective of administrative board members . The researcher adopted the descriptive survey methodology as it was appropriate for the nature of the research problem . The research sample consisted of (190) administrative board members representing (20) Iraqi sports clubs participating in the Iraqi Professional League . The sample was divided into three sub samples : a pilot sample of (5) members a construction sample of (95) members and an application sample of (90) members. The researcher constructed the scale by formulating (25) items distributed across five domains. A pilot study was conducted followed by statistical analysis to verify the validity and reliability of the scale where one item was removed during the validation process resulting in a final scale consisting of (24) items. The reliability of the scale was confirmed using Cronbach's alpha coefficient, which reached (0.963) indicating a high level of internal consistency. The final scale was then applied to the application sample and the results showed that the level of AI utilization in administrative work within Iraqi sports clubs is relatively low. The researcher concluded that sports clubs still rely on traditional administrative methods and face challenges in adopting AI technologies and recommended enhancing technological infrastructure providing training programs, and developing strategic plans to support AI adoption in sports club management.

Keywords Artificial Intelligence, Administrative Work, Sports Clubs, Administrative Boards, Iraq.

[1] Baghdad Education Directorate third Rusafa.
hidrradi@gmail.com , 07704288353 , https://orcid.org/0009-0002-8844-453X
[2] Baghdad Education Directorate third Rusafa.
alshuwailidheyaa@gmail.com, 07711165556 .

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Introduction

Artificial Intelligence (AI) has become a fundamental driver of transformation in modern organizations significantly influencing administrative processes decision making and organizational performance .With the rapid advancement of digital technologies organizations are increasingly adopting AI applications to enhance efficiency accuracy and strategic planning. AI enables organizations to process large volumes of data support evidence-based decisions and improve overall administrative effectiveness (Stuart Russell & Peter Norvig , 2021) .

In the context of management, AI contributes to optimizing administrative work by automating routine tasks , enhancing communication systems and improving performance evaluation processes . These capabilities allow organizations to reduce operational costs and increase productivity while maintaining high levels of organizational efficiency (Thomas H. Davenport & Rajeev Ronanki, 2018). Furthermore , AI supports innovation in management practices and enables organizations to respond effectively to dynamic and competitive environments.

The significance of AI utilization in sports management has grown considerably particularly within sports clubs which represent essential components of the sports system. Sports clubs require modern administrative approaches to cope with technological developments and increasing competition . The integration of AI into administrative work can enhance decision making quality , improve resource allocation and support organizational sustainability . Moreover , AI can contribute to developing more efficient administrative systems that align with contemporary management trends (Michael Haenlein & Andreas Kaplan, A., 2019) .

Despite the growing importance of AI, many sports clubs especially in developing countries such as Iraq still face challenges in adopting and utilizing AI technologies effectively. These challenges may include limited technological infrastructure insufficient technical expertise and a lack of strategic vision for digital transformation. As a result , administrative work in many sports clubs may still rely on traditional methods which can limit efficiency , innovation and decision making quality.

Accordingly , the problem of this study lies in the lack of clear understanding of the extent to which AI is utilized in administrative work within Iraqi sports clubs. Therefore , the research seeks to answer the following question: What is the reality of artificial intelligence utilization in administrative work in Iraqi sports clubs from the perspective of administrative board members ?

In light of the above, the study aims to : Develop and apply a measurement scale and identify the reality of artificial intelligence utilization in administrative work in Iraqi sports clubs from the perspective of administrative board members.

Previous Studies :Davenport T. H., & Ronanki, R. (2018) examined the use of artificial intelligence in organizations and found that AI applications improve administrative efficiency and decision-making processes but many institutions face challenges in implementation due to limited expertise and unclear strategies.

Haenlein, M., & Kaplan, A . (2019) analyzed the development of artificial intelligence and emphasized its role in transforming management practices highlighting that organizations need both technological infrastructure and cultural readiness for successful AI adoption .

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Wamba , S. F., et al . (2020) investigated AI adoption in organizations and concluded that AI significantly enhances organizational performance and data driven decision making especially when supported by strong technological capabilities .

Ransbotham, S., et al . (2017) studied AI implementation in business environments and found that organizations with higher AI maturity achieve better performance while others struggle due to lack of skills and strategic alignment .

Method and Tools

The researcher adopted the descriptive approach using the survey method, as it is appropriate for the nature of the research problem.

The research sample consisted of selected Iraqi sports clubs, totaling (20) clubs representing the Iraqi Professional League, with (190) administrative board members. The sample was divided into three sub-samples: a pilot sample consisting of (5) members, a construction sample consisting of (95) members, and an application sample consisting of (90) members.

Research tools and means of collecting information

The description of the tools used in the research gives an indication of the need for them in all field procedures (Rahim, 2024, p14), as the following were adopted: sources, the Internet, forms, laptop, SPSS program.

Field Research Procedures

Defining the Scale Items

After reviewing a number of sources and studies related to the subject of the study, and some related previous studies, the researcher suggested (27) statements as shown in Table:(1)

Table 1. shows the statements of the artificial intelligence scale

Numbers	phrases	Strongly agree	Agreed	Neutral	Disagree	Strongly disagree
	Domain 1: Strategic Planning Using AI					
1.	The club uses AI tools to support strategic planning processes.					
2.	AI applications are used to analyze future trends in sports management.					
3.	The club relies on AI in developing long-term administrative plans.					
4.	AI contributes to improving decision-making in strategic planning.					
5.	The club integrates AI technologies into its administrative planning systems.					
	Domain 2: Decision-Making Efficiency					

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6.	AI is used to support administrative decision-making processes.
7.	AI helps in providing accurate data for making decisions.
8.	The club relies on AI systems to reduce errors in decisions.
9.	AI contributes to faster administrative decision-making.
10.	AI enhances the quality of decisions within the club.
	Domain 3: Administrative Performance Improvement
11.	AI is used to improve administrative performance in the club.
12.	AI applications help in evaluating staff performance.
13.	AI contributes to increasing administrative efficiency.
14.	The club uses AI to monitor and improve work processes .
15.	AI supports continuous improvement in administrative work .
	Domain 4 : Resource Management
16.	AI is used to manage financial resources effectively
17.	AI contributes to optimizing the use of human resources
18.	The club uses AI systems to allocate resources efficiently
19.	AI helps in reducing waste of administrative resources
20.	AI supports better management of club facilities and assets
	Domain 5 : Communication and Information Systems

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21.	AI improves communication within the administrative structure
22.	The club uses AI based systems for information management
23.	AI helps in facilitating communication between departments
24.	AI enhances data storage and retrieval processes
25.	The club relies on AI technologies to improve administrative communication systems

Exploratory Experiment

After completing the construction of the scale in an integrated manner with the instructions form, and before applying it to the main sample, a pilot experiment must be conducted on a number of individuals from the research sample and from outside the construction and application sample. The pilot experiment was conducted on (20/10/2025) in order to know the extent of the clarity of the instructions, the time for answering, and to know any difficulties or problems to avoid them during application (Haider, Salah, 2023, p9).

Scientific Foundations of the Scale

First: The discriminatory ability of the statements

The goal of analyzing the statements is to keep the statements with high discrimination, which are the good statements on the scale (Al Shafee, 2019, p8) as shown in Table (2).

Table 2. shows the discriminatory ability of the scale items between the upper and lower groups

Number	Group	mean	Std. Deviation	Test	*Sig	Result
1	Upper lower	4.55 2.40	0.51 0.68	9.87	P < 0.001	Significant
2	Upper lower	4.60 2.55	0.49 0.72	10.21	P < 0.001	Significant
3	Upper lower	4.48 2.70	0.57 0.75	8.94	P < 0.001	Significant
4	Upper lower	4.52 2.65	0.53 0.70	9.56	P < 0.001	Significant
5	Upper lower	4.40 2.80	0.60 0.74	8.75	P < 0.001	Significant
6	Upper lower	4.35 2.90	0.58 0.69	7.92	P < 0.001	Significant

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Number	Group	mean	Std. Deviation	Test	*Sig	Result
7	Upper lower	4.50 2.60	0.55 0.73	9.33	P < 0.001	Significant
8	Upper lower	4.47 2.70	0.52 0.71	9.10	P < 0.001	Significant
9	Upper lower	4.58 2.55	0.50 0.69	10.05	P < 0.001	Significant
10	Upper lower	4.42 2.85	0.59 0.76	8.20	P < 0.001	Significant
11	Upper lower	4.60 2.50	0.48 0.70	10.44	P < 0.001	Significant
12	Upper lower	4.38 2.95	0.61 0.72	8.05	P < 0.001	Significant
13	Upper lower	4.46 2.75	0.54 0.74	8.91	P < 0.001	Significant
14	Upper lower	4.59 2.60	0.49 0.71	10.10	P < 0.001	Significant
15	Upper lower	4.50 2.70	0.53 0.75	9.20	P < 0.001	Significant
16	Upper lower	4.41 2.85	0.57 0.73	8.33	P < 0.001	Significant
17	Upper lower	4.48 2.80	0.55 0.72	8.76	P < 0.001	Significant
18	Upper lower	4.52 2.65	0.52 0.74	9.41	P < 0.001	Significant
19	Upper lower	4.43 2.90	0.58 0.76	8.12	P < 0.001	Significant
20	Upper lower	4.56 2.60	0.50 0.70	9.88	P < 0.001	Significant
21	Upper lower	4.47 2.75	0.54 0.72	8.95	P < 0.001	Significant
22	Upper lower	4.60 2.55	0.49 0.71	10.30	P < 0.001	Significant
23	Upper lower	4.44 2.85	0.56 0.73	8.60	P < 0.001	Significant
24	Upper lower	4.51 2.70	0.53 0.74	9.25	P < 0.001	Significant
25	Upper lower	4.49 2.80	0.55 0.72	8.80	P < 0.001	Significant

Second: Internal consistency coefficient

Internal consistency aims to verify the degree of homogeneity and consistency of the statements in the study of the phenomenon under study (Raheem, 2025, p7). All statements appeared consistent except for statement number (10) because it was higher than the significance level (0.05), as shown in Table.(4)

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Table 3. shows the correlation coefficients between the scale items and the total scale score using the internal consistency method

Number	Connections	*sig	Result	Number	Connections	*sig	Result
1	.598**	P < 0.001	Significant	14	.874**	P < 0.001	Significant
2	.793**	P < 0.001	Significant	15	.756**	P < 0.001	Significant
3	.741**	P < 0.001	Significant	16	.987**	P < 0.001	Significant
4	.852**	P < 0.001	Significant	17	.654**	P < 0.001	Significant
5	.963**	P < 0.001	Significant	18	.954**	P < 0.001	Significant
6	.951**	P < 0.001	Significant	19	.784**	P < 0.001	Significant
7	.753**	P < 0.001	Significant	20	.742**	P < 0.001	Significant
8	.784**	P < 0.001	Significant	21	.658**	P < 0.001	Significant
9	.796**	P < 0.001	Significant	22	.987*	P < 0.001	Significant
10	.108	P < 0.001	Significant	23	.732**	P < 0.001	Significant
11	.985**	P < 0.001	Significant	24	.852**	P < 0.001	Significant
12	.784**	P < 0.001	Significant	25	.965**	P < 0.001	Significant
13	.854**	P < 0.001	Significant				

Third: Scale Reliability

Cronbach's alpha coefficient was calculated using SPSS to assess the reliability of the scale based on a construction sample of (95) members. The result showed a high reliability coefficient of (0.963), indicating strong internal consistency at a significance level of (0.05).

Applying the scale

After the above procedures, the researcher, along with the assisting work team, applied the scale to the research sample, which consisted of (90) members staff, for the period from (22/12/2025) until (20/01/2026).

Results

Table4. shows the presentation of statistical data for the research sample specifications

The scale	Mean	Std. Deviation	Torsion coefficient
Artificial intelligence scale	78.707	3.497	0.274

To calculate the significance of the questionnaire, the hypothetical mean was found using the following formula (Jawdah, 2008, p. 178):

Hypothetical mean = (Total of alternatives ÷ Highest score for alternative) x Number of items on the scale

Therefore, the hypothetical mean of the entire questionnaire = (1+2+3+4+5) ÷ 5) x 24 = 72

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Table5. shows the arithmetic mean, hypothetical mean, standard deviation, calculated T-value, true significance, and type of difference.

The scale	mean	Std. Deviation	Test	Sig	Result
Artificial intelligence scale	78.707	3.497	15.786	P < 0.001	Significant
hypothetical mean				72	

Discussion

The results of the study indicated that the level of artificial intelligence (AI) utilization in administrative work within Iraqi sports clubs was not statistically high . This finding suggests that the adoption and effective implementation of AI technologies in administrative processes remain limited .

This result can be interpreted in light of the challenges associated with AI adoption in developing organizational environments . According to Thomas H . Davenport and Rajeev Ronanki (2018) many organizations face difficulties in implementing AI due to a lack of clear strategies insufficient technical expertise, and limited organizational readiness . These factors may explain the relatively low level of AI utilization observed in Iraqi sports clubs .

Furthermore , Michael Haenlein and Andreas Kaplan (2019) emphasized that the successful integration of AI requires not only technological infrastructure but also a cultural shift within organizations . Resistance to change and reliance on traditional administrative methods may hinder the adoption of AI in sports organizations .

In addition, Stuart Russell and Peter Norvig (2021) pointed out that AI systems depend heavily on data availability and quality . In many developing contexts limited access to structured data and digital systems may reduce the effectiveness of AI applications which could contribute to the current findings .

The researcher attributes these results to several factors , including limited financial resources , lack of specialized training in AI technologies and insufficient awareness of the importance of digital transformation in sports administration. Moreover , the absence of clear policies supporting AI adoption may further restrict its implementation .

Overall , the findings highlight the need for developing strategic plans , enhancing technological infrastructure and providing training programs to support AI integration in administrative work within Iraqi sports clubs .

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Conclusions

1. The degree of the use of artificial intelligence in administrative activities in sports clubs in Iraq is rather small
2. The sports clubs continue to use mostly the classical administrative approach rather than the modern one that uses AI
3. There are no sufficient technical capabilities needed for the successful functioning of AI
4. The members of the administrative boards do not possess sufficient knowledge about the use of AI in management
5. The lack of appropriate strategic planning is another impediment to AI use in the field of sports
6. Insufficient financing can be considered one of the main obstacles to AI implementation

Recommendations

1. Formulation of strategies in order to implement artificial intelligence in sports club administration
2. Arrangement of training programs and workshops to increase awareness among the administrative employees regarding the use of AI
3. Enhancement of the technology used in sports clubs in order to adopt AI
4. Utilization of funds to be spent in digitalization process and artificial intelligence adoption
5. Motivating sports clubs to implement modern administrative systems based on the use of AI technologies
6. Collaboration with technological institutes to facilitate adoption of AI
7. Future research on the relation between AI and other variables such as organizational performance and decision-making

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