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Developing a strategic alignment scale for volleyball clubs in Iraq

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Abstract

This research goals to improve and apply a scale for strategic alignment and to explain the current state of strategic alignment among administrative board members of clubs participating in the Iraqi Volleyball Premier League Researchers employed a descriptive survey methodology. The research sample was selected purposively from 90 administrative board members of clubs in the second phase of the Premier League, representing 60% of the clubs participating These clubs included North Refineries, South Gas, Erbil, Central Refineries, Nineveh, Peshmerga Al-Daghara, Al-Muqdadiyah, Al-Ahwar, and Haditha. Discriminatory power, consistency and skewness coefficients were then calculated as part of the scale's improvement The researchers concluded that some clubs indicate significant interest in strategic alignment due to its vital role in fostering a relatively stable and problem-free environment as evidenced by their adoption of the dimensions of strategic alignment.
Keywords: Strategic alignment, administrative board members, volleybal

Introduction

Modern sports management plays a vital and effective role in the success and prosperity of any organization The secret to an organization's success and progress relies on numerous surrounding variables as observed by Jihad and Taleb (2017, p. 157): "We observe that all sports organizations depend heavily on sports management built on scientific principles A country's progress in the sports field reflects the extent to which it ureses modern sports management in all its activities." Among the most prominent of these organizations are sports clubs characterized by high levels of competition. Their success or failure depends on the ability of their members to coordinate, integrate and understand each other in order to reacted quickly to changes and achieve desired goals It also depends on the ability of their members

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to reach and maintain a leading position among clubs and outperform their competitors particularly after the noticeable lower in volleyball clubs striving to establish their presence and achieve the excellence that distinguishes them. Hence the importance of this study lies in the importance of strategic alignment which plays a essential role in enabling clubs to coordinate and integrate their activities and work continuously review the organization in which they operate and coordinate with it by reconsidering its fundamental concepts. Its strengths and weaknesses, and what enables it to respond to environmental changes to explore and capitalize on opportunities as the speed of response to these changes facing clubs and the pursuit of excellence to maintain and develop its competitive position have become important.

Method and tools:

Methodology is "the sound scientific path that the researcher adopts to reach his desired goal that he set at the beginning of his research."

(Mohammed, K. (2024), pp. 782-797) The descriptive survey method was implemented because it connects with the research problem The research population was defined as all members of the administrative boards of sports clubs in the Iraqi Premier Volleyball League for the 2025-2026 sports season totaling (150) members distributed across (16) sports clubs. These clubs are: Peshmerga, Erbil, Al-Muqdadiyah, Al-Daghara, Al-Sina'a, North Refineries, South Gas, Al-Habaniyah, Haditha, Al-Kufa, Al-Nu'maniyah, Central Refineries, Nineveh, Al-Ahwar, Sulaf, and Hit. The research sample was chosen purposively from the second stage of the Premier League clubs, comprising (90) administrative board members of sports clubs in Iraq. These members are from the following clubs: North Refineries, South Gas, Erbil, Central Refineries, Nineveh, Peshmerga, Al-Daghara, Al-Muqdadiyah, and Al-Ahwar (modern) and at a rate of (60%) as shown in Table (1) as the reasons for the researchers' focus on this community and the adoption of field research procedures were as follows:

Table1.Presents the Research Population Based on the Members of the Administrative Boards of the Clubs Participating in the Premier Volleyball League During the 2025–2026 Sports Season

No	Club name	Number of Members per Club	Pilot Sample	Construction Sample	Main Application Sample
1	Musafi Al-Shamal	10	--	10	10
2	Ghaz Al-Janoub	10	--	10	10
3	Erbil	10	--	10	10
4	Musafi Al-wasat	10	--	10	10
5	Haditha	10	--	10	7
6	Al-Miqdadiya	7	--	10	7
7	Al-Ahwar	10	--	10	8

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8	Al-Daghara	8	10	--	10
9	Peshmerga	10	--	10	10
10	Nineveh	10	--	10	8
11	Hit	10	--	10	--
12	Al-Habbaniyah	10	--	10	--
13	Solaf	8	--	10	--
14	Al-Nu'maniyah	9	--	10	--
15	Al-Kufa	8	10	--	--
16	Al-Sina'a	10	--	10	--
	Total	150	20	130	90
	Percentage	%100	%13,33	86,66%	%60

Research samples:

Based on the requirements of the exploratory experiment and the application of the three measurement tools in this research the exploratory research sample include (20) members was chosen randomly and by lottery They represent the administrative body members of (Al-Daghara Club and Al-Kufa Club) Sports Club. Thus the percentage of the exploratory sample is (13.33%) of the research population. As for the sample for building the strategic alignment scale it is (130) members from the members of the Iraqi Premier League Volleyball Clubs, which number (16) clubs. Thus this sample demonstrate a percentage of (86.66%) of the total research population. As for the main experiment sample it included (90) members from the members of the Iraqi Premier League Volleyball Clubs by purposive method. They were chosen from the clubs of the second stage of the Premier League, which are (North Refineries, South Gas, Erbil, Central Refineries, Nineveh, Peshmerga, Al-Daghara Al-Muqdadiyah, Al-Ahwar, Haditha). Thus, this sample represents a percentage of (60%) of the total research population.

Defining the research variables:

Building a Strategic Alignment Scale: In order to arrive at a scale that meets the required scientific foundations from the first step of its construction until the completion of all requirements, the researchers carried out the scientific steps to build the scale after searching through the literature, sources, scientific references, and previous studies related to the strategic alignment scale, and seeking the opinions of some experts and specialists in order to reach the final version of the research procedures. Since the researchers did not find a previous study in the sports field that had addressed the topic of strategic alignment, the researchers decided to build a (strategic alignment) scale for the research sample, which is represented by the administrative body members in the Iraqi Premier League, as follows:

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Defining the purpose of building the strategic alignment scale: The purpose of building the scale for members of the administrative body in the Premier League is to measure this variable.

Defining the theoretical framework for building the strategic alignment scale: By presenting the theoretical framework of the research, the theoretical premises upon which the researchers relied in building the alignment scale were identified, as they provide a clear theoretical vision from which the researchers proceeded to verify the procedures for building the scale. Accordingly, the theoretical premises were identified through the researchers' reliance on the relevant theoretical literature in defining the two concepts of alignment.

Defining the Axes of the Strategic Alignment Scale: To construct any sound and objective scale, a process of preparation and prior planning is required, ensuring researchers have a clear understanding of the axes.

This necessitates adopting the principle of analysis into its fundamental elements, where each element represents a specific domain or reference framework for the scale. After reviewing numerous sources and scales related to strategic alignment, the researchers identified and proposed (6) axes for the Strategic Alignment Scale that can be applied in the sports field. These axes are: (Communication Alignment, Infrastructure Alignment, Skills Alignment, Leadership Alignment, External Environment Alignment, and Organizational Alignment). An open-ended question was also included, and the researchers developed a theoretical definition of the Strategic Alignment Scale, as well as a theoretical definition for each of the scale's axes using a questionnaire.

The scale axes were then presented to (15) experts and specialists in the fields of management, organization, testing, and measurement to determine the validity of the scale's main axes, as shown in Table (2).

Table2. presents the calculated Chi-square (χ^2) values for determining the validity of the dimensions of the Strategic Alignment Scale.

No	Dimensions	Number of Agreeing Experts	Number of Disagreeing Experts	Calculated Chi-Square Value (χ^2)	Significance
1	Communication Alignment	13	2	8,07	Significant
2	Infrastructure Alignment	13	2	8,07	Significant
3	Skills Alignment	14	1	11,27	Significant
4	Leadership Alignment	15	0	15	Significant
5	External Environment Alignment	15	0	15	Significant

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6	Organizational Alignment	7	8	0,06	Not Significant

The tabulated value of (χ^2) is (3.84) at a significance level of (0.05) and under a degree of freedom of (1).

Table (2) shows that the calculated chi-square (χ^2) value for five axes (communication alignment, infrastructure alignment, skills alignment, leadership alignment, external environment alignment and organizational alignment) was higher than its critical value of 3.84 at a significance level of 0.05 and one degree of freedom. Therefore these axes were accepted However the organizational alignment axis was refaced because its calculated chi-square value was less than its critical value of 3.84 at a significance level of 0.05 and one degree of freedom Thus it was excluded.

To identify the relative importance of each axis of the strategic alignment scale the researchers improved a questionnaire and presented it to a group of 15 experts and specialists. The relative importance of the axes was determined using a scale of 1 to 10 with 10 being the most important axis and 1 the least important accordingly the researchers calculated the relative importance of the strategic alignment axes and their percentages For them as represented in Table (3).

Table3. presents the relative importance and percentages of the five dimensions of the Strategic Alignment Scale.

No	Dimensions	Dimension Score	Relative Importance of the Dimension	Percentage of Relative Importance(%)	Ranking of the Dimensions
1	Communication Alignment	**150**	**%100**	**%22,12**	First
2	Infrastructure Alignment	**140**	**%92,33**	**%20,64**	**Second**
3	Skills Alignment	**138**	**% 92**	**%20,35**	**Third**
4	Leadership Alignment	**130**	**%86,66**	**%19,17**	**Fourth**
5	External Environment Alignment	**120**	**%80**	**%17,69**	**Fifth**

Preparing the Strategic Alignment Scale Items: After determining the axes of the Strategic Alignment Scale the researchers began preparing the scale items based on numerous studies, research, the theoretical framework, and the definition that addressed the perspective of the strategic alignment axes. In light of this the researchers designed a questionnaire for the Strategic Alignment Scale containing items for the five axes of the scale These items were distributed throughout the axes according to the relative importance of each axis and each item

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represents the axis in which it was placed according to the theoretical definition of the axis. Thus the researchers proposed (50) items for the Strategic Alignment Scale distributed across (5) axes according to their relative importance to the scale as shown in Tables (4).

Table4. shows the dimensions of the Strategic Alignment Scale and the number of items for each dimension.

Scale	Total Number of Items	No	Dimensions	Total Number of Items
Strategic alignment	50	1	Communication Alignment	11
		2	Infrastructure Alignment	10
		3	Skills Alignment	10
		4	Leadership Alignment	10
		5	External Environment Alignment	9

Determining the validity of the strategic alignment scale statements: The questionnaire was presented to a group of experts and specialists numbering (15) experts and specialists in order to determine the validity of the statements their content their belonging to the axes in which these statements are included, and their belonging to the scale as a whole with mentioning their observations and suggestions regarding keeping, modifying, combining or adding statements to the scale in general. After collecting the forms the researchers used the good fit law (Chi2) to identify the validity of the scale statements and Table (5) shows the validity of the strategic alignment scale statements.

Table5. presents the calculated Chi-square (χ^2) values for determining the validity of each item of the Strategic Alignment Scale.

No	Dimension	Item Number	Number of Items	Validity		Calculated Chi-Square Value (χ^2)	Level of Significance
				Agreeing Experts	Disagreeing Experts		
1	Communication Alignment	1,2,3,4	5	12	3	5,4	Significant
		11,5,6,10,7		14	1	11,27	Significant
		8		6	9	0,06	**Not significant**

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		9	1	6	9	0‹06	**Not significant**
		3,4,5	3	15	0	15	Significant
		6,7	2	15	0	15	Significant
2	Infrastructure Alignment	8,1	2	14	1	11,27	Significant
		2,9,10	3	5	10	1,67	**Not significant**
		7,3	2	13	2	8,07	Significant
		2,4,6	3	12	3	5,4	Significant
3	Skills Alignment	9,10	2	14	1	11,27	Significant
		1,5,8	3	5	10	1‹67	**Not significant**
		3,6	2	4	11	3,27	**Not significant**
4	Leadership Alignment	9	1	4	11	3‹27	**Not significant**
		2,7,8	3	15	0	15	Significant
		10,1,4,5	4	13	2	8,07	Significant
		1,2,6	3	15	0	15	Significant
		4	1	15	0	15	Significant
5	External Environment Alignment	7	1	14	1	11,27	Significant
		5,8,9,3	4	5	10	1,67	**Not significant**

The critical chi-square value (3.84) is at a significance level of (0.05) and under degrees of freedom (2-1=1).

Table (5) shows the calculated (Chi2) value to determine the validity of the strategic alignment scale statements. (15) statements were omitted because their calculated (Chi2) value was less than the tabulated (Chi2) value of (3.84) at a significance level of (0.05) and under a degree of freedom of (1) Thus the scale became composed of (35) statements allocated across axes.

Scale instructions: The scale instructions are as follows: -

A- Not writing the name on the form.

b) Answer all statements and do not leave any statement unanswered.

T- Read each statement carefully and thoroughly then select the appropriate answer.

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The statements are answered based on to five alternatives: (always, often, sometimes, rarely, never). The method of answering is to select the appropriate alternative from among the five alternatives by placing a mark (√) in front of the appropriate alternative.

H- Do not place more than one mark (√) or choose more than one alternative.

Linguistic review of the strategic alignment scale statements: -After the scale statements were designed in their initial form they were presented to an Arabic language specialist to ensure the correct formulation of the statements and to evaluate them linguistically The observations and modifications made by the specialist were taken into account and thus the scale statements are free of linguistic issues.

Determining the key to correcting statements: The researchers depended on the Likert method to correct the weights of the five alternatives which are: (always, often, sometimes, rarely, never), alternatives (always, often, sometimes, rarely, never) (1, 2, 3, 4, 5) respectively.

The pilot study of the strategic alignment scale:

After the initial version of the scale was improved the researchers carried out a pilot study of the (Strategic Alignment) scale This study was conducted with the assistance of the support team on a sample of (20) members showing the members of the Al-Daghara and Al-Kufa Club and within the research population on 11/15/2025 at the headquarters of the Al-Kufa and Al-Daghara Club. The purpose of conducting the pilot study was to determine the following:

1- Clarity of the scale's statements and instructions.

2- The time taken to answer the scale statements.

3- The capacity of the support team to assist researchers in the procedures for implementing the scale.

4- Avoiding and overcoming some challenges during the implementation of the scale.

It was verified that the scale with its instructions and statements was appropriate for the research sample, and thus the scale became ready for application.

Applying the scale to a construction sample:

The researchers employed the scale to a sample of (130) members of the building team whose clubs participate in the Iraqi Premier Volleyball League namely (Peshmerga, Erbil, Al-Muqdadiyah, Al-Sina'a, North Refineries, South Gas, Al-Habaniyah, Haditha, Al-Nu'maniyah, Central Refineries, Nineveh, Al-Ahwar, Sulaf, Heet) for the period from 11/20/2025 to 12/30/2025. After completing the final allocation of the forms and answering them the researchers tabulated the data of the building team members after collecting and arranging it in preparation for its statistical analysis and the scale was utilized with the help of the assisting work team.

Statistical analysis of the strategic alignment scale:

The researchers followed two methods in analyzing the items of the scale (strategic alignment), namely (discriminatory ability - internal consistency).

First: -The two extreme groups (discriminatory ability):

In order to acquire the discriminatory power of the scale items the answers of the construction sample for statistical analysis containing (130) members out of a total of (150) were tabulated into a table Then the method of two equal-numbered extreme groups was used, with (27%) in each group as the percentage (27%) is regarded as one of the preferred

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percentages to identify the strength of the item in distinguishing between the upper and lower groups Then the results of the scores of the two groups were processed using the (t-test) law for uncorrelated samples for each item of the scale as follows:

The discriminatory power of the strategic alignment scale:

A t-test was performed between the arithmetic means of the two extreme groups and the findings of shown in Table (7) were acquired.

Table7. presents the calculated (t) values for determining the discrimination coefficient of each item in the Strategic Alignment Scale applied to the construction sample.

Item Number	Group	Mean	Standard deviation	Calculated t-value	Significance sig	Significance
1	Upper Group Lower Group	4,077 3,181	0,877 0,847	3,897	0,000	Significant
2	Upper Group Lower Group	3,431 3,407	0,843 0,843	0,313	755,0	Not significant
3	Upper Group Lower Group	4,000 3,222	0,832 0,751	3,606	0,001	Significant
4	Upper Group Lower Group	4,037 3,578	0,758 0,965	2,180	0,034	Significant
5	Upper Group Lower Group	4,296 3,188	0,724 0,729	5,645	0,000	Significant
6	Upper Group Lower Group	3,929 3,222	0,926 0,697	1,826	0,074	Not significant
7	Upper Group Lower Group	4,185 3,151	0,833 0,891	4,572	000,0	Significant
8	Upper Group Lower Group	4,000 3,252	0,832 0,847	3,403	0,001	Significant
9	Upper Group Lower Group	4,000 2,925	0,784 0,868	4,891	0,000	Significant
10	Upper Group Lower Group	4,185 2,629	0,833 0,669	7,738	0,000	Significant
11	Upper Group Lower Group	4,148 2,814	0,863 0,735	6,403	0,000	Significant
12	Upper Group Lower Group	4,454 2,592	0,577 0,572	4,546	0,000	Significant
13	Upper Group Lower Group	4,158 2,851	0,863 0,818	5,661	0,000	م Significant
14	Upper Group Lower Group	4,181 2,888	0,800 0,840	5,609	0,000	Significant
15	Upper Group Lower Group	4,434 2,592	0,577 0,572	7,854	0,000	Significant
16	Upper Group	4,148	0,769	7,238	0,000	Significant

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	Lower Group	2,666	0,733			
17	Upper Group	3,888	0,974	2,202	0.032	Significant
	Lower Group	3,333	0,877			
18	Upper Group	3,747	0,913	2,515	0.015	Significant
	Lower Group	3,111	1,012			
19	Upper Group	3,878	0,847	0,923	0,360	Not significant
	Lower Group	3,666	0,919			
20	Upper Group	4,111	0,800	4,959	000,0	Significant
	Lower Group	2,963	0,897			
21	Upper Group	4,138	0,863	4,304	0,000	Significant
	Lower Group	2,814	0,735			
22	Upper Group	4,407	0,636	7,369	0,000	Significant
	Lower Group	2,925	0,828			
23	Upper Group	4,148	0,769	7,238	0,000	Significant
	Lower Group	2,656	0,733			
24	Upper Group	4,185	0,833	7,738	0,001	Significant
	Lower Group	2,629	0,629			
25	Upper Group	4,444	0,577	9,743	0,000	Significant
	Lower Group	2,542	0,572			
26	Upper Group	3,777	0,933	2,623	0,011	Significant
	Lower Group	3,074	1,035			
27	Upper Group	3,730	0,944	3,263	0,002	Significant
	Lower Group	2,000	0,974			
28	Upper Group	4,138	0,863	3,110	0,000	Significant
	Lower Group	2,814	0,735			
29	Upper Group	3,723	0,992	2,534	0,014	Significant
	Lower Group	3,037	0,939			
30	Upper Group	4,409	0,636	7,369	0,000	Significant
	Lower Group	2,925	0,828			
31	Upper Group	4,148	0,769	7,238	0,000	Significant
	Lower Group	2,000	0,733			
32	Upper Group	4,000	0,784	4,891	0,000	Significant
	Lower Group	2,925	0,828			
33	Upper Group	4,185	0,833	7,738	0,000	Significant
	Lower Group	2,659	0,629			
34	Upper Group	4,148	0,863	3,303	0,000	Significant
	Lower Group	2,814	0,735			
35	Upper Group	4,434	0,577	8,432	000,0	Significant
	Lower Group	2,592	0,572			

Significance level (0.05), degrees of freedom (n-2) = 68. The t-value is significant if the value of the degree of (significance error) ≤ (0.05).

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Table (7) shows the calculated (t) values and significance levels (sig) Most of the statements (≤) were at a significance level of (0.05) at a degree of freedom of (68) except for statements (19, 6, 2), which had an issue significance level greater than (0.05) This reveals that all statements on the scale are distinctive except for (3) statements (19, 6, 2) which are considered non-distinctive Thus the number of acceptable statements becomes (32).

Second: Internal Consistency:

The internal consistency coefficient of the scale was calculated to identify the correlation of statements with the total scale score as well as the correlation of statements with the score of the axis to which they be part of and the correlation of the axis with the total scale score To find this coefficient Pearson's simple correlation coefficient was used as follows:
Internal consistency of statements (the correlation of a statement with the score of the axis to which it belongs):

The correlation coefficient between the score of a statement and the score of the axis for all statements is significant cause the issue values for the correlation values are less than the significance level (0.05) As shown in Tables (8).

Table8. shows the correlation coefficient (r) between the score of each item and the score of the dimension to which it belongs in the Strategic Alignment Scale.

Dimension	Item Number	Correlation Coefficient Values	Standard error	Significance
Communication Alignment	1	0.591	0.000	Significant
	2	0.547	0.000	Significant
	3	0.582	0.000	Significant
	4	0.708	0.000	Significant
	5	0.434	0.000	Significant
	6	0.536	0.000	Significant
	7	0.603	0.000	Significant
	8	0.801	0.000	Significant
	9	0.640	0.000	Significant
Infrastructure Alignment	10	0.787	0.000	Significant
	11	0.752	0.000	Significant
	12	0.650	0.000	Significant
	13	0.787	0.000	Significant
	14	0.642	0.000	Significant
	15	0.366	0.000	Significant
Skills Alignment	16	0.283	0.004	Significant
	17	0.675	0.000	Significant
	18	0.655	0.000	Significant
	19	0.629	0.000	Significant

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	20	0.713	0.000	Significant
	21	0.658	0.000	Significant
	22	0.671	0.000	Significant
	23	0.447	0.000	Significant
Leadership Alignment	24	0.505	0.000	Significant
	25	0.576	0.000	Significant
	26	0.415	0.000	Significant
	27	0.694	0.000	Significant
	28	0.710	0.000	Significant
External Environment Alignment	29	0.646	0.000	Significant
	30	0.715	0.000	Significant
	31	0.660	0.000	Significant
	32	0.836	0.000	Significant

Significance level (0.05) Degrees of freedom (n-2) = 128 Value of (r) is significant if the value of the degree (significance of error) ≤ (0.05)

Internal consistency of statements (the relationship of the statement to the total score of the scale):

Based on the responses of the sample members (the constructor sample) which numbered (130) members, and this is achieved through the use of the simple correlation coefficient as shown in Tables (9).

Table9. shows the values of the calculated correlation coefficients (t) between the score of each item and the total score of the Strategic Alignment Scale.

Item Number	**Significance of Correlation**	**Error Level Sig**	**Significance of Correlation**	Item Number	**Significance of Correlation**	**Error Level Sig Sig)(**	**Significance of Correlation**
1	**0.466**	**0,000**	**Significant**	**17**	**0.558**	**0,000**	**Significant**
2	**0.290**	**0,003**	**Significant**	**18**	**0.680**	**0,000**	**Significant**
3	**0.241**	**0,016**	**Significant**	**19**	**0.634**	**0,000**	**Significant**
4	**0.501**	**0,000**	**Significant**	**20**	**0.689**	**0,000**	**Significant**
5	**0.530**	**0,000**	**Significant**	**21**	**0.702**	**0,000**	**Significant**
6	**0.352**	**0,000**	**Significant**	**22**	**0.815**	**0,000**	**Significant**
7	**0.559**	**0,000**	**Significant**	**23**	**0.155**	**0,124**	**Not Significant**
8	**0.702**	**0,000**	**Significant**	**24**	**.0247**	**0,013**	**Significant**
9	**0.680**	**0,000**	**Significant**	**25**	**0.680**	**0,000**	**Significant**
10	**0.815**	**0,000**	**Significant**	**26**	**0.298**	**0,003**	**Significant**
11	**0.585**	**0,000**	**Significant**	**27**	**0.634**	**0,000**	**Significant**
12	**0.509**	**0,000**	**Significant**	**28**	**0.689**	**0,000**	**Significant**
13	**0.815**	**0,000**	**Significant**	**29**	**0.559**	**0,000**	**Significant**
14	**0.689**	**0,000**	**Significant**	**30**	**0.702**	**0,000**	**Significant**

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15	**0.272**	**0,010**	**Significant**	**31**	**0.680**	**0,000**	**Significant**
16	**0.128**	**0,205**	**Not Significant**	**32**	**0.815**	**0,000**	**Significant**

Significance level (0.05) Degrees of freedom (n-2) = 98 The value of (r) is significant if the value of the degree (significance of error) ≤ (0.05)

Table (9) shows that the correlation coefficients between the scores of the scale items and the total scale score were less than the significance level of (0.05) demonstrating that they met the scientific conditions for accepting correlations in internal consistency with the exception of items (16) and (23) Item (16) from the third domain (Skills) and item (23) from the fourth domain (Leadership) had values greater than the significance level of (0.05) and therefore they were excluded. Thus the scale now contains (30) items.

Internal consistency of the axes (the relationship between the axis and the total scale score) This means that the axis measures the same perspective as the total scale score based on the responses of the sample members (the construct sample) which numbered (130) members The correlation coefficient between the axis score and the total scale score for all axes was significant because the error level values for the correlation values were less than the significance level of (0.05) as shown in Table (10).

Table10. shows the results of the correlation coefficient between the scores of the dimensions of the Strategic Alignment Scale and the overall score of the scale.

No	Dimension	Number of Items	Correlation Coefficient	Error Level sig)(	Significance of Correlation
1	Communication Alignment	**7**	**0,706**	**0,000**	**Significant**
2	Infrastructure Alignment	**7**	**0,945**	**0,000**	**Significant**
3	**Leadership Alignment**	**6**	**0,915**	**0,000**	**Significant**
4	**Leadership Alignment**	**5**	**0,921**	**0,000**	**Significant**
5	**External Environment Alignment**	**5**	**0,968**	**0,000**	**Significant**

Significance level (0.05) Degrees of freedom (n-2) = 128 Value of (r) is significant if the value of the degree (significance of error) ≤ (0.05)

The Scientific Foundations of the Strategic Alignment Scale:

A. Scale Validity: - Validity is one of the crucial scientific foundations of any test or scale It refers to "the validity or correctness of the test, i.e whether it actually measures the function for which it is planned without measuring any other function alongside it" (Mustafa et al., 2006, p. 111) as follows: -

First: - Content Validity: - The researchers sought to reach this type of validity by presenting the scale items and their respective answer choices to a group of experts and specialists mentioned previously to determine their validity The results in Table (5) show that the experts agreed on the scale items.

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Second: -Construct Validity: -This type of validity for the scale was verified through statistical analysis using the two-groups method (discriminatory ability), as shown in the results of Table (7), in addition to extracting the values of the internal consistency coefficient as shown in the results of Tables (8, 9, 10).

B- Scale Reliability: -

There are mutable methods by which the reliability coefficient can be extracted and the researchers select two methods:

First: The split-half method:

To extract reliability the researchers used the data acquired from the construct sample which consisted of (130) members. The (strategic alignment) statements were (30) consecutively Then the statements were separated into two sections: statements with even numbers and statements with unusual numbers The researchers used the simple correlation coefficient to determine the correlation relationship The value of the correlation coefficient for the strategic coordimation scale was (0.902) However this value represents the reliability coefficient of the half of the test so the value of the reliability coefficient for the test as a whole must be corrected Therefore the reliability coefficient value for half of the strategic alignment scale was modified using the Spearman-Brown equation and it was found that the scale has high reliability as shown in Table (11):

Table11. shows the reliability coefficient of the Strategic Alignment Scale using the split-half method.

No	Scale	Pearson Correlation Coefficient	Spearman–Brown Formula	significance
1	Strategic alignment	0.902	0.860	Significant

Second: Cronbach's Alpha Equation:

Reliability was determined by applying Cronbach's alpha equation to the (130) members of the construction sample using the SPSS statistical package The results presented a high reliability coefficient for the scale as shown in Table (12).

Table. shows the Reliability of the Scale Using Cronbach's Alpha Coefficient

No	Scale	Cronbach's Alpha	significance
1	Strategic alignment	0.930	Significant

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Final Description of the Strategic Alignment Scale:

After completing all the procedures for constructing the strategic consistency scale the scale was finalized It consisted of (30) statements distributed across five axes and (30) statements (see Appendix 1). The highest possible score was (150) while the lowest possible score was (30). Therefore the hypothetical mean of the scale was (90).

Applying the Scale to the Main Sample:

After completing all the requirements for improving the strategic alignment scale and ensuring its readiness the researchers, with the support team implemented the scale to a sample of (90) members of the administrative boards of the clubs participating in the second phase of the Iraqi Premier Volleyball League. These clubs were: North Refineries, South Gas, Erbil, Central Refineries, Nineveh, Peshmerga, Al-Daghara, Al-Muqdadiya, Al-Ahwar and Haditha. The application date was from January 3, 2026, to February 3, 2026 (90) valid scale forms were received. After analyzing the responses of the research sample the data were collected on a special form assigning each member of the sample a score on the scale The findings were then compiled by the researchers.

Statistical Methods Used in the Research: The researchers used the SPSS statistical package to extract the results of the current research consisting the following:

Results

The researchers demonstrate the results of the strategic alignment scale for volleyball sports clubs in Iraq. They present the statistical description of the results of the strategic alignment scale the values of the arithmetic mean standard deviation and skewness coefficient in order to assess the distribution of the application sample.

Table13. shows the normal distribution of the research sample on the Strategic Alignment Scale is presented.

Scale	Mean	Standard deviation	Skewness Coefficient
Strategic alignment	126‹61	8‹68	0‹91

Table 14. shows the arithmetic means, standard deviations, calculated one-sample t-test values and hypothetical means of the Strategic Alignment Scale.

No	Strategic Alignment Scale	Number of Items	Mean	Standard deviation	Hypothetical Mean	One-Sample t-Test Value	Level of Error	Statistical Significance
1	Strategic alignment	30	126‹61	8‹68	90	40‹00	0,001	**Significant**
Significant at(0,05) ≥								

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Discussion

Discussion of the findings of strategic alignment among volleyball sports clubs in Iraq. The research sample for the strategic alignment scale showed that the research sample achieved arithmetic means higher than the hypothetical means and the issue level for the calculated t-value was less than the significance level of 0.05

The researchers characteristic this to the fact that the levels of strategic alignment in its different dimensions (communication alignment, infrastructure alignment, skills alignment, leadership alignment and external environment alignment) were high This demonstrates that the members of the organization possess a good degree of awareness and administrative experience that enables them to achieve a high degree of compatibility and integration among the components of administrative work This is verified by Abdul Karim (2016, pp. 45–67), who stated that "strategic alignment contributes significantly to lowering the efficiency of organizational performance by achieving harmony between human resources, infrastructure, leadership, and communication within the organization." The study also showed that the administrative leaders' possession of experience and knowledge enhances their ability to reach this alignment effectively. These results are consistent with what Abdul Ghani's study in the sports field established: that effective and sound communication is one of the most vital factors that plays essential role in achieving team cohesion, and through it organization can be achieved. Activity, regardless of its type, consequently impacts the results of sports teams which matches with the high scores in communication and leadership alignment in the current study. (Abdul Ghani, S., & Youssef, A. 2019, p. 110).

Thus it becomes clear that the results of the present study are consistent with what has been confirmed in Arabic literature The high levels of strategic alignment among the sample members indicate their possession of integrated administrative abilities that contribute to achieving harmony among the various elements of the organization This positively impacts administrative and athletic performance.

This is confirmed by Aziz's study: "Members of the administrative bodies of sports clubs often seek to adopt evaluation standards that improive the effectiveness of their work as a basis for success.

Their work is not without challenges, difficulties and advantages, which necessitates reviewing and monitoring it to improve their performance at the need level.

The focus on administrative ideas to search for ways to find practical solutions in improving administrative and technical work in the sports field creates a acceptable environment for providing alternatives to address the weakness of measurement continuously" (Aziz, N., & Hamad, T. (2019), p. 244). "Likewise members of the club's administrative body possess the ability to organize the flow of information clearly and consistently with the club's general objectives which decrease instances of contradiction and misunderstanding The

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positive research results indicate the availability of supportive capabilities and systems that This aligns with the requirements of administrative and sporting work enhancing the efficiency of institutional performance.

The findings also demonstrate that members of administrative bodies possess skills and experience relevant to their assigned tasks, contributing to the efficient achievement of objectives. Furthermore, the positive results reflect the presence of capable administrative leaders who can guide work and unify efforts within a clear strategic vision. Additionally, the clubs demonstrate their ability to adapt to external changes and interact with their surrounding environment in a way that serves their goals whether these changes are social, economic or sporting.

Therefore, it can be said that the high strategic alignment scores according to the integrated expertise of administrative body members in these areas which has positively affected their responses This may also be attributed to the accumulation of administrative experience and continuous engagement with sporting work which has contributed to strengthening their capacity to achieve harmony and synergy in all assigned tasks.

Conclusions

1- It has become clear that some clubs are showing great interest in strategic alignment due to its significant importance in creating a relatively stable and problem-free environment as they use the dimensions specific to strategic alignment.

2- Researchers found that some clubs are keen to carry out periodic evaluations of their irrigation staff and document them with the aim of achieving superiority over other clubs.

3- The modern work environment requires effective leaders who are able to support and assist others.

Recommendations

1- Clubs must be continuously keen to follow modern management methods and strategies.

2- The researchers suggest the need to pay attention to the club's infrastructure using the latest methods and means for the purpose of creating excitement and ease for the members of the body in order to bring out the best of their skills to serve the club.

3- Researchers recommend improving the club's administrative skills by involving them in courses that encourage teamwork which adds more enjoyment to the work than individual work.

4- Clubs that want to generate a harmonious working environment should provide means for interaction among their members.

5- Creating a work environment that connect with the specializations of the employees to increase their enthusiasm and performance satisfaction and to develop their sense of belonging to their clubs.

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