



# A Proposed Model of Professional Development for Enhancing Managerial Levels in Sports Institutions

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Abstract
<p><b>Objectives.</b> Management now is a linchpin and an essential process as pan administrative institutions and personnel attempt to reach their goals in economic, social, military, educational and governmental spheres. It is a means of satisfying the requirements of collectivity and self, as well as endowing human endeavor with the efficacy to create social advance and human welfare. These endeavors are based on the legal doctrine, scientific knowledge and accumulated administrative practice. Consistent with this approach, the purpose of our study is to enhance sport club staff’s administrative skills. This is achieved through identification of objectives and significance of the administrative training, analysis of training requirements, development of appropriate training programs model, and application model developed to the personnel that work with sports population.</p> <p><b>Materials and Methods.</b> To achieve these objectives, descriptive survey design was used in this study. The sample of the study consisted of 120 administrators at three sports clubs (Maysan Sports Club, Tigris Sports Club and Maysan Oil Sports Club). Equal number of (40) administrators sample were drawn from the sports activity departments in each club, so that the groups when compared would be effectively balanced and representative.</p> <p><b>Results.</b> The findings of the study indicated that well-conceptualized administrative training programmers exert a positive impact on overall organizational performance, efficiency and effectiveness. In addition, these initiatives help to develop leadership and maintain a culture of creativity and innovation within the workforce.</p> <p><b>Conclusion</b> According to the findings of this study, administrative training is effective in promoting sports club staff performance. By tailoring human resource capacity to the needs of an organization, such programs contribute in turning our sports organizations into stronger institutions and in driving sustainable development..</p>
<p><b>Keywords :</b> Professional Development, Managerial Levels, Sports Institutions, Organizational Enhancement.</p>

## Introduction

Management has become a cornerstone and a fundamental process on which administrative bodies and personnel rely to achieve their goals in various economic, social, military, educational, and governmental activities. It aims to satisfy both collective and individual needs and to enhance human efforts with the necessary effectiveness to drive social progress and promote human well-being. This is accomplished through a foundation of legal pillars, scientific principles, and accumulated experiences in administrative work.

Human Resources Development is one of the integral components of overall development and its sustainability, as it plays a pivotal role in improving skills encouraging capacity building and professionalizing scientific, technical and other human competencies. This is essential to address the requirements of growth and labour market demand (Umamaheswari, 2024).

Worldwide human resources have become a center of attention because they are the most important assets of development. All countries are oriented towards human development programs based on scientific bases and for the most advantageous using and bringing of capacities in compliance with national interests, not allowing to applicable performance a mass use along with efforts of temporary up-training (Sapozhenkova et al., 2024). The focus on human resources is very important because people are key players in the competitiveness of companies. Human resources are the reason a product or service is successful, because they pick qualified, creative workers and trainees who perform their work at a high level. They also prepare them in order to facilitate access to contemporary technology and enable them to face new challenges of their field (Umamaheswari, 2024).

In recent years there has been a clear change in the way that administrator preparation programs have been conducted, including the movement towards competency-based models. Such curriculum focus on the acquisition of administrative competencies that are relevant to practical administrators work (Ramadhan et al., 2023). But professional competence, in particular in sports management, has yet to generate such enthusiasm in the Arab world. Adequacy However, despite being extensively used in developed nations, the concept of adequacy in sports management is still a developing one and remains without an agreed definition. This ambiguity frequently results in researchers necessitating operational definitions that are relative to the aims of a particular study. In sports, the concept of adequacy is multifaceted because schooling should be comprehensive in that it should cover the different faces of education (Bloomfield, 2024).

Moreover, various terms such as "skills," "competencies," "efficiencies," and "effectiveness" are frequently used to describe the ability of a sports administrator to perform professional tasks. Despite differences in terminology, they all refer to the qualities that the organization towards achieving its goals. An administrator's ability to persuade others and unify a group around a common purpose depends largely on their personality and administrative qualities. As societies evolve, so too do the responsibilities and demands placed on administrators, particularly in increasingly complex and fast-paced environments (Schwiter et al., 2021).

The continuous training for managing sports activity in Egyptian Sports Clubs is essential to achieve effectiveness and success. Due to the accelerated pace of social, economic and educational development, as well as future challenges, it is necessary for managers to be highly trained and retrained. But sports management researchers have observed that the club's sports activity managers lack a clear idea about their administrative functions, like planning, organization and programming. Frequently the positions are not well defined, or they are not specified and administrators think in traditional/regular rather than new ideas and efficient ones.

In the light of these hurdles, this study focuses primarily on the administrative literacy of employees in sports clubs via: 1) Exploring goals and significance of administrative training of sports institution's employees, 2) Analyzation of administrators' need for training programs in sports institutions. 3)Planning the administrative training program for sports institution employees, and 4)Carrying out research of the proposed administration model for sports institution employees.

**Materials and Methods**

**Study Participants.**

The study involved 120 administrators from the sports activity department of three sports clubs: Maysan Sports Club, Dijla Sports Club, and Maysan Oil Sports Club. Each club was represented by 40 administrators, totaling 120 participants selected as the research sample.

**Study organization.**

This study was organized according to a questionnaire designed by the researcher, as an instrument collect data on professional preparation needed to upgrade administrative staff in sports institutions. During the construction of the questionnaire, the researcher used a theoretical survey about studies and theories in this field, as well as through international sports research and discussions with administrators in a group (, Tigris) Maysan Oil to identify training needs of sports activity managers who work to improve their performance administrative. After construction of the questionnaire (41 clauses and 4 axes), a group of 7 expert on sport management analyzed this questionnaire to guarantee that he was sufficiently relevant :It means, an equation between themes and clauses. An exploratory pre-study regarding clarity and appropriateness of the formulation of the 40 administrators was carried out among respondents outside of our main sample.

**Statistical analysis.**

For statistical analysis, the researcher employed several methods to test the internal consistency and reliability of the questionnaire. The Pearson correlation coefficient was used

to measure the correlation between the phrases and the total score for each axis, as well as between the axes of the questionnaire. Cronbach's Alpha coefficient was also employed to assess the internal consistency of each axis of the questionnaire, and high reliability values were obtained for this analysis, varying from 0.968 to 0.993. Both descriptive and inferential statistical procedures were also used, such as percentages, the mean with standard deviation and one-way ANOVA. All these statistical methods were empirical to guarantee the validity and reliability of findings.

Results

In order to achieve the research objective and in response to the questions raised, and within the limits of the research sample and the method used, the researcher presents his findings classified as follows:

Presentation and discussion of statistical semantics of the objectives of management training for employees of sports institutions:

**Table 1.** Statistical semantics of the goals of managerial training of employees of sports institutions (N=120)

Phrases	Mean	Standard deviation	Percentage ratio	The level
Providing employees with the required expertise to keep abreast of continuous scientific developments	2.625	0.723	87.50	Elevated
Eliminating a lot of administrative obstacles	2.758	0.622	91.94	Elevated
Development and development of knowledge, information and behavior of individuals and their increase.	2.225	0.614	74.17	Average
Raising the efficiency and effectiveness of the organization by achieving its set goals	2.742	0.601	91.39	Elevated
Providing employees with the required expertise to keep abreast of continuous scientific developments	2.625	0.662	87.50	Elevated
Make employees qualified and able to use modern management concepts	2.600	0.703	86.67	Elevated
Developing and developing leadership skills and encouraging the spirit of creativity of trainees	2.575	0.741	85.83	Elevated
Improving of supervision of administrative work within	2.575	0.741	85.83	Elevated

Enterprises				
Achieve a high level of efficiency and productivity at work.				
	2.683	0.661	89.44	Elevated
Improve and develop job-related management information				
	1.892	0.547	63.06	Average
The ability to use scientific methods in decision-making				
	2.575	0.741	85.83	Elevated
The ability to solve problems in a scientific way				
	2.583	0.729	86.11	Elevated
2.538	0.582	84.61	Elevated	

It can be deduced that the general level of the statements on objectives of managers training in sport activity managing in sport clubs is at high level by 84.61% percent. Two of the overall items were rated as medium level (percentages of total ranged from 63.06% to 74.17%), and others were rated high level (percentages of total ranged from 85.83% to 91.94%).

This may be due to the fact that training objectives for sport activity managers in management are very high, so they play an important part in improving knowledge and skills with respect to managing duties. Training provides also the minimum skills necessary for staff to deal with new administrative and emerging developments, brings more relationship in the managerial supervisory process as well as keeps workers abreast with ongoing science improvement. It also enhances leadership capabilities, leads to creativity and innovation of the trainees which in turn contribute a high level of productivity at the work place (Kooli & Abadli, 2022).

These results are consistent with the findings of a Melnyk (2021) study, which focused on an educational training program for referees at Soccer Federation. The system is proved to improve the referee system and does act as a full material reference to organize games in fair and organized way. It also included the construction of an organized plan for (Melnyk et al., 2021): referee management.

In response to this is the first research question—what are the goals for a manager training in Sports Activity Management at sport institutions. The topic now moves on to the statistical significance of job training requirements for sports activity managers in these schools.

**Table 2.** Statistical semantics of the training needs of sports activity managers in sports institutions (N=120)

Phrases	Mean	standard deviation	Percentage ratio	The level
The art of dealing with bosses and colleagues at work	2.425	0.857	80.83	Elevated
Organization and preparation of records related to sports activity in the Sports Club	2.608	0.737	86.94	Elevated
Legislation and administrative decisions related to sports activity	2.450	0.839	81.67	Elevated
Supervising the organization and preparation of records in the Sports Club	2.533	0.755	84.44	Elevated
Administrative updates related to sports activity	2.492	0.789	83.06	Elevated
Preparation of Sports Activity Plans at the activity level	2.692	0.658	89.72	Elevated
The skill of effective communication with administrative levels	2.717	0.651	90.56	Elevated
Analysis of the job description form	2	0.467	66.67	Average
Analysis of job requirements and new innovations at work	2.550	0.776	85.00	Elevated
Performance appraisal results	2.542	0.787	84.72	Elevated
2.501	0.658	83.36	<b>Elevated</b>	

As directly known from Table(2), above half of the statements on sports activity managers training needs in sports clubs is agreed with a percent 83,36. Of these, one statement was graded as intermediate (percentage- 66.67%) and the remaining nine statements were of high level (80.83% to 90.56%).

This high level could perhaps be about the fundamental function of training programs for sports activity managers to diagnose particular developmental needs. Such schemes want to improve their supervisory skills which includes effective communication in different levels of management inside the football club: senior, middle level and executive management. Moreover, this training concentrates on developing the manager's skill to plan and budget various sport activities. They also cover methods to manage and file administrative documents pertaining to sports activities like athlete performance records and activity reports. Moreover, managerial education fosters the acquisition of interpersonal and professional skills required to work well with superiors and co-workers in workplace (Nuriddinov, 2023).

These results support the work of Storm (2021), who emphasized the potential role of administrative training programs to help meet the needs of PE teachers and mentors. As per his research, these programs are intended to be in line with the scientific trends in sports management and are instrumental not only in assessing teachers upgrade of quality education but also to assess the improvement quality of teaching process. The research also highlighted the need of a governing body that would plan and implement such training activities for educators/mentors in sport education (Storm et al., 2021).

"It is in this perspective that the second research question—what are the training needs of sports institutions managers and staff—as emerged has been successfully answered. Presentation and discussion of statistical semantics applied to the design of training programs:

**Table 3.** Statistical semantics of the design of training programs (N=120)

Phrases	Mean	Standard deviation	Percentage ratio	The level
Professors from the faculties of physical education	2.617	0.676	87.22	Elevated
Experts in the fields related to the management of sports institutions	2.533	0.755	84.44	Elevated
Human resources training department at the club	2.525	0.756	84.17	Elevated
An administrative body responsible for planning training programs for the management of sports activities	2.517	0.756	83.89	Elevated
Specialized training ma for the administrative development of sports activity in sports clubs	2.575	0.752	85.83	Elevated
Modern in the field of sports management and management of sports institutions	2.583	0.751	86.11	Elevated
The training content connects the presented training material and practical reality	2.525	0.756	84.17	Elevated
Training content enhances cognitive and managerial needs	1.900	0.492	63.33	Average
Lecture style	2.025	0.614	67.50	Average



Discussion style	2.542	0.787	84.72	Elevated
Seminars	2.583	0.729	86.11	Elevated
Conferences	2.600	0.703	86.67	Elevated
Workshops	2.608	0.690	86.94	Elevated
2.472	0.676	82.39	Elevated	

The general score of the responses about training programs design is high with a total percentage of (82.39%) as shown in Table (3). In the data, two beliefs were considered medium ranged statements, percentage between 63.33 to 67.5 and eleven were high ranged between 83.89 – 87.22 percent belief level

However, its high ranking could be due to the worth it adds to administrative effectiveness of managers of sports activities. What makes these initiatives so effective is that they are orchestrated by HRM (Human Resources Management) professionals – usually internal to the company and intimately acquainted with employees’ work habits. These 'gurus' are the ones in charge of creating the actual content and pinpointing exactly what it is admin people are potentially looking for. Furthermore, the government authorities for training planning should also take trainee diversity into account when planning and to make a full use of the program (Chen et al., 2021).

These results support those reported by Mahmoud (2025), whose research emphasizes the relevance of management training in human resource development of sports organizations. According to Mahmoud and et. al, one of the most critical steps in the learning process is finding out which ways best facilitate human resource development. The study also defines HRD as well as explains that human resources training is inherently connected to HRD measures, namely with the purpose of enhancing the quality of sports clubs services (Mahmoud et al., 2025).

As a result, these findings fully answer the third research question regarding the designing of training programs in the field of sports management inside sport institutions.



**Table 4.** Statistical semantics of the implementation of the training program for the management of sports activity in sports institutions (N=120)

Phrases	Mean	standard deviation	Percentage ratio	The level
There are criteria for selecting trainees candidates to attend training programs	2.525	0.799	84.17	Elevated
There are criteria for selecting trainers who provide training programs	2.500	0.756	83.33	Elevated
The training material is well prepared and achieves the objectives of the training program	2.542	0.755	84.72	Elevated
Appropriate training methods are selected for the nature of the training program	2.558	0.765	85.28	Elevated
Distribution of training content is appropriate for the duration of the training program	2.575	0.752	85.83	Elevated
The timing of the implementation of training programs is appropriate that does not contradict the nature of the work	2.558	0.754	85.28	Elevated
2.543	0.751	84.77	Elevated	

According to Table (4), The overall estimate of statements regarding implementing training programs in Sports Activity Management at sports clubs was high, the total percentage was 84.77%. All items of this factor obtained high values, between 83.33% and 85.83%.One reason may be that the administrative and training development programs are factorial based. They consist in a pre-selection of potential (coaches or professionals) who are authorised to take part in dedicated training aimed at fostering creativity and innovation in the organization. Normally, individuals are nominated by the management of the club and so on for organizational expertise. In addition, the ones in charge of providing these training programs need to have the knowledge and attitudes required for successfully leading and inspiring, administrative staff.

These results agree with those found in the works of Amigó (2023), which highlights the need to form a “second tier” of administrative mind within sports clubs and through stimulated employment. Such in-service training programs play a pivotal role in scientific and cultural development of sports activity managers who, as well-prepared professionals are able to provide assistance to the overall long-term development of their organization (Amigó & Rosso, 2023). The implications of these findings effectively support answers to the fourth research question which relates to training Programs for management of sports activities in sports institutions

**Discussion**

Results of this study show that rough assessment attributed to administrative training in all dimensions at sports organizations. As can be seen in Table 1, the overall response to the purposes of managerial training was received with an above average high mean score of 84.61%. The majority of statements were judged to receive good ratings that are the training programs to give our staff the tools they have, two knowledge needed in an era of scientific advancement and growing complexity in administration. The possible facilitation of creativity, leadership and organisational effectiveness also value add to the significance of these training demands in developing sports organisations’ capacity. This is in line with the Melnyk et al. (2021) who highlighted the role of administrative education in shaping systemic structures and performance criteria in sporting federations.

Based on this, Table 2 presents a high rate of agreement (83.36) with respect to training needs in sports activity management. The findings indicate that good administrative skills (especially the capacity to keep records as well as knowledge of legislation and strategic management and communication) are an essential skill which managers must have at different levels of management. These findings support the notion that recognising, and fulfilling training requirements of sports administrators is essential for effective sports administration. This conclusion is consistent with the observations by Storm et al. (2021) who recommended adaptive training programs to adapt as science progresses and cover functional deficits in administrative work, especially in the scope of sports education.

With regard to the specified needs, the design of training programs — as shown in Table 3—was rated overall the very highest at 82.39%. This excellent performance in this area demonstrates the need of an education content to suit real needs. Conceived by certified experts of Programs made by human resources specialists familiar with

The party's internal structure was thought to function extremely well. These reviews consider individual differences between trainees, but also work to develop spatial skills and managerial mindset. Mahmoud et al. (2025) also stress administrative good training for human resource development in sports institutions, which backs the results of this work.

Lastly, Table 4 indicates that those training programs were effectively conducted in general with a mean rating of 84.77%. Best practice in all sub-items was rated highly indicating consistent delivery. The selection criteria of participants, the way and time of training have been fundamental in this advance in the implementation of programs. This achieves a high level of institutional management and attention to planning with well-supported in situ-training. This result is in line with Amigó-Para and Rosso (2023) who highlighted the role of planned vocational education and training to develop competent second tier sport leaders for organizational development.

In conclusion, the four components analyzed in this study – training objectives; needs assessment; program design and implementation - build together on a strong ground of knowledge to underpin sports bodies' managerial capacity. These findings have implications for answering the research question, which also offer some helpful reference for seeking further further improvement of efficiency in administrative training in sports industry.

**Conclusions**

The findings of this study suggest that the sports institution should consider managerial development as an important factor for enhancing organizational effectiveness and efficiency. The targets reached in the individual departments are an important factor of legitimation for this training program. This training has been very effective and leads to a great general organizational goal achievement as the important skills and knowledge are already acquired to efficiently accomplish the various administrative activities.

Moreover, the training has succeeded in the facilitation of leadership qualities and spirit of innovation. Through leadership development, the training helps influence participants to consider creative ways of leading administration and solving challenges, especially in a perpetually changing sport management industry.

The research also underscores that one of the main benefits for participants in the training is reducing bureaucratic barriers faculty and staff experience.

Well designed and delivered trainings can be effective tools for building capacity in the skills to handle administrative challenges well thus increasing productivity. In addition, the enhancement of administrative data that are linked to course offerings has been critical activity for these programs. By offering real-time data content access, technology learners think with their sensors and expand their options for decision-making. That helps improving management quality and also enables faster decision on measures to address issues in the sports sector.

On the other hand, they are also taught to approach problems and decisions through a scientific method. The significance should be mentioned of inductive thinking and working helping situations in sport that is similar being faced with complicated problems which needing new yet surprising (moderate) solutions, issues for moderate solutions (Cozma et al., 2006) as well, concerning sports management.

Finally, the level of hierarchy between administration of institution in sport must communicate better to make such a training effective. Whereas those who work in concert, and all levels of management communicating and listening to one another; can achieve great coordination, co-operation and consequently greater organizational productivity.

Thus, it is a management training programme that directly influences the administrative structure of sports organizations to achieve organizational plans as well as effective and innovative sports activities.

**Recommendations**

In light of the objective of the research and its results and guided by the conclusions, the researcher recommends the following:

- 1- The need for further research to validate and expand upon the current findings.
- 2- The need for longitudinal studies or replication with larger and more diverse samples would add value.
- 3- Conducting more studies and scientific research using various training curricula and programs to improve the skills of all activities in general.
- 4- Directing the results of this research to the sports college to benefit from these results.

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