

Examining the Influence of Administrative Team, Leadership Skills, and Sports Management Support on National Team Performance: Insights from Qatar

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Abstract

This study explores how administrative team skills, leadership support, ongoing training, and high-level leadership influence the sports performance of Qatari national teams. A quantitative approach was used, beginning with a review of previous research, followed by data collection through a questionnaire. The research sample included 131 individuals holding various administrative and technical roles within the administrative team of Qatari national teams. The reliability and validity of the questionnaire were confirmed using Cronbach's alpha, ensuring the data was suitable for statistical analysis. The study findings indicate a strong and statistically significant correlation between administrative skills and sports performance, emphasising the importance of developing these skills to improve team outcomes. Training also showed a considerable positive impact on performance, reinforcing the role of continuous development in enhancing players' abilities. Ongoing qualification of the administrative team emerged as a key factor in increasing efficiency and improving performance. Administrative support was found to be a critical mediator that strengthens the relationship between administrative skills, training, qualification and sports performance. Its role enhances the effectiveness of these factors and maximises their impact. The study also highlights how administrative support significantly bolsters the connection between leadership skills and sports performance, underscoring its role in achieving superior results. Based on these findings, the study presents practical recommendations for improving sports performance through skill development and continuous training. Understanding the internal environment and setting clear objectives are essential steps. Additionally, educating team members in sports marketing is recommended to strengthen strategic approaches within national teams.

Keywords: *Sports Administration Leadership Skills, Sports Performance, Training, Qualification, Administrative Support, Qatari National Teams.*

Introduction

Generally, there is a belief held by individuals concerned with sports affairs, particularly in football, that the positive results achieved by sports teams, whether in sports clubs or national teams, are attributable to coaches or coaching teams, which undermines the reputation of the administrative team (Azouz, 2020, p. 56). Administrative duties carried out by the administrative team, based on firm principles, are no less critical than duties performed by the technical team, as the relationship between them is well-established in the context of planning, organising, and targets the team pursues. Generally speaking, and particularly in Qatar, the duties of both the technical and administrative teams are interrelated and inseparable, significantly impacting athletes' performance.

The management and application of various elements of sports administration positively affect sports clubs' performance and profitability. Fostering professionalism in management and sports administration is a key factor in continuing sports institutions. Moreover, hiring efficient individuals for positions that align with their skills and qualifications and granting incentives and moral and material rewards are crucial matters. Sports administration should focus on investing funds to meet employees' aspirations, fostering human resource retention and stability. Sports management is vital for its key role in avoiding arbitrariness, organising work, and taking the necessary steps to achieve objectives through the simplest yet most effective methods.

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Sports and their importance are just as vital as other aspects of life regarding wise management and organisation. Sports management experts proposed a general empirical process aligning with practical application elements. Consequently, their duties are to analyse, plan, and prepare reports and monitor daily issues related to physical fitness development trends, relying on accumulative and built-up administrative experience. All effort and work exerted and made in this field aim at achieving the overlapped objectives:

- Achieving reputable sports accomplishments.
- Sparing no effort to attract and encourage youths to continue participating in and organising sports activities. Athletes themselves certainly achieve sports accomplishments. However, in addition to the athletes' efforts, others exert additional effort to help them attain top results.

The Research Problem

This research sheds light on a significant issue in sports and sports management, both in the State of Qatar and internationally. The problem concerns the proper understanding and recognition of the administrative team's role in achieving sports success and advancing development at both local and global levels. The study problem revolves around the need to identify the impact of variables such as training, qualifications, and skills related to the administrative team of national teams and their leadership abilities on sports performance in Qatar. Additionally, it emphasises the importance of supporting sports management by developing and improving the current state of sports institutions to achieve the highest possible level and meet aspirations and intended objectives. Furthermore, it involves identifying the institution's future direction and the type or legal status it aims to pursue. The current level of the sports institution should first be assessed to determine the extent of development needed for its components and the potential to reach the desired level. Additionally, a course of action should be established to identify the means to be utilised and the timing of procedures to be followed by those responsible for directing and operating the institution. This will help frame a change vision and enhance the institution's potential.

Research Objectives

Objective (1): Analysing the impact of variables related to the administrative team of national teams and leadership skills on sports performance.

Understanding skills necessary for the administrative team of national teams and its impact on sports performance.

Analysing qualifications required for the administrative team of national teams and its impact on sports performance.

Studying the training available for the administrative team of national teams and its impact on sports performance.

Objective (2): Analysing the impact of leadership skills on sports performance.

Objective (3): Analysing the impact of sports management support on sports performance.

Research Questions

Research questions are pivotal in the research project. The questions of this study are:

Research question (1): What is the impact of variables associated with the administrative team of national teams and leadership skills on sports performance? The Qatari Case?

Ancillary Questions

RQ 1.1 What is the impact of the administrative team's skills on the sports performance of national teams?

RQ 1.2 What is the impact of the qualifications required for the administrative team of national teams on sports performance?

RQ 1.3 What is the impact of training provided to the administrative team of national teams on sports performance?

Research question (2): What is the impact of leadership skills on sports performance: The Qatari Case?

Research question (3): What is the impact of support to sports management on sports performance?

Importance of the Study

The importance of this field study, 'The Impact of Variables Related to the Administrative Team of National Teams, Leadership Skills, and Sports Management Support on Sports Performance: The Qatari Case,' is significant as it sheds light on a crucial yet often overlooked aspect of the sports world and sports management. This study is a significant scientific contribution aimed at gaining a deeper understanding of the impact of the administrative team on sports performance, a matter of particular importance at both the local and global levels.

While the coaching team and athletes receive praise and recognition from many, the administrative team and its vital role in achieving sports success are often overlooked. If this aspect continues to be neglected and not adequately understood, it may lead to misconceptions about the status and importance of sports management. Additionally, the importance of this study is enhanced by reviewing developments in sports and management in Qatar, which has witnessed a significant sports leap, achieved tangible success in many sports, and become a hub for hosting major sports events. Consequently, there is a need for a data- and evidence-based scientific study to understand how these successes were achieved and to determine the way to maintain progress. Moreover, sports are key in strengthening national identity and fostering relations between countries. Analysing the impact of the administrative team on sports can help utilise it to enhance cultural understanding and exchanges. This study is also essential for its contribution to expanding our knowledge of how to establish a balance between the technical and administrative aspects of sports, which is crucial for achieving sustainable success in the sports field. If one aspect is neglected or not prioritised, sports performance becomes vulnerable and prone to decline.

Furthermore, this study provides an opportunity to review and examine other countries' sports management experiences and utilise any feasible ideas or methods that could be applied in Qatar or internationally. This study could be a model for developing and improving sports performance worldwide.

Literature Review

The study by Dahina (2016) highlights that technological management tools directly impact elite athletes' performance and that globalisation has introduced various economic, social, and political dimensions. As a result, the management of sports institutions and their logistical tools has become a contemporary necessity for enhancing elite athletes' performance. The study by Feqihy (2019) states that these factors have become increasingly important due to the convergence in the physical, technical, and tactical levels of athletes, particularly in class A sports. The study by Wael (2023) highlights differences in the relative importance of managerial behavioural dimensions among sports managers. It indicates that the activities of Saudi sports clubs rank first in relative importance compared to human skills (95.34%). The study by Metwaly (2020) suggests the human resources department's vital role in rotating sports administrative leaders, whether at Minia University or the Faculty of Education, regardless of their job titles. This is an administrative approach that could help address the phenomenon of occupational desertification resulting from various administrative vacancies.

The study by Ihab (2021) indicates that some sports clubs have clear and defined mechanisms for discovering and attracting talents, relying on various sources. The study by Al-Kandari (2020) explains that the marketing of sports facilities reflects the role of sports in achieving sustainable development in Kuwait. It suggests that the role of sports in sustainable development can be leveraged by developing marketing strategies for sports facilities. Marketing strategies of sports facilities reflect the economic, social, health, and cultural aspects. The study made by Abis (2019) focuses on the importance of creating a brand or logo for the Youth and Sports Department in Babil Governorate and attracting companies and business leaders to sponsor teams or individual athletes, along with effective media promotion for their tournaments to increase revenue. The study also suggests using official films as an advertising tool and leveraging prominent athletes for promotional purposes. The study by Mufid (2018) showed that to overcome obstacles, it is essential to establish structured plans and goals to achieve positive results. The study participants agreed that modern management plays a significant role in attracting investments and increasing economic institutions' profits.

Among others is the study by Sayar (2018), which addresses the importance of adopting an employee empowerment approach, the dimensions of administrative empowerment, the characteristics of administrative empowerment, and the development of administrative skills as part of sports training courses for sports club employees. The study by Kalil (2009) highlights the need for general colleges to teach sports management courses through the central department instead of the sports management department. The study by Ibrahim (2020) found that the level of agile management adopted by sports organisations is weak, that sports organisations lack agile management tools, and that the level of strategic performance in sports organisations is low. The study by Al-Sharif (2016) shows deficiencies in the sports clubs' information system, which are evident in the failure of the information provided by sports club management to meet work requirements and indicates errors in the timing of information received by sports club employees. The study by Omron (2018) stated that sports management strives to improve the functions of sports facilities. The most commonly demanded functions in sports management at some sports institutions are planning, organising, and control. The study by Ezz El-Din (2016) confirmed the validity of the proposed hypotheses. It revealed the significant and unique contribution of sports management and all its functions, including planning, organising, and control, to improve the management of sports facilities.

The study by Zawi (2022) indicated that the sample participants reported high leadership and organisational commitment. The study by Ali (2022) found that legal and legislative provisions regulating the management of sports facilities under professionalism do not sufficiently contribute to their success. The study by Serbout (2015) found a statistically significant relationship between experience and the application of total quality management principles in Algerian football teams. Meanwhile, the study by Zeid (2018) indicated that transformational leadership impacts job performance. In other words, the more administrative leaders possess transformational leadership traits, such as positive influence, inspirational motivation, and individualised consideration, the more their subordinates develop creative skills and abilities. The study by Suleiman (2015) revealed that, from the perspective of the sample participants, there is a weakness in administrative reality, indicating that it does not meet their aspirations. It also confirmed a perceived weakness in strategic planning for sports activities. The study by Zahaf (2017) found that human resource management enhances decision-making in sports management. The study recommended focusing on the human element in sports management, as it facilitates change incentives, develops capabilities, and adapts requirements.

Meanwhile, the study (2021) confirmed that, from an organisational perspective, management is the achievement of organisational goals through various units and resources. With a more detailed definition of management, it becomes clear that it also achieves objectives by performing five core managerial functions (planning, organising, teaming, directing, and controlling). The study by Mahmoud (2018) found a lack of clarity in announced strategies and policies that form the basis of practice in all human resource management activities. The study by Al-Shammari (2021) concluded that there are no statistically significant differences among the sample categories based on the job level variable, while statistically significant differences were observed among the sample categories based on specific aspects: Originality, fluency,

flexibility, risk-taking, acceptance, analytical ability, communication skills, problem sensitivity, and maintaining direction.

The study by Faraj (2020) found deficiencies in knowledge management in sports clubs, resulting from the lack of sufficient understanding among sports club managers about knowledge management and how to use it. Meanwhile, the study (2021) showed a Differential impact of the dimensions of administrative development management on achieving outstanding performance in sports institutions. The study by Zawi (2017) highlighted that administrative development is a natural and healthy phenomenon in organisations and significantly enhances efficiency and effectiveness. The study by Al-Raqad (2011) found that the presidents of sports federations are relatively aware of the concept of total quality management. The study by Abdel Halim (2014) indicated that the Egyptian Football Association does not rely on an administrative and supervisory system capable of monitoring the implementation of professional leagues at the level of sports clubs and lacks legal regulations related to private companies' ownership and size, as well as the number of foreign companies. The study by Dahmani (2017) explored the role of administrative communication in achieving organisational commitment within sports institutions, particularly the role of administrative communication language in fostering organisational commitment. The study (2010) found that the Jordanian and Yemeni sports federations face moderate obstacles, with a statistically significant difference in the challenges favouring the Yemeni sports federations.

On the other hand, the study (2020) confirmed the presence of a gap between sports managers and decision-makers in some sports clubs in Giza Governorate, along with a lack of reliance on the information and data provided by sports managers when administrative decisions are taken. Meanwhile, the study by Khalifa (2023) found that several factors directly influence the performance quality of sports teams, including technology, physique, psychology, management, and others. Each factor plays a distinct role in improving team performance and enriching the sports environment. The study by Abu Ahmed (2021) explored the role of key administrative elements (planning, organising, controlling, and directing) in managing a football sports club. The study by Hamza (2019) concluded that electronic management significantly enhances the effectiveness of human resource management in sports institutions.

Additionally, the study by Sanousi (2018) reported that, from an administrative perspective, there is a weakness and deficiency in the implementation of administrative assignments in the Northern Upper Egypt governorates' youth and sports sector directorates. The study by Al-Jammal (2014) found that sports programs and activities offered by the General Authority for Sports Affairs at King Saud University did not gain students' satisfaction and acceptance, a matter that is reflected in low participation levels. The study by Azzouz (2020) confirmed that the efficiency of employee performance in sports institutions depends on the effectiveness of the key performance indicators, the organisation's employees, the management in charge, and the enthusiasm with which departments handle requests and job performance evaluations. The gap between the studies mentioned above can be summarised in the fact that the studies have not sufficiently highlighted the impact of variables related to the administrative team of national teams and leadership skills on sports performance, as emphasised in this study. The studies by Dahina(2016), Faqihy (2019), and Al-Hadrami (2023) focused on efforts to improve the sports field and the factors determining athletes' success and performance. Additionally, they analysed the managerial behaviours of sports activity directors to achieve the objectives of sports activities.

Meanwhile, the study by Magdy (2021) and the study by Mohamed (2023) focused on evaluating the role of public relations in achieving the objectives of sports organisations. This happens by identifying the goals of public relations in these organisations and examining the reality of talent management strategies in the Ministry of Youth and Sports. Metwally (2021), Ahmed (2021), and Al-Kandari (2020) concentrate on human resource management and its impact on the rotation of sports administrative leaders, irrespective of their job titles, investigating how talent management contributes to strengthening the competitive edge of sports clubs and understanding marketing strategies for sports facilities within the broader context of sports' role in promoting sustainable development.

The study by Abis (2019) and Mufid (2018) focused on understanding the extent to which sports institutions utilise marketing technology, while the study by Abis emphasised the importance of sports marketing

among employees of a Youth and Sports Office. The study by Al-Tahaina (2014) aimed to assess the decision-making skills of administrative board members in Jordanian sports clubs and their relationship with specific variables. Meanwhile, the study by Al-Azmi (2021) focused on identifying the development of administrative skills and their role in improving the quality of sports club performance. The study by Al-Momani (2008) examined administrative functions performed by managers of the General Authority for Youth and Sports.

The studies by Siya (2018), Khalil (2009), and Ibrahim (2020) focused on examining the impact of enhanced agile management practices on the strategic performance of sports organisations. These studies highlighted that sports organisations lack the necessary tools for agile management. The studies by Al-Sharif (2016), Amron (2018), and Ezz El-Din (2016) focused solely on highlighting the contribution of sports management to improve the management of sports facilities. They also clarified its role in enhancing sports facility operations and identifying the most commonly demanded administrative functions in sports management.

The studies by Al-Mutairi (2021), Khloufa (2019), and Sawash (2019) focused on identifying the role of sports management in improving the operations of sports facilities, understanding the current state of sports management, and identifying the realities of the sports profession, reasons behind the current state and its prospects. This could happen by defining modern sports management and its methodologies in administration, organisation, sports, and administrative procedures.

The studies by Abu Roman (2021), Zawi (2022), and Ali (2022) focused on examining the extent to which sports facility management contributes to the success of sports professionalism and identifying the relationship between leadership styles and organisational commitment. The studies by Saryout (2018), Zaid (2018), and Suleiman (2015) focused on examining the administrative reality of sports activities as well as the implementation of total quality management in sports clubs. The studies by Zahaf (2017), Hazrash (2021), and Mohamed (2018) aimed to identify the mechanisms through which administrative functions contribute to the success of sports management. They also explored human resource management and its role in enhancing decision-making processes in sports management and evaluating the implementation mechanisms of human sustainability in sports institutions in light of total quality management systems and standards.

The studies by Al-Shammari (2021), Faraj (2020), and Ali (2021) focused on identifying administrative creativity among sports club managers, exploring knowledge management and its role in enhancing the competitive ability of sports clubs, and examining administrative development management and its role in achieving outstanding performance in sports institutions. The studies by Zawi (2017), Al-Raqad (2011), and Abdel Halim (2014) focused on enhancing the effectiveness of administrative organisation in sports institutions. They highlighted the total quality management standards in sports federations from the perspective of their presidents.

The studies by Dahmani (2017), Mohamed (2010), Labib (2020), and Khalifa (2023) aimed solely at identifying the factors contributing to the decline in the performance quality of sports teams and studying the decision-making mechanisms in sports activity management. Meanwhile, the studies conducted by Bousalah (2017), Abu Ahmed (2021), Hamza (2019), Sanousi (2018), Amr (2014), and Azzouz (2020) explored the factors influencing job performance and their impact on employee efficiency in sports management, while also assessing the effectiveness of programs of the General Department of Sports Affairs. Finally, the studies by Waleed (2011) and Al-Dosari (2013) focused on identifying administrative issues related to rules and bureaucratic guidelines in sports institutions.

All the studies explained and presented did not focus on our research topic in detail, as our study shed significant and detailed light on understanding the impact of variables related to the administrative team of national teams and leadership skills on sports performance, taking Qatar as a case study. Case of Qatar. Our study will add this to the previous studies and how it will differ from them.

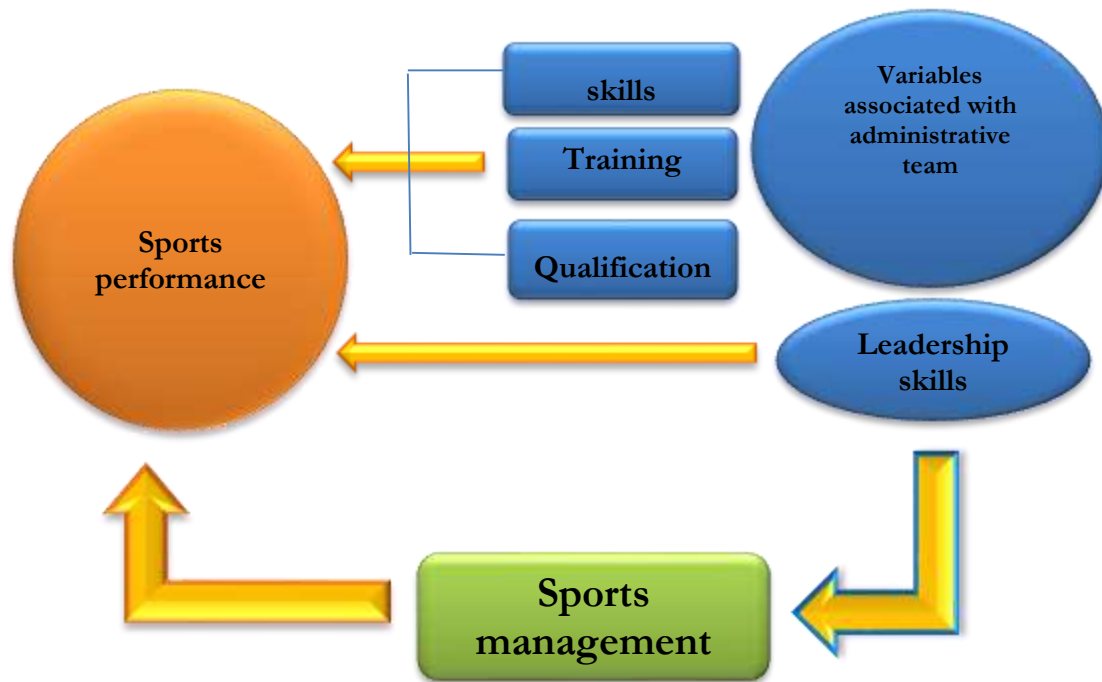
The Relationship between Current Study and Previous Studies

This study and previous ones show that sports play an active and essential role at all political, economic, cultural, and social levels, both nationally and internationally. In developed countries, sports have become an industry that relies on scientific methods and modern technology. To emphasise the importance of this industry, the world has begun to focus on the administrative process, especially the efficiency of decision-making, because this process is considered the fundamental and most crucial part of management and one of its key components. Given the importance of sports activities in modern times and their increasing popularity, sports activities become a field that relies on scientific characteristics and foundations, and their programs are developed based on coordinated information from various scientific aspects. The growth and development of individuals, the diversity of their tasks, the large number of workers in their different fields, and the success of sports activities and their powerful impact depend on effectively managing these projects.

This study and previous ones rely on continuity and balancing short-term and long-term requirements. From the above, it becomes clear that management in the sports field is not different from management in other fields; instead, it is the same as education management, as it is based on the nature of the educational process to achieve its objectives. Physical fitness and sports play a role in many fields, most notably in the relationship between sports organisations and society. Since national sports councils, Olympic committees, sports federations, or sports clubs are all connected to the community and the environment, the policies, projects, and programs they propose to contribute to services provided to the community, enhance environmental development, and strengthen the relationship between youth organisations and institutions and the community. The success of the National Committee for Youth, Universities, and Youth Centers is attributed to providing policies, projects, and programs that serve young people and address problems facing society, such as extremism, terrorism, and delinquency. The non-educational exploitation of adolescents' free time and the development of school physical education courses are in line with contemporary trends in this field. According to these trends, sources should be centred on learners, which must be based on scientific, psychological, social, and educational foundations to achieve the comprehensive development of learners.

The development of modern sports training plans and methods is required to improve the performance level of national team players in various competitions and sports. Consequently, this leads to advanced continental, regional, and international results. International, world, and Olympic games follow scientific methods and benefit from the results of scientific research in this field, as well as from experiences, policies, and programs applied by developed countries to every competition or sports event to enhance the development of all sports.

Previous studies and our present study confirm that modern management has become the inevitable and essential means for sports groups, institutions, or organisations to achieve their local, continental, regional, and international goals. This can be achieved by applying all management elements to their projects by scientific and quality standards that those groups, institutions, or organisations implement in line with their objectives, philosophy, plans, and activities to achieve management effectiveness. Modern management is characterised by the ability to adapt to constant changes, especially developments and events in all areas of life related to global sports. Therefore, groups, institutions, or organisations working in sports should pay attention to the scientific application of the following management elements: Planning, organising, and directing, including the behavioural processes of management such as leadership, motivation, and communication.

*Research Framework***Figure (1).** Illustrates The Study Framework**Figure 1.** The Study Framework*Research Hypotheses*

H1. There is a statistically significant positive relationship between the variables related to the administrative apparatus and the sports performance of the Qatari national teams.

H1.1. There is a statistically significant positive relationship between the development of skills of the sports administrative apparatus and sports performance.

H1.2. There is a statistically significant positive relationship between training and sports performance.

H1.3. There is a positive relationship between the continuous qualification of the administrative apparatus and sports performance.

H2. There is a statistically significant positive relationship between leadership skills and sports performance.

H3. Sports management support mediates the relationship between the variables related to the administrative apparatus, leadership skills, and sports performance.

H3.1. Sports management support plays a mediating role in the relationship between the variables related to the administrative apparatus and sports performance.

H3.2. Sports management support plays a mediating role in the relationship between leadership skills and sports performance.

Methodology

The study was designed using quantitative methodology, one of the most common methodologies in scientific research due to its effectiveness in providing accurate and measurable data. Within this methodology, data was collected using carefully designed questionnaires containing 36 statements distributed across several axes covering various aspects of the research. The questionnaires were electronically distributed to a sample of employees in the Qatari national sports teams to achieve a comprehensive and objective representation of the target sample.

The study relied on the philosophy of positivism, which is based on the use of scientific and experimental methods in data collection and analysis (Shaheen, 2019). This philosophy aims to arrive at objective facts that can be generalised and applied to other communities. The positivist philosophy promotes using statistical tools and objective criteria in data analysis, ensuring the accuracy and reliability of the results. Since positivist philosophy focuses on avoiding subjective biases and focusing on measurable facts, this philosophy was used to achieve the research objectives systematically and accurately.

Questionnaire Design

The questionnaire was designed to be the primary tool for collecting quantitative data related to the study variables. The questionnaire consists of two main parts. The first part consists of 36 statements covering the following axes:

- Axis 1: Administrative Skills: Includes five statements.
- Axis 2: Training: Consists of 6 statements.
- Axis 3: Qualification: Consists of 5 statements.
- Axis 4: Leadership Skills: Consists of 6 statements.
- Axis 5 (Mediating Variable): Sports Management Support: Consists of 6 statements.
- The last axis (dependent variable), Sports Performance, Consists of 8 statements.

The second part of the questionnaire includes descriptive (demographic) data from the sample, providing age, educational level, nationality, gender, and job title.

Population and Sample

The research population consists of all employees in national sports teams within the State of Qatar, aged between 18 and 60 years old, who speak Arabic. This population includes various job categories in the administrative and technical apparatuses of the Qatari national teams, providing a broad and diverse base of potential participants in the study. The sample was selected using the random method to ensure a comprehensive and accurate representation of the research population. The questionnaire was distributed electronically, and 132 responses were received. After the verification and audit process to meet the specified criteria, one questionnaire was excluded for not meeting the inclusion criteria.

Thus, the final sample size was 131 individuals, distributed across various administrative and technical positions in the administrative apparatuses of the Qatari national teams. This number ensures sufficient representation of the target groups, enhancing the results' accuracy and the possibility of generalising them to the larger research population.

Data was collected electronically to ensure that the most significant number of participants was reached and that the cost and time required for data collection were reduced. An electronic circular was sent to 32 sports federations, where the questionnaires were distributed via an electronic link through (Microsoft Forms). One hundred thirty-two responses were received, while it was expected before the research that the number of responses would be slightly higher. However, this percentage is considered excellent and reflects the participants' interest and desire to contribute to this research. The distribution and collection of the questionnaires were regularly monitored to ensure sufficient and high-quality responses were obtained.

Validity and Reliability of the Questionnaire Tool

The validity and reliability of the questionnaire items were verified. First, the face validity of the questionnaire was confirmed by presenting it to the supervising professor and obtaining approval from the Institutional Review Board (IRB) at Qatar University. To verify the reliability of the questionnaire, Cronbach's Alpha was calculated for all sections and axes to assess the consistency of responses across different items measuring the same concept. The results showed that Cronbach's Alpha for the entire questionnaire was (0.974), reflecting an excellent level of internal consistency. Table 1 shows the Cronbach's Alpha coefficient for the study scales.

Table 1. Cronbach's Alpha Coefficient for the Study Scales

<i>Axis</i>	<i>Number of Statements</i>	<i>Cronbach's Alpha</i>
Administrative Skills	5	0.915
Training	6	0.916
Qualification	5	0.918
Leadership Skills	6	0.913
Sports Management Support	6	0.888
Sports Performance	8	0.918
Total	36	0.974

Demographics and Descriptive Data

The following is a review of the descriptive and demographic data of the research sample, which includes (gender, nationality, age, educational qualification, and job title). Table 2 shows the distribution of the sample by gender, where we note that the majority of participants were males, with 109 participants representing 83.2% of the total sample. In contrast, the number of female participants was 22, equivalent to 16.8% of the total sample. These results reflect a significant disparity in the male-to-female ratio within the studied sample, which may be due to the nature of the community of employees in sports teams in Qatar.

Table 2. Distribution of the Sample by Gender

<i>Gender</i>	<i>Frequency</i>	<i>Percentage</i>
Male	109	83.2%
Female	22	16.8%
Total	131	100%

Table 3 shows the distribution of the research sample according to nationality. We note that the majority of the study participants were of Qatari nationality, representing 51.1% of the total sample, followed by participants of other Arab nationalities, representing 40.5% of the total sample.

Table 3. Distribution of the Sample by Nationality

<i>Nationality</i>	<i>Frequency</i>	<i>Percentage</i>
Qatari	67	51.1%

Arab	53	40.5%
Foreign	11	8.4%
Total	131	100%

That is, Qataris and Arabs from other nationalities together represent 91.6% of the sample, while participants of foreign nationalities represent 8.4% of the total sample. The data in Table 4 indicate that the most represented age groups among the participants are the 35-44 years and over 45 years groups, each representing 34.4% of the total sample, equivalent to 45 participants for each group. They are followed by the 25-34 age group with 21.4% (28 participants) and the 18-24 age group with 9.9% (13 participants).

Table 4. Distribution of the Sample by Age

<i>Age</i>	<i>Frequency</i>	<i>Percentage</i>
18-24 years	13	9.9%
25-34 years	28	21.4%
35-44 years	45	34.4%
Over 45 years	45	34.4%
Total	131	100%

This age distribution reflects a diverse range of ages among the study participants, which contributes to providing a wide range of different experiences. The data in Table 5 indicate that the vast majority of participants hold a bachelor's or licentiate degree, representing 51.1% of the total sample, followed by the high school category with 23.7%, then the master's degree category with 10.7%, the diploma category represents 9.9%, and finally the doctoral category with 4.6%. This educational distribution reflects a significant diversity in the participants' academic levels, allowing for the collection of diverse perspectives on the impact of administrative variables on sports performance.

Table 5. Distribution of the Sample by Educational Level

<i>Educational Level</i>	<i>Frequency</i>	<i>Percentage</i>
High School	31	23.7%
Diploma	13	9.9%
Bachelor's/Licence	67	51.1%
Master's	14	10.7%
Doctoral	6	4.6%
Total	131	100%

The large percentage of participants holding a bachelor's degree, along with participants with higher educational levels (Master's and Doctoral), indicates that most of the sample has a high educational level, which may positively affect the accuracy and understanding of their answers to various questions related to the study.

The data in Table 6 indicate a great diversity in the jobs held by the study participants. The highest percentage of participants were in the "Supervising Coordinator" positions at 13.7% and "Expert" at 13.0%, indicating many participants with specialised and supervisory experience. This was followed by "Administrative Affairs Clerk" with 9.9%, and "Head of Department" and "Secretary" with 9.2% each.

Table 6. Distribution of the Sample by Job Title

<i>Job Title</i>	<i>Frequency</i>	<i>Percentage</i>
Department Manager	8	6.1%
Assistant Manager	5	3.8%
Head of Department	12	9.2%
Unit Head	8	6.1%

Consultant	7	5.3%
Expert	17	13.0%
Supervising Coordinator	18	13.7%
Accountant	8	6.1%
Specialist	6	4.6%
Administrative Affairs Clerk	13	9.9%
Researcher	7	5.3%
Secretary	12	9.2%
Other	10	7.6%
Total	131	100%

This job diversity enhances the study's comprehensiveness and provides multi-dimensional insights into administrative variables' impact on sports performance.

Data Analysis

The following is a discussion of the analytical results related to each axis of the study, which are (administrative skills, training, qualification, leadership skills, sports management support, and sports performance).

Testing the Study Hypotheses

Here, we will verify the relationship between the study variables and confirm the validity or invalidity of the hypotheses. First, Pearson's correlation coefficient will be used to test the relationships between the independent variables, which are: (variables related to the administrative apparatus: administrative skills, training, qualification), and (leadership skills), and the dependent variable (sports performance). The following table shows the correlation coefficients between the independent and dependent variables of the study.

Table 7. Correlation Coefficients between the Independent Variables and the Dependent Variable of the Study

Independent Variables	Dependent Variable	Administrative Skills	Training	Qualification	Leadership Skills
Sports Performance	Pearson Correlation Coefficient	0.550**	0.710**	0.763**	0.727**
	Significance (Sig):	**0.000	**0.000	**0.000	**0.000

**Statistically significant at a significance level of (0.01).

It is clear from Table 7 that the correlation coefficient between each of (administrative skills, training, qualification, leadership skills) and (sports performance) was statistically significant at a significance level of 0.01, with results (0.550, 0.710, 0.763, 0.727) respectively. Based on this, we will test the study hypotheses:

There is a statistically significant positive relationship between the variables related to the administrative apparatus and the sports performance of the Qatari national teams:

A statistically significant positive relationship exists between the administrative skills of the sport's administrative apparatus of the Qatari national teams and sports performance.

Concerning Table 8, which aims to analyse the relationship between the administrative skills of the sport's administrative apparatus of national teams and sports performance using linear regression analysis:

Table 8. Linear Regression Analysis between Administrative Skills and Sports Performance

Independent Variable	R	R ²	B Value	T Value	T Significance	F Value	F Significance
Administrative Skills	0.550	0.303	0.409	7.480	0.00**	55.953	0.00**

**Statistically significant at a significance level of 0.01.

The results in Table 8 indicate a moderate positive relationship between administrative skills and sports performance, with a correlation coefficient (r) of 0.550, indicating a moderate correlation between the two variables. The coefficient of determination (R^2) of 0.303 shows that administrative skills can explain 30.3% of the variation in sports performance. The high F value of 55.953 and its statistical significance of 0.00 mean that the model is statistically significant. The regression coefficient (B) is 0.409, indicating that each unit increase in administrative skills leads to an increase of 0.409 units in sports performance. The T value of 7.480 and its statistical significance of 0.00 confirm that the relationship between administrative skills and sports performance is not due to chance. Based on these results, it can be said that improving administrative skills has a noticeable effect on improving sports performance. Therefore, the following hypothesis is valid: "There is a statistically significant positive relationship between the administrative skills of the sports administrative apparatus of the Qatari national teams and sports performance."

Using linear regression analysis, table 9 shows the relationship between training and sports performance.

Table 9. Linear Regression Analysis between Training and Sports Performance

Independent Variable	R	R ²	B Value	T Value	T Significance	F Value	F Significance
Training	0.710	0.504	0.554	11.455	0.00**	131.219	0.00**

**Statistically significant at a significance level of 0.01.

The results in Table 9 indicate a strong positive relationship between training and sports performance. The correlation coefficient (r) is 0.710, indicating a strong correlation between the two variables. The coefficient of determination (R^2) of 0.504 shows that 50.4% of the variation in sports performance can be explained by training. The high F value of 131.219 and its statistical significance of 0.00 mean that the statistical model is highly statistically significant. The regression coefficient (B) is 0.554, indicating that each unit increase in training leads to an increase of 0.554 units in sports performance. The T value of 11.455 and its statistical significance of 0.00 confirm that the relationship between training and sports performance is not due to chance. Based on these results, the following hypothesis can be accepted as valid: "There is a statistically significant positive relationship between training and sports performance."

Table 10 presents the linear regression analysis results between the administrative apparatus's continuous qualification and sports performance. The results indicate a strong positive relationship between qualification and sports performance.

Table 10. Linear Regression Analysis between Qualification and Sports Performance

Independent Variable	R	R ²	B Value	T Value	T Significance	F Value	F Significance
Qualification	0.763	0.581	0.643	13.386	0.00**	179.175	0.00**

**Statistically significant at a significance level of 0.01.

The regression analysis results indicate a strong positive relationship between qualification and sports performance. The correlation coefficient (r) is 0.763, which indicates a robust correlation between the two variables. The coefficient of determination (R^2) is 0.581, which means that the continuous qualification of the administrative apparatus can explain 58.1% of the variance in sports performance. Also, the high F value of 179.175 and its significance of 0.00 indicate that the statistical model is statistically significant at a

significance level of 0.01. The regression coefficient (B) is 0.643, indicating that each unit increase in the continuous qualification of the administrative apparatus leads to an increase of 0.643 units in sports performance. The T value of 13.386 and its statistical significance of 0.00 confirm that the relationship between the continuous qualification of the administrative apparatus and sports performance is not due to chance. Based on these results, it can be said that improving the constant qualification of the administrative apparatus is significantly associated with improving sports performance. Therefore, the following hypothesis can be accepted as valid: "There is a statistically significant positive relationship between the continuous qualification of the administrative apparatus and sports performance." The following hypothesis is confirmed from the above: "There is a statistically significant positive relationship between the variables related to the administrative apparatus and the sports performance of the Qatari national teams."

Table 11 shows the linear regression analysis results between the administrative apparatus's leadership skills and sports performance. The results indicate a strong positive relationship between leadership skills and sports performance.

Table 11. Linear Regression Analysis between Leadership Skills and Sports Performance

Independent Variable	R	R ²	B Value	T Value	T Significance	F Value	F Significance
Qualification	0.727	0.529	0.598	12.042	0.00**	145.010	0.00**

****Statistically significant at a significance level of 0.01.**

From the table, we find that the correlation coefficient (r) was 0.727, which indicates a strong correlation between the two variables, while the coefficient of determination (R^2) is 0.529, which means that leadership skills can explain 52.9% of the variation in sports performance. The high F value of 145.010 and its statistical significance of 0.00 indicate that the statistical model is highly statistically significant at a significance level of 0.01. The regression coefficient (B) is 0.598, indicating that each unit increase in leadership skills leads to an increase of 0.598 units in sports performance. The T value of 12.042 and its statistical significance of 0.00 confirm that the relationship between leadership skills and sports performance is not due to chance. Based on these results, the following hypothesis can be accepted as valid: "There is a statistically significant positive relationship between the leadership skills of the administrative apparatus of the Qatari national teams and sports performance."

Testing the Mediating Variable Hypotheses

This study relied on the Baron and Kenny (1986) model to test the role of the mediating variable in the relationship between the independent variable and the dependent variable using AMOS SPSS software. This model includes three main steps calculated by the software:

- Verify the relationship between the independent variable and the mediating variable: The independent variable must have a statistically significant effect on the mediating variable.
- Verify the relationship between the independent and dependent variables: There must be a statistically significant effect of the independent variable on the dependent variable.
- Verify the relationship between the mediating variable and the dependent variable while including the independent variable: The mediating variable must have a statistically significant effect on the dependent variable when including the independent variable in the regression equation.

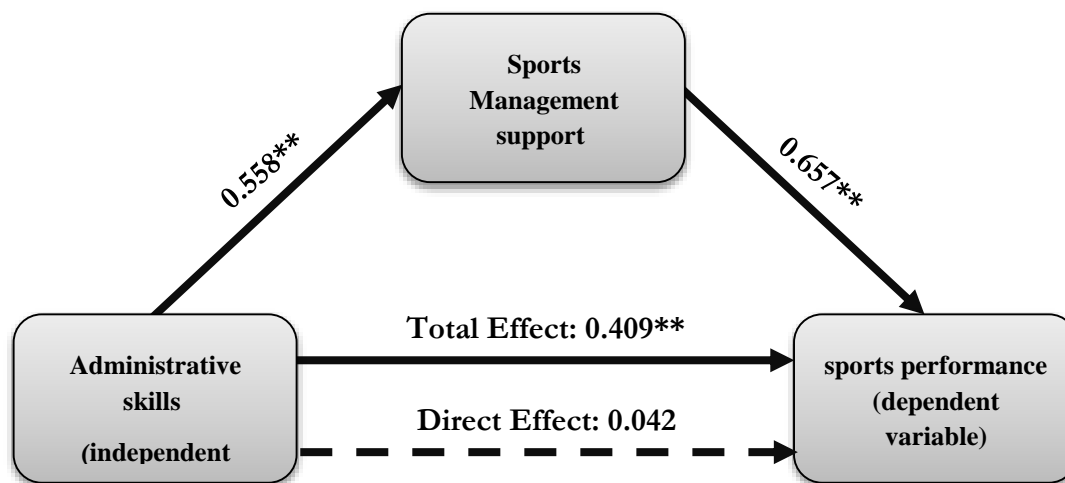
Hypotheses

Sports management support mediates the relationship between the variables related to the administrative apparatus, leadership skills, and sports performance.

The variables related to the administrative apparatus are (administrative skills, training, and qualification).

First: Administrative Skills

Figure 2 represents the effect of sports management support as a mediating variable in the relationship between administrative skills (independent variable) and sports performance (dependent variable), based on path analysis of the three variables using AMOS v24 software.



From the previous figure, we find that:

The regression coefficient between administrative skills (independent variable) and sports management support (mediating variable) is 0.558, which is statistically significant at a significance level of ($p < 0.01$).

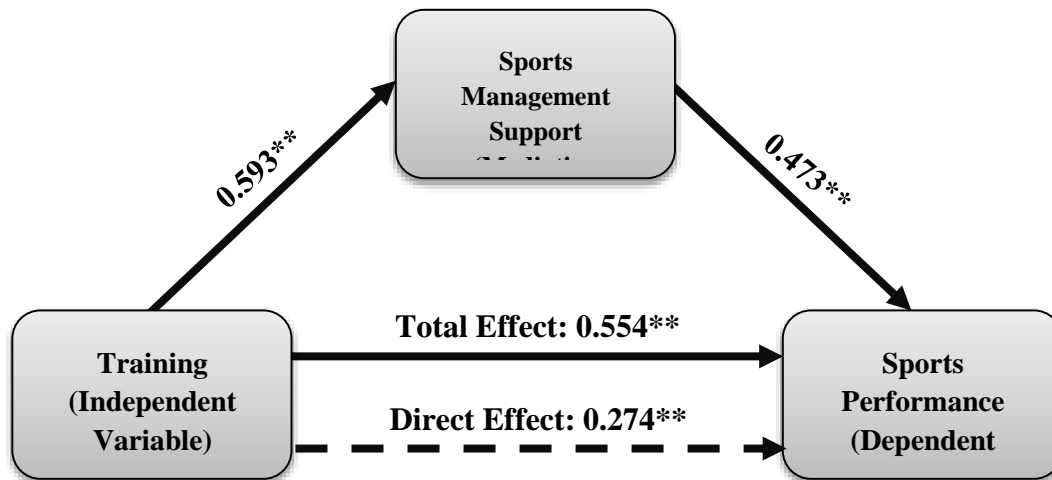
The regression coefficient between sports management support (mediating variable) and sports performance (dependent variable) is 0.657, which is statistically significant at a significance level of ($p < 0.01$).

The direct effect between administrative skills (independent variable) and sports performance (dependent variable) in this model is not significant, as the regression coefficient was 0.042, while the total effect of administrative skills on sports performance was 0.409, which is statistically significant at a significance level of ($p < 0.01$).

From the above, we conclude that sports management support fully mediates the relationship between administrative skills and sports performance. Therefore, the following hypothesis can be accepted as valid: "Sports management support plays a mediating role in the relationship between administrative skills and sports performance."

Second: Training

Figure 2 represents the effect of sports management support as a mediating variable in the relationship between training (independent variable) and sports performance (dependent variable), based on path analysis of the three variables using AMOS v24 software.



From the previous figure, we find that:

The regression coefficient between training (independent variable) and sports management support (mediating variable) is 0.593, which is statistically significant at a significance level of ($p < 0.01$).

The regression coefficient between sports management support (mediating variable) and sports performance (dependent variable) is 0.473, which is statistically significant at a significance level of ($p < 0.01$).

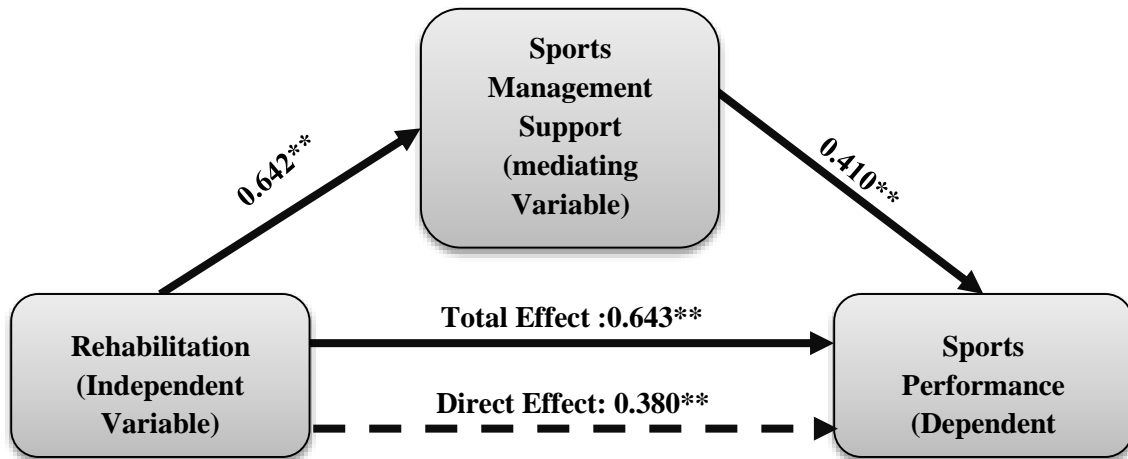
The direct effect between training (independent variable) and sports performance (dependent variable) is statistically significant, as the regression coefficient was 0.274 (at a significance level of $p < 0.01$). Still, it is less than the total effect, with a regression coefficient of 0.554 at a significance level of ($p < 0.01$).

From the above, we conclude that sports management support partially mediates the relationship between training and sports performance. Therefore, the following hypothesis is valid: "Sports management support plays a mediating role in the relationship between training and sports performance."

Third: Qualification

Figure 4 represents the effect of sports management support as a mediating variable in the relationship between qualification (independent variable) and sports performance (dependent variable), based on path analysis of the three variables using AMOS v24 software.

From the previous figure, we find that:



The regression coefficient between qualification (independent variable) and sports management support (mediating variable) is 0.642, which is statistically significant at a significance level of ($p < 0.01$).

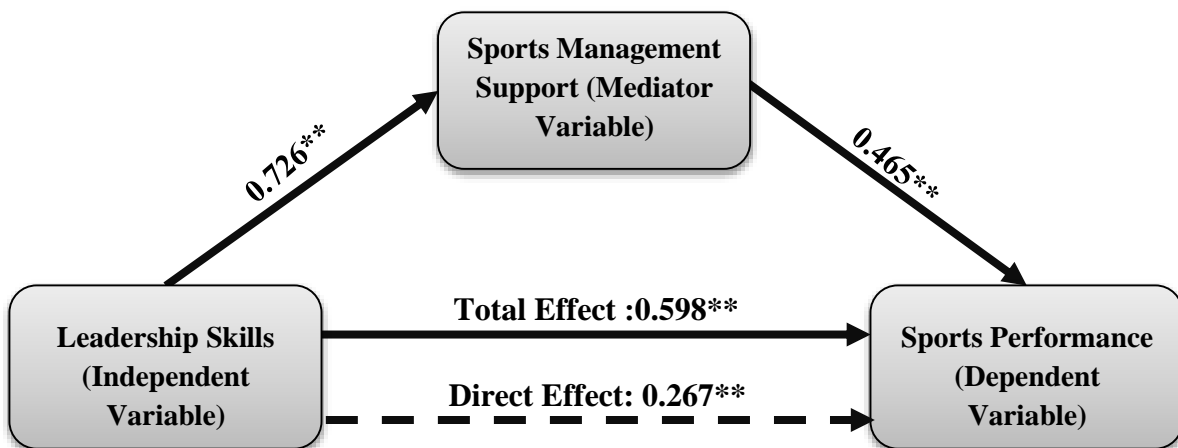
The regression coefficient between sports management support (mediating variable) and sports performance (dependent variable) is 0.410, which is statistically significant at a significance level of ($p < 0.01$).

The direct effect between qualification (independent variable) and sports performance (dependent variable) is statistically significant, as the regression coefficient was 0.380 (at a significance level of $p < 0.01$). Still, it is less than the total effect, with a regression coefficient of 0.643 at a significance level of ($p < 0.01$).

From the above, we conclude that sports management support partially mediates the relationship between qualification and sports performance. Therefore, the following hypothesis is valid: "Sports management support plays a mediating role in the relationship between qualification and sports performance."

Fourth: Leadership Skills

Figure 5 represents the effect of sports management support as a mediating variable in the relationship between leadership skills (independent variable) and sports performance (dependent variable), based on path analysis of the three variables using AMOS v24 software.



From the previous figure, we find that:

The regression coefficient between leadership skills (independent variable) and sports management support (mediating variable) is 0.726, which is statistically significant at a significance level of ($p < 0.01$).

- The regression coefficient between sports management support (mediating variable) and sports performance (dependent variable) is 0.465, which is statistically significant at a significance level of ($p < 0.01$).
- The direct effect between leadership skills (independent variable) and sports performance (dependent variable) is statistically significant, with a regression coefficient of 0.267 (at a significance level of $p < 0.01$). Still, it is less than the total effect of 0.598 (at a significance level of $p < 0.01$).

From the above, we conclude that sports management support partially mediates the relationship between leadership skills and sports performance. Therefore, the following hypothesis can be accepted as valid: "Sports management support plays a mediating role in the relationship between leadership skills and sports performance."

Conclusions and Analyses

- **Sports Management as a Vital Success Factor:** The study confirms that sports management is one of the most essential factors in achieving success and winning titles in football, particularly sports performance. Good management is the crucial element that ensures the organisation of resources and effectively directs efforts toward achieving sporting goals. Sports management includes planning and implementing work strategies, distributing roles, monitoring performance, and evaluating results, all of which are vital for achieving sporting excellence.
- **The Importance of Administrators Alongside Technicians:** The study showed a common belief that the positive results achieved by sports teams are attributed only to coaches or the technical team, which harms the reputation of administrators and diminishes their efforts. This result is consistent with the previous literature that administrative work is no less important than technical work due to the close relationship between the two apparatuses and their joint impact on sports performance. Administrators play an essential role in planning, organising, coordinating, and ensuring the availability of a suitable environment for coaches and players to achieve optimal performance.
- **Interrelation of Administrative and Technical Apparatuses:** The results indicated that the administrative and technical apparatuses are closely linked in planning, organising, and tasks. This interrelation is significantly reflected in the performance of athletes, and it appears that any defect in this relationship negatively affects sports performance. Therefore, it is important to enhance communication and coordination between administrators and technicians to achieve optimal sports performance. These efforts should include periodic meetings to exchange information, coordinate efforts, and develop effective communication mechanisms that allow for smooth and rapid exchange of information. Coordination between administrators and technicians ensures the alignment of goals and strategies and allows for effective exchange of information, contributing to improving sports performance.

Study Limitations, Recommendations, and

Suggestions for Future Studies

The study faced some limitations that should be taken into consideration when interpreting the results, which are as follows:

Geographical Scope of the Study: The study is limited to Qatari national teams, which may limit the generalizability of the results to national teams in other countries. Cultural, administrative, and sporting contexts may differ between countries, affecting the results' generalizability.

Data Collection Methodology: The study relied on questionnaires to collect data, which may lead to variation in the accuracy of the information provided due to subjective factors of the respondents. Participants' responses can be influenced by their personal perceptions and individual experiences, which may affect the accuracy of the results.

Use of Quantitative Methodology: Due to the primary use of quantitative methodology, this may overlook some qualitative aspects that may be important in understanding the complex effects of administrative and leadership variables on sports performance. There may be contextual or behavioural factors that quantitative methods cannot measure, but they significantly affect the results.

Time Constraints and Data Used: The results depend heavily on the data collected during a specific period (approximately 6 months), which may not reflect changes and developments that may occur in subsequent periods. Circumstances and administrative and sporting practices may change, requiring periodic updates and data analysis.

Influence of External Factors: There may be external factors not accounted for in the study that affect sports performance, such as economic, political, or technological changes, which may indirectly affect the results and require further research to determine their impact.

Study Recommendations

Strategic Planning for Sports Activities: Innovative strategies should be developed for strategic planning for sports activities to improve the status and public image of sports institutions. This includes developing comprehensive training and qualification programs targeting all members of the administrative apparatus and athletes.

Rules and Regulations for Implementing Sports Activities: It is necessary for the General Sports Authority to establish rules and regulations for implementing sports activities, with a planning vision consistent with national goals and taking into account all critical aspects.

Internal Environment and Marketing Objectives: Sports departments must understand their internal environment and clearly define their marketing objectives. This requires extensive study of the surrounding environment and sorting of relevant regulations and laws, with a clear vision and mission for sports marketing.

Establishment of an Institution for Organizing Sports Projects: It is necessary to establish an institution specialised in organising and participating in sports activity projects implemented by the General Sports Authority and ensuring accurate follow-up of the implementation of the Authority's plans to achieve the desired goals.

Improving the Level of Students in Various Sports Activities: The General Sports Authority should plan projects aimed at improving the level of students in various fields such as culture, science, art, scouting, and volunteering.

Enhancing Administrative Support: Continuous and effective administrative support should be provided to ensure optimal sports performance. This includes providing the necessary human and material resources.

Educating Cadres in Sports Marketing: It is essential to focus on educating and training specialised cadres in sports marketing to ensure the effectiveness of marketing strategies and achieve goals.

Conducting Research and Marketing Studies: Encouraging and conducting research and studies related to sports marketing and associated activities contributes to knowledge development and provides new insights to improve sports and administrative performance.

Suggestions for Future Studies

The Role of Technology in Sports Management: Studying how modern technology can improve training programs and athletic performance. Are there specific examples of the successful use of technology in the Qatari context or other countries?

Sports Marketing Strategies: It is essential to study the role of sports marketing in improving sports performance and how sports departments can benefit from marketing strategies to enhance the athletic performance of national teams.

Social and Cultural Impacts: Studying the impact of social and cultural factors on sports performance may provide additional insights on how to improve sports performance in Qatar. How can these factors enhance or hinder sports performance?

Comparative International Experiences: Similar studies can be conducted in countries other than Qatar, and the results of this study can be compared with those of similar studies in different countries. What are the differences and similarities in the impact of administrative variables on sports performance between Qatar and other countries?

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