International Journal of
Sports, Health
and Physical Education

Dr. Diyar Fakhrulddin Mohammed
College of Physical Education and Sports Sciences, University of Kirkuk, Iraq

Administrative growth and its role in enhancing administrative innovation among club administrations in the Iraqi professional football league

Diyar Fakhrulddin Mohammed

DOI: https://doi.org/10.33545/26647559.2025.v7.i2f.278

Abstract
The research aims to identify administrative growth and its role in enhancing administrative innovation among club managements in the Iraqi Professional Football League. This is achieved by determining the level of administrative growth in the managements of clubs participating in the Iraqi Professional League, identifying the reality of administrative innovation among club managements participating in the Iraqi Professional League, and analyzing the relationship between administrative growth and administrative innovation among club managements participating in the Iraqi Professional League. The research areas were, from the human field: members of the administrative bodies of sports clubs participating in the Professional Football League for the season (2023-2024), the time period (February 14, 2024) to (June 18, 2024), and the spatial field: the headquarters of sports clubs for the Professional Football League in Iraq for the season (2023-2024). The current research community was determined through a sample limitation, where the research community and sample were determined from the members of the administrative bodies of sports clubs for the Professional Football League in Iraq, where the number of members of the administrative bodies reached (166) distributed among the sports clubs for the Professional Football League participating in the league for the season (2023/2024) According to the available statistics, the researcher adopted a percentage of (100%) for the research sample, where (166) members of the administrative bodies of sports clubs for the Iraqi Professional Football League were approved. Then the researcher divided the current research sample into (3) basic samples (exploratory - preparation - application). The results showed that administrations are moving towards adopting flexible work models that encourage continuous renewal and development. Administrative bodies are keen to enhance the effective participation of the human element in innovation processes. The findings demonstrate that there is growing interest in acquiring new technologies to aid in administrative work. The greatest suggestions were: improving culture of creativity by incorporating innovation standards in performance analysis, integrating flexible organizational systems that enable unending adjustment depending on variables, and mobilizing empowerment initiatives to improve the involvement of the human aspect in decision making.

Keywords: Administrative, growth, innovation football league

Introduction
Today, it is possible to see changes and differentiations at certain rates in all areas of life. In the face of this change and differentiation, organizations have tried to keep up with the times and conditions. (Mohammed, 2024) [16]
The modern world is also experiencing dynamic growth in the sphere of sports management imposing more and more challenges on the sports clubs that demand more flexible and innovative administrative skills. In this regard, the aspect of administrative growth has become a critical aspect in allowing sports organizations to enhance their efficiency and the capacity to remain at par with the changes that have been emanating around them. Administrative growth denotes the process of active expansion of the administrative system and executive leadership in order to invest the human and material resources optimally. The direct impact of this growth is administrative innovation, which can be characterized as the capacity to design new administrative procedures and implement innovative ways of solving the issues that guarantee the competitive advantage and sustainability. Following the ever-growing competition in the Iraqi Professional Football League, the current research is essential because it will contribute to the richness of scientific knowledge in the area of sports management by establishing the connection between the concept of administrative growth and the process of

Corresponding Author:
Dr. Diyar Fakhrulddin Mohammed
College of Physical Education and Sports Sciences, University of Kirkuk, Iraq

administrative innovation in professional clubs. Giving the club managements in Iraq feasible suggestions that can assist them to enhance their performance and be innovative in terms of management practices that will enhance their performance in and out of the field. This leaves open the way to further research that may elaborate on the study of the connection of sports management to innovations in other areas, including sports marketing or sports investment.

Research Problem
Although the Iraqi Professional Football League has experienced an impressive level of development, the club managements are still struggling with administration issues, which include poor organization and planning and a lack of strategy vision. This adversely affects their performance of attaining stability and excellence. Considering these issues, one of the underlying questions is how much administrative growth as an ongoing process of building up administrative capabilities and structures could have a material effect in facilitating administrative innovation in these clubs. Hence, the research problem is defined as the lack of understanding and practical application of administrative growth mechanisms within sports club managements, and the resulting limited ability to innovate modern administrative methods that keep pace with the requirements of the competitive environment of the Iraqi Professional League.

Research Objectives
1. Determining the level of administrative growth among club managements participating in the Iraqi Professional League.
2. Identifying the reality of administrative innovation among club managements participating in the Iraqi Professional League.
3. Analyzing the relationship between administrative growth and administrative innovation among club managements participating in the Iraqi Professional League.

Research Areas
- **Human domain:** Members of the administrative bodies of sports clubs participating in the Iraqi Professional Football League for the 2023-2024 season.
- **Temporal domain:** February 14, 2024, to June 18, 2024.
- **Spatial domain:** Headquarters of sports clubs participating in the Iraqi Professional Football League for the 2023-2024 season.

Research Methodology
The researcher used the descriptive approach, using a survey method and correlational relationships, to solve the research problem. (Majid, 2009) [17]

Research Community and Sample
The current research community was determined by correctly identifying the sample. The research community was determined from the members of the administrative bodies of the sports clubs of the Iraqi Professional Football League. The number of members of the administrative bodies reached (166), distributed among the sports clubs of the Iraqi Professional Football League participating in the league for the 2023/2024 season. According to available statistics, the researcher adopted a percentage of (100%) for the research sample, where (166) members of the administrative bodies of the sports clubs of the Iraqi Professional Football League were selected. The researcher then divided the current research sample into (3) primary samples (exploratory,

preparation, and application). The research sample was divided into multiple samples, as follows, and Table (1) shows this.

Table 1: Shows the number of the survey sample, its numbers, and its application

Clubs	Research community	Research sample	Exploratory	Sample numbers	Sample application
Air Force	9	9	0	9	9
Al Hedod	7	7	0	7	7
Al kahrabaa	10	10	0	10	10
Al-Karkh	6	6	0	6	6
Almina'a	8	8	0	8	8
Al-Qasim	8	8	0	8	8
Al-Shorta	9	9	0	9	9
Al-Zawraa	9	9	0	9	9
Amant Baghdad	9	9	0	9	9
Dohuk	8	8	0	8	8
Erbil	7	7	0	7	7
Karbala	10	10	0	10	10
Naft	9	9	0	9	9
Naft Al-Basra	10	10	0	10	10
Naft Alwassat	7	7	0	7	7
Naft Maysan	9	9	0	9	9
Najaf	7	7	0	7	7
Nawroz	10	10	10	0	10
Talaba	5	5	0	5	5
Zakho	9	9	0	9	9
Total	166	166	10	156	166
Percentage	100%	100%	6.02%	93.97%	100%
			100%		

Measurement tool used in the research:
The researcher developed two questionnaires to measure the variables (administrative growth and administrative innovation). This was done by reviewing scientific sources and references related to the research variables. (5) domains were identified for the (administrative growth) questionnaire and (5) domains for the (administrative innovation) questionnaire. The researcher presented these domains to (7) experts specializing in sports management, as shown in Table (2).

Table 2: Shows the experts' agreement on the domains of the two questionnaires (administrative growth and administrative innovation)

The scale	Agreement	%	Disagreement	%	Acceptability
Administrative growth					
Administrative Planning	7	100	0	0	acceptable
Human Resource Development	6	86	1	14	acceptable
Administrative Organization	7	100	0	0	acceptable
Leadership and Decision Making	7	100	0	0	acceptable
Administrative innovation					
Creativity in Problem Solving	6	86	1	14	acceptable
Renewing Work Methods	6	86	1	14	acceptable
Encouraging Initiatives	7	100	0	0	acceptable
Using Technology	6	86	1	14	acceptable

Through Table (2), it is clear to the researcher that the variable fields were accepted, as they obtained a percentage above (75%) according to the opinion of the experts. The researcher formulated a number of phrases for those fields, where (7) phrases were formulated for each field and for each questionnaire, so that each questionnaire had (28) phrases, and they were presented to the same experts to whom the fields were presented, as in Table (3).

Table 3: Shows the experts' agreement on the proposed phrases (administrative growth)

S. No	Phrases	Agreement	%	Disagreement	%	Acceptability
	Administrative Growth					
	Administrative Planning					
1	The management sets clear goals that are consistent with the club's capabilities and potential.	7	100	0	0	acceptable
2	The management takes future changes into account when formulating its plans.	7	100	0	0	acceptable
3	Plans are prepared based on accurate data, not personal judgment.	6	86	1	14	acceptable
4	The management sets indicators to measure the success of its plans.	7	100	0	0	acceptable
5	The management involves employees in formulating some aspects of the plan.	6	86	1	14	acceptable
6	Plans are reviewed periodically to correct the progress of implementation.	4	57	3	43	unacceptable
7	The administration allocates financial and human resources to serve the achievement of the plan.	7	100	0	0	acceptable
	Human Resources Development					
1	The management provides ongoing training opportunities for all employees.	7	100	0	0	acceptable
2	The management believes in leadership development and technical development of the employees.	6	86	1	14	acceptable
3	The results of training programs are monitored by the management and their contribution is measured.	7	100	0	0	acceptable
4	The management offers motivations to employees who enhance themselves professionally.	7	100	0	0	acceptable
5	The management offers equal chances of promotion and nomination of positions.	7	100	0	0	acceptable
6	The management promotes self-learning and sharing of experiences amongst employees.	3	43	4	57	unacceptable
7	The management embraces the philosophy of equality in meeting personal needs of development.	7	100	0	0	acceptable
	Administrative organization					
1	The administration has an organizational structure that clearly brings out the lines of authority.	7	100	0	0	acceptable
2	The management does not have conflicts in authority among departments.	6	86	1	14	acceptable
3	The tasks of every employee are distinctly and accurately figured out.	7	100	0	0	acceptable
4	The leadership works towards the reduction of bureaucracy.	7	100	0	0	acceptable
5	The management increases interactions among various departments.	7	100	0	0	acceptable
6	Written work manuals are provided by the management which makes the processes easier.	6	86	1	14	acceptable
7	The management keeps track of the compliance of employees to the roles assigned to them.	7	100	0	0	acceptable
	Leadership and Decision Making					
1	The management promotes group involvement in decision making.	3	43	4	57	unacceptable
2	Scientific data is analyzed in making leadership decisions.	6	86	1	14	acceptable
3	Leaders can make decisions that they can take responsibility.	7	100	0	0	acceptable
4	Leadership provides effectiveness in decision announcement.	7	100	0	0	acceptable
5	In an emergency, the leadership can take fast decisions.	4	57	3	43	unacceptable
6	The best interests of the club are in place in leadership and the procedures of solving the controversial matters.	6	86	1	14	acceptable
7	Leadership is the observing side of the decisions made and their outcomes are constantly measured.	7	100	0	0	acceptable

Based on Table (3), it is evident that (4) phrases in different fields were removed which left (24) phrases in the questionnaire of the Administrative Growth.

Table 4: Provides the consensus of the experts regarding the suggested phrases (Administrative Innovation)

S. No.	Phrases	Agreement	%	Disagreement	%	Acceptability
	Administrative Innovation					
	Creativity in Problem Solving					
1	When the management is presented with problem, they find unconventional answers.	7	100	0	0	acceptable
2	Brainstorming is a technique employed by the management to come up with new ideas.	3	43	4	57	unacceptable
3	The management assesses the innovative solutions in terms of their effectiveness.	7	100	0	0	acceptable
4	The management gives enough time to talk about the problems creatively.	7	100	0	0	acceptable
5	Management assists the individual initiatives in solving the crises.	7	100	0	0	acceptable
6	The management uses past experiences to develop new solutions.	6	86	1	14	acceptable
7	The management favors new practical solutions compared to conventional solutions.	7	100	0	0	acceptable
	Renewing working methods					
1	The management continually audits its internal processes to make them lean.	7	100	0	0	acceptable
2	Management seeks faster ways to accomplish tasks.	6	86	1	14	acceptable
3	Management develops new models for distributing work among employees.	7	100	0	0	acceptable
4	Management relies on flexible methods to manage daily tasks.	4	57	3	43	unacceptable
5	Management encourages positive change in the way work is done.	7	100	0	0	acceptable
6	Management implements practical improvements that are consistent with sporting developments.	6	86	1	14	acceptable
7	Management provides an environment that encourages employees to propose alternative work methods.	7	100	0	0	acceptable
	Use of technology					
1	The administration relies on electronic systems for data storage.	7	100	0	0	acceptable
2	The administration employs modern software to support decision-making.	6	86	1	14	acceptable
3	The administration monitors technological developments and implements appropriate ones.	7	100	0	0	acceptable
4	The administration uses digital means to communicate with employees and the public.	3	43	4	57	unacceptable
5	The administration utilizes modern applications to facilitate administrative procedures.	7	100	0	0	acceptable
6	The administration provides adequate training for employees on digital systems.	6	86	1	14	acceptable

7	The administration is committed to protecting its data through electronic security systems.	4	57	3	43	unacceptable
Encouraging initiatives						
1	Management gives employees the opportunity to present new ideas.	7	100	0	0	acceptable
2	Management values the efforts of innovative employees.	6	86	1	14	acceptable
3	Management provides financial and moral incentives for successful initiatives.	7	100	0	0	acceptable
4	Management embraces new ideas, even if they take a long time to implement.	4	57	3	43	unacceptable
5	All the suggestions are listened to by the management.	7	100	0	0	acceptable
6	The management leaves the space of experimenting and making of mistakes.	6	86	1	14	acceptable
7	Initiatives are incorporated as a routine of work by the management.	7	100	0	0	acceptable

Based on Table (4), it was evident that (4) phrases were eliminated in different fields resulting in (23) phrases used in the Administrative Innovation questionnaire.

Exploratory Experiment
To verify the clarity and accuracy of the study tools prior to the ultimate use of the study tools, the researcher used an exploratory experiment on a preliminary sample of (10) members of the administrative bodies of clubs that were members of the Professional Football League. This sample was chosen at random (lottery), which represented (6.2) of the study population. The purpose of this experiment, which was conducted on Tuesday, March 5, 2024, was to check the clarity of the phrases and their non-ambiguity, to determine the time spent to fill out the questionnaire. The outcomes reported the appropriateness of the questionnaire with regard to brevity and clarity and suggested that the mean time taken to answer the questions was (15) minutes.

Application of the two questionnaires to the study sample:
The two questionnaires were tested on a sample (156) of the members of the administrative bodies of the clubs which were members of a Professional Football League to confirm the scientific nature of the study tools. The field application was conducted at the sports club headquarters on a Sunday (17 March) and a pilot sample of (156) questionnaires was omitted to maintain the integrity of the study sample. (16) questionnaires were omitted on the basis of failing to satisfy the validity requirement. The end analysis was based on (140) valid questionnaires and (89.7) response rate.

Scientific Conditions for the Questionnaire
1. Validity of the Two Questionnaires
The apparent validity and suitability of the questionnaire for application were verified by presenting it to a group of (7) expert referees specialized in the field of sports management. Their evaluation results, as shown in Table (5.4), indicated the experts' agreement on achieving apparent validity and validity for field application.

Table 5: Shows the agreement rate for the administrative growth questionnaire from the experts' point of view

S. No.	Phrases	Agreement percentage%
Administrative planning		
1	The management sets clear goals that are commensurate with the club's capabilities and potential.	100
2	The management takes future changes into account when formulating its plans.	100
3	Plans are prepared based on accurate data, not personal judgment.	86
4	The management sets indicators to measure the success of its plans.	100
5	The management involves employees in formulating certain aspects of the plan.	86
6	The management allocates financial and human resources to support the achievement of the plan.	100
Human Resources Development		
1	The management provides ongoing training opportunities for all employees.	100
2	The management is committed to developing employees' leadership and technical skills.	86
3	The management monitors the results of training programs and measures their impact.	100
4	The management provides incentives to employees who develop themselves professionally.	100
5	The management provides equal opportunities for promotion and nomination for positions.	100
6	The management adopts the principle of fairness in addressing individual development needs.	100
Administrative organization		
1	The management adopts an organizational structure that clearly defines the lines of authority.	100
2	The management avoids overlapping authority between departments.	86
3	The tasks of each employee are clearly and precisely defined.	100
4	The management seeks to reduce bureaucratic complexity.	100
5	The management promotes coordination between different departments.	100
6	The management provides written work manuals that facilitate the flow of procedures.	86
7	The management monitors the adherence of employees to their assigned roles.	100
Leadership and Decision Making		
1	Leadership decisions are based on scientific data analysis.	86
2	Leaders are able to take responsibility for their decisions.	100
3	The leadership is committed to transparency in announcing decisions.	100
4	The leadership considers the club's interests when resolving controversial issues.	86
5	The leadership continuously monitors the impact of its decisions and evaluates their results.	100

Table 6: Shows the percentage of agreement for the administrative innovation questionnaire from the experts' point of view

S. No	Phrases	Agreement percentage%
	Creativity in problem solving	
1	Management seeks unconventional solutions when faced with problems.	100
2	Management evaluates innovative solutions based on effectiveness.	100
3	Management allows sufficient time to discuss problems in creative ways.	100
4	Management supports individual initiatives to resolve crises.	100
5	Management draws on past experiences to formulate new solutions.	86
6	Management prioritizes innovative, practical solutions over traditional ones.	100
	Renewing working methods	
1	Management continually reviews its internal procedures to streamline them.	100
2	Management seeks faster ways to accomplish tasks.	86
3	Management develops new models for distributing work among employees.	100
4	Management encourages positive change in the way work is done.	100
5	Management implements process improvements that align with sporting developments.	86
6	Management provides an environment that encourages employees to propose alternative work methods.	100
	Use of technology	
1	The administration relies on electronic systems for data storage.	100
2	The administration employs modern software to support decision-making.	86
3	The administration monitors technological developments and implements appropriate ones.	100
4	The administration utilizes modern applications to facilitate administrative procedures.	100
5	The administration provides adequate training for employees on digital systems.	86
	Encouraging initiatives	
1	Management gives employees the opportunity to present new ideas.	100
2	Management values the efforts of innovative employees.	86
3	Management provides financial and moral incentives for successful initiatives.	100
4	Management listens seriously to all proposals submitted.	100
5	Management allows room for experimentation and learning from mistakes.	86
6	Management makes initiatives part of the daily work culture.	100

2. Questionnaire Reliability

The researcher calculated the test's reliability using a statistical program and the Cronbach's alpha equation on a sample of (140) members. The reliability rate for the questionnaire as a whole was (83.42) for the "Administrative Growth" questionnaire, and (79.48) for the "Administrative Innovation" questionnaire, as shown in Table (7)(8).

Table 7: Shows the reliability coefficient values for the "Administrative Growth" questionnaire using the Cronbach's alpha equation

S. No.	Phrases	stability
	Administrative planning	
1	The management sets clear goals that are commensurate with the club's capabilities and potential.	77
2	The management takes future changes into account when formulating its plans.	87
3	Plans are prepared based on accurate data, not personal judgment.	98%
4	The management sets indicators to measure the success of its plans.	67
5	The management involves employees in formulating certain aspects of the plan.	87
6	The management allocates financial and human resources to support the achievement of the plan.	82
	Human Resources Development	
1	The management provides ongoing training opportunities for all employees.	100
2	The management is committed to developing employees' leadership and technical skills.	86
3	The management monitors the results of training programs and measures their impact.	100
4	The management provides incentives to employees who develop themselves professionally.	100
5	The management provides equal opportunities for promotion and nomination for positions.	100
6	The management adopts the principle of fairness in addressing individual development needs.	100
	Administrative organization	
1	The management adopts an organizational structure that clearly defines the lines of authority.	77
2	The management avoids overlapping authority between departments.	65
3	The tasks of each employee are clearly and precisely defined.	87
4	The management seeks to reduce bureaucratic complexity.	98
5	The management promotes coordination between different departments.	88
6	The management provides written work manuals that facilitate the flow of procedures.	67
7	The management monitors the adherence of employees to their assigned roles.	88
	Leadership and Decision Making	
1	Leadership decisions are based on scientific data analysis.	77
2	Leaders are able to take responsibility for their decisions.	89
3	The leadership is committed to transparency in announcing decisions.	76
4	The leadership considers the club's interests when resolving controversial issues.	73
5	The leadership continuously monitors the impact of its decisions and evaluates their results.	71

Table 8: Shows the reliability coefficient values for the administrative innovation questionnaire using the Cronbach's alpha equation

S. No.	Phrases	stability
	Creativity in problem solving	
1	Management seeks unconventional solutions when faced with problems.	77
2	Management evaluates innovative solutions based on effectiveness.	67
3	Management allows sufficient time to discuss problems in creative ways.	75
4	Management supports individual initiatives to resolve crises.	97
5	Management draws on past experiences to formulate new solutions.	65
6	Management prioritizes innovative, practical solutions over traditional ones.	78
	Renewing working methods	
1	Management continually reviews its internal procedures to streamline them.	70
2	Management seeks faster ways to accomplish tasks.	76
3	Management develops new models for distributing work among employees.	65
4	Management encourages positive change in the way work is done.	98
5	Management implements process improvements that align with sporting developments.	78
6	Management provides an environment that encourages employees to propose alternative work methods.	89
	Use of technology	
1	The administration relies on electronic systems for data storage.	77
2	The administration employs modern software to support decision-making.	89
3	The administration monitors technological developments and implements appropriate ones.	78
4	The administration utilizes modern applications to facilitate administrative procedures.	69
5	The administration provides adequate training for employees on digital systems.	89
	Encouraging initiatives	
1	Management gives employees the opportunity to present new ideas.	76
2	Management values the efforts of innovative employees.	87
3	Management provides financial and moral incentives for successful initiatives.	67
4	Management listens seriously to all proposals submitted.	78
5	Management allows room for experimentation and learning from mistakes.	98
6	Management makes initiatives part of the daily work culture.	76

Final Application of the Two Questionnaires

For the final application of the study, the researcher distributed the two questionnaires to the primary application sample, which consisted of (166) members of the administrative bodies of clubs participating in the Professional League, representing (100%) of the research sample. The distribution process took place on May 5, 2024. After following up on the retrieval of the questionnaires, the researcher was unable to retrieve (21) questionnaires, leaving (145) valid and complete questionnaires that were approved for the final statistical analysis. The percentage after distribution to the application sample was (87%).

Statistical Processing

The researcher used the SPSS statistical package to process the data.

Results and discussions

- **Presentation, Analysis, and Discussion of the Results**
1. **Presentation, Analysis, and Discussion of the Results of the Administrative Growth Questionnaire**

To analyze the sample members' responses to the "Administrative Growth" questionnaire, the researcher calculated the means and standard deviations for each of its domains. Then these calculated averages were compared with a pre-determined hypothetical average for each field, in order to determine the statistical significance of the level of the respondents' responses. The results of these comparisons are shown in Table (9).

Table 9: Shows the means and standard deviations for the (administrative growth) questionnaire

Variables	Mean	SD	Hypothetical mean	df	value (t)		Statistical significance
					Calculated	Sig	
Administrative Planning	18.438	0.483	18	144	10.92	0.000	Sig.
Human Resource Development	18.123	0.743	18	144	1.99	0.000	Sig.
Administrative Organization	21,498	0.763	21	144	7.86	0.000	Sig.
Leadership and Decision Making	15,439	0.652	15	144	8.11	0.000	Sig.

Table (9) shows a consistency between actual administrative practices in the Professional Football League clubs and the theoretical frameworks of the concept of administrative growth, as the sample members' responses demonstrate an advanced awareness of the importance of comprehensive development. In the administrative planning axis, the findings show that it has adhered to a scientific approach to the development of plans, and that it has identified the significance of bringing the human factor into the planning process, which indicates the incorporation of participatory administrative approaches that make the feeling of collective responsibility stronger. The findings also reveal an interest in predicting future variables in accordance with the dynamism of the competitive environment in which the concerned clubs are operating.[4] The outcomes in the human resources development axis showed that it was aware of the significance of human capital as a key element in the realization of competitive advantage. This was seen in the fascination with sustainable training programs and the acquisition of specialized skills, as well as, the design of incentive systems that are directly connected to performance and achievement levels, which is in tandem with the current trends in human resources management.(Elias, 2011) [15] The outcomes of the administrative organization field showed that

there was a tendency to simplify the structure of the organization and to correctly delimit the areas of responsibility, and the attention was paid to the minimization of the procedural complexities that could influence the workability of the administrative processes. The interest was also raised in the enhancement of integration processes among various organizational units, which were grounded on the realization that strategic goals could only be achieved by integrating roles and functions, and the need to base the leadership practices on data and information. Another aspect that defines leadership practices was the control over the execution of decisions and measurement of their effectiveness, which, once again, is a sign of a mature leadership practice that is in tandem with the needs of contemporary management. When combined, these findings

suggest that professional football clubs are at a stable developmental stage and structural, cultural and human variables combine in positive ways to attain desired growth in administration. However, further development is needed in some areas to achieve advanced levels of administrative excellence. (Khaled, 2021) [14]

2. Presentation, Analysis, and Discussion of the Results of the Administrative Innovation Questionnaire
The researcher extracted the means and standard deviations for the Administrative Innovation Questionnaire. The calculated means were compared with the hypothetical mean for each domain to determine the significance of each domain, as shown in Table (10):

Table 10: Shows the means and standard deviations for the (administrative innovation) questionnaire

Variables	Mean	SD	Hypothetical mean	df	value (t)		Statistical significance
					Calculated	Sig	
Creativity in Problem Solving	18.125	0.487	18	144	3.09	0.000	Sig.
Renewing Work Methods	18.398	1.653	18	144	2.85	0.000	Sig.
Encouraging Initiatives	15.409	0.498	15	144	9.92	0.000	Sig.
Using Technology	18.328	0.568	18	144	6.87	0.000	Sig.

From Table (10), it is clear that the culture of administrative innovation is one of the basic pillars for developing institutional performance in sports clubs, especially in the context of the Professional League, which is characterized by a highly competitive environment. Based on the responses of the members of the administrative bodies in the clubs, the areas of administrative innovation can be analyzed as follows: In the field of creativity in solving problems, it was found that the administrations adopt unconventional methodologies in addressing challenges, with a focus on evaluating the solutions provided according to the standards of efficiency and effectiveness. The results also show the allocation of sufficient time to study problems from multiple angles, and the encouragement of individual initiatives in dealing with crises, (Muhammad, 2018) [13] in addition to benefiting from previous experiences in developing innovative solutions, while giving clear priority to practical creative solutions over traditional solutions. As for the axis of renewing work methods, the responses showed the administrations' keenness to periodically review systems and procedures with the aim of simplifying them, and the constant pursuit of adopting more efficient methods in completing tasks, while developing flexible work models to distribute tasks in a manner that is consistent with the available competencies. Innovation was also reflected in the promotion

of positive changes in the working environment, the introduction of continuous improvements to the conditions that satisfy changing sporting needs, (Samir, 2020) and the establishment of an open atmosphere in suggesting new alternatives in the procedures. In the field of technological use, the findings indicated a definite tendency towards using electronic systems to manage the data and the further sophisticated use of technical applications to assist in the decision-making process. Innovation is also evident in the continuous monitoring of modern technologies and the application of what is appropriate to the clubs' needs, effective investment in smart applications to simplify administrative procedures, and the provision of specialized training programs to enable staff to use these systems. Regarding the focus on encouraging initiatives, the results showed sufficient space for presenting new ideas, with clear appreciation for creative efforts, and rewarding successful initiatives with various incentives. The administrative environment was also characterized by openness to submitted proposals, providing room for experimentation and improvement, while working to make innovation an essential part of daily practices. Administrative growth plays a significant and important role in achieving other administrative developments, such as marketing, innovation, and employee commitment. (Arazu, 2025) [12]

2. Finding the correlation between the variables of administrative growth and administrative innovation

Table 11: Correlation coefficient between administrative growth and administrative innovation in the research sample

Variables	value of r	Error level	Significance
Administrative Planning	**0.654	0.000	Sig.
Human Resource Development	**0.437	0.001	Sig.
Administrative Organization	**0.568	0.000	Sig.
Leadership and Decision Making	**0.698	0.000	Sig.
Total Grade	2.357	0.000	Sig.

The complementary nature of the concepts of administrative growth and administrative innovation indicates an organic correlation between them, as innovation is the primary driver of sustainable administrative growth. In the environment of sports clubs in the Professional League, this interconnectedness is clear through the interaction of the

main areas of both concepts. Innovation relating to the field of administrative planning is expressed in the use of non-traditional approaches to defining future visions. Innovation helps in changing the perception of planning as a routine process into a creative process that is able to foresee changes. Innovative initiatives also provide improvement to human

resource development that aims at developing leadership and creative skills, which introduces qualitative change in human performance and its capacity to match the requirements with the changes. Regarding the sphere of administrative organization, the use of innovation leads to the reengineering of organizational structure, creation of work mechanisms, which results in the flexibility of the organization, which can adapt to demands of growth. Integration can be seen in the implementation of modern technologies in administrative practices because the introduction of technology leads to empowerment of administrative processes and increasing their efficiency. This interconnectedness in the area of leadership and decision-making is expressed in the way that the leadership styles are adopted to foster creativity and through the application of new methodologies in the decisions made to improve the capacity of the organization to respond to environmental change. Promotion of personal and group-level efforts is a linkage as well between institutional growth and innovation. Such cross-functionalization implies that administrative expansion is impossible without innovation. Instead, innovation is the determining element in the acceleration of growth pace and its sustainability. (Nasser, 2010) [11] It is proper strengthening of individuals which is provided through proper encouragement and motivation. Being creative in problem solving and rejuvenating work techniques helps in the development of planning and organizing processes and complementing initiatives and applying technology improves efficiency of staff procedures. In line with this, it can be argued that the administrative growth / administrative innovation relationship is a two-way relationship in the sense that one promotes the other in a cycle that eventually results in the attainment of administrative excellence that is positively indicated in performance. In the case of sports clubs in a professional sports league setup. (Michael, 2022) [10]

Conclusion
1. It was revealed that there is a tangible devotion to the use of creative approach in solving administrative problems.
2. The departments are shifting towards the adoption of flexible work models that promote continuous innovation and development.
3. Administrative institutions are eager to promote the successful involvement of human factor in the innovation process.
4. The findings indicate that there is a rising desire to invest in the modern technologies to facilitate the administrative tasks.
5. Departments are aiming at maintaining a balance between the need to learn through past experiences and innovating the ways.
6. The regulatory climate portrays evident encouragement to a culture of experimentation and taking calculated risks.
7. There exists an evident complementarity between the fundamental axes of administrative development and the needs of institutional development.
8. The study findings reveal that the correlation between administrative growth and administrative innovation is strong, because innovation is what can cause the sustainable growth process.

Recommendations
1. Fostering creative culture through incorporation of innovation criterion within performance rates.

2. Implementation of open organization forms that can keep on changing as per the change.
3. Engaging the human factor by means of the empowerment programs.
4. Create a change roadmap Digitalization and supplying the required technological infrastructure.
5. Implement a knowledge management system to reflect and share best practices.
6. Assign incubators to be experimented with to help in inspiring new programs.
7. Institutionalize connection between administrative growth strategies and innovation strategies.
8. Embrace composite performance indicators to gauge the innovation effects on the growth of the institution.

References
1. Khader AM. Administrative growth strategy to activate the quality of sports marketing in the professional football league in Iraq [PhD thesis]. Baghdad: Al-Mustansiriya University; 2025.
2. Bin Sassi E. Theoretical dimensions of institutional growth and its structural and organizational impacts. Institutional Performance Laboratory: In the Shadow of Globalization [University paper]; 2011.
3. Al-Otaibi KS. Administrative growth in sports organizations: An analytical study. Journal of Administrative Sciences. 2021; King Saud University.
4. Al-Khayyat MM. Fundamentals of measurement and evaluation in education. Amman: Dar Al-Rayah for Publishing and Distribution; 2009.
5. Porter ML. Measuring administrative growth in professional clubs. Journal of Sports Management. 2022.
6. Saber MA, Omar ZM, Qader BO. Incentives and their role in the job performance of the sports federations in Kirkuk from the point of view of sports federations members. International Journal of Developmental and Social Human Studies. 2024. https://dergipark.org.tr/en/pub/ijdshs/issue/81594/1347528
7. Hassan MA. Administrative growth and development in organizations. Alexandria: Dar Al-Jami'a Al-Jadida; 2018.
8. Al-Dosari NS. The impact of growth strategy on marketing performance of Kuwaiti insurance companies and the role of market orientation as an intervening variable [Master's thesis]. Batna: Middle East University; 2010.
9. Abdel-Wahab S. Administrative innovation and its role in sustainable development. Cairo: Dar Al-Kotob Al-Ilmiyah; 2020.
10. Kumar M, Michael S, Alvarado-Valverde J, Mészáros B, Sámano-Sánchez H, Zeke A, et al. The eukaryotic linear motif resource: 2022 release. Nucleic Acids Research. 2022 Jan 7;50(D1):D497-D508.
11. Nasser AB, Beaulé PE, O'Neill M, Kim PR, Fazekas A. Incidence of groin pain after metal-on-metal hip resurfacing. Clinical Orthopaedics and Related Research®. 2010 Feb 1;468(2):392-399.
12. Arazu AV, Bellah SF, Uzoeto HO, Okoro NO, Cosmas S, Ajima JN, et al. Harnessing AI-driven reverse docking in drug discovery: a comprehensive review of opportunities, challenges, and emerging trends. Journal of Molecular Modeling. 2025 Sep;31(9):256.
13. Mohammad S, Bravo-Marquez F, Salameh M, Kiritchenko S. Semeval-2018 task 1: Affect in tweets.

InProceedings of the 12th international workshop on semantic evaluation 2018 Jun p. 1-17.

14. Khaled R, Ali H, Mohamed EK. The Sustainable Development Goals and corporate sustainability performance: Mapping, extent and determinants. Journal of Cleaner Production. 2021 Aug 15;311:127599.

15. Elias T. 71. Universal instructional design principles for mobile learning. International Review of Research in Open and Distributed Learning. 2011 Feb;12(2):143-156.

16. Mohammed A. Advances in quantum materials for next-generation energy storage devices. *Physical Review Materials.* 2024;8(3):034201.

17. Shabri Abd. Majid M, Kameel Mydin Meera A, Azmi Omar M, Abdul Aziz H. Dynamic linkages among ASEAN-5 emerging stock markets. International Journal of Emerging Markets. 2009 Apr 10;4(2):160-184.