

The role of excellence management in achieving competitive advantage in the Kuwait Football Association

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Research introduction:

The successive developments in the business environment have imposed on organizations the necessity of developing new tools and approaches in order to adapt to these developments, so that these new approaches enhance the organization's ability to achieve its goals in the long term. Institutional excellence is one of the approaches that helps achieve this goal, as it has the ability to ensure that all systems Within the organization are compatible and work harmoniously together. (21:64)

And after Excellence is a thought pattern and administrative philosophy based on an approach related to how to achieve tangible results for the organization to achieve a balance in satisfying the needs of all parties, whether stakeholders or society as a whole, within the framework of a culture of learning, creativity and continuous improvement.

Excellence is also a comprehensive and indivisible concept, meaning that it is not possible to describe the excellence of an organization as being distinguished in a specific field while performance collapses in other fields. Balance and interconnectedness are two basic characteristics of excellence in the various sectors of the organization, and

it includes: Two aspects of modern management are that the purpose of management The truth is the pursuit of excellence, and the other is that all the actions and decisions issued by the administration and the systems and activities it adopts are characterized by excellence, and the two dimensions are complementary and are considered two sides of the same coin and one cannot be achieved without the other.. (10:32)

And Founding Excellence It has become a trend. The head of all organizations at the present time, regardless of the nature of their work, which enhances their ability to face increasing competition. Excellence is a goal that all organizations seek to achieve, as the ultimate goal of any organization is to achieve excellence. and Thus, the pursuit of excellence by companies and organizations is no longer an option. A You may or may not resort to it, so go ahead. The hand of competition in the era of globalization has made organizations in a continuous search for factors and tools to achieve excellence in its various dimensions and levels.

Noting that the pursuit of Organizations Achieving excellence is not necessarily easy, as the environment has become more complex and ambiguous, placing

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increasing pressure on the AA hand in identifying aspects and areas of excellence So that organizations can Continuing to meet increasing challenges. (16:54)

In light of the importance of institutional excellence for organizations, there has become a state of competition to obtain awards in the field of institutional excellence. There are many Arab and international awards for institutional excellence, each of which sets its own definition of the distinguished organization.. Among them are the European Foundation for Quality Management (EFQM) and the Deming Prize. (Deming) Japanese Management Excellence Award, Malcolm Baldrige National American (MBNQA) In the Arab world, we can refer to the King Abdullah II Award for Institutional Excellence in Jordan, the King Abdulaziz Award for Quality in the Education Sector, and the Dubai Award for Excellence in Government Performance.. (2:17)

Excellence management helps in Comprehensive definition For the structure Organizational, And distribution The touch and States and powers to For individuals Workers, And clarification Business and procedures The sponsor By monitoring and following up on the work, as well as monitoring and examining everything that comes to the organization, And make sure That the service has been examined and that it meets the required quality and excellence requirements, and the management Excellence is the participation of all members of the organization, targeting long-term

success, and achieving benefits for the organization's employees and society. In addition, quality includes all areas of work and its elements. One of the most important strengths of excellence management is M.yourI can use it as an effective tool.And objectivity inSelf-assessment process, where strengths and weaknesses are identified.Improvement And developmentIt also shows the organization its path to excellence.. (9:11)

You're As the global challenges and changes facing organizations today have provided opportunities and threats. Nat once, the only way for the organization to survive and you're Under these circumstances, achieving success is the possession of a strong management capable of discovering and exploiting opportunities .in benefit her, and reduce the risksand threatsAnd preparing appropriate strategies, which highlights the inevitability of excellence management, which has become the only available option. (1:29)

Aims Excellence Management To improve organizational performance, by raising service levels and spreading excellence management applications and principles, and working On design Best practices for corporate performance and encouragement At compete and cooperate positively and support it, achieve a balance between activities and results, provide the service or product in a distinctive way that satisfies the customer, and continueinWork, and maintainonIts

rates are within a highly competitive environment, and the level of workers is raised from a scientific perspective. The practical and social, avoiding shortcomings and deficiencies in various areas of institutional work, building distinguished relationships with local and international communities, supporting independence and individual and organizational freedom, understanding the relationships of overlap and mutual influence inside and outside the institution, motivating and pushing individuals morally and psychologically, and maximizing the capacity and efficiency of the workforce. and Increased ability to cope with change. (7: 48)

The comprehensive approach to excellence management brings together the elements and components of building an organization. On Foundations Distinctive Check her abilities High Confrontation Variables And the situations Foreign Frustrating With it, as well you to achieve the coherence and coordination between its elements and your and herself and invest its capabilities Pivotal, and then the ability investigation Features Competitive permanent for you to the aspects of the organization, its levels and stakeholders. (4:9)

Also Challenges and variables Global that you are facing inorganizations today have provided opportunities. And threats in At once, The way The only one for the survival of the organization and you're In order to succeed under these circumstances, it must have a strong and capable management .discovery Opportunities

and exploiting them in Reconcile with her And reduce Of the risks and threats Bah your Skill and ability to act, and prepare Strategies The occasion, and this highlights the inevitability of managing excellence, which has become the only available option, (12: 36)

And One of its general goals is to achieve success. Organizational, by emphasizing that it is viewed as a model for the institution. And its evidence Towards best practice, so that this model includes various factors and components that He should Activate it by management approval Distinctive In order to achieve good results that satisfy the institution's clients, stakeholders and parties concerned with you for continuous. (7: 66)

One of the characteristics of excellence management is its reliance on science and technology, and its investment in building competitive capabilities And Samaha saw individuals, and To improve performance MS-Toya For the institution of Sand on the distinction in the cheek MTh Holy One Mandy thus, institutions have begun to deal with these challenges through Applying new methodologies principles, which may ultimately lead to the distinction of the institution what Excellence Management It is An ideology that guides the institution Six, hit that it Acumen to Being Group Strategies And plans Only, it is a doctrine or ideology that contains a set of values and beliefs, which no You can give it away at any price. The one from the Hand, By the way DA plague Purpose MN and Good evening Scathe-The one

Yes And mg Reply Verify Ahab May Contradict or contradicts A friendly and supportive environment Solvents The ideology And It Management practices in valuing the elements of success and excellence. (14:85)

Research problem:

Excellence is no longer Administrative One of the options available to Sports bodies Not only that, but it has become an inevitable necessity imposed by the rapid internal and external changes that it is witnessing. Sports bodies Especially the Kuwait Football Association, which Seeking global status, In the framework of Increasing competition, in addition to increasing challenges arising from the internal and external environment. In light of Daily changes that are difficult to predict are no longer the norm. Sports bodies It is no longer a requirement to achieve the required performance, but it has also become a requirement for excellence in performance as a necessity for survival and continuity. The Kuwait Football Association faces many challenges. Obstacles And the obj stales Administrative And from accounting striving for excellence awards, Which requires the application of the excellence management approach, the lack of an appropriate information system that helps in practicing excellence management, and the lack of time to your Ain For management because of its tendency towards centralization and its preoccupation for Business routine And procedural,, so that the system does not allow Priorities The time in effect your Antipoor Because managing

excellence requires time and effort. D, and the researcher tries to establish some organizational frameworks for implementing excellence management and its role in achieving competitive advantage in the Kuwait Football Association.

Research objective:

The research aims to identify the role of excellence management in achieving competitive advantage in the Kuwait Football Association by identifying:

- Strategic orientation to achieve competitive advantage For the Kuwaiti Federation to soccer.
- Enablers needed to achieve competitive advantage For the Kuwaiti Federation to soccer.
- Evaluation of results and their role in achieving competitive advantage For the Kuwaiti Federation to soccer.

Research questions:

- What is it Strategic orientation to achieve competitive advantage For the Kuwaiti Federation to soccer?
- What is it Enablers needed to achieve competitive advantage For the Kuwaiti Federation to soccer?
- How can Evaluation of results and their role in achieving competitive advantage For the Kuwaiti Federation to soccer?

Terms used in the search:

Excellence Management:

It is the ability on Coordination and coordination of the institution's elements and operate it for Your Hope and cohesion to achieve Rates Interactive And thus reach the level of outputs that achieve the desires, benefits and expectations of the owners

of the institution .Associated In the institution. (11:58)

Competitive advantage:

The advantage or element of superiority of the organization is achieved in the event of following a certain strategy to compete or finding new methods of work, the application of which allows achieving greater effectiveness than other competitors. (12: 43)

Sports Federations:

National sports federations are non-governmental bodies that manage sport or specific sports and organize these sports or sports at the local level and are affiliated with the international sports federations concerned. (5:3)

Related studies:

1-She did Azamara Abdel Hakim Fattouh with a study entitled The Role of Organizational Excellence in Developing Administrative Performance in Sports Clubs in Kafr El-Sheikh Governorate in the Year (2021) (3) The study aimed to identify: The role of organizational excellence in developing administrative performance in sports clubs in Kafr El-Sheikh GovernorateThe researcher used the descriptive approach for survey studies, and the research sample included executive managers in sports clubs in Kafr El-Sheikh Governorate The results showed that organizational excellence in its dimensions (strategy excellence- leadership excellence-organizational structure excellence-organizational culture excellence-subordinate excellence) has an effective role in developing administrative performance in sports clubs. One of the most important

recommendations is the necessity of applying excellence management, as it has the ability to reconcile and coordinate the elements of the institution and operate them in integration and coherence to achieve the highest rates of effectiveness..

2- He did Moatize Mohammed Hussein a study entitled Requirements for managing excellence in sports clubs in the New Valley Governorate (2021 AD) (15) The study aimed to identify Requirements for managing excellence in sports clubs in the New Valley GovernorateThe researcher used the descriptive survey method and the research sample included managers of sports clubs in the New Valley Governorate. The most important results are: The club does not keep up with modern technological methods in communicating with beneficiaries and those dealing with the club, the necessity of paying attention to the material capabilities of information systems within sports clubs, Work to remove obstacles to modern information systems within the clubs of the governorates of the regions and Upper Egypt.

3- He did Mohamed Samir El Sayed forA study entitled: A model for managing excellence in the Egyptian Weightlifting FederationFor the year (2019) (13) The study aimed to develop Model of Excellence Management in the Egyptian Weightlifting FederationThe researcher used the descriptive approach for survey studies, and the research sample included employees of the Egyptian Weigh lifting Federation, as well as members of the regional councils

affiliated with the Egyptian Weightlifting Federation. The search results reached to set Requirements for achieving excellence management in the Egyptian Weight lifting Federation Which includes The vision and mission of the Egyptian Weightlifting Federation are clear, announced and approved. And existence Investment objectives in the union One of the most important recommendations is the need to establish Incentive and reward system in the union, It is necessary that The union's employees and administrators are compatible with the job duties.

4- Both of them didrachma Sayed Mahmoud, Mohamed Ibrahim Magarey, Sarah Ismail Saqr Study Titled: Requirements for Excellence Management in Sports Federations in the Arab Republic of Egypt (2017 AD) (6) and the study targeted Requirements for Excellence Management in Sports Federations in the Arab Republic of Egypt The researchers used the descriptive approach for survey studies. The research sample included members of the boards of directors of the Egyptian Olympic federations and those registered with the Ministry of Youth and Sports and the Olympic Committee. Among the most important results: There are shortcomings in the administrative planning for the two years in sports federations due to the lack of human resources management., and Union programs are usually fixed and non-renewable. One of the most important recommendations is the necessity of The objectives set in sports federations are comprehensive and

coherent. and Involvement of employees in the planning process.

5- He did Alex Papageno and others Alcestis Apokoinou Study Titled Excellence in Sports Work general (2017) (17) The study aimed to Excellence in sports work The researchers used the descriptive approach for descriptive studies, and the research sample included employees of English football clubs. The study reached the most important results, which are that excellence in the sports field is a major factor for the success of this activity because it may contribute to the survival of the sport and increase its profitability. One of the most important recommendations is the need for the vision and mission to be clear to all employees and to be announced.

6- She Dishman Salah Sayed In a study entitled Excellence Management as an Approach to Developing Performance in Sports Clubs (2016 AD) (8) The study aimed to identify Excellence Management as an Approach to Developing Performance in Sports Clubs The researcher used the descriptive approach for survey studies, and the research sample included the managers of the sports clubs in Upper Egypt, the most important of which are: Recommendations: Emphasizing the adoption of excellence management through the vision proposed in the study, based on the following criteria (policies/strategies, human resources, leadership through creativity, self-learning

7- Both of them DiMaria, Anamaria & Restudy Titled: Using the Balanced

Scorecard and the European Foundation for Excellence in Quality Management as a Joint Roadmap for Diagnosing and Achieving Excellence Year (2013 AD) (20) The study aimed to identify Using the Balanced Scorecard and the European Foundation for Excellence in Quality Management as a joint roadmap for diagnosing and achieving excellence the researchers used the descriptive approach using the content analysis method. The research sample included the director of service and university centers. The results indicate that there are strong positive associations between views. BSC and Model Standard dsEFQM Distinction, since the regression coefficients for the relationships between viewpoints BSC and EFQM criteria are important, with high positive values, the research results indicate a strong justification for the developed framework.

8- Liu Yun did Liu Yun And others conducted a study entitled "Linking Corporate Social Responsibility to Excellence Management" in 2013 (19). The study aimed to identify... Linking Corporate Social Responsibility to Excellence Management The researcher used the descriptive approach for survey studies, and the research sample included officials of companies sponsoring British clubs. The study finally concluded that the application of 26,000 standards ISO is an ideal solution to complement the EFQM Excellence Model, as it allows to measure and compare the development of Corporate Social Responsibility (CSR) in a so-called excellent organization.

9- Kasperaviyot did Read more In a study entitled "Applying the European Excellence Model to Higher Education Institutions" in 2011 (18), the study aimed to identify Applying the European Excellence Model to Higher Education Institutionson And the pearl reached Ace To the successful implementation of the excellence model He depends Basically Yond the commitment of employees and management, and for universities seeking distinction, it is not enough to just apply Excellence Rather, it must have a periodic performance evaluation so that excellence is a culture closely linked to it. for Customer needs.

Search procedures:

Research methodology: The researcher used the descriptive approach because it is appropriate for the nature of the research.

Research community:-

The study community included employees of sports bodies in the State of Kuwait during the year (2023-2024) from employees of the Public Authority for Sports and the boards of the Kuwait Football Association, as well as members of the boards of directors of Kuwaiti clubs during that period.

sample Search: Represents sample Search in the following categories:

- 1- Employees of the General Sports Authority.
- 2- Members of Majto SK Kuwait Football Association Management.
- 3- Members of the boards of directors of clubs, members of the General Assembly of the Kuwait Football Association.

The researcher obtained the responses in a random manner.

Data collection tools:

- Questionnaire form:

The researcher designed a questionnaire form and used the content validity of the “arbitrators” and it was also applied to a survey sample consisting of (45 Individual) from

within the research community and from inside Basic sample (160 people). The researcher used the correlation coefficient between the phrases and their axes using Pearson's method. The questionnaire was applied during the period from 5/1-5/15/2024 AD.

Table (1)
Research sample description

M	Research community	Basic sample	Survey sample
1	General Sports Authority employees	25	8
1	Members of MajtoSKuwait Football Association Management.	9	4
2	Members of the club boards of directors, members of the General Assembly of the Kuwait Football Association.	117	33
Total		160	45

Calculate the scientific coefficients of the questionnaire:

Honesty: The researcher calculated honesty through two methods, which are:

A- The veracity of the content “the arbitrators”:

The questionnaire was presented to a group of (10) experts (Appendix 1) in order to survey their scientific opinion on the suitability of the axes and phrases set for each axis, as well as the suitability of the proposed evaluation scale, for the

purpose of calculating the degree of their agreement on the phrases (Appendix 2). Thus, the researcher verified the validity of the content according to the opinions of the experts. This is evident from Table (2), The researcher accepted the agreement rate of 70% and it was deleted. Two phrases The final form of the form is represented by the number here Axes and number 36 Phrase (attached 3).

Table (2)
Expert agreement rate for axes and phrases

First axis 100%		The second axis 100%		The third axis 100%	
M	%	M	%	M	%
1	90%	1	100%	100%	100%
2	70%	2	100%	100%	90%
3	80%	3	90%	90%	100%

Follow Table (2)
Expert agreement rate for axes and phrases

	First axis 100%	The second axis 100%	The third axis 100%		
4	80%	4	70%	70%	100%
5	90%	5	80%	80%	70%
6	90%	6	90%	90%	80%
7	60%	7	100%	7	100%
8	80%	8	100%	8	100%
9	100%	9	90%	9	100%
10	80%	10	90%	10	60%
11	100%	11	80%	11	90%
12	100%	12	80%	12	80%
13	80%	13	100%	13	90%
14	100%			14	80%

It is clear from Table (2) that the percentages of the axes and phrases ranged between (60% - 100%) and the percentage that the researcher accepted was 70% and got it Phrase No. (7) in the first axis and Phrase No. (10) In the third axis on percentage 60% This is a lower percentage than the percentage that the researcher accepted.

B- Internal consistency validity:

The researcher used the internal consistency method. By finding the correlation coefficient between the axes and each other, between the phrases and the axes to which they belong, and between the phrase and the total score of the questionnaire.

Table (3)
Correlation coefficients between questionnaire axes (n=45)

Axes	The first axis	The axisthe second	The third axis	Total score
The first axis: Strategic orientation to achieve competitive advantage For the Kuwaiti Federation tosoccer		0.736	0.708	0.734
The second axis: Enablers needed to achieve competitive advantage For the Kuwaiti Federation tosoccer			0.733	0.768
The third axis: Evaluation of results and their role in achieving competitive advantage For the Kuwaiti Federation tosoccer				0.727

value of man (43,.05)= 0.288

Table (3) shows the existence of a statistically significant correlation at

a significance level of (0.05) between the axes and between the degree of

each axis and the total degree, which indicates the validity of the internal

consistency of the questionnaire.

Table (4)

Correlation coefficients between each term The degree of the first axis and between each statement and the total degree of the questionnaire (n=45)

M	Correlation coefficients with the axis	Correlation coefficients with total score	M	Correlation coefficients with the axis	Correlation coefficients with total score
1	0.431	0.428	8	0.310	0.444
2	0.471	0.671	9	0.358	0.475
3	0.428	0.486	10	0.359	0.478
4	0.304	0.401	11	0.452	0.485
5	0.304	0.411	12	0.341	0.433
6	0.308	0.230	13	0.430	0.485
7	0.309	0.444			

value of man (43,.05)= 0.288

The table shows (4)There is a statistically significant correlation at a significance level of (0.05) between the score of each statement and the score

of its axis, and between each statement and the total score of the questionnaire, which indicates the validity of consistency.InternalFor the survey.

Table (5)

Correlation coefficients between each term the degree of the second axis and between each statement and the total degree of the questionnaire (n=45)

M	Correlation coefficients with the axis	Correlation coefficients with total score	M	Correlation coefficients with the axis	Correlation coefficients with total score
1	0.479	0.581	8	0.334	0.401
2	0.480	0.575	9	0.338	0.435
3	0.428	0.501	10	0.339	0.404
4	0.429	0.523	11	0.340	0.494
5	0.301	0.471	12	0.388	0.464
6	0.320	0.463	13	0.389	0.411
7	0.334	0.431			

value of man (43,.05)= 0.288

The table shows (5)There is a statistically significant correlation at a significance level of (0.05) between the score of each statement and the score

of its axis, and between each statement and the total score of the questionnaire, which indicates the validity of consistency.InternalFor the survey.

Table (6)
Correlation coefficients between each term Axis degree the third And between each phrase and the total score of the questionnaire (n=45)

M	Correlation coefficients with the axis	Correlation coefficients with total score	M	Correlation coefficients with the axis	Correlation coefficients with total score
1	0.314	0.401	8	0.431	0.411
2	0.478	0.575	9	0.413	0.501
3	0.485	0.578	10	0.160	0.522
4	0.532	0.535	11	0.442	0.503
5	0.493	0.543	12	0.474	0.443
6	0.408	0.561	13	0.478	0.533
7	0.416	0.605			

value of man (43,.0.05)= 0.288

The table shows (6) There is a statistically significant correlation at a significance level of (0.05) between the score of each statement and the score of its axis, and between each statement and the total score of the questionnaire, which indicates the validity of consistency. Internal For the survey.

Calculating the questionnaire reliability coefficient:

The researcher followed the Spearman-Brown split-half method

and the Gutman equation, in addition to the Cronbach's alpha reliability coefficient, which gives an internal consistency coefficient for the questionnaire structure, in addition to identifying the phrases that lead to a decrease or increase in the overall reliability coefficient of the measurement tool when they are deleted.

Table (7)
Questionnaire reliability using split-half method and Cronbach's alpha

Axes	Half-split		Cronbach's alpha
	Spearman Brown	Jetman	
The first axis: The strategic direction to achieve competitive advantage For the Kuwaiti Federation to ball.	0.777	0.771	0.776
The second axis: Enablers needed to achieve competitive advantage For the Kuwaiti Federation to soccer.	0.705	0.709	0.705
The third axis: Evaluation of results and their role in achieving competitive advantage For the Kuwaiti Federation to soccer.	0.720	0.735	0.834
Total score of the questionnaire	0.810	0.801	0.786

It is clear from the table (7) The split-half reliability coefficient ranged between (0.705) and (0.810) and the stability coefficient Cronbach's alpha

It ranges between (0.705) and (0.786), Which indicates that Questionnaire under consider action coefficient High stability.

Table (8)
Frequencies, percentages and chi-square results the weighted ratio and the average value of the response on the first axis (n = 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
1	The Union has a clear vision to set goals and achieve excellence to direct efforts towards achieving the goal and achieving proactivity and leadership at the regional and international levels..	124	36	0	92.50%	2.78	152.60
2	The Union uses strategic intelligence in decision-making, risk management, investment in opportunities provided by the environment, and prediction of future challenges to ensure the achievement of sustainable competitive advantage..	92	56	12	83.33%	2.50	60.20
3	Directing the Union's excellence strategy towards meeting the needs of beneficiaries by conducting studies, collecting and analyzing feedback to determine the required features and provide them in a better way..	104	40	16	85.00%	2.55	77.60

FollowTable (8)
Frequencies, percentages and chi-square results the weighted ratio and the average value of the response on the first axis (n = 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
4	A culture is being built within the Union that is based on excellence and enhances team spirit, participation and initiative, to achieve the best administrative performance at the individual and collective levels.	96	52	12	84.17%	2.53	66.20
5	Allocate appropriate resources to develop and implement the Union's strategy (budget, staff, technology, infrastructure) and direct resources effectively in accordance with the priorities and objectives of the Excellence Department.	100	44	16	84.17%	2.53	68.60
6	Forming a working team in the Union capable of implementing the strategy effectively and having the knowledge, skills and tools necessary to apply appropriate methodologies..	92	44	24	80.83%	2.43	45.80
7	Enhancing cooperation between administrative teams and individuals within different departments at work and facilitating communication, especially when crises occur. The transparency adopted by the union helps in successfully passing through the crisis and increases trust between managers and employees.	104	36	20	84.17%	2.53	74.60

FollowTable (8)
Frequencies, percentages and chi-square results the weighted ratio and the average value of the response on the first axis (n = 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
8	Providing a work environment in the Union that encourages innovation and continuous development to ensure sustainability and provide a climate that allows employees to be creative, making them more capable of providing innovative solutions..	108	40	12	86.67%	2.60	91.40
9	Involving all employees of the Football Association in the process of continuous improvement and encouraging employees to participate with their ideas, opinions and guidance to achieve excellence.	88	56	16	81.67%	2.45	48.80
10	The Federation seeks to develop strategic plans to develop and maintain infrastructure and adopt the use of modern technology to improve management and training processes.	84	64	12	81.67%	2.45	51.80

FollowTable (8)
Frequencies, percentages and chi-square results the weighted ratio and the average value of the response on the first axis (n = 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
11	The Board focuses on issues that affect its activities through policy making, internal audit, financial position and strategic thinking to create opportunities and meet future challenges.	96	48	16	83.33%	2.50	60.80
12	The Union seeks to spread the culture of quality, adopt quality standards for activities and services provided, implement self-evaluation, and provide programs for continuous improvement of the quality of services and activities.	120	20	20	87.50%	2.63	125.00
13	The Federation is concerned with developing policies and plans for auditing and risk management (administrative, financial, and legal)..	88	48	24	80.00%	2.40	39.20

The value of $\chi^2(2, 0.05) = 5.991$

It is clear from the table (8) The research sample responses tended towards agreeing with all the axis statements. The first: Strategic orientation to achieve competitive

advantage For the Kuwaiti Federation to soccer The percentage ranged between (80.83% -92.50%), and the following is a comment on the results:

The phrase (1) The Union has a clear vision to set goals and achieve excellence to direct efforts towards achieving the goal and achieving proactivity and leadership at the regional and international levels., and the phrase got a percentage - relative importance - (92.50%), The researcher sees The vision of the Federation must be clear, understandable and announced to all, and this vision must extend to include competition at the regional and international levels, achieving leadership and reaching a competitive advantage over national federations at the regional and international levels. This is consistent with the study Mohamed Samir El Sayedgeneral (2019).

The phrase (2) The Union uses strategic intelligence in decision-making, risk management and investment of opportunities. You can open it The environment and forecasting future challenges to ensure achieving sustainable competitive advantage, and the phrase received a percentage - relative importance - (83.33%), The researcher sees For intelligence Strategic An important and vital type of intelligence that is closely linked to a distinctive type of intellectual and mental abilities .that Individual needs tithe institution, the intelligence works Strategic on Use These abilities in a way that allows him to think Comprehensive The future of the institution and facing Problems and application Aspects Economy Cognitive And confront Cases Verify And the scarcity of information, This is consistent with the study .Baha Sayed Mahmoud

,Mohamed Ibrahim Magarey, Sarah Ismail SaqrYear (2017 AD).

The phrase (3) Directing the Union's excellence strategy towards meeting the needs of beneficiaries by conducting studies, collecting and analyzing feedback to determine the required features and provide them in a better way., and the phrase got a percentage - relative importance - (85.00%), The researcher sees This kind of Studies Tan attempt was made to identify the needs of the beneficiaries with the aim of responding to these needs and planning services. Future Union And the information based on itandBeneficiary studies helpUnion in To predictThe quality of services desired by beneficiaries and the determination of standard specifications for services that can be more effective., asIt is considered an important indicator as it contributes to revealing the basic shortcomings in services.provided by the unionThis helps in trying to avoid making mistakes and being very careful to provide the best services that satisfy all categories of beneficiaries., This is consistent with the study .Marija, jeans Maria & Jeanswear (2013 AD).

The phrase (4) A culture is being built within the Federation that is based on excellence and promotes team spirit, participation and initiative, to achievebetterAdministrative performance at the individual and group levels, and the phrase got a percentage - relative importance - (84.17%), The researcher sees that Team work enhances sense of loyalty, security and self-esteem that meets the

individual needs of members, values their belonging and maintains positive relationships within and outside the team as well affect the organizational climate through Dam Introducing new ideas and offering sweets To, and may YM Al-Arand related information and fact she Forgetting and cooperation in all activities Misbranded And During the union of team interests, behaviors are achieved that maintain it as a social system that seeks to avoid confrontations and emotional conflicts, This is consistent with the study. Asmaa Abdel Hakim Fattouh Year (2021)

The phrase (5) Allocating appropriate resources to develop and implement the Union's strategy (budget, staff, technology, and infrastructure) and directing resources effectively according to the priorities and objectives of excellence management. The phrase received a percentage - relative importance - (84.17%), The researcher sees It is Effective allocation of resources is the cornerstone of any Sports body successful, where Ensures that time, money, capital, and human capital are used in the most efficient way possible. By strategically directing resources where they are most needed, it also involves continuous evaluation and reallocation as conditions change. By mastering the basics of resource allocation for efficient allocation of resources This is consistent with the study. Moataz Mohammed Hussein Year (2021 AD).

The phrase (6) Forming a working team within the Union capable of implementing the strategy

effectively and having the knowledge, skills and tools necessary to apply appropriate methodologies. The phrase received a percentage - relative importance - (80.83%), The researcher sees The team responsible for implementing the strategy is built according to the nature of the tasks and the capabilities of each individual, and requires clarity of objectives and must be Every team member understands his or her role. A successful team will not be formed without a clear leadership structure, using the most effective leadership styles. and the job Through communication Open communication between team members and their exchange of good opinions and ideas, as it helps them feel appreciated and It is essential for a leader to constantly evaluate his team members and monitor their progress and cooperation with each other., This is consistent with the study. Shaimaa Salah Sayed Year (2016 AD).

The phrase (7) Enhancing cooperation between administrative teams and individuals within different departments at work and ease of communication, especially when crises occur. The transparency adopted by the union helps in successfully passing through the crisis and increases trust between managers and employees. The phrase received a percentage - relative importance - (84.17%), The researcher sees Maintaining a positive work environment helps employees achieve career success .and It also facilitates future team call abortion ,and Enhancing collaboration among team members requires transparency. This does not mean sharing confidential

information with the team, but rather clarifying the goal you are seeking to achieve through collaborative efforts. This is consistent with the study. Liu YunLiu YunAnd others in the year (2013 AD)

The phrase (8)Providing a work environment in the Union that encourages innovation and continuous development to ensure sustainability and provide a climate that allows employees to be creative, making them more capable of providing innovative solutions., and the phrase got a percentage - relative importance - (86.67%) ,The researcher sees that There are many factors to consider when designing.Work environment, which would contribute significantly to its development and make it brighter and more effective, and which must be centered around the needs of employees and investing in meeting them to ensure the achievement of institutional goals.FThe more effective the communication, the more it helps to strengthen the relationship between employees and management and reduce the misunderstandings that may occur.DTh as a result of lack of communication This is consistent with the study. Cooperation Read more(2011 AD).

The phrase (9)Involving all employees of the Football Association in the process of continuous improvement and encouraging employees to participate with their ideas, opinions and guidance to achieve excellence., and the phrase got a percentage - relative importance - (81.67%),The researcher sees That application Excellence Management

Must include Involvement of all members of the organization in the process of continuous improvement. It also contributes to Encourage employees to share their ideas, opinions and guidance to achieve excellence, which is reflected in the increaseenthusiasmAnd satisfactionFor employeesandIt meets their professional and psychological needs, and it also motivates them to work as hard as possible in appreciation of the place where they feel supported and appreciated for their efforts. This is consistent with the study. Moatize Mohammed Hussein (2021 AD)

The phrase (10)The Federation seeks to develop strategic plans to develop and maintain infrastructure and adopt the use of modern technology to improve management and training processes., and the phrase got a percentage - relative importance - (81.67%),The researcher sees thatImprove infrastructureIt requiresNeeds Analysis and Strategic Planning: Before Starting Any ProjectTo develop infrastructure, a comprehensive analysis of needs and requirements must be conducted, and future strategic plans must be developed that take into account expected growth and environmental and technological changes., andSecuring sustainable financial resources for infrastructure development and maintenance, by adopting innovative financing models such as public-private partnerships and green investments., andUsing modern technology and innovations in the design and management of infrastructure to improve its efficiency

and quality and provide services in a better and more sustainable way., This is consistent with the study. Bahaa Sayed Mahmoud, Mohamed Ibrahim Magarey, Sarah Ismail Sarver (2017)

The phrase (11) The Board focuses on issues that affect its activities through policy making, internal audit, financial position and strategic thinking to create opportunities and meet future challenges., and the phrase got a percentage - relative importance - (83.33%), The researcher sees Internal audit plays a role In fountain enhancing capacity A For the institution Sports To serve the public interest. and Strengthening governance, risk management and control processes, as Internal audit contributes to the overall stability of the organization. Sports And its sustainability by providing assurances regarding its operational efficiency, reliability of reports, compliance with laws and regulations, protection of assets, and ethical culture, which in turn enhances public confidence in the institution. Sports, and Internal audit facilitates the development of appropriate controls., This is consistent with the study. Alex Papageno and others Alcestis Apokoinou general (2017).

The phrase (12) The Union seeks to spread the culture of quality, adopt quality standards for activities and services provided, implement self-evaluation, and provide programs for continuous improvement of the quality of services and activities., and the phrase got a percentage - relative

importance - (87.50%), The researcher sees necessity Working to spread the culture of quality in the Institutions Sports According to international quality standards and programs, The more you adopt Sports institutions This change in its behavior, culture and structure, whenever it achieves what it aspires to, and the culture of quality seeks in Sports institution to meet needs and expectations Beneficiaries and stakeholders, and achieve Performance Correct to work according to the required quality level, This is consistent with the study. Asmaa Abdel Hakim Fattouh Year (2021).

The phrase (13) The Federation is concerned with developing policies and plans for auditing and risk management (administrative, financial, and legal)., The phrase received a percentage - relative importance - (80.00%), The researcher sees that The risk management process involves identifying, assessing, responding to and monitoring risks in order to achieve objectives effectively. Risks are identified that May affect the achievement of organizational objectives, which include regulatory, operational, financial and reputational risks, and the likelihood of their occurrence to determine How serious are the risks? To determine the priorities needed to take appropriate action, and to determine the necessary actions to deal with the identified risks based on the assessment., This is consistent with the study .Shaimaa Salah Sayed Year (2016 AD).

GCountries (9)

Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axis the second (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
1	The presence of leaders in the union who have a clear vision and creative energy that works to find innovative solutions, create a stimulating work environment, and continuously develop leaders' skills.	104	52	4	87.50%	2.63	93.80
2	Focus on applying the principle of modernity in programs and management systems and using advanced means of promoting activities and services according to quality and applying innovations in football.	108	28	24	84.17%	2.53	84.20
3	Maintaining human resources and continuously developing their skills to ensure employee loyalty and commitment to the Union, and providing training courses and workshops with the aim of increasing professional growth and improving quality.	100	40	20	83.33%	2.50	65.00

Follow Countries (9)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axis the second (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
4	Building an integrated system of policies that govern the work of the Union and provide the foundations and rules on which decisions can be made.	96	52	12	84.17%	2.53	66.20
5	Creating organizational structures that are consistent with the strategy and performance requirements and that accept modification and adaptation to local, regional and international variables.	104	44	12	85.83%	2.58	81.80
6	Building and operating an integrated corporate performance management system that includes rules and mechanisms for planning targeted performance, determining its rates and levels, and identifying the tasks and functions required to implement and evaluate it.	100	44	16	84.17%	2.53	68.60

Follow Countries (9)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axis the second (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
7	Providing the components for the proper implementation of plans and programs that focus on adherence to a scientific methodology in researching problems, making decisions, and employing and developing the employees' renewed knowledge base.	96	36	28	80.83%	2.43	51.80
8	Consolidating and strengthening social relations with various official and unofficial bodies and the internal relationship between management and employees, and employing these relations to maximize the union's opportunities to achieve its goals and objectives.	124	32	4	91.67%	2.75	147.80
9	Developing mechanisms for organized thinking in the Union, activating opportunities for organizational learning, applying modern technologies, financial inclusion, and cybersecurity requirements.	108	44	8	87.50%	2.63	96.20

Follow Countries (9)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axis the second (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
10	Interest in establishing partnerships with the private sector to participate in projects and services provided by the Federation in accordance with quality standards and modern management systems, such as adopting the establishment of marketing academies for talented people in the Federation.	112	32	16	86.67%	2.60	99.20
11	Interest in establishing partnerships with governmental and civil society organizations and developing a sense of social responsibility among the union's employees	116	40	4	90.00%	2.70	122.60
12	The Federation's management is interested in moving towards globalization by benefiting from the experiences of advanced countries in the field of football and establishing cooperation protocols with them.	100	56	4	86.67%	2.60	86.60

Follw Countries (9)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axis the second (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
13	Strengthening the structure of the Board of Directors to diversify expertise and add value through the presence of a Board with an effective composition, size and commitment to carry out its roles and responsibilities in a distinguished manner.	128	32	0	93.33%	2.80	166.40

The value of $\chi^2(2, 0.05) = 5.991$

It is clear from the table (9) The research sample responses tended towards agreeing with all the axis statements. The second :The necessary capabilities to achieve competitive advantage get union Kuwait soccer The percentage ranged between (80.83% - 93.33%), and the following is a comment on the results:

A For the phrase (1) The presence of leaders in the union who have a clear vision and creative energy that works to find innovative solutions, create a stimulating work environment, and continuously develop leaders' skills., and the phrase got a percentage - relative importance - (87.50%), The researcher sees that Leaders are distinguished And By not following the paths of others, they work to find new

ways of thinking and work on developing professional creative strategies and testing proposed solutions to reach the desired goal. They also care about creating a work environment that encourages individuals to be creative and are also keen to set a clear vision and goals. To the union And work to achieve it realistically and at the appropriate time. This is consistent with the study. Asmaa Abdel Hakim Fattouh Year (2021).

The phrase (2) Interest in applying the principle of modernity in programs and management systems and using advanced means of promoting activities and services according to quality and applying innovations. in Football, and the phrase

got a percentage - relative importance - (84.17%),The researcher sees that Management Depends on Achieving the set goals with optimal use To the resources available in the company according to a specific approach and within a specific environment. And seeks to create balance between Technology Materialism that It is represented by in Conclusion Evolution in Machines And equipment and the roads And methods And technology Humanity that It is represented by in Ascension By performance from during refine His abilities And development His preparations, This is consistent with the study. Mohamed Samir El Sayed general (2019)

The phrase (3) Maintaining human resources and continuously developing their skills to ensure employee loyalty and commitment to the union, and providing training courses and workshops with the aim of increasing professional growth and improving quality, and the phrase got a percentage - relative importance - (83.33%),The researcher sees that Training and development opportunities It is one of the most important factors that help in enhancing job loyalty, as it increases the level of skills and experiences of employees, helps them improve their performance at work, and makes them feel appreciated and cared for by management. The following are some measures that can be taken to provide training and development opportunities R, and maybe To the union Create internal training programs that meet the needs of employees, by

identifying the categories that need training and designing training programs specifically for them. This is consistent with the study. Moataz Mohammed Hussein Year (2021 AD).

The phrase (4) Building an integrated system of policies that govern the work of the Union and provide the foundations and rules on which decisions can be made., and the phrase got a percentage - relative importance - (84.17%),The researcher sees that Policies are important to set expectations and appropriate behavior in the workplace. When effective policies are in place, And it is considered Act as a performance to achieve a high degree of coordination among all employees. in Different parts and locations In union To perform one work, as it makes the performance of these different individuals or entities of the same work as if the one performing it One person, without difference or variationn, as It reduces the effort that upper management levels have to put in., This is consistent with the study. Bahaa Sayed Mahmoud, Mohamed Ibrahim Maghawry, Sarah Ismail Saqr (2017).

The phrase (5) Creating organizational structures that are consistent with the strategy and performance requirements and that accept modification and adaptation to local, regional and international variables., and the phrase got a percentage - relative importance - (85.83%),The researcher sees that The state of the environment and the resources of the organization control Strategy Followed And that

this Strategy Controls the selection of the appropriate structure for the institution, and with the development of the environment and Growth of corporate resources The corporation is pursuing strategy New and followed by a change in the structure of the institution in response to requirements Strategy New, Through the design of the organizational structure, the strategic objectives of the Union are achieved. Determine the vision Strategic To the union Another structural characteristic is the degree of centralization of decision-making authority within the organization., This is consistent with the study. Alex Papaeonou and others Alkistis Papaioannou general (2017)

The phrase (6) Building and operating an integrated corporate performance management system that includes rules and mechanisms for planning targeted performance, determining its rates and levels, and identifying the tasks and functions required to implement and evaluate it., and the phrase got a percentage - relative importance - (84.17%), The researcher sees Operations Performance improvement reveals the extent of diversity Performance in various The organization's activities, and determine the extent of management's success in mobilizing the available resources and capabilities to achieve the goals. In addition to directing the attention of the administration to citizens Weakness Lack of efficiency

and effectiveness of performance to take adequate action to And to hill A In the antiquities Negativity she has And importance Seeking a Football Association to T Improve your competitiveness and efficiency His performance From Mukhtatto In the sides, This is consistent with the study. Casperaviot Read more Year (2011 AD).

The phrase (7) Providing the components for the proper implementation of plans and programs that focus on adherence to a scientific methodology in researching problems, making decisions, and employing and developing the employees' renewed knowledge base., and the phrase got a percentage - relative importance - (80.83%), The researcher sees that Problem solving is one of the basic skills that deals with studying the details of the problem and the difficulties associated with it, with the aim of finding a solution, with the ability to implement and follow up on it; to ensure that the problem does not recur. Decision-making is a systematic and organized intellectual process that requires the ability to collect available options, balance their harms and benefits, in addition to comparing them with other alternatives, and predicting their results and areas of implementation. This is consistent with the study. Asmaa Abdel Hakim Fattouh Year (2021)

The phrase (8) Consolidating and strengthening social relations with

various official and unofficial bodies and the internal relationship between management and employees, and employing these relations to maximize the union's opportunities to achieve its goals and objectives., and the phrase got a percentage - relative importance - (91.67%),The researcher seesThe Federation must achieve its goals by developing plans to manage public relations with the internal public, including clubs, referees, coaches, players, and all beneficiaries and stakeholders, as well as with external official governmental and civil institutions, or unofficial ones, such as academies and others.,This is consistent with the study.Shimaa Salah SayedYear (2016)

The phrase (9)Developing mechanisms for organized thinking in the Union, activating organizational learning opportunities, applying modern technologies, financial inclusion, and cybersecurity requirements, and the phrase got a percentage - relative importance - (87.50%),The researcher sees that Organizational learning is the process by which planned change is brought about.In union andPreparing it to be adaptable to changes in the environmentSurrounding it at the appropriate speed throughPerform a set of operationsThe most important of which are empowering individuals and investing in expertise andTradePrevious experience in facing the future and managing and using

knowledge andTechnology effectively for learning and performance improvement within an organizational culture based onto have a shared vision for the members of the organization and support collective action and learning.Continuous development enables these organizations to completeIt has the advantage of learning quickly and achieving its goals efficiently and effectively.This is consistent with the study. Mohamed Samir El Sayedgeneral (2019).

The phrase (10)Interest in establishing partnerships with the private sector to participate in projects and services provided by the Federation in accordance with quality standards and modern management systems, such as adopting the establishment of marketing academies for talented people in the Federation., and the phrase got a percentage - relative importance - (86.67%),The researcher seesThe Federation can establish partnerships with the private sector, including in the areas of infrastructure, such as stadiums and equipment, in exchange for publishing advertisements for sponsors in the stadiums they build, and determining percentages of broadcasting and marketing operations for sporting events, as well as in the areas of electronic services, including the Federation's website, which can be built using the latest technological means and methods in exchange for publishing some advertisements for the

sponsors of the site. This is consistent with the study. Alex Papageno and etherealities Apokoinou general (2017).

The phrase (11) Interest in establishing partnerships with governmental and civil society organizations and developing a sense of social responsibility among the union's employees, and the phrase got a percentage - relative importance - (90.00%), The researcher sees Developing social responsibility requires attention to it in order to develop social relations and positive interaction between individuals and Social responsibility expresses the psychological maturity of the individual., and It has become imperative to Sports institutions To double its efforts and seek to build deeper strategic relationships with the environment in which it influences and is influenced by., This is consistent with the study. Liu Yun Liu Yun And others in the year (2013 AD)

The phrase (12) The Federation's management is interested in moving towards globalization by benefiting from the experiences of advanced countries in the field of football and establishing cooperation protocols with them., and the phrase got a percentage - relative importance - (86.67%), The researcher sees The necessity of benefiting from global experiences in the field of football industry, especially European countries, whose football leagues have become the focus of the entire world's attention, and football

has become an economic return for European countries that exceeds the size of the economies of some countries, which requires developing protocols for cooperation and benefiting from their organizational, technical and marketing experiences to reach the global level., This is consistent with the study. Asmaa Abdel Hakim Fattouh Year (2021)

The phrase (13) Strengthening the structure of the Board of Directors to diversify experiences and add value through the presence of a Board with an effective composition, size and commitment to carry out its roles and responsibilities in a distinguished manner. The phrase received a percentage - relative importance - of (93.33%), The researcher sees The Board of Directors must include diverse expertise in order to obtain added value from the administrative process. The Board of Directors has the burden of ensuring that a comprehensive approach is applied. And Strong and effective corporate governance policies and processes, commensurate with the risk profile. Union And its systematic importance. And put Basic mechanisms and functions required to verify the existence of Censorship effective And And also Establishing and disseminating corporate culture and values through procedures Includes A written code of professional conduct, a policy for dealing with conflicts of interest, and a mechanism for reporting violations, This is consistent with the study. Bethania, jeans Marija & Jens (2013 AD).

Table (10)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axisthe third (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
1	Quality control and the use of performance indicators and the evaluation process are through analyzing the results and submitting reports on the effectiveness of the work plan for the continuous improvement of the Union's strategies.	104	32	24	83.33%	2.50	72.80
2	Evaluating financial deviations and preparing annual financial budgets based on the results and achievements of previous years to ensure the effective and fair distribution of various services and activities so that they are linked to the achievement of strategic initiatives.	92	48	20	81.67%	2.45	49.40

Follow Table (10)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axis the third (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
3	Possessing sufficient information about marketing strategies and working on providing new services and areas aimed at expansion by evaluating the results of the services provided to members and beneficiaries in the field of football.	112	36	12	87.50%	2.63	102.20
4	Linking inputs to outputs according to clear and measurable foundations, and controlling work efficiency and productivity levels in comparison to the standards specified in performance plans and programs, objectives and planned results.	92	44	24	80.83%	2.43	45.80
5	The Federation relies on comparing its achievements, performance levels and effectiveness with other superior and distinguished federations, and seeks to reach the most superior level of practice by following the benchmarking methodology.	100	48	12	85.00%	2.55	73.40

Follow Table (10)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axisthe third (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
6	Periodically evaluate the results of occupational health and safety in order to implement programs to ensure the health and safety of workers and help them overcome professional and personal problems that affect work performance.	112	40	8	88.33%	2.65	106.40
7	Building a system to evaluate the management and development of the intellectual capital possessed by human resources, the type of knowledge generated by them, and the innovations that positively affect the excellence of performance and give it a competitive advantage.	96	36	28	80.83%	2.43	51.80
8	Focus on programs to evaluate transparency, integrity, administrative accountability, and combat administrative corruption to enhance the employee's sense of belonging to his job and his commitment to work ethics and values that reflect a high level of loyalty, dedication, and quality of performance.	100	44	16	84.17%	2.53	68.60

Follow Table (10)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axisthe third (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
9	Continuously evaluate the results of human resources management and develop mechanisms for strategic plans and policies to reduce the gap if it occurs in a manner that suits and meets the needs based on the measurement and its processes followed.	104	36	20	84.17%	2.53	74.60
10	It provides tools for monitoring performance and developing work guides by building support services for monitoring and evaluation, such as building computerized programs and databases that are continuously updated to evaluate the current situation in order to reach a conclusion to achieve the vision and mission of the union.	108	28	24	84.17%	2.53	84.20
11	Preparing a review and updating of work systems, policies and strategy on an annual basis, setting specific procedures for alternative scenarios and plans, and working to identify improvement opportunities and best practices followed through the results of the measurement analysis.	100	36	24	82.50%	2.48	62.60

Follow Table (10)
Frequencies, percentages and chi-square results The weighted ratio and the average value of the response on the axisthe third (n= 160)

M	Phrases	I strongly agree	to some extent	I do not agree	Weighting ratio	Average	Value (Ka2)
12	Establishing measurement and evaluation mechanisms in order to identify opportunities for improvement in communication methodologies with clubs, referees and players, and measuring the effectiveness of the complaints and suggestions system and meeting their needs.	92	60	8	84.17%	2.53	67.40
13	Measuring the results of the community and members periodically to measure their level of satisfaction with the performance of the union, and to be characterized by neutrality and credibility, highlighting the comparison of results across time periods, and measuring the number of initiatives and their impact.	96	52	12	84.17%	2.53	66.20

The value of $\chi^2(2, 0.05) = 5.991$

It is clear from the table (10) The research sample responses tended towards agreeing with all the axis statements. the third :Evaluation of results and their role in achieving the competitive advantage of the Football Association The percentage ranged

between (80.83% -88.33%) The following is a comment on the results: The phrase (1) Quality control and the use of performance indicators and the evaluation process are through analyzing the results and submitting reports on the effectiveness of the work

plan for the continuous improvement of the Union's strategies., and the phrase got a percentage - relative importance - (83.33%),The researcher sees that Using KPIs It is done To measure and evaluate performance Sports institutions In achieving the desired goals and results based on well-studied plans, and They are standard tools used to determine the extent to which specific goals have been achieved and to monitor progress and performance over a specific period of time. They are determined based on clear, measurable and important objectives. And it is Vital tools for any organization seeking to achieve its goals efficiently and effectively. This is consistent with the study. Mohamed Samir El Sayed general (2019)

The phrase (2) Evaluating financial deviations and preparing annual financial budgets based on the results and achievements of previous years to ensure the effective and fair distribution of various services and activities so that they are linked to the achievement of strategic initiatives. The phrase received a percentage - relative importance - (81.67%),The researcher sees Strengthening the principle of transparency and accountability and directing public spending in accordance with the strategic vision of the Union is reflected in the results and impacts planned to be achieved and the translation of strategic objectives into the form of main and sub-programs, activities, and the distribution of programs and financial appropriations to the various sectors of the Union, which contributes to the existence of a

strong positive impact of applying the results-oriented budget on the quality of the accounting system inputs and on the quality and consistency of the accounting system and the quality of financial reports., This is consistent with the study. Moataz Mohammed Hussein Year (2021 AD)

The phrase (3) Possessing sufficient information about marketing strategies and working on providing new services and areas aimed at expansion by evaluating the results of the services provided to members and beneficiaries in the field of football., and the phrase got a percentage - relative importance - (87.50%),The researcher sees The union Kuwait Football Club must put Marketing Strategies that Enables him to determine his position in the market Regional, continental and international sports And types Services that Y Submit it and what type of advertisement you have. Yes And an effective marketing strategy is one that aligns services with the broader market, thus giving Union competitive advantage, This is consistent with the study. Bahaa Sayed Mahmoud, Mohamed Ibrahim Maghawry, Sarah Ismail Saqr Year (2017 AD).

The phrase (4) Linking inputs to outputs according to clear and measurable foundations, and controlling work efficiency and productivity levels in comparison to the standards specified in performance plans and programs, objectives and planned results., and the phrase got a percentage - relative importance - (80.83%),The researcher sees The necessity of paying attention to

measuring the return on outputs through the objectives set and the inputs used in administrative work and setting the necessary standards for work efficiency and productivity levels. Accurately measuring employee productivity is the best way to know how skilled, engaged, and productive your employees are, regardless of the type of services they provide. Y Presented by Union, and this is consistent with the study Asmaa Abdel Hakim Fattouh Year (2021)

The phrase (5) The Federation relies on comparing its achievements, performance levels and effectiveness with other superior and distinguished federations, and seeks to reach the most superior level of practice by following the benchmarking methodology. The phrase received a percentage - relative importance - of (85.00%), The researcher sees that Performance measurement is critical to monitoring and improving the performance of any job and Continuous and regular verification of work performance contributes to protection. Union From operational and financial problems, and helps him achieve his goals and improve performance in the long term. and Performance measurement is used as a systematic system or approach to evaluate the effectiveness and efficiency of implementation progress. Projects And programs, This is consistent with the study. Casperaviot Read more Year (2011 AD) The phrase (6) Periodically evaluate the results of occupational health and safety in order to implement programs to ensure the health and safety of

workers and help them overcome professional and personal problems that affect work performance., and the phrase got a percentage - relative importance - (88.33%), The researcher sees that Occupational risk assessment is an essential document in every Sports institution Aims to ensure occupational health and safety. and Helps identify potential hazards in the workplace and implement appropriate measures to reduce the risks. In each sector Regardless of the specific nature of the work, and It is Occupational Risk Assessment Card The basis for protecting the health and life of employees It includes: Systematic examination of all aspects of work that may lead to accidents, injuries or occupational diseases. This process includes identifying hazards, assessing the risks and implementing preventive measures that can reduce or eliminate the risks. As a result of the assessment, an occupational hazard scorecard is created, It aims to Provide a suitable, convenient and safe working environment, This is consistent with the study. Alex Papaeonou and others Alkistis Papaioannou (2017)

The phrase (7) Building a system to evaluate the management and development of the intellectual capital possessed by human resources, the type of knowledge generated by them, and the innovations that positively affect the excellence of performance and give it a competitive advantage., and the phrase got a percentage - relative importance - (80.83%), The researcher sees Intellectual Capital Department It works to

attract distinctive competencies and capabilities of employees. And investment is the best they have to offer. Get rid of a lot of problems that management faces. Union, and contribute to improving human resources performance and performance. Union thus achieving added value. To the union through the outputs distinctive, meeting the community need in a sophisticated and permanent manner, i.e. achieving a sustainable competitive advantage. and to build a competitive advantage. The union must invest its resources. Human and cognitive. Effective management of intellectual capital is the basis of competitive advantage, not just in assets, materialism and capital. This is consistent with the study. Shima Salah Sayed (2016)

The phrase (8) Interest in programs to evaluate transparency, integrity, administrative accountability, and combat administrative corruption to enhance the employee's sense of belonging to his job and his commitment to work ethics and values that reflect a high level of loyalty, dedication, and quality of performance. The statement received a percentage - relative importance - of (84.17%). The researcher sees it is necessary that the system be basic. To the union comprehensive. The concept reflects governance, so that it is completely clear for goals, and distribution of roles, responsibilities and competencies, conditions for joining the union, decision-making systems and mechanisms, and

exchange information and its flow towards all relevant parties. I don't meet. And, in addition to to set appointment mechanisms, purchasing, and systems violations and penalties, and systems finance and accounting, and resource use policies. Union, and terms of acceptance grants and its disbursement, and reporting policies. Evaluations, dispute resolution, and salary scales. And rewards, and rights staff. In addition to mechanisms work organization. Volunteers, start from the members of the council. Management, and the end with volunteers who they provide services. This is consistent with the study. Asmaa Abdel Hakim (2021)

The phrase (9) continuously evaluate the results of human resources management and develop mechanisms for strategic plans and policies to reduce the gap if it occurs in a manner that suits and meets the needs based on the measurement and its processes followed., and the phrase got a percentage - relative importance - (84.17%). The researcher sees that strategic human resources planning is one of the most important elements in human resources management, as this concept refers to the processes that within union through it, we obtain the appropriate number and quality of individuals in the appropriate places and at the appropriate times, and it is directly linked to the general strategy. To the union to secure and provide the necessary personnel to implement the strategy. Union and Wasserstein human resource planning involves re-examining and evaluating all

assumptions, strategies and programmes, and determining whether they should be modified or discontinued., This is consistent with the study. Liu YunLiu YunAnd others in the year (2013 AD)

The phrase (10)It provides tools for monitoring performance and developing work guides by building support services for monitoring and evaluation, such as building computerized programs and databases that are continuously updated to evaluate the current situation in order to reach a conclusion to achieve the vision and mission of the union., and the phrase got a percentage - relative importance - (84.17%),The researcher seesthat itAs a result of the rapid and successive technological developments in production methods and tools, methods and means of communication, information systems and their transmission, In addition to the emergence of new organizational forms, which has increased the intensity of competition, which requires quick and effective decisions, so thatYEnableUnionTo continue to compete and maintain its advantages Competitiveness Which requires the availability of up-to-date and accurate information to help in making sound decisions.,This is consistent with the study.Moataz Mohammed HusseinYear (2021 AD).

The phrase (11) IReview and update work systems, policies and strategies on an annual basis, develop specific procedures for alternative scenarios and plans, and work to identify improvement opportunities and best practices through the results of

measurement analysis., and the phrase got a percentage - relative importance - (82.50%),The researcher seesthatThe increasing speed of changes in various economic, political and social fields has pushed institutionsSportsTo adopt planning methods that take into account the general developments and trends that governthe futureThis has led to the increasing importance of using future studies techniques, most notably the scenario method, which relies on prediction, as the basis on which planning is based.The athleteAs planning is originally linked to and based on goals and objectives that carry aspirations for the future,He is tryingAndFuture Foresight aims to be able to control it.,This is consistent with the study.Bahaa Sayed Mahmoud,Mohamed Ibrahim Maghawry, Sarah Ismail(2017).

The phrase (12)Establishing measurement and evaluation mechanisms in order to identify opportunities for improvement in communication methodologies with clubs, referees and players, and measuring the effectiveness of the complaints and suggestions system and meeting their needs., and the phrase got a percentage - relative importance - (84.17%),The researcher seesthatThe purpose of the complaints departmentIt is a boostloyaltyUnion members and beneficiariesNand stakeholdersAnd also quality assuranceAnd that is throughEvaluate criticism in a systematic and organized manner and use it to make a positive impact.And it must Dealing with all complaintsDetermine where to receive it, how to respond to it and to which

departments or individuals it should be sent. Information which was obtained, and Assigning responsibilities is also part of managing complaints. Only when it is clear who should react in each case can negative criticism be turned into something positive. Y, This is consistent with the study. Alex Papaeonou and others Alkistis Papaioannou general (2017)

The phrase (13) Measuring the results of the community and members periodically to measure their level of satisfaction with the performance of the union, and to be characterized by neutrality and credibility, highlighting the comparison of results across time periods, and measuring the number of initiatives and their impact., and the phrase got a percentage - relative importance - (84.17%), The researcher sees Measuring the satisfaction of the internal and external audience of the Federation is an indicator of the Federation's success in carrying out activities and services with the required quality, as services are provided in a manner characterized by neutrality and credibility among all member clubs of the Federation. Annual comparisons must also be made regarding the services provided by the Federation and the competitive level of the Federation to identify the extent of progress, improvement and development in the administrative operations of the Federation and compare this development with international levels, and measure the number of initiatives implemented by the Federation and their impact on the development and improvement of the services provided by the Federation.

This is consistent with the study Asmaa Abdel Hakim Fattouh Year (2021).

Conclusions:

Conclusion T Specific to the first axis: Strategic direction to achieve competitive advantage for the Football Association.

- The Kuwait Football Association has a clear vision to set goals and achieve excellence to direct efforts towards achieving the goal and achieving proactivity and leadership at the regional and international levels.
- Lack of interest of the Federation in forming a working team in the Federation capable of implementing the strategy effectively and having the knowledge, skills and tools necessary to apply appropriate methodologies
- The Federation's lack of interest in developing policies and plans for auditing and risk management (administrative, financial, and legal).
- The importance of the participation of all employees of the Football Association in the process of continuous improvement and encouraging employees to participate with their ideas, opinions and guidance to achieve excellence.
- The importance of the Union's efforts to develop strategic plans to develop and maintain infrastructure and adopt the use of modern technology to improve management and training processes.
- Sometimes there are some difficulties in focusing the Board of Directors on the issues that affect its activities through policy making, internal audit, financial position and

strategic thinking to create opportunities and meet future challenges.

- importanceUseUnionFor strategic intelligence in decision-making, risk management, investing in opportunities provided by the environment, and predicting future challenges in a way that ensures achieving sustainable competitive advantage.

Conclusions specific toThe axisthe second :The necessary capabilities to achieve the competitive advantage of the Football Association

- importanceStrengthening the structure of the Board of Directors to diversify expertise and add value through the presence of a Board with an effective composition and size.And commitment to carry out his roles and responsibilities in a distinguished manner..
- The presence of leaders in the union who have a clear vision and creative energy that works to find innovative solutions, create a stimulating work environment, and continuously develop leaders' skills..
- Sometimes there are difficulties inProviding the components for the proper implementation of plans and programs that focus on adherence to a scientific methodology in researching problems, making decisions, and employing and developing the employees' renewed knowledge base.
- Lack of clarity of plans forMaintaining human resources and continuously developing their skills to ensure employee loyalty and commitment to the union, and

providing training courses and workshops with the aim of increasing professional growth and improving quality

- Slowly moving towardsBuilding an integrated system of policies that govern the work of the Union and provide the foundations and rules on which decisions can be made..

- importanceConsolidating and strengthening social relations with various official and unofficial bodies and the internal relationship between management and employees, and employing these relations to maximize the union's opportunities to achieve its goals and objectives.

- importanceEstablish partnerships with governmental and civil society organizations and develop a sense of social responsibility among union employees.

Conclusions specific toThe axisthe third :Evaluation of results and their role in achieving the competitive advantage of the Football Association.

- importancePossessing sufficient information about marketing strategies and working on providing new services and areas aimed at expansion by evaluating the results of the services provided to members and beneficiaries in the field of football.

- Lack of interest inLinking inputs to outputs according to clear and measurable foundations, and controlling work efficiency and productivity levels in comparison to the standards specified in performance plans and programs, objectives and planned results.

- Sometimes there are some difficulties in building a system to evaluate the management and development of the intellectual capital possessed by human resources, the type of knowledge generated by them, and the innovations that positively affect the excellence of performance and give it a competitive advantage.
- importance Periodically evaluate the results of occupational health and safety in order to implement programs to ensure the health and safety of workers and help them overcome professional and personal problems that affect them. the performance
- Sometimes it doesn't happen Evaluating financial deviations and preparing annual financial budgets based on the results and achievements of previous years to ensure the effective and fair distribution of various services and activities so that they are linked to the achievement of strategic initiatives.
- Lack of interest in Measuring the results of the community and members periodically to measure their level of satisfaction with the performance of the union, and to be characterized by neutrality and credibility, highlighting the comparison of results across time periods, and measuring the number of initiatives and their impact.
- There are some difficulties in Quality control and use of performance indicators and evaluation process through analysis of results and reporting on the effectiveness of the action plan for continuous improvement of the Union's strategies

- importance Establishing measurement and evaluation mechanisms in order to identify opportunities for improvement in communication methodologies with clubs, referees and players, and measuring the effectiveness of the complaints and suggestions system and meeting their needs.

Recommendations:

- necessity Directing the Union's excellence strategy towards meeting the needs of beneficiaries by conducting studies, collecting and analyzing feedback to determine the required features and provide them in a better way..
- He should Providing a work environment in the Union that encourages innovation and continuous development to ensure sustainability and provide a climate that allows employees to be creative, making them more capable of providing innovative solutions..
- Necessity of striving The union aims to spread the culture of quality, adopt quality standards for activities and services provided, implement self-assessment, and provide continuous improvement programs for the quality of services and activities..
- necessity Developing mechanisms for organized thinking in the Union, activating organizational learning opportunities, applying modern technologies, financial inclusion, and cybersecurity requirements
- Must be Organizational structures will be created that are consistent with the strategy and

performance requirements and that accept modification and adaptation to local, regional and international variables.

- Necessity of Establish partnerships with the private sector to participate in projects and services provided by the Federation in accordance with quality standards and modern management systems, such as adopting the establishment of marketing academies for talented people.

- The need to move towards Applying the principle of modernity in programs and management systems and using advanced means of promoting activities and services according to quality and applying innovations in football

- necessity It provides tools for monitoring performance and developing work guides by building support services for monitoring and evaluation, such as building computerized programs and databases that are continuously updated to evaluate the current situation in order to reach a conclusion to achieve the vision and mission. To the union

- It must be Review and update work systems, policies and strategies on an annual basis, develop specific procedures for alternative scenarios and plans, and work to identify improvement opportunities and best practices through the results of measurement analysis.

- necessity TqY Continuously monitors human resources management results and develops

strategic planning and policy mechanisms to reduce the gap if it occurs, in a manner that is appropriate and meets needs based on the measurement and its processes.

- necessity Focus on programs to evaluate transparency, integrity, administrative accountability, and combat administrative corruption to enhance the employee's sense of belonging to his job and his commitment to work ethics and values that reflect a high level of loyalty, dedication, and quality of performance.

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