

Proposed model for enhancing substantive capabilities in some sports clubs

*Dr/ Sally Said Abdou El Deeb

Introduction and problem of research: -

The world is witnessing tremendous changes that have extended to all aspects of life, including the business environment, organizations have come to live in an era characterized by changes and innovations in all sectors. As the traditional methods of managing organizations are unable to exploit the opportunities of the new stage that are based on technology, resources and knowledge, and therefore these organizations were forced to review their organizational conditions, production and service capabilities and management methods to maintain their position among the rest of the organizations.

Hence the concept of intrinsic capabilities expresses the need for a comprehensive entry point that brings together the elements and components of the establishment of organizations on a basis that fulfills their capabilities to cope with the changes and external conditions surrounding them, as well as to ensure their full coherence and harmony between their components and their own components and the investment of their core capabilities (Majid Jabbar - 2013).

The importance of core capabilities lies in the success of organizations that need to be more

flexible by empowering workers and helping them identify and enhance strengths, and addressing weaknesses, core capabilities also help to create a permanent learning organization by adopting new ideas, providing the organization with a clear vision about the capabilities and knowledge of its employees, and then achieving competitive advantage in light of changing markets, and providing the basic direction for formulating its strategy (kabue, I., & kilika j- 2016).

Core capabilities are formed through the union of unique resources that lead to the creation of actual value for customers with the core competencies that are accumulations that are not subject to sudden changes, after integrating resources and competencies, sports clubs obtain core capabilities that are difficult to imitate through others. It also refers to the unique resources owned by the organization or unique and distinctive strengths, and having better technology compared to competitors (Özbağa, G.K. 2013.).

On the other hand, the sports club is a sports body with an independent legal personality. It is also considered one of the private bodies of public interest. The club aims to form the integrated personality of young people from the social, health, religious, psychological, intellectual

* Assistant Professor, Sports Management and Recreation Department, Faculty of Sports Education for Girls _ Helwan University

and spiritual aspects by spreading physical and social education and spreading the spirit of patriotism among the members and developing their faculties. Creating the means and facilitating ways to occupy their spare time. The club also carries out its responsibilities within the framework of the general policy of the state, and organizes its official sports activity in accordance

with the foundations and programs set by the concerned sports federations (regulation of the statutes of sports clubs - 2013).

According to the researcher, the practical reality indicates that there are many challenges, obstacles and variables facing Egyptian sports clubs, as a result of changes in the external environment filled with competitive challenges that make it difficult for sports clubs to gain their competitive advantage and be effective through their limited capabilities and resources.

The researcher also considers that, given the sensitivity of the role played by sports clubs at various levels in social and sporting matters, given the acute lack of funding sources, material and human potential, and the increasing requirements and roles assigned to those institutions, it is necessary for these institutions to search for their core abilities and try to maintain, develop and constantly update them to maintain their role in society, on the one hand, and on the other hand, to maintain their competitive standing by acquiring them from other sports clubs.

The researcher also claims that the marketing capabilities of sports

clubs are the winning paper for winning new customers and preserving old customers by promoting various services, identifying the requirements of beneficiaries and implementing them in the near and long term.

This is inseparable from the technological capabilities of the club, which is the cornerstone of achieving excellence and uniqueness in the services and various activities of the club and achieving speed and accuracy in accomplishing the tasks and meeting the requirements accurately and easily for both internal and external beneficiaries of sports clubs.

The sports club's technological capabilities are one of the fastest and least stable in view of the rapid development of technology in its various aspects and must therefore be constantly kept pace and taken forward.

Through the fact that the researcher is a member of the Faculty of Sports Education and her interest in sports and follow-up on its issues and problems, and by supervising the students of field training to specialize in sports management in some sports clubs, she noted that sports clubs have gone through many stages of change in various fields, whether at the organizational, human resource or modern techniques level.

Hence, the idea of research is to develop a proposed model to enhance the core capabilities of some sports clubs, which reflects on the sports clubs benefiting in achieving their objectives as required to support and sustain the sports career in Egypt.

Research Objective:

The research aims to develop a proposed model to enhance the core capabilities of some sports clubs by identifying:

1. Organizational learning capabilities of some sports clubs.
2. Human capital capabilities in some sports clubs.
3. Marketing capabilities of some sports clubs.
4. Technological capabilities of some sports clubs.
5. Strategic flexibility capabilities of some sports clubs.

Research Questions

1. What are the organizational learning capabilities of some sports clubs?
2. What are the capabilities of human capital in some sports clubs?
3. What are the marketing capabilities of some sports clubs?
4. What are the technological capabilities of some sports clubs?
5. What are the strategic flexibilities of some sports clubs?
6. What model is proposed to enhance the core capabilities of some sports clubs?

Terms used for research**Substantive Capabilities/ Core Capabilities**

(Aidan, 2019) defined it as "special skills or cognitive characteristics that enable the organization to excel in its performance and achieve the highest level of customer satisfaction compared to competitors through technological integration of processes and resources into one or more

activities and coordination of these activities."

Search Procedures:**Research curriculum: -**

In order to achieve the goal of the research, the researcher used the descriptive approach in the survey method for its relevance to the nature of the research.

research community: The research community included sports coaches working in sports clubs in the Arab Republic of Egypt.

- **The research sample:** It was chosen in a deliberate way from the research community, from the coaches working with (6) sports clubs in the governorates of Cairo and Giza, which are (Al-Ahly Club - Al-Jazira Club - Cairo Club - Tersana Club - Dokki Shooting Club - Zamalek Club), which included (310) Athletic coaches were randomly selected from the research community, divided as follows:

First: the basic research sample: They were randomly selected from the sports clubs under study, and included (260) sports coaches, sports clubs (Al-Ahly Club - Al-Jazira Club - Cairo Club - Tersana Club - Dokki Shooting Club - Zamalek Club).

Second: The exploratory sample: It was randomly selected from the sports clubs under study and outside the basic sample, and included a number of (50) sports coaches from the sports club (Al-Ahly Club - Al-Jazira Club - Cairo Club - Tersana Club - Dokki Shooting Club - Zamalek Club).

Table (1) shows the quantitative description of the basic and exploratory research samples.

Table (1)
Quantitative description of the research community, exploratory sample and basic sample

Ser.	Governorate	Club	Basic Sample Size	Exploratory Sample Size
1	Cairo	Al-Jazira Club	45	8
2	Cairo	Al-Ahly Club	47	8
3	Cairo	Cairo Club	39	8
4	Giza	Dokki Shooting Club	36	9
5	Giza	Tersana Club	43	9
6	Giza	Zamalek Club	50	8
total			260	50

Exploratory Study:

The exploratory study was conducted on a sample of 50 sports coaches working at sports clubs (Al-Ahly Club - Al Jazira Club - Cairo Club - Tersana Club - Dokki Fishing Club - Zamalek Club) Selected in random manner from the research community and outside the basic research sample to ensure the veracity and consistency of the data collection tool from 23/3/2021 to 29/3/2021.

1- Calculation of the questionnaire's scientific transactions

Calculation of honesty factor

A. The experts' credibility:

The researcher presented a questionnaire (the core capabilities of some sports clubs) In its preliminary form A (Annex 2) to a pool of sports management experts, consisting of 5

experts (annex 1) in order to express an opinion on the appropriateness of the questionnaire in relation to both the axes and phrases of each axis, and (Annex 3) shows the percentage of experts' opinions on the axes and phrases of the questionnaire. The percentage of experts' opinions ranged from 60%: to 100%) The researcher (70%) was satisfied with the acceptance of the phrase, thus deleting both (9, 10) in the first axis and (2) in the fourth axis so that the number of phrases of the questionnaire as a whole (44) is amended in the wording of some phrases to become the questionnaire in its preliminary form (annex 4). The following table shows the change in wording.

Table (2)
The phrases that have been modified in each axis of the questionnaire

Axes	Phrase number	The text of the sentence after modification
First	8	Formulates a creative strategy to invest the expertise and skills of the club's staff to maintain its competitive position.
Third	1	Provide or establish a center specialized in inquiries about the services provided and how to participate in them.
Fifth	4	Seize opportunities with the club's financial and human resources

B - the validity of the internal consistency:

The researcher tested the validity of the questionnaire by finding the correlation coefficient between the degree of each

phrase and the total sum of the axis to which it belongs by applying the questionnaire to (50) coaches from the sports coaches in sports clubs, and Table (3) illustrates this.

Table (3)

Correlation coefficients between the degree of each statement and the total degree of the axis to which it belongs to survey the core capabilities of some sports clubs (n=50)

The first axis Organizational learning capabilities in some sports clubs		Human capital capabilities in some sports clubs		Marketing capabilities of some sports clubs.		Technological capabilities of some sports clubs.		Strategic flexibility capabilities of some sports clubs.	
Ser.	Correlation coefficients	Ser.	Correlation coefficients	Ser.	Correlation coefficients	Ser.	Correlation coefficients	Ser.	Correlation coefficients
1	*0.982	1	*0.740	1	*0.960	1	*0.535	1	*0.951
2	*0.743	2	*0.869	2	*0.897	2	*0.596	2	*0.721
3	*0.881	3	*0.993	3	*0.699	3	*0.696	3	*0.900
4	*0.930	4	*0.845	4	*0.700	4	*0.662	4	*0.872
5	*.858	5	*0.762	5	*0.997	5	*0.919	5	*0.548
6	*0.792	6	*0.656	6	*0.703	6	*0.707	6	*0.728
7	*0.911	7	*0.773	7	*0.881	7	*0.852	7	*0.835
8	*0.823	8	*0.849	8	*0.898	8	*0.917	8	*0.746
9	*0.517	9	0.491	9	*0.749	9	*0.537	9	

* Tabular value (r) at the level of 0.05 = (0.388)

It is clear from Table (3) that the values of the correlation coefficients between the core capabilities questionnaire's axes and expressions in some sports clubs ranged between (0.391, 0.997), all of which are statistically significant at the level (0.05), which indicates that the questionnaire is at an acceptable degree of honesty, and therefore it was

not deleted Any phrase, and the number of questionnaire phrases (44 phrases) remained unchanged.

Second, the stability coefficient

The researcher calculated the stability of the questionnaire form core capabilities in some sports clubs using the coefficient (Alpha Cronbach) and the result of calculating the stability coefficients was as follows:

Table (4)

Cronbach's alpha values for calculating the stability of the core capabilities questionnaire form in some sports clubs (n=50)

Statement	value
Correlation values between the two parts (single phrases and pairs)	*.0927
Guttman coefficient	*0.882
Part I alpha coefficient (single phrases)	*0.923
Part 2 alpha coefficient (pairs phrases)	*0.793

Table 4 shows that:

The correlation values between the two parts (0.898), the ELFA coefficient for the first part (0.932), and the ALFA coefficient for the second part (0.793) are satisfactory, indicating that the phrases and axes of the questionnaire are highly stable.

Thus, the number of questionnaire phrases as a whole (44) becomes viable.

The basic study:

The researcher applied the questionnaire form in question in its final form (Annex 5) On the basic research sample of 260 sports coaches working in sports clubs (Al- Ahly Club - Al Jazeera Club - Cairo Club - Tersana Club - Dukki Fishing Club - Zamalek Club) From (1/4/2022 to 18/4/2022) After the questionnaire forms were collected, they were emptied with a triple rating balance of phrases to take the response (OK) (3) degrees and response (somewhat) (2) degrees and response (not OK) (1) degrees.

Statistical treatments used:

Descriptive statistics - Pearson correlation values - Cronbach's alpha - Frequency and percentages - Estimated score - Relative weight.

Presentation and discussion of results

The researcher adopted the relative weight of the responses of the research sample as follows: 75% or more to accept the responses that indicate or give an indication of the availability of core capabilities in some sports clubs to a high degree, and from (60 to less than 75%) an indicator of the availability of core capabilities in some sports clubs to a medium degree, and (less out of 60%) as an indicator of the availability of the core capabilities of some sports clubs to a small degree.

First: Presentation and discussion of the results of the first question (How much is the organizational learning of some sports clubs?)

Table (5)

Frequencies, estimated score, relative weight, and the order of the phrases for the sample responses to the phrases of the first axis (organizational learning capabilities in some sports clubs) n = (260)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T
	F	%	F	%	F	%			
I, as one of the sports coaches, see that the top management in the sports club.									
1	109	41.9	50	19.2	101	38.8	528	67.69	8
2	112	43.0	60	23.0	88	33.8	544	69.74	6
3	138	53.0	40	15.3	82	31.5	576	73.84	6
4	107	41.1	50	19.2	103	39.6	524	67.17	9
5	123	47.3	60	23.0	77	29.6	566	72.66	3
6	111	42.6	50	19.2	99	28.0	532	68.20	7
7	140	53.8	40	15.3	80	30.7	580	74.30	1
8	119	45.7	56	21.5	88	33.8	557	71.41	4
9	121	46.5	55	21.1	85	32.6	555	71.15	5
Total							4962	70.67	4

Table (5) gives a clear indication that:

The relative weight of sample responses to the organizational learning capabilities axis of some sports clubs ranged from 67.17% to 74.30%. The relative weight terms do not have more than 75%. This means that these terms contained in the axis do not have a high level of **organizational learning capabilities**. The relative weight of all axis phrases came from 60% to less than 75%. This means that these phrases of the axis have moderate **organizational learning capabilities**, and no relative weight phrases are less than 60%.

The relative weight of the research sample responses on the whole axis (70.67%) indicates the availability of moderate organizational learning capabilities within the core capabilities.

Phrase No. (7) and phrase No. (3) got the first and second order, which states that the coaches are involved in solving problems and benefit from their expertise, and provide feedback for all administrative processes, while phrase No. (1) and phrase No. (4) got the prior arrangement. The last and last, which provides for the availability of a system that ensures the speed and ease of exchange of data and information among all employees, and provides guidance systems for coaches to measure the return on the level of performance.

The researcher returns this result to the fact that the management of the sports club follows the method of participation of sports coaches in solving problems, which contributes

greatly to choosing the optimal and appropriate solution in the least possible time, as the sports coaches are the ones who deal with the sports club's subscribers and players as well as parents, and then they have a sufficient amount From practical and administrative experience in managing problems and contributing to the speed of solving them well, which is positively reflected on the behavior of coaches, players and the culture that the sports club follows in solving its problems.

The researcher believes that the feedback on management processes is of great importance in identifying the reactions of sports coaches and their follow-up to the implementation of modern administrative methods in dealing with members, through which it can judge the success of the administrative processes that are implemented, as it is a means of measuring the return and tracking the impact that determines The direction that the sports club follows to achieve its desired goals by the senior management, and this needs to provide a great deal of transparency and clarity in all their dealings with all working coaches, and attention to the opinions and suggestions of workers in developing work and making decisions.

The researcher believes that the availability of a system in the sports club facilitates the process of transferring data and information between sports coaches as well as between employees, which saves time and effort and contributes to solving

problems faster, as well as identifying weaknesses and trying to address them as well as strengths and trying to develop and develop them continuously, which distinguishes the sports club from others and makes it relevant Distinguished nature.

The researcher agrees with the results of the study of **Thaer Khalaf Khashan Fazaa, Ali Nassif Al-Khalidi and Majid Zaid Sadiq (2021)**, which found the availability of structured learning to a moderate degree, which recommended the need to involve all employees, including lower levels, in the decision-making process, as they are more dealing with work problems. And work to increase the expertise and skills of employees by empowering them and giving them a wider disposition to move in the field of work.

She also agrees with the results of the study of **Manar Salah Jamhour (2016)**, which concluded that organizational learning as one of the dimensions of core competencies has a direct impact on the performance of employees and the achievement of competitive advantage.

She does not agree with the results of the study of **Ahmed Karam, Shuaib Al-Najjar, Muhammad Mahmoud (2021)**, which concluded that the dimension of organizational learning ranked first in terms of approval of its application, where the degree of its achievement was high with an arithmetic mean of 4.16 by 83.2% and this dimension is considered the most important dimension Core capabilities have an impact on enhancing job engagement in Egyptian hotels, where organizational learning gives priority to creating and acquiring new knowledge, and encourages workers to create and use that knowledge, which is an entry point for organizational performance that surpasses competitors.

Thus, the first question of the research has been answered, which states what are the capabilities of organizational learning in some sports clubs?

Second: Presentation and discussion of the results of the second question (What is the amount of human capital in some sports clubs?)

Table (6)

Frequencies, estimated score, relative weight, and the arrangement of the phrases for the sample responses on the phrases of the second axis (human capital capabilities in some sports clubs) n = (260)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T
	F	%	F	%	F	%			
I, as one of the sports coaches, see that the top management in the sports club.									
1	144	55.3	34	13.0	82	31.5	581	74.61	5
2	180	69.2	25	9.6	55	21.1	645	82.69	1
3	148	56.9	31	11.9	81	31.1	645	75.25	3
4	143	45.6	35	13.4	82	31.5	581	74.48	6

Follow Table (6)
Frequencies, estimated score, relative weight, and the arrangement of the phrases for the sample responses on the phrases of the second axis (human capital capabilities in some sports clubs) n = (260)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T
	F	%	F	%	F	%			
5	122	46.9	60	23.0	108	41.5	564	72.30	4
6	146	56.1	50	19.2	99	28.0	532	68.20	7
7	123	46.3	60	23.0	77	29.6	566	72.56	8
8	121	46.5	53	20.3	86	33.0	555	71.15	9
9	160	61.5	25	9.6	75	32.6	506	77.56	2
Total							5171	75.19	2

It is clear from Table (6) that: -

Relative weight of sample responses to the human capital capability axis of some sports clubs ranged from 71.15% to 82.65%.

The relative weight of the phrases (2, 3, 6 and 9) is more than 75%. This means that these phrases of the axis have high human capital capabilities. Phrases 1, 4, 5, 7 and 8 received a relative weight of 60% to less than 75%. This means that these phrases contained in the axis have an average human capital capability, and no relative weight sentences are less than 60%.

The relative weight of the research sample responses on the whole axis (75.19%) indicates the availability of relatively high human capital capabilities within the core capabilities.

In the researcher's view, the phrase (2, 9) was ranked first and second, which stipulates that the level of performance of trainers shall be evaluated periodically and continuously, Specialized training courses are provided for trainers for their skill and knowledge development. The phrase "7" and "8" received the

penultimate and final ranking, which stipulates that trainers are considered as the main suppliers of success and competitive advantage. Provide financial incentives for trainers to increase their motivation and successfully perform their work.

The researcher attributes this finding to the fact that the top management of the sports club contributes to the scientific growth of coaches and acquire new knowledge and information in the field of sports management and sports. This contributes significantly to the upgrading of the sports club and makes it competitive As the human component as one of the core capabilities is now a prominent role in building organizations' competitive advantage and this is what many organizations have been invited to view as one of the most important resources of all, Successful organizations have access to highly skilled and scarce human resources.

It also offers free training courses for sports trainers in various sporting activities. All trainees are required to attend the courses aimed at them. In

addition, there are targeted training courses aimed at preparing a second class of distinguished sports trainers at the club.

The researcher agrees with the findings of the **Manar Salah Jamhour study (2016)**, which found that leaders can play an active role in encouraging creativity among staff by articulating the organization's values.

It also agrees with the findings of the study of **Suhaila Jaber, Bara Mahdi (2017)**, which found an interest in the exemplary influence of leaders in public insurance companies in Annaba State, through practices that will inspire subordinates to creativity and innovation and thus scientific growth and provide rewards based on employee assessment.

It also concurs with the findings of the **Lero Murat, Y. and Lero Rory, O (2012)** study, which found that human capital is of great importance in improving social interactions between workers and managers who are in the Organization, thereby contributing to improving the Organization's

productivity and achieving its objectives by increasing the employment of workers.

It also agrees with the results of **Afrah Raheem Idan Study (2019)**, which found the company's interest in its human resources with core expertise, skills and abilities as a strategic tool to support its organizational performance and develop their knowledge and skill so that they can compete.

It also agrees with the findings of the study of **Ahmad Karam, Shoab Al-Najjar, Mohammed Mahmoud (2021)**, which found that the human capital hub ranked second in terms of approval of its application, where its score was high with an average calculation of 3.99 by 79.8%.

So, the second question has been answered for research, which states what is the ability of human capital in some sports clubs?

Third: Presentation and discussion of the results of the third question (what are the marketing capabilities of some sports clubs?)

Table (7)

Repetitions, estimated grade, relative weight and arrangement of phrases for sample responses on the third axis phrases (marketing capabilities of some sports clubs) n= (260)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T
	F	%	F	%	F	%			
I, as one of the sports coaches, see that the top management in the sports club.									
1	144	5	55	13.0	82	31.5	561	71.92	5
2	180	9	50	9.6	99	38.8	532	68.20	1
3	148	5	55	11.9	82	31.5	561	71.92	3
4	143	1	35	13.4	83	31.9	579	74.23	6
5	122	7	54	23.0	83	31.9	560	71.79	4
6	146	8	59	19.2	81	31.1	559	71.99	7

Follow Table (7)
Repetitions, estimated grade, relative weight and arrangement of phrases for sample responses on the third axis phrases (marketing capabilities of some sports clubs) n= (260)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T	
	F	%	F	%	F	%				
7	123	2	36	23.0	84	32.2	576	73.84	8	
8	121	3	37	20.3	84	32.2	575	83.71	9	
9	160	4	60	9.6	77	29.6	566	72.56	2	
Total								5069	72.20	3

It is clear from Table (7) that: -

Relative weight of sample responses to the marketing capability axis of some sports clubs ranged from (68.20% to 74.23%).

There are no sentences of relative weight more than 75%. This means that these sentences contained in the axis do not have high marketing capabilities. The relative weight of all axis sentences came from 60% to less than 75%. This means that these sentences contained in the axis have medium marketing capabilities, and there are no relative weighing sentences below 60%.

The relative weight of the research sample responses on the whole axis (72.20%) indicates the availability of intermediate marketing capabilities within the core capabilities.

According to the researcher, the phrase "4, 7" was ranked first and second, which stipulates that the evolution of the needs and desires of members is constantly studied, comparing the marketing programs offered with other clubs.

Phrase No. (6) and phrase No. (2) received the penultimate and final order, which provides for the use of modern and varied marketing methods for services provided to members,

providing a distinct trademark for attracting members.

The researcher attributes this result to the sports club's lack of interest in its own brand and its lack of marketing to the extent that it achieves its distinction, which affects the services provided by the club. The brand reflects the club's personality and is an important factor in the marketing of services and programs that characterize it. Marketing capabilities are an activity based on gathering information and data on the trends and desires of the beneficiaries of sports club services and promoting services provided in accordance with those desires to ensure their loyalty to the club.

The results of this study are consistent with the findings of the **Sadiq Jabbar Kazim study, Ali Jasim Obaid, Amir Naama Khaif Al-Kelabi (2015)**, which found that marketing capabilities are the company's ability to achieve a competitive position through its expansion in the current markets and the search for new markets, as well as its adoption of new technologies to provide lower cost and better-quality products than come competitors. It also agrees with the findings of the

Kawshala Study (2017), which found a strong relationship between substantive abilities and their role in achieving competitive advantage by studying the market and its developments and optimizing the use of social networks.

It is consistent with the results of the **Arak Abboud Omir Al-Dalimi study, Ahmed Hatem Ibrahim Awwad (2021)**, which concluded that the General Company for Food Products has been interested in core capabilities as distinct characteristics, knowledge, skills and experiences that support its competitive position, achievement of strategic objectives and distinction from competitors through its competitive activities.

Also consistent with the results of **Suhaila Jaber's study, Bara Mahdi, Bilal Rahali (2021)** which found that statistical analysis has a moral impact on the core capabilities of the competitive position, indicating that

the greater the interest in core capabilities the greater the ability to gain a strong competitive position in the market, and to strengthen the company's competitive position by responding quickly to the aspirations of its customers and soliciting them through a controlled distribution policy to cover all outlets of sale distribution. It also agrees with the findings of the **Nimsith, S. I., Rifas, A. H., & Cader, M. J. A (2016) study**, which found that there is a statistically significant correlation between core capabilities and competitive advantage in banking companies, and that core capabilities have a significant impact on the competitive advantage of these banks. The study also found that banks relied on core abilities to maintain their success.

Fourth: Presentation and discussion of the results of the fourth question (What are the technological capabilities of some sports clubs?)

Table 8

Repetitions, estimated grade, relative weight and arrangement of phrases for sample responses on the third axis phrases (Technological capabilities of some sports clubs)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T
	F	%	F	%	F	%			
I, as one of the sports coaches, see that the top management in the sports club.									
1	182	70.0	24	9.2	54	20.7	648	83.07	1
2	175	68.3	30	11.5	55	21.1	640	82.05	2
3	155	59.6	40	15.3	65	25.0	610	78.20	3
4	135	51.9	53	20.3	72	27.6	583	74.74	5
5	120	46.1	52	20.0	77	33.8	552	80.76	9
6	149	57.3	45	17.3	66	25.3	603	77.30	4
7	125	48.0	60	23.0	75	28.8	570	73.07	8
8	144	55.3	34	13.0	82	21.5	581	74.61	6
9	130	50.0	55	21.1	75	28.8	575	73.71	7
Total							5362	76.39	1

It is clear from Table (8) that:

Relative weight of sample responses on technological capability axis phrases ranged from (70.76% to 83.07%).

The relative weight of the phrases (1, 2, 3 and 6) is more than 75%. This means that these phrases of the axis have high technological capabilities. Phrases 4, 5, 7, 8 and 9 received a relative weight of 60% to less than 75%. This means that these phrases contained in the axis have medium technological capabilities, and no relative weight phrases are less than 60%.

The relative weight of the research sample responses on the whole axis (76.39%) indicates the availability of relatively high technological capabilities within the core capabilities.

The focus of technological capabilities came in the first order, and the phrase "No. (1, 2) Received the first and second ranking, which provides for the use of the latest technological means in the evaluation of trainers and the follow-up of their performance; Modern technological methods are available to facilitate communication and open communication between all levels of management While phrase No. 7 (5) obtained the penultimate and final grading, which provides for the allocation of material resources for modern technological systems, technological monitoring devices are provided in all club units.

The researcher attributes this result to the fact that the technological capabilities of the important

capabilities that contribute to attracting members are due to the multitude of technological means through social media and their modernity that everyone cares about and follows periodically. The sports club is characterized by the presence of a distinguished selection of modern technological specialists who use fast, integrated and timely information systems.

It also agrees with the results of the study of **Suhaila Jaber, Bara Mahdi, Bilal Rahali (2021)**, which found the operationalization of sophisticated information and communication technology to address organizational and management problems.

It is consistent with the results of the study of **Ahmed Karam, Saleh al-Najjar, Hani Abdul Hakim Ismail (2020)**, which reached the use of modern methods of advanced technology in the work, as well as attracting and attracting the best skilled workers.

It also disagrees with the results of **Ahmad Karam's study, Shoaib al-Najjar, Mohamed Mahmoud (2021)** which concluded that after technological capabilities ranked fifth in terms of approval of the doctor, his degree of achievement was moderate with an average calculation of 3.14 at 62.8%. The study sample individuals acknowledge that the Egyptian hotel departments in question seek to apply the concept of core capabilities by paying attention to the application of the latest technological methods in the performance of the business.

So the fourth question has been answered for research, which states what technological capabilities are in some sports clubs?

Table (9)

Repetitions, estimated grade, relative weight and arrangement of phrases for sample responses on the third axis phrases (Strategic flexibility capabilities of some sports clubs)

Ser.	OK		Somewhat		Not OK		Estimated score	Relative weight	T
	F	%	F	%	F	%			
I, as one of the sports coaches, see that the top management in the sports club.									
1	130	50.0	50	19.2	80	30.7	570	73.07	1
2	122	46.9	60	23.5	108	41.5	564	72.30	2
3	110	42.3	51	19.6	99	38.0	532	68.20	6
4	100	38.4	53	20.3	107	41.1	513	65.76	8
5	112	43.0	60	23.0	88	33.8	544	69.74	5
6	120	46.1	59	22.6	81	31.1	556	71.66	3
7	107	41.1	55	21.1	98	37.6	529	67.8	7
8	120	46.1	55	21.1	85	32.6	555	71.15	4
Total							4366	69.96	5

It is clear from Table (9) that:

The relative weight of the sample responses to the strategic flexibility capability axis has ranged from (65.76% to 73.07%)

There are no phrases of relative weight more than 75%. This means that these phrases contained in the axis do not have high strategic flexibility capabilities. The relative weight of all axis phrases came from 60% to less than 75%. This means that these phrases contained in the axis have medium strategic flexibility capabilities, and no relative weight phrases are less than 60%.

The relative weight of the research sample responses on the whole axis (69.74%) indicates a

moderate degree of strategic flexibility within the core capabilities.

In the researcher's view, phrase 1, 2, has the first and second ranking, which provides for an increase in the number of trainers with distinct specialties, and has the ability to diversify the mix of services to meet the needs of participants.

While phrase No. 7, 4 has obtained the penultimate and final ranking, which stipulates that the plans developed are flexible and easy to change according to developments in the internal and external environment, opportunities are seized by the club's material and human resources.

The researcher attributes this finding to the fact that where strategic flexibility capabilities require many alternatives and alternative plans that are commensurate with unstable changes in the external environment. Flexibility reflects the club's ability to respond to different demands in different competitive environments and to adapt to environmental changes through invested rethinking of current strategies.

This finding is due to the fact that the club's management needs to make optimal use of available human resources to seize opportunities in the club's external environment. This requires vigilant leadership that puts the right person in the right place and is able to detect opportunities periodically, giving it precedence in adapting to the outdoor environment of the sports club.

Consistent with the results of the **Arak Abud Omir Al-Dalimi study, Ahmed Hatem Ibrahim Awwad (2021)** found that the research company paid attention to strategic renewal by continuously following proactive or remedial procedures by deleting, modifying or replacing some of the key regulatory characteristics to overcome the regulatory stalemate and creating a kind of change to drive them through strategic flexibility.

The researcher agrees with the results of the study of **Suhaila Jaber, Bara Mahdi, Bilal Rahali (2021)**, which concluded that strategic

flexibility should be taken care of by the leaders of the **Greater Belghaith Mills Company**, by continuously responding to the aspirations of its customers to provide quality products. It also differs with the results of the study of **Ahmed Karam, Shoaib al-Najjar, Mohamed Mahmoud (2021)** found that after the strategic flexibility ranked fourth in terms of approval of its application, the degree of achievement was relatively high with an average calculation of 3.78 by 75.6%, as the individuals of the study sample centuries that the Egyptian hotel departments in question seek to apply the concept of core capabilities by following the strategic flexibility method.

Thus, the fourth question of the research has been answered, which states what are the capabilities of strategic flexibility in some sports clubs?

With the total relative weight of the axes, the total relative weight of the questionnaire as a whole becomes (70.88%), and this indicates the availability of the core capabilities of the sports clubs in question to a moderate degree.

The results of this study are in agreement with the results of the study of **Murad Muhammad Abdullah, Heba Al-Nashmi, Salwa Muhammad Ali (2020)**, which concluded that the dimension of strategic flexibility is the least available and came in the last rank, and the lack of availability of the

dimension of strategic flexibility is due to the weak interest in planning and the strategic vision that works to determine The future direction of universities.

The results of this study differ from the results of the study of **Faris Jabaz, Al-Khafaji Shalash, and Huda Muhammad (2014)**, which concluded that there is an effect between the intrinsic capabilities and the performance of the company's operations and that the level of the core capabilities in the company is below the required level, where the core capabilities came to a medium degree, which negatively affected the Perform operations in various areas of the company's business.

Sixth: Presentation and discussion of the sixth question (What is the proposed model for enhancing the core capabilities of some sports clubs?)

• The philosophy of the proposed model to enhance the core capabilities of some sports clubs:

The core capabilities depend on the amount of information, knowledge and skills about the internal and external environment of the sports club and benefit from them in solving problems and transferring them among employees, by providing leaders and conscious management capable of responding quickly to those sudden changes and exploiting the available opportunities, and this requires the provision of specialized human resources that care about the

management of the club. By preparing and qualifying them with training courses that enable them to participate in decision-making and the ability to solve problems, and use modern technological means, methods and marketing programs such as advertising and through which all services provided are presented and promoted in proportion to the desires of members, which contributes to creating the value of the activities provided and achieving competitive advantage.

• Vision of the proposed model to enhance the core capabilities of some sports clubs:

That all sports clubs have integrated and developed core capabilities.

• The message of the proposed model to enhance the core capabilities of some sports clubs:

Sports clubs seek to achieve a competitive advantage by providing a senior management that takes care of the core capabilities and applies them professionally and works to provide human resources to help them achieve the desired goals in light of those capabilities.

• Strategic objectives of the proposed model to enhance the core capabilities of some sports clubs:

The proposed model aims at the following strategic objectives:

1. Paying attention to the training of human cadres (technically-administratively)

2. Develop flexible plans that study the external labor market to collect the necessary data and information about the competing clubs.

3. Providing advanced and modern marketing programs to exploit the opportunities available in the external environment.

4. Creating new job opportunities and providing qualified and specialized vacancies in all core competencies requirements.

5. Covering the members' needs and desires in a manner that exceeds the capabilities of competitors.

• **Mechanisms for applying the proposed model to enhance the core capabilities of some sports clubs:**

The first mechanism: - Organizational learning capabilities in some sports clubs.

It is implemented through the following procedural steps:

1. Involve employees in solving problems and benefiting from their expertise.
2. Provide feedback for collecting administrative processes.

The second mechanism: - human capital capabilities in some sports clubs.

It is implemented through the following procedural steps:

1. Evaluate the performance level of employees periodically and continuously.
2. Issue promotions and rewards based on the results of employee evaluation.

The third mechanism: the marketing capabilities of some sports clubs:

It is carried out through the following procedural steps:

1. Constantly studying the evolution of the needs and desires of members.
2. Getting to know the members' reaction to the marketing programs offered.

• **Fourth Mechanism:** - Technological capabilities of some sports clubs:

It is carried out through the following procedural steps:

1. Using the latest technological means in evaluating employees and following up their performance.
2. Rely on electronic management in all stages of administrative work.

• **Fifth Mechanism:** Strategic flexibility capabilities in some sports clubs:

It is carried out through the following procedural steps:

1. Plans to increase the number of employees with distinct specialties.
2. It has the ability to diversify the mix of services to meet the needs of subscribers.

The requirements of the proposed model to enhance the core capabilities of some sports clubs:

1. Develop a special strategy to enhance the core capabilities of sports clubs.
2. Establishing a special unit for training courses, seminars and workshops to develop the human resource and develop it skillfully,

administratively and technically in sports clubs.

3. Establishing a marketing department for the services provided by the sports club, which is distinguished from other clubs to meet the needs of internal and external beneficiaries.

4. Develop a strategy to provide appropriate ways to solve problems and involve all departments in solving them.

5. Develop flexible plans to keep pace with the rapid changes that occur in the external environment of the sports club.

Thus, the sixth question of the research has been answered, which states what is the proposed model for enhancing the core capabilities of some sports clubs?

Conclusions:

In light of the research objective and its questions, statistical treatments and results of the research, the researcher reached the following conclusions:

The organizational learning capabilities are available to a moderate degree within the core competencies in some sports clubs at a rate of (67.25%), and they are as follows:

1. Involve employees in solving problems and benefiting from their experience.
2. Providing feedback for collecting administrative processes.

Human capital capabilities are available to a relatively high degree within the core capabilities of some

sports clubs, at a rate of (75.6%), as follows:

1. Evaluate the performance level of employees periodically and continuously.

2. Provides specialized training courses for employees to develop their skills and knowledge.

Marketing capabilities are available to a moderate degree within the core capabilities of some sports clubs, with a percentage of (69.06%) as follows:

1. Constantly studying the evolution of the needs and desires of members.

2. Comparison between the marketing programs offered and others offered by other clubs.

Technological capabilities are relatively high among the core capabilities of some sports clubs (75.73%) as follows:

1. Use state-of-the-art technology to evaluate workers and monitor their performance.

2. Provide modern technological methods to facilitate communication and open communication between all levels of management.

Strategic flexibility estimates are available at an average level within the core capabilities of some sports clubs (69.01%) as follows:

1. Plans to increase the number of employees with distinguished specialties.

2. It has the ability to diversify the mix of services to meet the needs of subscribers.

Sixth: The relative weight of the questionnaire as a whole (70.88%) indicates the availability of substantial estimates at the sports clubs under consideration at an average level.

Recommendations:

In the light of the findings and conclusions reached, the researcher recommends that...

1. Administrative transparency methods are available among all employees
2. Provide a system that ensures the speed and ease of circulation of data and information among all employees.
3. Supporting the innovations and creations of the staff of the sports club.
4. Consider workers as the main supplier of success and competitive advantage.
5. Adherence to ethical standards in the conduct of its marketing activities.
6. Use modern and diverse marketing methods for services provided to members.
7. Use of technology as a link between the sports club and the external environment.
8. Allocate material resources for modern technological systems.
9. Interest in identifying opportunities in the external environment and investing them for the benefit of the club.
10. Take advantage of the club's material and human resources.

References:

1. **Al-Dulaimi Arak Aboud Omair, Awwad Ahmed Hatem**

Ibrahim (2021): The impact of core capabilities in achieving strategic renewal: field research in the General Company for Food Products. Anbar University Journal of Economic and Administrative Sciences, Vol. 13, p. 4, 459-477

2. **Al-Fatlawi, Majid Jabbar Ghazai (2013):** Organizational justice and its relationship to perceived organizational support and their impact - Achieving Excellence, an exploratory research - University of Kufa (PhD thesis), University of Baghdad, Iraq, p. 176.

3. **Fazai Thaer Khalaf Khashan, Nassif Al-Khalidi Ali, Zaid Sadiq Majid (2021):** Strategies for organizational lubrication and their impact on core capabilities: An exploratory study on a sample of employees of the Center for Basra and Arabian Gulf Studies, Journal of Economic Sciences, Vol. 16, p. 62, 108-134

4. **Fazia Hala Dagher, Mullah Amin Tuhi (2019):** Core capabilities and their role in enhancing organizational flexibility, an analytical study of the opinions of a sample of employees at the Presidency of the University of Mosul, Journal of Administrative and Economic Sciences, 1,240-222. (111) 25

5. **Gaber Sohaila, Mahdi Bara (2017):** The impact of transformational leadership on building core capabilities in public insurance companies in the state of Annaba. Journal of Economic

and Administrative Sciences, Sudan University of Science and Technology, Vol. 18, p. 2, 67, 86, p. 224

6. Jaabaz Fares, Shalash Al-Khafaji, Muhammad Huda (2014): Core capabilities and their impact on operational performance, a case study in the General Company for Textile Industries, Al-Qadisiyah Journal for Administrative and Economic Sciences 225-203, (1) 16

7. Jaber Suhaila, Mahdi Bara, Rahaliya Bilal (2021): The impact of intrinsic capabilities on the competitive position through organizational learning: A case study of the Great Balghith Sustainability Company. Al-Bashaer Economic Journal, Faculty of Economics, Commercial Sciences and Facilitation Sciences, Taheri Muhammad University, Vol. 7, p. 2, 671 - 692., p. 232

8. kabue , I., & kilika j. (2016): firm resources, core competencies and sustainable competitive advantage: an integrative theoretical framework. journal of management and strategy. p 87.

9. Karam Ahmed, El-Naggar El-Shaib, Mahmoud Mohamed (2021):

Intrinsic capabilities as an approach to enhancing job engagement in Egyptian hotels. Journal of the Union of Arab Universities for Tourism and Hospitality, Vol. 20, p. 2, 336 - 354.

10. Karam Ahmed, El-Naggar-Saleh, Abdel-Hakim Hani Ismail (2020): Securing core capabilities as a guarantee to improve the performance of human resources in Egyptian hotels. Strategy and Development Journal, Vol. 10, p. 5, 256

11. Muhammad Abdullah Murad, Al-Nashmi Heba, Muhammad Ali Salwa. (2020). The impact of core competencies in achieving organizational excellence: a field study on Yemeni private universities. Journal of Social Studies, Vol. 26, p.3, 29-56

12. Rahim Idan Afrah (2019): The impact of core capabilities on organizational performance: An applied study in Asiacell Communications Company in Babylon and Diwaniyah, Babylon University Journal, 27 (1), 127-145

13. Sports Clubs Bylaws: Approved by Resolution No. (929) for the year (2013).