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Organisational culture and its role in developing the dynamic Managerial capabilities of Iraqi Premier League football clubs

Qassem Abdel Hafedh Mahmoud Hussein

Directorate General of Education in Nineveh Governorate / Directorate of Education in Bashiqa

qasimabdulhafedh1@gmail.com

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ABSTRACT

The research aims to:

- Identify the level of organisational culture in Iraqi Premier League football clubs, from the perspective of their administrative body members.
- Identify the level of dynamic administrative capabilities in Iraqi Premier League football clubs, from the perspective of their administrative body members.
- Identify the nature of the relationship and the role played by Iraqi Premier League football clubs' organisational culture in developing their dynamic administrative capabilities.

The researcher used both survey and correlational methods to adopt the descriptive approach as a research methodology. The research community was defined as the members of the administrative bodies of the Iraqi Premier League football clubs, numbering (178) members, who constitute the administrative structure of (20) clubs. The main research sample included all members of the research community. The main sample was then divided into three subsamples: the exploratory sample, which comprised (8) members of the administrative body; the preparation sample, which consisted of (102) members; and the application sample, which consisted of (6U) members. To collect the required data, the researcher prepared two questionnaires: the first to measure the level of organisational culture in the Premier League football clubs, and the second to measure the level of dynamic administrative capabilities in those clubs. After applying the two questionnaires and extracting the results, the researcher reached a set of conclusions, the most important of which are:

- The football clubs participating in the Iraqi Premier League possess an average organisational culture, which demonstrates an urgent need to enhance and develop the managerial culture in these clubs, as the current culture does not rise to the level required to support outstanding and continuous performance.

Iraqi Premier League football clubs are characterised by an average level of dynamic administrative capabilities. This indicates that these clubs suffer from a deficiency in the dynamic administrative capabilities necessary to adapt to the rapid changes in the modern football environment, which threatens their ability to compete and achieve sustainability

Definition of research

Research Introduction and Importance

Football club management is a multidisciplinary organizational structure, combining leadership, strategic management and financial management, accompanied by a deep understanding of the beautiful and useful concept of football, and it includes overseeing all aspects of a football club to achieve success on and off the field, from the process of selecting and attracting players, to Mastering the design and implementation of everything related to financial planning, marketing, and community participation, so the management of a football club is more than just the management of daily affairs, as it represents the science of leadership that combines strategic vision and passion for the game, successful management must begin by defining a clear vision for the club, emphasizing building a wide fan base, and ensuring Achieving sustainability in its human and financial aspects, by developing a detailed strategy aimed at achieving it, and the concept of management is not only related to numbers and strategic decisions, but must be linked to the community, as management must be able to build strong relationships with players, coaches, employees, and fans, and be able to motivate and inspire them, and create a positive and encouraging work environment that ensures For the club to succeed.

Football administrations need to confirm the success and development of their clubs and adopt a frame of reference based on acceptable organizational cultures, values and behaviors that guide The performance of individuals and teams within the club, as the culture of the Club Football is like a hidden spirit that runs through his veins and its administrative and sports aspects, as well as It's not just a set of rules and regulations, it's a complex fabric of values, beliefs and expectations that shape the way all members of the club think and act. Starting of players Moving To administrators all the way to the masses and fans, with the aim of forming Positive and stimulating work environment, feel in it Everyone with belonging and appreciation, Environment Promotes effective collaboration and communication, and encourages innovation and creativity, as well as They help attract and retain the best talent, and build a strong and loyal fan base Conversely, the weak culture of the sports organization, including football clubs, may lead to to numerous problems, such as declining performance, increased internal conflicts, loss of trust, and deterioration of reputation, from here the Building a strong organizational culture is not easy, but it is is an important factor for Achieving long-term success, it is

Requires that Intensify the efforts of all parties to the club, Starting with senior management represented by the president and members of the club's governing body Down to the smallest its staff, as It should be This is accompanied by the presence of A clear vision and shared values, constant encouragement of communication and cooperation, and continuous dedication to the spirit of one team, noting that (Sudan, 2012) that organizational culture It is the set of common values, beliefs and assumptions that guide the behavior of the organization's members and their internal and external interactions, as it represents Mental programming that distinguishes the organization from others, and affects how it deals with problems and adapts to the surrounding environment. It is also an educational tool that imparts values and standards to new individuals, and a source of competitive advantage for the organization. (Sudan, 2012, PHAR32)

It is also In the ever-changing world of sports then Directions change, New technologies are emerging at an accelerated pace, Calls for administrators to demonstrate their abilities are highlighted as an essential element of success, as well as the ability to Sensing changes in the surrounding environment, whether represented in the emergence of Promising Opportunities, or potential threats, then Work on Absorb this information and make quick and effective decisions to benefit from it, and Reshape the organization's internal resources and competencies to match these changes, clubs and sports federations that possess these abilities are able to stay ahead of the curve, and are able to Achieving long-term sustainable success, as well as They can understand changing audiences' needs, develop innovative products and services, adapt to technological developments, and build strong relationships with sponsors and the local community. Hence, the possession of clubs of the elements of what is called the term Dynamic management capabilities Is secret Its ability to Survival and prosperity in the modern world of sports, and enable it to Be more flexible, innovative and competitive, able to adapt to challenges and take advantage of the opportunities that arise in their path, ensuring long-term success, mentions (Houessou et al., 2023) that the concept of dynamic managerial capabilities Indicates the abilities possessed Administrators Institutions in creating, developing and modifying the resources of the enterprise to adapt to changes in the external environment also Includes Capacity To detect threats, effectively exploit opportunities, and maintain the competitiveness of the organization cross Reinstallation and maintenance of assets and resources, whether tangible or intangible. (Houessou et al. 2023:3)

The research importance lies in studying the relationship between organizational culture and the development of dynamic administrative capabilities in Iraqi Premier League football clubs in two contexts, in the theoretical context, this research will contribute somewhat to developing a deep understanding of how common values and beliefs within the club affect its ability to adapt and innovate in a changing sports environment. It also allows to expand understanding of how organizational culture interacts with dynamic administrative processes, such as sensing opportunities, seizing them, and reshaping resources, in a particular context such as Iraqi football. The study can help clubs identify the strengths and weaknesses of their organisational culture, and how to leverage these points to enhance their dynamic management capabilities.

Search problem

Iraqi Premier League football clubs face many challenges that hinder their march towards the desired development and professionalism, and that these challenges, which are rooted in the core of the organizational and administrative structure, led in one way or another to the weak ability of these clubs to adapt to the rapid changes in the modern world of football, and they also determined their competitiveness at the local level, and the researcher has noted as a continuous practitioner of administrative work in football clubs that The most prominent of these problems lies in the lack of clubs to monitor and analyze technological, economic and social changes affecting the football industry, which may lead to the delay of clubs in adopting modern management methods, and in taking advantage of the opportunities available in the sports market, in addition to the slowness that these clubs suffer in making decisions, and the complexity they face in implementing Administrative procedures, which hinders their ability to respond quickly to challenges and developments, the traditional and inflexible organizational structures that prevail in these clubs increase the severity of this problem, as they limit the ability of clubs to adapt to new requirements, and to exploit available resources efficiently, as the researcher believes that one of the most important factors that help the emergence of administrative problems in Premier League clubs and other football clubs in Iraq is The weakness of the culture of innovation and creativity in it, as it lacks the possession of a stimulating environment that encourages the development of new methods in management, marketing and training, as a result of the repetition of traditional methods in administrative work, and the inability to keep pace with modern developments in the world of football, and the limited financial and human resources suffered by clubs is undoubtedly weaker than Their

ability to invest in the development of infrastructure, and in the training and rehabilitation of administrative and technical cadres, which increases the difficulty of the task of clubs in achieving competitiveness and sustainability, and the researcher has tried to formulate these problems in the form of research questions:

- Do the football clubs participating in the Iraqi Premier League have in their environment the characteristics of an organizational culture? And what is the level of those characteristics?
- Do the administrations of the Iraqi Premier League football clubs have the elements of dynamic administrative capabilities, and what is the level of those components?
- Does the possession of the characteristics of the organizational culture of the Iraqi Premier League football clubs play a role in the development of their dynamic management capabilities? What is the nature of that role?

Research Objectives

- Preparing two questionnaires to measure the level of organizational culture and dynamic administrative capabilities of Iraqi Premier League football clubs, from the point of view of members of their administrative bodies.
- Identify the level of possession of Iraqi Premier League football clubs of the characteristics of the organizational culture from the point of view of members of their administrative bodies.
- Identify the level of possession of Iraqi Premier League football clubs of dynamic administrative capabilities from the point of view of members of their administrative bodies.
- Identify the nature of the relationship and the role played by the possession of Iraqi Premier League football clubs of the organizational culture in the development of their dynamic administrative capabilities.

Research Areas

- **Human field:** Members of the administrative board of Iraqi Premier League football clubs for the sports season (2024-2025).
- **Time Range:** The time period between (1/11/2024) until (1/2/2025).
- **Spatial area:** Buildings and headquarters of Iraqi Premier League football clubs.

Search terms

- Organizational culture

It is the set of higher values, beliefs and organizational skills that form an individual's thinking and perception approach and influence his behavior and practices of his work tasks. (Hamid, 2024, PHAR45)

- Dynamic management capabilities

Capabilities Individuals Enable them to build, integrate and reorganize the organization's resources and competencies, in order to face changes in the environment and develop innovative strategies in order to maintain the competitiveness of the organization. (Heubeck and Meckl 2022:45)

Research Methodology

be represented Research Methodology Procedures or Techniques used by researchers To identify, select, process, and analyze information related to a topic, as well as Sets out the overall approach to the research study, and ensures a systematic and logical process for data collection and evaluation, noting that (Taherdoost, 2021) The research methodology is a comprehensive framework or plan that determines how to conduct the study, and the research methodology includes a set of steps and procedures that the researcher follows to collect data, analyze it, and interpret the results. (Taherdoost 2021:11) The researcher has adopted the descriptive approach through two of his methods, namely survey and correlation relations for their suitability to the nature of the research and its problem.

Research community and sample

The researcher identified the research community with members of the administrative bodies of the Iraqi Premier League football clubs during the sports season (2024-2025), whose number () is a member who constitute the administrative structure of () clubs active within the Premier League in Iraq, and the main research sample included all members of the research community in a comprehensive inventory method, after which the researcher divided this sample into three secondary samples, the first sample is the sample of the exploratory

application, the second sample is the preparation sample, and the third sample is the final application sample, Table (1) shows the details of the main research sample.

Table (1) shows the details of the main research sample

Percentage	Number	Sample Type
4.5%	8	Exploratory Application
57.3%	102	Setup
38.2%	68	Final application
100%	178	President

Research Tools

Research tools represent one of the most important elements that are relied upon to obtain the results of scientific research, which enables researchers to measure and evaluate variables related to research, and it also helps them to collect data reliably, and in order to obtain the required results, the researcher prepared two questionnaires to measure the level of organizational culture in the Iraqi Premier League football clubs, and the dynamic administrative capabilities in them, and the answer is These questionnaires were reported by members of dynamic governing bodies, and the preparation process was carried out by following scientific steps and procedures.

- Formulation of questionnaire phrases

In order to formulate a set of phrases that constitute the main structure of the two research questionnaires, the research was keen to review a group of sources and scientific research that were associated with the concept of organizational culture variable)A friend et al., 2025) (Manafe 2025) (Dalapo 2025) (Utina 2025) (Efremov et al. 2025) (Hidayat 2024) (Erturhan 2024) (Pankova and Kolmogorova 2024) (Tamimi, 2024) (Hamid, 2024) (Bashir, 2023), and the dynamic management capabilities variable, namely (Hock-Doepgen et al. 2025) (Bendian, Ali, and Mousa 2024) (Ljungkvist, Boers, and Axell 2024) (Bassam Madi-Odeh and Yousef Obeidat 2024) (Heubeck 2023) (Budiman et al. 2023) (Houessou et al. 2023) (Greven et al. 2023) (Guenduez and Mergel 2022) (Heubeck and Meckl 2022) Accordingly, the researcher formulated (15) phrases for each questionnaire, in addition to that, he benefited from these scientific sources in defining the concepts of the two variables.

Formulate answer alternatives

In order to facilitate the process of answering the members of the research sample and being able to obtain the results that represent the opinions of these individuals about the two research questionnaires, the researcher developed a set of answer alternatives according to the five-point Likert scale, and these alternatives are (completely agree, agree, sometimes agree, do not agree, never agree), and Table (2) shows the weights of these alternatives.

Table (2) shows the alternatives to the answer to the two scales and their weights

I never agree	I don't agree	I agree sometimes	I agree	I totally agree	Alternative
1	2	3	4	5	Weight

Virtual honesty

To ensure the validity of both the organizational culture questionnaire and the dynamic administrative capabilities questionnaire, the researcher presented them to a group of experts in the field of sports management and the field of football, numbering (11) experts, and after retrieving the forms for the two research questionnaires, it became clear that all experts agreed on the validity of the phrases for both questionnaires at rates approaching between (81.8%-100%), and Table (3) shows the results of the apparent validity of the two research questionnaires.

Table (3) shows the apparent validity of the two research questionnaires

Dynamic management capabilities				Organizational Culture			
Agreement Ratio	It doesn't fit	Fix	Paragraph	Agreement Ratio	It doesn't fit	Fix	Paragraph
100%	-	11	1	90.9%	1	10	1
100%	-	11	2	90.9%	1	10	2
100%	-	11	3	90.9%	1	10	3
81.8%	2	9	4	81.8%	2	9	4
90.9%	1	10	5	100%	-	11	5
81.8%	2	9	6	100%	-	11	6
81.8%	2	9	7	81.8%	2	9	7
100%	1	10	8	81.8%	2	9	8
100%	-	11	9	81.8%	2	9	9
90.9%	1	10	10	90.9%	1	10	10
90.9%	1	10	11	90.9%	1	10	11

100%	-	11	12	100%	-	11	12
81.8%	2	9	13	90.9%	1	10	13
81.8%	2	9	14	100%	-	11	14
100%	-	11	15	90.9%	1	10	15

Exploratory study of the two research questionnaires

On (20/11/2024), the researcher and in order to identify the clarity of the statements placed for each of the organizational culture questionnaire and the dynamic administrative capabilities questionnaire for the research meaning, as well as to identify the problems that the researcher may face when applying the two research questionnaires to a small group of the main research sample randomly selected, numbering (8) members of the administrative body of the Iraqi Premier League clubs, and they represent the sample of the exploratory application, and after completing the application procedures, it was found that the time it takes for the sample members when answering the phrases The two questionnaires, which amounted to (17) minutes on average.

Applying the two questionnaires to the preparation sample

In order to complete the process of preparing both the organizational culture questionnaire and the dynamic administrative capabilities in the Premier League clubs, the researcher applied them to a sample of (102) members of the administrative bodies of these clubs, and they represent the members of the preparation sample, and the application process took place during the time period between (27-30/11/2024), and after retrieving the questionnaires that were distributed and extracting their results, the researcher processed them statistically to ensure that they possess the scientific characteristics of honesty and stability.

Honesty of the internal consistency of the two research questionnaires

In order to determine the appropriateness of the phrases of both the organizational culture questionnaire and the dynamic administrative capabilities questionnaire and their consistency with the overall score of the scale, the researcher extracted the internal honesty coefficients by relying on the Pearson correlation coefficient between the degree of each of the two questionnaire phrases with the total response to the questionnaire to which it belongs, and Table (4) shows the sincerity of the internal consistency of the two research questionnaires.

Table (4) shows the results of the validity of the internal consistency of the two research questionnaires

Dynamic management capabilities			Organizational Culture		
Significance level	Correlation coefficient	Paragraph	Significance level	Correlation coefficient	Paragraph
0.000	0.822	1	0.000	0.589	1
0.000	0.826	2	0.001	0.324	2
0.000	0.729	3	0.000	0.447	3
0.000	0.814	4	0.000	0.611	4
0.000	0.776	5	0.000	0.629	5
0.000	0.834	6	0.000	0.697	6
0.000	0.784	7	0.000	0.769	7
0.000	0.765	8	0.000	0.582	8
0.000	0.797	9	0.000	0.404	9
0.000	0.796	10	0.000	0.672	10
0.000	0.755	11	0.000	0.652	11
0.000	0.714	12	0.000	0.661	12
0.000	0.707	13	0.000	0.645	13
0.000	0.676	14	0.000	0.750	14
0.000	0.631	15	0.000	0.706	15

It is clear from the observation of Table (4) that all the statements of the organizational culture questionnaire were of significant internal consistency with the overall picture of the questionnaire, because their scores with the total score of the questionnaire have correlation coefficients that approached between (0.631-0.769), at levels of significance approached between (0.001-0.000), and it appears from the same table that all statements of the dynamic administrative abilities questionnaire were consistent with the overall picture of the questionnaire, as the correlation coefficients between the scores of the statements and the total score of the questionnaire approached between (0.631 - 0.826), at significance levels of (0.000).

Stability for the two research questionnaires

Through the use of the half-segmentation method, the researcher found the stability coefficients for both the organizational culture and the dynamic administrative capabilities questionnaire, by dividing the statements of the two questionnaires into two parts close to equality, one of which includes the individual statements, while the second includes even statements, and then the researcher extracted the correlation coefficients between the two halves to find half of the stability for them, and then the results extracted were processed through the Getman equation to extract the total stability of the two questionnaires, and Table (5) shows the stability of the two questionnaires.

Table (5) shows the stability coefficients of the two research questionnaires

Dynamic Management Capabilities Questionnaire	Organizational Culture Questionnaire
0.844	0.874
Correlation between the two halves of the tool	
0.844	0.874
Treatment with the Getman equation	
0.968	0.945

Final description of the two research questionnaires

After the researcher made sure and by following the procedures and scientific steps in preparing both the organizational culture questionnaire in the Iraqi Premier League football clubs, and the questionnaire of administrative and dynamic capabilities in them of their possession of scientific transactions of sincerity and stability, the final image of the organizational culture questionnaire contains (15) phrases, as well as the final image of the dynamic administrative capabilities questionnaire contains (15), and the sample members answer the statements of the two questionnaires through five-weight alternatives are (I completely agree, I agree, I sometimes agree, no I agree, I never agree), thus making the highest score that each member of the research sample can get when answering the statements of the two questionnaires (75) points, and the lowest score that can be obtained is (15) points.

Final application of the two research questionnaires

During the period of time between (18-21/12/2024), the researcher applied the final image of both the organizational culture questionnaire in the Iraqi Premier League football clubs, and the questionnaire of administrative and dynamic capabilities in them on the final application sample consisting of (68) members of the administrative body, and after restoring the questionnaire forms, the researcher extracted their results and processed them statistically based on the statistical bag (SPSS).) through statistical means (arithmetic mean, standard deviation, and simple linear regression equation), and then the researcher went to extract the levels for both questionnaires with determining the role between them, discussing and interpreting them in order to extract conclusions and develop recommendations.

Define search questionnaire term levels

The researcher relied in determining the levels of the phrases of each of the organizational culture questionnaire in the Iraqi Premier League football clubs, and the questionnaire of administrative and dynamic capabilities in them on the method of the length of the category, which is to find the length of the category between the weights of the alternatives, and table (6) shows the method of determining the levels of the two questionnaires.

Table (6) shows the method of determining the levels of paragraphs of the two research tools

Level	Category length
Very low	1.00-1.80
low	1.81-2.60
medium	2.61-3.40
High	3.41-4.20
Very high	4.21-5.00

Presentation and discussion of results

Table (7) Levels of Organizational Culture Questionnaire Statements

Level	Standard deviation	Arithmetic mean	Content	Paragraph
medium	0.826	3.11	All members of the club strive to give their best and believe that excellence is a natural result of hard work and dedication	1
medium	0.822	2.74	The club's management believes that winning is not just a goal , but part of the identity and culture of this club.	2
medium	0.928	3.21	The staff of the club feel like one family and support each other to achieve success	3
medium	0.818	3.13	The club encourages open communication among all its members and believes that the exchange of ideas and information is the basis for	4

Level	Standard deviation	Arithmetic mean	Content	Paragraph
			development and improvement.	
High	0.999	3.46	The club adopts a culture of innovation and creative thinking by finding new ways to improve performance and achieve goals	5
medium	0.896	3.25	The club invests in developing the skills and capabilities of its members as the real capital and key to success	6
medium	1.197	3.36	The club appreciates and rewards outstanding performance and provides its employees with a stimulating and positive work environment that encourages them to give their best	7
medium	0.955	3.32	The club is committed to the highest standards of ethics and sports values such as integrity, transparency, building trust and respect.	8
High	1.073	3.41	The club considers its fans an integral part of it and seeks to satisfy them and gain their support by providing the best results	9
medium	0.958	2.96	The club is flexible, adaptable to changes and trying to stay ahead of the competition.	10
medium	1.034	3.25	The club relies on strategic planning to achieve its long-term goals by setting its priorities and directing its efforts	11
medium	1.128	3.36	The club strives to improve its performance and continuously	12

Level	Standard deviation	Arithmetic mean	Content	Paragraph
			develop its operations with the aim of achieving excellence	
medium	1.031	3.05	The club believes in the importance of sustainability and strives to achieve it in all aspects of its work	13
medium	0.858	2.89	The club is keen to evaluate performance regularly and transparently by adopting periodic evaluations to improve performance and develop capabilities	14
medium	0.993	3.03	The club pays special attention to the well-being and health of employees by providing a safe and healthy working environment.	15
medium	0.791	3.17	Questionnaire	

From the observation of Table (7), it appears to us that the levels of the organizational culture questionnaire statements in the Premier League football clubs approached between (medium, high), the statements (1, 2, 3, 4, 6, 7, 8, 10, 11, 12, 14, 15) obtained medium levels for possessing arithmetic means amounting to (3.11, 2.74, 3.21, 3.13, 3.46, 3.25, 3.36, 3.32, 2.96, 3.25), 3.36, 3.05, 2.89, 3.03), while the levels of statements (5, 9) were high with arithmetic means of (3.46, 3.41), and the questionnaire in its total form obtained an average level with an arithmetic mean of (3.17).

The researcher attributes the average result of the organizational culture questionnaire in the Iraqi Premier League football clubs to the existence of variation and inconsistency in the application of basic values and principles within the club, despite the presence of some positive efforts shown by the club's members, but they are insufficient to establish a strong organizational culture that supports outstanding performance, and that despite the focus shown by the club towards Achieving victory, but it is not based enough on hard work and proper planning, which may negatively affect sportsmanship, as well as the challenges that appear in the aspects of effective communication and mutual support, and the difficulty of open communication and adaptation to changes, which reflects resistance to adopting

new ideas that develop the work of the club, in addition to that, the practical application of the concepts of sustainability and skills development among club members is still limited, with a focus mostly on Short-term goals, in addition to the fact that the performance appraisal process is unfair or transparent enough, and employees may not receive the necessary support for their well-being, which affects their job satisfaction, and finally, the ineffectiveness of strategic planning where employees lack a clear understanding of the club's goals and how to contribute to them may be one of the reasons that led to the emergence of such a result.

noting (Utina, 2025) that The requirements of organizational culture relate to the existence of common values, Supportive leadership, effective communication, recognition and appreciation of achievements, encouraging innovation and initiative, developing training and development programs, and These elements contribute to building a positive work environment And build a strong and effective organizational culture. (Utina 2025:36)

Table 8 Levels of Dynamic Management Capabilities Questionnaire Statements

Level	Standard deviation	Arithmetic mean	Content	Paragraph
medium	1.087	3.13	The club has the ability to sense changes in the football environment such as new rules and technology through advanced monitoring and analysis mechanisms.	1
High	1.259	3.45	The club can seize the new opportunities that are emerging in the world of football proactively and innovatively	2
medium	1.173	3.11	The club has the potential to reshape its existing resources and capabilities to meet the changing demands of the football environment.	3
medium	1.455	3.04	The club can adapt to unexpected changes in the football environment flexibly and quickly.	4

Level	Standard deviation	Arithmetic mean	Content	Paragraph
medium	1.399	2.83	The club has the ability to innovate in all aspects of its business to create a sustainable competitive advantage	5
medium	1.106	3.05	The club can predict future changes in the football environment with relative accuracy through strategic planning and forward-looking analysis.	6
medium	1.128	3.18	This club has the ability to build strategic partnerships with key stakeholders to enhance its position and capabilities	7
medium	1.111	3.21	The club can leverage digital technology to improve performance and enhance communication with fans	8
medium	1.062	3.24	The club has the ability to attract and attract the best talent from players, coaches and administrators from all over the country	9
medium	1.090	3.34	The club is able to adapt to changes in local and international laws and regulations	10
medium	1.029	3.17	The club strikes a balance between short-term goals such as winning games and long-term goals such as institutional development.	11
medium	1.328	3.25	The club's leaders have a clear strategic vision that defines the club's future path by inspiring others to achieve this vision.	12

Level	Standard deviation	Arithmetic mean	Content	Paragraph
low	1.265	2.12	The club manages its finances wisely with a focus on long-term financial sustainability	13
medium	0.966	3.03	The club cooperates with sports federations and other organizations to develop football at the local, regional and international levels.	14
low	1.317	2.39	The club invests in infrastructure development to ensure its ability to compete in sports in the future	15
medium	0.953	3.04	Questionnaire	

It appears from the observation of Table (8) that the statements of the sports administrative abilities questionnaire in the Premier League football clubs were of levels approaching between (low, medium, and high), as the statements (1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 14) obtained medium levels with arithmetic means amounting to (3.13, 3.11, 3.04, 2.83, 3.05, 3.18, 3.21, 3.24, 3.34, 3.17, 3.25, 3.03), while statements (13, 15) had low levels with arithmetic means of (2.12, 2.39), statement (2) obtained a high level because it had an arithmetic mean of (3.45), while the questionnaire in its total form obtained an average level with an arithmetic mean of (3.04).

The researcher attributes this average result of the dynamic management capabilities questionnaire to the large gap between the ambitions and modern requirements of football management and the current reality in these clubs, as well as the suffering of these clubs in vital areas such as sensing environmental changes, restructuring resources, rapid response to developments, continuous innovation, and long-term strategic planning. This vulnerability includes the ability to build effective partnerships, leverage digital technology, attract outstanding talent, and balance immediate success with future sustainability, and this unsatisfactory result may reflect a set of major challenges facing Iraqi clubs, as there may be a lack of specialized management expertise, or financial constraints that limit the ability to invest in technology and infrastructure, as well as Weak communication and coordination between the various departments of the two clubs, as well as there may be resistance to change and the adoption of modern management methods, or a lack

of incentives to encourage innovation and creativity, and therefore these challenges combined significantly affect the overall performance of clubs and their ability to compete at the local and regional levels, without strong dynamic management capabilities, it becomes difficult for clubs to adapt to changes in the world of football, take advantage of available opportunities, and overcome obstacles and challenges.

recalling (Hock-Doepgen et al., 2025) Dynamic managerial capabilities require skills in sensing opportunities and threats, building strong internal and external relationships, and the ability to coordinate and organize flexibly. Technology and a flexible environment also play an important role in supporting the ability to innovate and adapt to changes quickly and effectively. (Hock-Doepgen et al. 2025:4)

Table (9) shows the summary of the simple linear regression model of the variables of organizational culture and dynamic management capabilities

Significance level	Contribution Percentage (R ²)	Correlation coefficient (t)	Independent variable	Dependent variable
0.000	0.291	0.540	Dynamic management capabilities	Organizational Culture

Table (9) shows that there is a positive moral correlation between the organizational culture in the Iraqi Premier League football clubs and the dynamic administrative capabilities in them with a degree of (0.540), at a significant level of (0.000), with a contribution to the organizational culture in the dynamic administrative capabilities with a degree of (0.291), and this means that approximately (29%) of the variation in the dynamic administrative capabilities of the Iraqi Premier League football clubs is due to their organizational culture. The rest is due to other variables.

This shows that the more positive and supportive the organizational culture in the club, the greater the club's ability to adapt to changes, innovate, and make effective strategic decisions, and the researcher attributes these results to the fact that building a strong and positive organizational culture can have a significant impact on the club's performance and its ability to achieve long-term success, as well as When an organizational culture prevails that encourages open communication,

cooperation, innovation, and continuous learning, this creates a positive work environment that helps managers, members of the administrative bodies and the rest of the club members to develop their skills and abilities, and adopt modern and effective management methods, and the organizational culture that focuses on achieving common goals, appreciating outstanding performance, and encouraging individual initiative, motivates employees to provide their best, and contribute to achieving the club's vision and goals, so the organizational culture can Football clubs are a valuable foundation on which to build their dynamic management capabilities, and paying sufficient attention to building a strong and positive organizational culture makes them more adaptable to changes in the football environment, helps them take advantage of the available opportunities, and enables them to achieve long-term success.

Conclusions

- The football clubs participating in the Iraqi Premier League have an organizational culture of an average level, which shows that there is an urgent need to strengthen and develop the organizational culture in these clubs, as the current culture does not live up to the level required to support outstanding and continuous performance.
- Iraqi Premier League football clubs are characterized by being of an average level in terms of possessing dynamic administrative capabilities, which shows that these clubs suffer from a lack of dynamic administrative capabilities necessary to adapt to the rapid changes in the modern football environment, which threatens their ability to compete and achieve sustainability.
- There is a positive correlation and an acceptable contribution of organizational culture to dynamic administrative capabilities, which indicates that organizational culture represents an important and influential factor in the development of dynamic administrative capabilities, as it contributes to a good percentage in creating the appropriate environment for innovation and adaptation, but there are other factors that may also play a complementary role in this area.

Recommendations

- The researcher recommends that football clubs participating in the Iraqi Premier League in football the importance of developing and implementing comprehensive programs to develop their organizational culture, with a focus on promoting open communication, cooperation, innovation, continuous learning, appreciation of

outstanding performance, and providing a positive and supportive work environment for all its members and employees.

- The researcher recommends that Iraqi Premier League football clubs should invest intensively in developing the dynamic administrative capabilities of their employees, by providing specialized training programs, adopting the best modern management practices, encouraging innovation and experimentation, and building strategic partnerships with specialized sports and administrative institutions.
- The researcher recommends the importance of focusing on promoting a positive organizational culture in clubs as a strategic priority, while at the same time working to identify and address other factors that may hinder the development of dynamic management capabilities, such as financial constraints, poor infrastructure, or lack of specialized expertise.

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