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Creative Strategic Vision and Knowledge Management and Their Relationship to Organizational Change of Athletics Administrative Staff Members from the Perspective of Referees and Coaches

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ABSTRACT

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*Creative Strategic Vision,
Knowledge Management,
Organizational Change.*

The importance of this research is highlighted in shedding light on the relationship between creative strategic vision and knowledge management and its relationship with organizational change, especially in the Iraqi Athletics Federation, which represents a realistic model for a sports institution that needs administrative cadres with high skills in creative strategic vision as well as knowledge management for that, which fills a knowledge gap in the field of Iraqi sports management, and gives institutions and federations the possibility of relying on objective results in developing future development plans, and the problem can be formulated by the following question: Creative Strategic Vision and Knowledge Management of Organizational Change for Athletics Administrative Staff Members from the Perspective of Referees and Coaches?) As for the most important objectives of the research (preparing and applying the measures of creative strategic vision, knowledge management, and organizational change for the members of the administrative body of athletics from the point of view of referees and coaches), the researcher used the descriptive method in the survey method for its suitability and the nature of the research problem, where the research population and its samples were identified, and the researcher followed the steps of preparing and applying the three scales and the data were processed using the statistical methods used in the research, while the fourth chapter included the presentation, analysis and discussion of the results of the three scales and the extent of the relationship between them, and the researcher concluded (that The level of creative strategic vision of the members of the administrative body of athletics came at a high and statistically significant level, which reflects their awareness, high thinking and discipline in performing duties), and the researcher recommended (employing the periodic analysis of administrative data in the federation to make decisions based on scientific and realistic foundations).

1. Introducing the research.

1-1 Introduction and importance of the research.

Sports institutions are one of the basic components of modern societal systems because of their pivotal role in preparing individuals, developing their abilities and directing their energies towards achievement and excellence.

From this point of view, where sports institutions face an urgent need to look beyond the present and think about the various fields that surround them, as the rapid and highly competitive changes make sports institutions in need of preliminary drawing of appropriate strategies for their work and determining their directions.

Thus, the creative strategic vision has received the attention of most contemporary sports institutions as it reflects the current situations and conditions for them and gives an impression of the desired future situation, as it supports them with perceptions of the nature of the work that must be done, embodies the image of the performance standards that must be adhered to, and works to coordinate the various actions of the employees and build a state of positive interaction to carry out the work quickly and efficiently, by providing them with new meanings that help them to look beyond their individual work. They understand the integrated structure of the functions of sports institutions and how efforts can be made to elevate them to a better position.

Knowledge management is also the latest field in the science of management, which has become the real orientation of contemporary sports institutions towards it alike, and this transformation comes as a result of motivating factors, the most important of which is the orientation towards the knowledge economy and the accompanying manifestations and laws, as well as the emergence of knowledge societies and the orientation of value towards knowledge and knowledge and intellectual assets. Humanity working in sports institutions and how to discover, develop, invest and maintain all these energies, considering that contemporary sports institutions view their human resources as the richest resources and the most valuable assets, which achieve their goals and play a major role in the transformation towards a knowledge economy that focuses on investing in intangible intellectual and knowledge assets rather than focusing on tangible material assets.

The management of sports institutions is constantly seeking to think about investing their resources to face the challenges that require achieving appropriate organizational responses through organizational change processes, as the management of sports institutions no longer has to accept the choice of change or not, but it is necessary to think about the timing of its implementation or the methods used for it, as organizational change requires a new adaptation and balance that ensures the survival and increase of their effectiveness within the framework of a dynamic environment that is constantly changing and reflected in strategic changes that include Technology, organizational structure, human resources, and organization culture.

The importance of this research is highlighted in shedding light on the relationship between creative strategic vision and knowledge management and its relationship with organizational change, especially in the Iraqi Athletics Federation, which represents a realistic model for a sports institution that needs administrative cadres with high skills in creative strategic vision as well as knowledge management for that, which fills a knowledge gap in the field of Iraqi sports management, and gives institutions and federations the possibility of relying on objective results in developing future development plans.

1-2 Research Problem.

The sport of athletics in particular requires careful management due to the highly competitive nature and the speed of field changes, which makes it necessary for

the members of the administrative staff to possess a creative strategic vision and knowledge management in a way that achieves the goals of the institution, in addition to the organizational change that reflects the extent of the members' commitment to the laws and values of their institution. This may negatively affect this, and the problem can be formulated by the following question: (What is the relationship between the creative strategic vision and knowledge management with the organizational change of the members of the athletics administrative body from the point of view of referees and coaches?).

1-3 Research Objectives.

- 1) Preparing and applying the measures of creative strategic vision, knowledge management, and organizational change for the members of the athletics administrative body from the point of view of referees and coaches.
- 2) Identify the relationship between the creative strategic vision and organizational change of the members of the athletics governing body from the point of view of referees and coaches.
- 3) Identify the relationship between knowledge management and organizational change of athletics governing body members from the perspective of referees and coaches.

1-4 Research Areas.

1.4.1 Human Field: The members of the administrative body of the Iraqi Central Athletics Federation represent the referees, coaches and those registered in the federation's lists for the season (2024-2025).

1-4-2 Temporal Domain: For the period from (12/5/2025) to (10/11/2025).

1.4.3 Spatial Field: Athletics stadiums spread across the Iraqi provinces where special sports tournaments and competitions are held.

3. Research methodology and field procedures.

3-1 Research Methodology.

The researcher used the descriptive method in the survey method in the method of mutual correlation between the study variables in order to suit the objectives of the study, as the method is the steps followed by the researcher to reach the facts related to the phenomenon to be researched.

3-2 The research population and sample.

The research population and its samples of referees and coaches in the Iraqi Central Athletics Federation, which are (130 individuals), who represent the evaluating body for the performance of the members of the administrative body according to their approved categories and at their national, regional and international levels in training centers and national teams, were randomly divided, where the sample of the exploratory experiment was (30 individuals), the sample of preparation (100 individuals), and the sample of the application (100 individuals), which are the same sample of construction.

3-3 Tools, means and devices used in the research.

The researcher used the following research tools, means, and devices to reach the results and achieve the goals:

- Arab and foreign sources and references
- International Information Network
- Information Collection Forms
- Data Registration Form
- and the information dumping form
- Personal Calculator (HP)
- Personal Interviews

- Questionnaire
- Metrics

3.4 Main Research Procedures:

3.4.1 Procedures and steps for the preparation of the Creative Strategic Vision, Knowledge Management and Organizational Change Measures.

After surveying and researching the scales used by the members of the athletics administrative body, it was found that there were no measurement tools that fit the research objectives and the nature of the selected sample, and to achieve this, the researcher followed the steps specified in the preparation process in order to obtain scales that have solid scientific foundations, following a set of important steps.

The literature, sources, scientific references, previous studies, and the international information network related to the research variables, as well as the science of public administration and sports management, as well as the opinions of some experts and specialists in this field were used through personal interviews to discuss the research variables, after which the researcher prepared proposed axes and phrases for the three research variables separately with the help of what was mentioned previously and through the open questionnaire that was distributed to the sample, and all of them were collected in forms (scales) in preparation for presenting them to the A group of experts and specialists to determine its validity and what experts and specialists think about it for the purpose of achieving the research objectives (Appendix (1)) and then all the forms were retrieved and all observations, suggestions and amendments related to the axes and phrases of the three metrics in the research were taken into account, where the Creative Strategic Vision Scale was included on (5 axes with 5 phrases per axis), the Knowledge Management Scale on (6 axes with 5 phrases for each axis), and the Organizational Change Scale on (4 axes with 5 phrases per axis) (Appendix (2)).

3.4.2 Determine the method of formulating the terms of the measures.

The researcher formulated the phrases of the measures in the form of declarative phrases, and the passive formulas were used, and the method (of Kirth) was adopted in formulating its alternatives, as he presents the respondent with a position and asks him to determine his answer by choosing an alternative from several alternatives with different weights, and the researcher has taken into account the following in the formulation of the phrases:

- The phrase should have a single and specific meaning.
- Avoid using the method of negation.
- I wrote it in a simple and understandable language.

3.4.3 Prepare the instructions for answering the search criteria.

The researcher was keen to prepare the instructions that included the purpose of the scales implicitly, as the instructions on how to answer the scales were developed, and the following were taken into account:

- Choosing only one alternative is the respondent's point of view.
- Not writing the name on the metrics form.
- Information and data for the purpose of scientific research procedures, and for the purpose of mentioning the name of the respondent.
- All statements are true and there are no false statements.

3.4.4 Exploratory experiment.

In order to identify the clarity of the instructions and phrases of the measures of creative strategic vision, knowledge management, and organizational change in their initial form, as well as to know the soundness and wording of the phrases and their

clarity for the respondent, as well as to identify the time taken to answer the phrases of each scale, the researcher conducted the exploratory experiment on the sample of (30 individuals) on (20-27/5/2025) with the help of the work team, and it was found in the exploratory experiment that the instructions and paragraphs of the scales were clear and understandable by the selected individuals.

3.4.5 Main experiment of search metrics (sample preparation).

The measures of creative strategic vision, knowledge management and organizational change in their initial form (Appendix (2)) were applied to the sample of (100 individuals) of the referees and trainers with the aim of conducting the statistical analysis on the research measures used in the research on (3-27/7/2025) if the scales were distributed in person and electronically after the measures were converted to an electronic format and distributed through electronic means of communication, and the procedures were as follows, the research measures were distributed to the sample of trainers and referees, where the distribution was covered for a period of time in The possibility of gatherings for sports tournaments and competitions, with the help of the assistant work team, and after completing the answer, all the forms were collected for the purpose of statistical operations.

3.4.6 Statistical analysis of the statements of the search metrics.

Statistical analysis of the phrases of the scales is one of the important and necessary requirements in the preparation process for the purpose of calculating the discriminating ability and internal consistency of its statements, the researcher used the following:

First: Differential capability (the two peripheral groups).

It means the ability to distinguish between individuals with high scores and those with low scores in the scale form, and in order to obtain the ability to distinguish the statements of the scale, the answers of the sample of (100 individuals) were emptied with forms that include the scores of the phrases and the total score of each member of the sample, as they were arranged in descending order from the highest to the lowest score and according to the total score, then the method of two end-groups of equal number in each group (27%) was used for the two groups The upper and lower scores, and then the results of the scores of the two groups were processed with a t-test for the uncorrelated samples for each of the measures statements used in the research.

Second: Internal consistency coefficient.

After this method, the second indicator that shows the ability of the phrase to stand out, and this method is based on calculating the correlation of the score of each of the phrases of the scale with the total score of the scale itself, and calculating the correlation of the score of each phrase of the scales with the total score of the axis to which it belongs, as the Pearson correlation coefficient was used and the SIG values were compared with the significance level (0.05), and the results showed that all the statements of the scales were statistically significant and were less than (0.05).

3-4-7 The scientific foundations of the scales used in the research.

First: Honesty.

The researcher used two indicators of validity in accordance with the nature of the measures used and in order to achieve the validity of the measures through the following:

1) The content is honest.

The validity of the research metrics has been verified by presenting their themes and phrases to a group of experts and specialists, in order to ensure their validity.

2) The hypothetical composition is true.

Both statistical methods, namely the peripheral groups and the internal consistency coefficient, were adopted to verify the accuracy of the scale, and the results of the two methods showed that the terms of the scales were distinct and had their internal consistency, and thus they are more accurate in measuring what was designed to measure them.

Second: Consistency.

To verify the stability of the research metrics by the researcher, the following methods were used:

1. Half-hash

The researcher isolated the individual phrases from the even phrases in order to know the homogeneity between the odd and even phrases and then calculate the correlation coefficient between them, so the values of the correlation coefficient between the two halves of the Creative Strategic Vision Scale (6,482), the Cognitive Management Scale (7,613) and the Organizational Change Scale (6,523) were Creative (7,532), Cognitive Management Scale (8,312) and Organizational Change Scale (8,512), which are high values, which indicate that the scales have high stability.

2. The Fakronbach equation.

The idea of this method is based on calculating the correlations between the relationships of the set of consistency on all statements in a test, and in order to calculate the consistency in this way, all the forms of the preparation sample were subjected to the Fakronbach coefficient and when applying the equation, the value of the stability coefficient was reached for the Creative Strategic Vision Scale (8,123), the Cognitive Management Scale (7,112) and the Organizational Change Scale (8,212).

3.4.8 Final application of the study measures (sample application).

After the preparation of the study measures (creative strategic vision, knowledge management, and organizational change) was completed, they were applied to the final application sample of (100 individuals), which are the same sample of preparation, as the period between the two distributions was more than two months and with the help of the assistant work team, on (11-29/10/2025), where the researcher distributed the forms to the sample and explained the method of answering each scale by choosing one of the five alternatives that determine the answer to the phrase, as the answer was emphasized All statements accurately and not leaving any blank answer, after completing all the requirements and requirements, and the researcher will try to present his results in the fourth chapter according to what the research objectives require.

3.4.9 Statistical methods used in the research.

The researcher used the statistical package (SPSS) for the purpose of processing and analyzing the results.

4. Present, analyze and discuss the results.

This chapter deals with presenting and analyzing the answers of the sample members of the main experiment that the researcher reached after statistically processing and discussing them and for each scale.

4-1 Statistical description, analysis and discussion of the results of the application sample of the axes of the Creative Strategic Vision Scale.

Table (1)

Statistical description of the results of the application sample

Significance Level	T-value	Standard deviation	Arithmetic mean	The hypothetical medium	Number of Phrases	Themes	t

0.000	2.435	3.454	14.786	15	5	One Team	1
0.000	3.578	2.214	15.674	15	5	Perfect effect	2
0.000	2.763	3.243	14.016	15	5	Improve effectiveness	3
0.000	3.254	2.542	15.432	15	5	Intellectual arousal	4
0.000	2.874	2.556	14.341	15	5	Individual Differences	5

The analysis of the results of the above table of the axes of the Creative Strategic Vision Scale of the members of the administrative bodies of athletics from their point of view, which are (100 individuals) of referees and coaches through five axes, where the researcher explains the responses of the sample on the axis of one working team that the members of the administrative bodies and individuals of the federation, including coaches and referees, are not a large number of them, and who hold complementary and developmental skills for the purpose of making the work successful and highlighting the role of the federation, as well as committed to a common purpose, performance goals, and one approach to success and achievement. Achievement through participations and competitions is a mutual work between all parties, where the work team is expressed as a number of workers who have a set of qualifications and who are committed to performing general goals and mutual working relations between them (Zakaria: 2001, 97).

As for the axis of ideal influence, the researcher shows that, according to the above, the profound effects that make working individuals share with their boss in the work of the union values and vision and cooperation in great partnership and harmony among themselves, noting that the deep effects require the right work behaviors, as it is how this impact is achieved, as one of the things that the president of the federation does to obtain this respect or these effects mentioned is to consider the needs of other individuals Employees of the Union and their preference over their personal needs, and participates with them, as well as is consistent in its decisions with them.

As for the axis of improving effectiveness, the researcher shows that the federation must go with its yogurt to achieve the desired vision of the reality of the federation through a clear definition of the future and try to motivate its employees and involve them in achieving the required goal, which is the achieved sporting achievement, where improvement is considered to reach the stage of ambition by performance and level, and this is achieved through the cooperation of individuals with those in charge of the federation through a realized strategic vision, which is to achieve high sporting achievement in the game of athletics.

As for the axis of intellectual stimulation, and according to the answers of the application sample, the researcher believes that the ability of the President of the Federation to challenge the individual cases and guiding requirements of the individuals working in the Federation by creating environments based on cooperation and harmony between individuals working in different titles in order for individuals to be able to think creatively as well as create innovative solutions to problems that occur in the present or in the future, is a comprehensive future orientation between the Federation and all its employees to achieve success and institutional distinction, where the goal is considered The principal of the president's desire for the intellectual arousal of working individuals is to make them innovative and creative (Gibson et al: 2003. 41).

Finally, the focus of individual differences, according to the sample answer, the researcher shows that it is necessary to pay attention to every need of the individuals working in the union, as well as to recognize the individual differences among them, so

that some of them get more encouragement and some of them have more independence, as the president of the federation must know and care about individual differences and look at them with a view that leaves them with the impression that he is more than one individual belonging to the union and working in it to develop their skills and achieve the best by them, that the goal of the leader in institutions is primarily It is to take into account the human aspect of the individuals working in the institutions as a guarantee of the continuous development in the performance of their institutions to achieve the future goals they aspire to (Falah: 2000, 48).

4-2 Statistical description, analysis and discussion of the results of the application sample of the axes of the Cognitive Management Scale.

Table (2)

Statistical description of the results of the application sample

Significance Level	T-value	Standard deviation	Arithmetic mean	The hypothetical medium	Number of Phrases	Themes	t
0.000	3.32	3.312	16.321	15	5	Define Knowledge	1
0.000	2.76	3.241	17.765	15	5	Knowledge Goals	2
0.000	3.47	3.279	18.651	15	5	Knowledge generation	3
0.000	2.64	2.237	17.213	15	5	Store Knowledge	4
0.000	2.35	3.556	16.805	15	5	Knowledge sharing	5
0,000	3,36	3,453	15,678	15	5	Application of knowledge	6

The analysis of the results of the above table reveals the axes of the knowledge management scale for the members of the administrative bodies of athletics from the point of view of the application sample of referees and coaches through six axes, where the researcher explains the answers of the first axis that identifying knowledge is a necessary process as a first step for any knowledge management program for a sports institution that seeks to develop its performance and competencies if the knowledge is accurately and clearly defined to achieve results in the light of the set goals, where the athletics federation must show to the individuals working with it from referees and coaches By highlighting their role and work for the purpose of developing the performance of the Union through a sound environment based on foundations and data for each individual concerned.

As for the axis of knowledge goals, the researcher explains, according to the answers of the research sample, that knowledge management begins with the development of clear goals for knowledge in sports institutions, and these goals that they adopted are the improvement of processes and clarity of the areas of work of sports institutions to facilitate prediction and decision-making that are in the interest of the federation, the orientation towards the satisfaction of the individuals working with it and excellence and clarity of problems to facilitate creativity within the federation administratively and technically, once the knowledge goals are set and the existing knowledge is evaluated, then a knowledge management system can be built that can All knowledge managers give a fresh start to initiating a successful knowledge management program between individuals and the organization they work for (Salah: 2005, 97).

As for the axis of knowledge generation, and according to the answers of the research sample, the researcher believes that the transformation of data into information and knowledge is a process that begins with collecting data from several sources and is stored in databases in sports institutions, including federations, so that it can be reprocessed in the future, and the result of these activities is the generation of knowledge to be a complete repository of information about the systems of tournaments and competitions and the individuals working in them, as well as the federation supports the work of knowledge makers and professionals in creating new knowledge that they try to integrate into institutions. Artificial intelligence systems provide sports institutions and managers with categorized knowledge that can be reused by others in sports organizations, knowledge can be obtained in a specific area of human experience that helps organizations make high-quality decisions with a small number of people (Laudon: 2001.87).

As for the axis of knowledge sadness, and according to the answers of the application sample, the researcher believes that the general trend in sports institutions is moving towards more transparent and effective knowledge, which tends from the tacit knowledge in the minds of individuals working in the federation to the apparent knowledge such as the appearance of experts, knowledge and structures of the athletics federation because of its development and continuity in the game to reach the stage of competition and achievement, and thus the important knowledge will flow towards competition through competitions and sports competitions of the game, a neighborhood that leads to all this Reduce the time spent searching for information and speed up decision-making by the Athletics Federation.

With regard to the axis of knowledge sharing, the research explains this, and according to the answers of the application sample, the exchange of ideas, experiences and skills between the individuals working in the federation develops the knowledge of each of them, and this exchange is a source of competitive advantage for sports institutions, including the athletics federation, and through this it leads the federation to reach the sharing of powers, the distribution of tasks, and participation in sports activities and competitions related to the game in order to achieve the desired goals by them.

Finally, the axis of knowledge application, the researcher explains that knowledge management requires a more philosophical change for sports institutions, not only in the work of individuals, but more so in their behavior and interaction with each other, as they are the tool for the success of sports work, and this is shown in the work of the federation and their money in terms of administrative and technical performance, and what is reflected in the achievement of positions and competitions at all levels, as successful management of human resources will be the key to achieving exciting gains from the application of knowledge (Naeem: 2009, 87).

4-3 Statistical description, analysis and discussion of the results of the application sample of the Organizational Change Scale.

Table (3)

Statistical description of the results of the application sample

Significance Level	T-value	Standard deviation	Arithmetic mean	The hypothetical medium	Number of Phrases	Themes	t
0.000	3.435	3.731	14.941	15	5	Technological Change	1

0.000	3.305	2.146	15.014	15	5	Change in organizational structure	2
0.000	4.234	3.641	15.365	15	5	Change in Human Resources	3
0.000	3.254	2.546	16.531	15	5	Change in organizational culture	4

The above table shows the statistical description of the responses of the application sample on the Creative Strategic Vision Scale, which is (100 individuals), and after analyzing and processing their answers statistically and according to all axes and phrases, where the researcher believes that the issue of organizational change is inevitable in view of the breadth of the impact of organizational change and its size on sports institutions, where institutions that are not able to respond quickly to its requirements and implement it successfully will not be able to survive in their environment, and on the contrary, institutions that are able to anticipate the change that occurs in the The environment and its assessment and taking the necessary organizational changes to deal with it.

The researcher shows that according to the answers of the research sample, and regarding the axis of technological change, it can be observed through the endeavor of sports institutions to replace and develop their old machines and equipment with new ones that require new methods and processes, as well as need to schedule operations and determine new implementation priorities and a change in their internal design, especially athletics because of its importance and status among other sports, where the fields of technological change are considered through competitions and championships facing the sports institutions they face related to devices and equipment or Methods, automation or computer, an organization must now realize that to be competitive, the latest technologies must be introduced which improves human skills in the organization itself (Kondalkar, 2007:35).

As for the axis of change in the organizational structure, according to the sample answers, the researcher shows that it is the means through which the activities of sports institutions and the methods of organizing and coordinating them are divided, where human and social relations are established between the members of the institutions, which may lead to the generation of resistance to efforts aimed at making modifications or changes to these relations of their organizational structure, the organizational structure is considered the framework through which the institution determines the content and quality of its internal relations between units and departments to ensure coordination and cooperation among them to achieve the goals set for it (Kadhim: 87, 2004).

With regard to the axis of change in human resources, according to the answers, the researcher shows that sports institutions, including the athletics federation, must do what they should do in the field of change in human resources, which is represented in replacing the traditional image of human resources management based on focusing on the micro-perspective with management based on organizational thinking that reacts to the changes, developments and challenges they face, and focusing on the use of technology in sports training, modernity, and inventing efficient and effective training methods and rapid self-learning using Modern technologies and at the lowest costs for the development and success of athletics, that changes in human resources are directed towards the behavior and attitudes of employees and their communication in the field

of participation in decision-making and solving problems that occur between them and the institutions to which they belong (Mustafa: 2005, 53).

Finally, the focus of change in organizational culture, the researcher explains this, and according to the sample answers, that there is no guarantee that cultural change efforts will succeed because members of sports institutions do not quickly abandon the values they understand and that have worked well for them in the past, as change if it happens will be slow, and change management must remain alert to protect against any return to familiar old traditions, the success of institutions depends on having a strong culture that works to attract Individuals and motivate them to achieve their goals, as they work to develop their culture to highlight their personality that influences their philosophy and administrative and artistic style (Nahida: 2000, 13).

4-4 Present, analyze and discuss the results of the correlation between the creative strategic vision and organizational change on the one hand, and knowledge management and organizational change on the other hand.

Table (4)

The Simple Correlation between Sample Results on Research Metrics

Significance of the Link	sig	The value of the simple correlation coefficient	Variables		
			Organizational Change	Creative Strategic Vision	
Moral	0,000	0.849	Organizational Change	Creative Strategic Vision	1
Moral	0,000	0.798		Cognitive Management	2
Significant at a significance level ≤ 0.05					

The above table shows that there is a significant correlation between the research metrics, the first case is between the scale of the creative strategic vision and the scale of organizational change if the correlation coefficient reaches (0.849) and the level of error (0.000) at the level of significance (0.05), and according to the researcher, the creative strategic vision expresses the position of the sports institution within a framework of choices that determine the nature of its work and its directions, and therefore the real strength lies in the vision of the federation and its ability to determine the appropriate future direction for it and search for the advantages that It works to achieve it, as the vision expresses it is necessary to ensure that change in individuals and things that happen is not random but based on foundations and data that help the federation to develop and succeed and reach the achievement of the declared goals, as it is considered an integral relationship between all employees in the Athletics Federation, as one of them is considered complementary to the other towards developing the work and reaching the best performance, as well as increasing the efficiency and development of the federation.

As for the relationship between the Cognitive Management Scale and the Organizational Change Scale, where the correlation coefficient reached (0.798) and the error level (0.000) at the significance level of (0.05), the researcher attributes this to the intellectual understanding of the information age and the real essence and applied basis of the Athletics Federation, where the relationship refers to the availability of the necessary tools and information to transition and ensure the sustainability of change in correct organizational assets between the working individuals and their federation, where knowledge management is the engine of the federation's strategy and the development of its performance by enhancing Organizational learning, innovation, and change in time and time, as it leads to contributing to the making of informed decisions that increase the flexibility of the Union in organizational change to achieve all that is

required, and finally, knowledge management is an imperative necessity for the success of any organizational change in a changing and sound business environment indicated on the correct foundations and standards for the development of the Federation's work administratively and technically.

5. Conclusions and recommendations.

5.1 Conclusions.

- 1) The members of the governing bodies possess a high level of creative strategic vision.
- 2) The level of creative strategic vision of the members of the athletics governing body came at a high and statistically significant level, which reflects their awareness, high thinking, and discipline in performing duties.
- 3) There is a positive relationship between knowledge management and organizational change, as the latter contributes to improving the level of performance directly in raising the efficiency and presence of performance within sports administrative bodies.
- 4) The results showed that the Union has facilitated procedures in the performance of work and avoids red tape and administrative complexities by updating administrative systems and regulations.

5.2 Recommendations.

1. Develop training programs for ITU employees aimed at raising the level of knowledge management in the areas of planning, implementation and decision-making.
2. Enhance organizational and control skills to ensure better follow-up of administrative work within the Union and achieve the desired objectives.
3. Work on developing organizational change policies based on knowledge management.
4. Employing periodic analysis of administrative data in ITU to make decisions based on scientific and factual foundations.
5. Workshops, and seminars to develop the creative strategic vision of the Federation's governing bodies.

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Attachment (2)

Metrics used in the research

Creative Strategic Vision Scale	
1- The focus of the single team	t
The club's administrative body is altruistic and selfless.	1
The Administrative Body of the Federation is characterized by courage in the performance of its administrative duties	2
The Federation's administrative body is characterized by the ability to be creative	3
The Administrative Body of the Federation respects the opinions and ideas of the subordinates	4
The objectives set by the governing body are objective and achievable	5
2- The Perfect Impact Hub	t
The administrative body works to develop the spirit of human-social relations among subordinates	1
The administrative body of the club grants the competent subordinates to carry out some tasks	2
Board members have a keen desire to work in their field of work	3
There is a clear organizational structure for all members of the governing body and employees of the Federation.	4
The organizational structure is commensurate with the nature of the work requirements of the Federation's governing body.	5
3- Improving Effectiveness	t
The existing organizational structure shows the levels and competencies for each job level.	1
The Administrative Board shall draw up an accurate and written description of the jobs of the employees of the Federation.	2
The job description is reviewed by the administrative body on a periodic basis.	3
There is a manual that outlines the main tasks, responsibilities and powers of ITU workers.	4
The administrative body checks with itself and with the subordinates	5
4- Intellectual arousal	t
All members of the governing body are involved in the development of sports plans and programs for the Federation.	1
The administrative body grants competent subordinates to carry out certain tasks	2
The administrative body works to monitor and follow up sports facilities and ensure the efficiency of sports equipment and equipment.	3
The Governing Body understands the views of others and discusses their dissenting opinions	4

The Administrative Body encourages subordinates to exchange information with it	5
5- Individual Differences	t
Facial expressions of a member of the administrative body that show whether he is satisfied with the performance of his subordinates or not	1
Emphasizes survival and feels a great degree of belonging to the management of the federation by the members of the governing body.	2
Tournaments are organized by members with every effort to achieve recognition and personal meanings.	3
Most referees and coaches feel happy when members organize tournaments	4
It is decided that the members of the administrative body are part of the Federation's work team in organizing the championships	5

Cognitive Management Scale	
1- Knowledge identification hub	t
Diagrams, illustrations, and designing specific websites for knowledge implications within the Federation.	1
The Federation records all administrative and technical obstacles that hinder the achievement.	2
Emphasize the good behavior of referees and coaches in sporting events that take place.	3
Benchmark comparisons with other sports federations.	4
The Federation has the ability to follow up on the implementation of its objectives technically and administratively.	5
2- Knowledge Goals	t
Improving the processes and clarity of the activities performed by all administrative and regulatory bodies.	1
Achieving transparency and clarity in the areas of work of the governing bodies.	2
Focus attention on being aware of and understanding the surrounding environmental conditions, and anticipating potential problems that need to be addressed.	3
Strengthening decisions and expectations related to the future of the Union, as well as fostering creative situations.	4
My focus remains on the task at hand regardless of external influences.	5
3- Knowledge generation	t
The members of the Authority invest their time in arranging the data of the ITU members.	1
The federation is working on testing for all coaches and referees.	2
Establishing interdisciplinary task forces with the participation of experts from inside or outside the governing bodies	3
To emulate or imitate the work of the Arab or international federations in our field of work and to draw scenarios in the face of the future of the federation.	4
Be careful and attentive when performing work because it is directly related to the achievement	5
4- Knowledge storage hub	t
Databases containing information relevant to the basic knowledge of administrative bodies.	1

A Guide to Standards, Standards, and Methods Related to Knowledge Formation and Construction	2
Study similar cases, progress reports, and past success stories at the ITU level.	3
Expert systems supporting current and on-computer work in ITU.	4
Individuals with outstanding skills and creative minds	5
5- Knowledge sharing hub	t
Co-workers generally share their knowledge and experience of working in the service of the Union.	1
Employees in management do not hesitate to share their feelings and perceptions with other colleagues.	2
Our consortium provides various tools and technologies to facilitate the sharing and exchange of knowledge such as the Internet, e-mail, and the like	3
Information flows easily across the Union, regardless of the roles of its workers or other borders	4
Employees at the union are more likely to be rewarded for working as a team and collaborating rather than simply performing individually	5
6- Knowledge Application Axis	t
There are interactive teams in ITU that enjoy autonomy and freedom of action.	1
Working on the principle of strategic initiative and the initiative of the employees to apply the right knowledge without going out to the environment and benefiting from experiences.	2
It allows the necessary to increase the possibilities of the subjectivity so as not to affect its performance of the business.	3
Employing knowledge experts to train ITU teams.	4
Collaborate with researchers and consultants to disseminate and apply knowledge in all aspects of the Federation.	5

Organizational Change Scale	
1- Technological Change Axis	t
The ITU administration is interested in holding training courses in the field of working on devices and equipment that possess modern technologies and maintain them efficiently.	1
The ITU Governing Body is constantly making improvements in the training techniques used.	2
Routines and strict procedures impede ITU's access to and training in the use of modern equipment.	3
There are qualified staff within the governing bodies to deal with the technological changes taking place in the environment.	4
ITU uses modern systems and equipment in the preparation, storage and retrieval of information.	5
2- The axis of change in the organizational structure	t
ITU's organizational structure has sufficient flexibility to make strategic changes in the future.	1
The Governing Body of the Federation shall be empowered to work efficiently at the lower levels.	2
The Administrative Body works to continuously update the Federation to facilitate work procedures.	3

The governing body reorganizes its work within the Federation and introduces new working methods from time to time.	4
ITU management encourages teamwork and cooperation between different levels.	5
3- The Axis of Change in Human Resources	t
The training programs held by the Federation keep pace with the organizational change in their performance.	1
The Administrative Board is interested in involving the largest number of its employees in training and development programs.	2
The management of the federation rewards employees for the new ideas they initiate.	3
The governing body conducts training courses for referees and trainers to improve their ability to participate in decision-making.	4
The management of the federation seeks to make individuals work as cohesive groups rather than as formal units in its organizational structure.	5
4- The Axis of Change in Organizational Culture	t
The Administrative Board believes in the need to consolidate a culture of change in administrative and technical work.	1
The management of administrative bodies is keen to keep all its employees informed of the instructions governing their work.	2
The management style in the federation prepares employees to present new ideas and innovations.	3
The management of administrative bodies adopts the language of dialogue with employees to motivate them to adopt a culture of change	4
The administrative bodies take the ideas of the employees, accept them and employ them for the benefit of administrative and technical work.	5

