

Jurnal Pendidikan Kepelatihan Olahraga: Pejuang

Volume 2 Nomor 1 Februari 2026

E-ISSN: 3090-1278

The Reality of Organizational Development in the Student Activities Department at The University of Babylon from the Perspective of the Employees

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Article History

Received: 10-01-2026;

Reviewed: 29-01-2026;

Accepted: 14-02-2026;

Published: 28-02-2026

ABSTRACT

This research aims to develop the work of the Student Activities Department at the University of Babylon by identifying the current state of the department and assessing the adequacy of its material and human resources to achieve its objectives. The researchers defined their research population through a comprehensive survey of all employees involved in sports and university activities across all 20 colleges of the University of Babylon, totaling 126 employees. The researchers applied and processed the research data using the SPSS statistical software. The most important findings indicated that intensive training courses and the updating of work methods directly contribute to raising employee efficiency. Furthermore, the researchers found that employees possess a suitable academic background, particularly graduates of physical education and sports, which helps and enhances the department's ability to achieve its goals. The research also revealed that a culture of change among employees is a necessary and fundamental condition for the success of the development program. The researchers recommended establishing continuous training programs based on the latest advanced administrative methods and implementing a system of financial and in-kind incentives for employees based on performance evaluations and efficiency. The function of employees is to implement awareness campaigns and programs to work on changing behavior to eliminate resistance to change and promote the institutional values of employees.

Keywords: Organizational Development; Student Activities; Employees.

ABSTRAK

Penelitian ini bertujuan untuk mengembangkan pekerjaan Departemen Kegiatan Mahasiswa di University of Babylon dengan mengidentifikasi keadaan departemen saat ini dan menilai kecukupan sumber daya material dan manusianya untuk mencapai tujuannya. Para peneliti mendefinisikan populasi penelitian mereka melalui survei

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komprehensif terhadap semua karyawan yang terlibat dalam olahraga dan kegiatan universitas di semua 20 perguruan tinggi University of Babylon, dengan total 126 karyawan. Para peneliti menerapkan dan mengolah data penelitian menggunakan perangkat lunak statistik SPSS. Temuan terpenting menunjukkan bahwa kursus pelatihan intensif dan pembaruan metode kerja secara langsung berkontribusi untuk meningkatkan efisiensi karyawan. Selain itu, para peneliti menemukan bahwa karyawan memiliki latar belakang akademik yang sesuai, terutama lulusan pendidikan jasmani dan olahraga, yang membantu dan meningkatkan kemampuan departemen untuk mencapai tujuannya. Penelitian juga mengungkapkan bahwa budaya perubahan di kalangan karyawan merupakan syarat yang diperlukan dan mendasar untuk keberhasilan program pembangunan. Para peneliti merekomendasikan untuk menetapkan program pelatihan berkelanjutan berdasarkan metode administrasi lanjutan terbaru dan menerapkan sistem insentif keuangan dan natura untuk karyawan berdasarkan evaluasi kinerja dan efisiensi. Fungsi karyawan adalah untuk melaksanakan kampanye dan program kesadaran untuk bekerja mengubah perilaku dalam rangka menghilangkan resistensi terhadap perubahan dan mempromosikan nilai-nilai kelembagaan karyawan.

Kata Kunci: Pengembangan Organisasi; Kegiatan Kemahasiswaan; Karyawan.

INTRODUCTION

Management is one of the most important means of achieving the goals of various institutions and organizations (Marenghi et al., 2019). This is accomplished by utilizing available resources and capabilities through human efforts characterized by sound planning, organization, direction, and control (A & G, 2023; Santoso et al., 2019). Management is a structured human activity aimed at achieving productive, political, social, and economic goals. This is achieved by pooling and directing available material and human resources, developing new resources, and putting them into productive use (Marenghi et al., 2019). Specialized managers work in continuous coordination and integration to achieve the organization's overall objectives. In physical education, management comprises processes and specializations designed to empower employees in sports organizations to fulfill their assigned responsibilities according to their roles and functions, thereby effectively achieving the goals of the sports body within existing parameters (Sullivan, 2019; Vidal-Vilaplana et al., 2023).

No institution can grow in the absence of routine scrutiny of the ways in which it operates, and that is as true an aspect of successful management development as any other. central of the administrative development it has been evidently that there is no hope and no way for achieving, progress or development in any one aspect at administrative work without depend on an analytical evaluation program included all its aspects. It elucidates the successes and failures of each part, as strengths and weaknesses are identified and areas of strength diagnosed via ongoing monitoring (Bowes et al., 2021; Saputro, 2023). It is through this process that the work involved in developing managements is determined (Saleh, 2016).

Researchers believe that using organizational development in sports management is the best way to ensure the smooth operation of sports management without encountering problems that could lead to failure in reaching set goals. By using the analysis of work processes, the efficiency of those responsible for administrative

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work can be determined, as well as the effectiveness of the methods used to achieve the desired goals. This allows for reform and development based on available material and human resources to achieve the desired success in administrative work.

The importance of organizational development in the field of sports management is evident in setting clear goals, both quantitatively and qualitatively, for each administrative unit in the sports facility, while determining the value of the administrative levels within it and defining their responsibilities by achieving these goals and accomplishing them within a specific time period (Durand-Bush et al., 2023; Jun et al., 2023; Sugden et al., 2020). This means that the final development should be based on the extent to which managers are able to identify the negatives and positives that have appeared in the work of each administrative unit, while working to avoid the negatives that have appeared so that we can achieve the desired results. From here, everything derives its logic from the results and the extent to which the goals are achieved (Salama & Ali, 2009).

Researchers believe that modern educational policies are moving towards sound planning and continuous organizational development, which leads to preparing future generations for a bright future. Hence, the need arises to monitor and evaluate the capabilities of the educational process to identify the problems facing those responsible for it, and to develop alternatives that help address shortcomings in these capabilities, in order to improve its performance in the future. Iraqi universities, among the most prestigious educational institutions in the country, face numerous problems and challenges, including economic, educational, and social problems, the most important of which are administrative problems (Hills et al., 2019; Lumintuarso et al., 2021; O'Boyle et al., 2019). Addressing and overcoming these problems and finding appropriate solutions requires studying and analyzing them scientifically, working to find suitable solutions, and implementing the results and recommendations we reach according to the available resources and using them optimally to improve the educational reality. University sports (represented by the Student Activities Department, the subject of this research) is one such resource that needs continuous development to achieve the goals for which it was established (Shilbury & Ferkins, 2015).

The important role of various sports activity programs in caring for members of society, including university students, becomes apparent. Sports activities at the university are an outlet for the student to self-actualize (Rafeeq, & Al-Ahmady, 2023). The University of Babylon is an ancient and strong university with roots in community service. It seeks to improve the Arab and Iraqi universities competitive capacity in education and research. The Student Activities Department of University of Babylon is organized by 20 colleges and multiple departments, and manages internal and outside sports, scouting, arts tournaments, and yearly sports festivals. It also assigns matches at different levels of academics. The aim is to improve physical and social development of students with the means of physical and artistic skills, to ensure their physical, psychological and motoric advances, to provide meaningful athletic performances, learning games rules and tactics.

It was concluded that the value added of this work for assisting to develop efficiency and effectiveness in Student Activities Department at University of Babylon. It will provide staff with the updated information on the latest developments of departments in different organizations which can contribute to the implementation of

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its multiple programs aimed towards achieving pre-planned targets for serving University of Babylon, including its personnel and students alike at physical and educational levels.

Through informal interviews conducted with a sample of (10) officials and employees in the Student Activities Department at the University of Babylon, distributed between the department's senior and middle management, the researchers sought to understand the nature of the work performed by officials and employees in this department, whether it requires development, whether the department offers training courses to improve employee performance, and whether there are any organizational problems hindering the department's work. To confirm and support the research problem, and based on the informal interview questions, the results showed an agreement rate exceeding (90%) among the officials and employees. The researchers, through understanding the employees' opinions on the informal interview questions, identified the following:

1. The number of employees in the department is not commensurate with the number and diversity of internal and external activities.
2. The capabilities of the department's employees are not commensurate with the administrative programs allocated to the department and established by the university administration.
3. Some staff members in the department are not specialized in the sports field.
4. The budget allocated to the Student Activities Department is insufficient to cover the various activities, including staff development and performance improvement.
5. The department suffers from numerous administrative problems and requires innovative and advanced solutions that keep pace with modern developments.
6. Department staff operate using outdated, traditional systems and lack the skills and competencies required for administrative duties.

The researchers reviewed several previous studies on developing the performance of employees in various sports administrative departments, including Moussa, Haider Ali (2022) study, "A Study of the Reality of Development Management to Improve Job Performance in the Sports Activity Departments of Education Directorates in Baghdad," Mustafa, Ahmed Mohammed (2020) study, "A Proposed Professional Development Program to Develop the Administrative Competencies of Sports Activity Administrators in Some Sports Clubs," and Khattab, Mohammed Munir (2019) study, "Designing Proposed Administrative Training and Development Programs for Physical Education Teachers and Supervisors in Al-Buhayra Governorate." Based on the above, the researchers believe that the Student Activities Department at the University of Babylon needs to develop its operations to enable its employees to achieve and surpass its predetermined goals.

Previous research has discussed the goals of sustainable development in Babylon Province (Issa et al., 2025), which has many gaps that need to be explored in greater depth. Therefore, this research aims to develop the operations of the Student Activities Department at the University of Babylon by identifying: (1) The current state of the Student Activities Department at the University of Babylon; (2) The adequacy of the available material and human resources to achieve the objectives of the Student Activities Department at the University of Babylon.

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METHOD

Research Methodology

The researchers used the descriptive survey method, as it was suitable for the nature of the research. (Khalil, 2002).

Research Population and Sample

The researchers defined their research population through a comprehensive survey of all employees involved in sports and university activities across all (20) colleges of the University of Babylon. The total population consisted of (126) employees from these colleges, distributed as shown in Table (1).

Table 1. Shows Population and Sample, and The Distribution Across Reliability, Exploration, And Application Samples

The research community consists of those working in student activities	Research sample	stability sample	Exploratory	Sample application
126	126	10	5	111
Percentage	100%	7.9%	3.9%	88%

Berdasarkan Table 1 yang menunjukkan populasi dan sampel serta distribusinya pada sampel reliabilitas, eksplorasi, dan aplikasi, jumlah populasi penelitian yang terdiri atas pihak yang bekerja dalam kegiatan mahasiswa adalah 126 orang, dan seluruhnya dijadikan sebagai sampel penelitian (100%). Dari jumlah tersebut, sebanyak 10 orang (7,9%) digunakan sebagai sampel uji stabilitas, 5 orang (3,9%) sebagai sampel eksploratori, dan 111 orang (88%) sebagai sampel aplikasi.

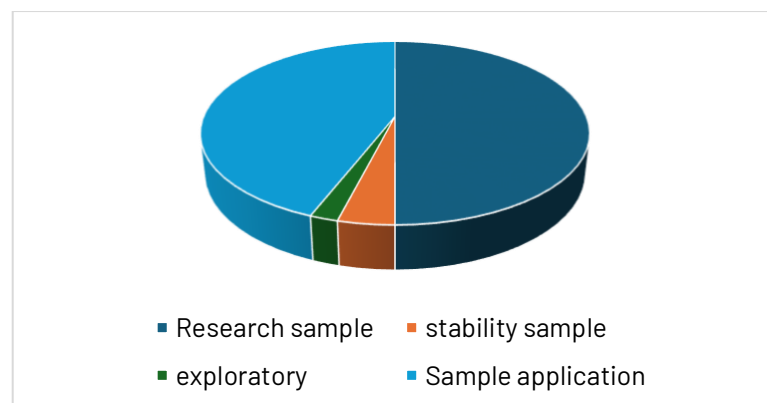


Figure 1. shows population and sample, and the distribution across reliability, exploration, and application samples

Data Collection Tools

The researchers used the following to collect data: (1) Reviewing records, documents, and the results and recommendations of similar studies. (2) Unstructured personal interviews. (3) Questionnaire form.

Steps for Constructing the Questionnaire Form

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Validity: To ensure the validity of the questionnaire, the researchers did the following: Determining the questionnaire's themes and statements, which included (3) main themes, by reviewing previous studies in this field and the results of the unstructured personal interviews. The questionnaire themes were as follows:

1. Understanding the current state of the Student Activities Department at the University of Babylon.
2. The adequacy of the material and human resources to achieve the goals of the Student Activities Department at the University of Babylon.
3. A proposed vision for developing the work of the Student Activities Department at the University of Babylon.

The researchers presented these themes to ten experts, including professors with experience in sports management and faculty members from the College of Administration and Economics (at the University of Kufa and the University of Karbala), all holding the rank of Assistant Professor or higher, working in various colleges of physical education, sports science, and administration and economics. The aim was to determine the suitability of the themes to the current research topic and to suggest any necessary modifications (additions, deletions, or amendments).

After the experts unanimously approved the themes of the questionnaire, the researchers drafted a preliminary set of statements for each theme. This initial draft was based on previous studies, books, and dissertations related to the research topic, as well as informal interview questions. These statements were then presented to the same experts for their feedback on the suitability of the statements for each theme to achieve the research objectives, using a three-point rating scale (yes, somewhat, no), as shown in Table 2 below.

Table 2. Axes and number of questionnaire items in their initial form

S	The topics	Phrases
1	Understanding the current state of the Student Activities Department at the University of Babylon.	12
2	The adequacy of available material and human resources to achieve the goals of the Student Activities Department at the University of Babylon.	10
3	A proposed vision for developing the work of the Student Activities Department at the University of Babylon.	14
	Total	36

After presenting the initial draft of the questionnaire to the academic experts for their feedback and suggestions on deleting, merging, modifying, transferring, and adding items, four items were removed. This resulted in a questionnaire with three main sections and 32 items distributed across them. The three-part rating scale (Yes – Neutral – No) was also approved. The questionnaire was then finalized and ready for distribution to the primary sample, containing three main sections and 32 items. The first section comprised 12 items, the second 10 items, and the third 10 items, with four items removed from the third section.

Reliability

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Split-Half Method: Using a sample of fifteen employees, the researchers employed the split-half approach to determine the questionnaire's reliability. The items in the questionnaire were separated into odd and even categories. The odd elements had a mean of 31.833, a standard deviation of 3.174, and a variance of 10.075 using statistical processing tools. For the even items, the variance was 9.459, the standard deviation was 3.075, and the mean was 29.300. To make sure the two halves were homogeneous, the variance of the odd and even items was computed and submitted to the F-coefficient. The calculated F-value of (1.065) was compared to the critical F-value of (1.855) at two degrees of freedom (29-29) and a significance level of (0.05). This revealed that the difference was not statistically significant. The variance of odd and even items was homogenized, and then the reliability coefficient of the two halves of the scale was calculated between the scores of individuals on both halves using Pearson's correlation coefficient. The correlation between the two halves was (0.500). The correlation coefficient was then corrected using the Spearman-Brown formula, resulting in a reliability coefficient of (0.250).

Cronbach's Alpha Method: This method relies on the consistency of an individual's performance on each item of the scale. It is based on the standard deviation of the scale and the standard deviation of each item. The researchers applied Cronbach's alpha to a sample of (15), and the reliability coefficient for the scale was (0.762).

Final Application of the Questionnaire

The researchers administered the questionnaire to (111) employees in the university activities departments of the colleges of the University of Babylon. Distribution took place on Monday, March 10, 2025. The researchers received (100) valid questionnaires for statistical analysis after excluding (11) questionnaires that did not reach the researchers through the electronic link provided for the questionnaire.

Statistical Analysis

The researchers applied and analyzed the research data using the SPSS statistical software to obtain the following statistical analyses: mean, standard deviation, percentage weight, frequencies, percentage, dan median.

RESEARCH RESULTS

The researchers processed the valid forms and, after analyzing the responses of the application sample, extracted the means, standard deviations, hypothetical mean, and t-value for each domain to determine the significance of those domains by comparing them to the hypothetical means, as shown in Table (3):

Table 3. Shows The Means and Standard Deviations for the (Organizational Development) Questionnaire

The topics	Mean	STD	Hypothetical mean	df	Value (t)		Statistical significance
					Calculated	Sig	
Understanding the current state of the	36.998	2,984	36	99	12.39	0.000	Sig.

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Student Activities Department at the University of Babylon.								
The adequacy of available material and human resources to achieve the goals of the Student Activities Department at the University of Babylon.	30.032	3.992	30	99	7.52	0.000	Sig.	
A proposed vision for developing the work of the Student Activities Department at the University of Babylon.	31.886	3.290	30	99	9.70	0.000	Sig.	

Based on the results in Table 3, this study shows significant values in understanding the current condition of the Student Activities Department at Babylon University ($p < 0.05$). Furthermore, the significance ($p < 0.05$) indicates the adequacy of materials and human resources available to achieve the objectives of the Student Activities Department at Babylon University. Finally, the significance ($p < 0.05$) indicates a proposed vision for developing the work of the Student Activities Department at Babylon University.

DISCUSSION

Table (3) shows that the questionnaire prepared for the organizational development variable received a high level of responses. All axes were significant, as determined by comparing the means with the hypothetical means for each axis. The researchers believe that the statements reflect the multifaceted reality of sports management principles within the student activities departments at the University of Babylon. These statements focused on a few of the dimensions that entail functioning effort for humans, the administration structure, the level of internal communication and efficacy in planning and evaluation activities. These can be considered as: (a) Whether the proportion of staff in the student activities departments is determined by type of work and work programs. This is one of the significant and primary measures of administrative effectiveness. PRINCIPLE 3 Exploiting students as a result of tight personnel produces diminishing returns In a context where implementation is very much in demand, an increase of the quantity and intensity of student activity at work (to which our small staff has to adjust) leads to low performance and job pressures that inhibit performing plans. While a balance between workload and staffing levels contributes to improved efficiency and flexibility in task distribution, the practicality of regulations and systems depends on their applicability to internal laws. Unenforceable instructions hinder performance and limit innovation in administrative work. (Mustafa, 2020)

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Therefore, updating regulations periodically is essential to ensure their alignment with the nature of the work and its changes. Communication channels between department heads and staff are crucial; horizontal and vertical communication are central to successful management. A lack of effective communication leads to weak coordination and misunderstandings, while continuous communication contributes to a unified vision and higher achievement levels. Contingency plans play a significant role in administrative flexibility by enabling the development of alternative plans to address crises. This allows management to adapt to sudden changes and maintain uninterrupted workflow (Khalil, 2002).

Similarly, these specialized training courses are considered an essential tool for the proper development of all professional competencies related to employees, through the proper use of specialists, and the transfer of these events, knowledge, and practical skills, which greatly helps and contributes to raising the level of proper individual and collective performance, and working with administrative studies correctly through continuous training, which is positively and directly linked to improving the quality of services and working to enhance job satisfaction among employees, because it helps and provides them with modern tools to face these challenges by working efficiently, through the direct increase in the number of employees in these departments, which enhances their ability to distribute tasks correctly and in a balanced way and works to reduce pressure on employees. And the preference for graduates of physical education helps to provide the appropriate scientific and professional background to deal with student and sports activities in the correct and appropriate way, which contributes and helps to achieve the department's goals with greater efficiency (Al-Banna, 2016)

It is essential to achieve a proper balance of quantity and efficiency in terms of ensuring open work without loosening the quality only with numbers added. One of the greatest obstacles facing educational and administrative organizations that can impede learning innovation is resistance to change, yet one of the most important aspects of a successful development program is the ability to develop people who are not afraid to look at change as an opportunity for growth. By adopting these techniques to manage change more gradual it is way easier to keep employees effectively informed to change negative attitudes and create a dynamic working environment that encourages innovation and by reflection improvements. This is realized through the provision of equipment and tools that are elementary to enable achievement of the minimum levels for operating efficiency. A suitable and appropriate infrastructure also helps in creating and implementing student activities effectively and reduces operational problems that employees may face, positively impacting the quality of performance and services provided to students (Khattab, 2019).

The weakness of this study lies in the limited sample used, which is still within the environment of the University of Babylon. Further studies are needed to provide information on a larger scale. The implications of organizational development within the university environment in the Student Activities Department must be active and run according to plan, so that the desired results can be achieved.

CONCLUSIONS AND RECOMMENDATIONS

Researchers found that intensive training courses and the continuous updating of work methods directly contribute to raising employee efficiency. It was found that

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employees possess a suitable academic background, especially graduates of physical education and sports, which helps and enhances the department's ability to achieve its goals. It was found that a culture of change among employees is a necessary and fundamental condition for the success of the development program. It was found that the infrastructure of the sports activities departments, through the provision of essential and necessary equipment and tools, raises the level of work efficiency and facilitates the correct implementation of programs and activities more accurately and effectively. It was found that scientific planning, through the application of scientific methods in planning and working to establish an applicable quality system, supports the standardization of procedures. It was found that providing effective internal and external communication channels is highly beneficial for exchanging experiences and keeping up with the latest developments among departments.

Recommendations: Work on establishing continuous training programs by adopting the latest advanced administrative methods. Develop a system of financial and in-kind incentives for employees based on performance evaluations and job efficiency. Implement awareness campaigns and programs to change behavior, eliminate resistance to change, and reinforce employee values. Increase the number of necessary devices and equipment to support student activities by updating them regularly and annually to ensure effective operations and improve performance quality. The department director should monitor trends and indicators to inform future organizational development strategies for the department. Diversify the department's funding sources beyond government support by utilizing various marketing methods.

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