

## **The role of change management in the development of competitiveness of football sports clubs in the State of Kuwait**

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### **Introduction and research problem:**

The economic, political and social transformations and changes led to the change of management systems and methods and the search for modern methods that correspond to these transformations and changes. While the goal of management in the past was to set goals for employees to implement them and to set the rules and regulations regulating work, the goal of management is now to motivate workers and make room for capabilities innovation and granting wide powers to effectively delegate to contribute to building the future. and administrative change works to bring about modifications in the objectives and policies of the administration aims to adapt the management's work methods and activities in order to create consistency and compatibility between the institution's performance and the environmental conditions in which it operates and to create organizational conditions, administrative methods and new activities that achieve a comparative competitive advantage for the institution that distinguishes it from other institutions.

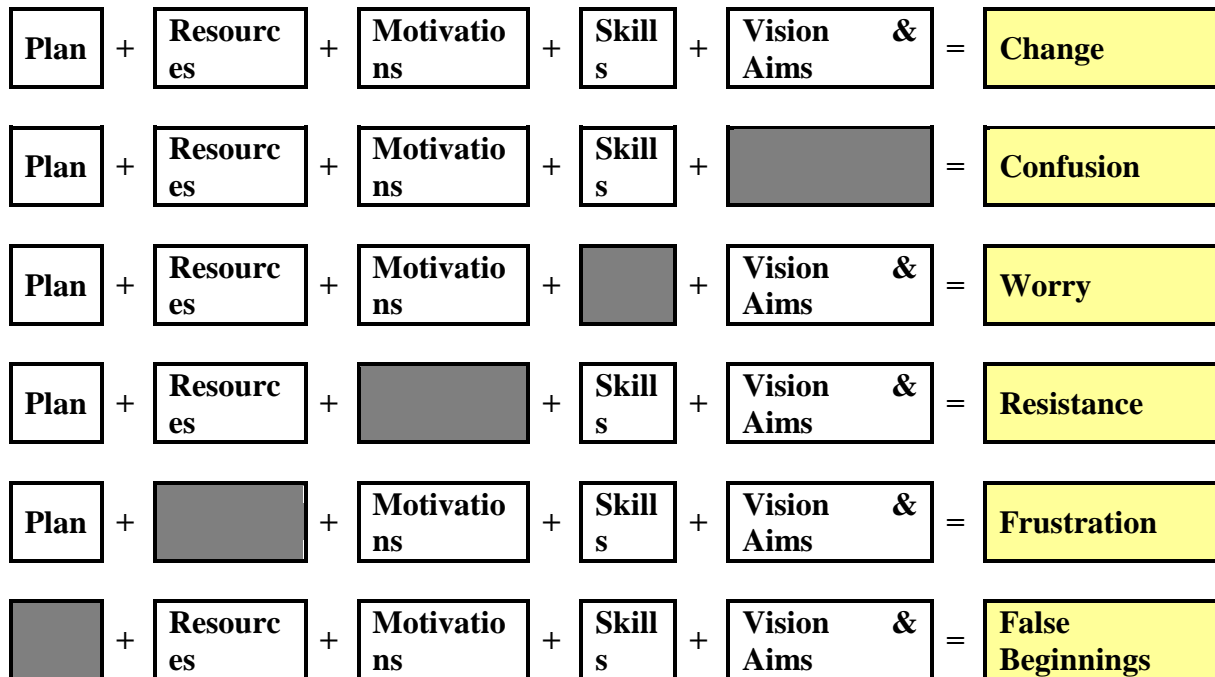
**Mohamed Ashmawy (2010)** points out that the organizations at the current time are exposed to environmental conditions and external forces impose on them the inevitability of change, whether that change comes

from changes occurring at the international level in the international power balance, or changes occur in the national level in the organization level itself, therefore, the change forces may be favorable allowing the organization to recover and grow internally and externally, or it may be unfavorable, and as the change forces may come from outside the organize, it also can be from inside, so that, identifying and managing internal and external changes' demands and forces for the benefit of the organization is an absolute necessity to achieve survival and competitiveness, growth, development, and excellence. (20 : 259)

**Amr Mostafa Elshetehy, Asmaa Abd Elhakim Fotoh (2019)** believe that the change matrix is determined by a set of basic items, all of which are essential to achieving the change management goals, and these items include the need for vision and goals, skills, motivations, financial and material sources, human resources, technology resources, and informational systems, in addition to having a clear work plan that includes the detailed timetables that relate to the organization's activity. The following shape (1) explains the importance of having these items complete to create the change process, and the lack of one of these items will result in the incompleteness of the change organization as required.

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Shape (1): Change management matrix (7)

**Abd Elhakim Abd Allah (2009)** believes that the world is witnessing a great interest in competitiveness, and competitiveness has become the era language and the topic of the hour, as it is the encouraging factor that controls everyone's steps and encourages them to work for more give, creation, innovation, and excellence over their competitors. (1 : 1)

**Mohamed Ibn Mohamed Harby (2011)** explains that competitiveness expresses aspects of excellence and superiority to the organization; it is based on several criteria linked by connected relations in-between, and every standard is necessary because it explains an aspect of competitiveness. (21 : 22)

**Rania Mohamed Elmenbawy (2012)** points out that to achieve special competitive capabilities over

competitors, it is necessary to determine the strategic position in the organization's internal environment from weaknesses and strengths and find the opportunities and threats in the organization's outside environment, then test the competitive strategy that enables the organization to invest its resources, capabilities, processes, and performance to achieve competitive capabilities that enable it to continue, grow, and outperform competitors. (26 : 50)

**Dewangan, Sharma (2015)** believe that it is necessary to study the characteristics, quality, and capacity of local demand because it reflects customer desires, as the presence of a demand that is more advanced than the customer desires pushes the organization to renewal and development is the essence of competitiveness. (11 : 432)

**Sajjad Khalaf Hussein (2018)** says that the difference between competitiveness and competitive advantage is that competitiveness adds an advanced value to the organization for a long period, but the competitive advantage is the organization's ability to present value or addition not presented by competitors in the current time, like a brand, good performance, decreasing costs, or quality excellence that distinguishes it from others, and give it a competitive advantage over other competitors, so that we can say that there is a connection between the competitiveness and competitive advantage concept, so that if the organization has competitive capabilities, that means it has a competitive advantage. (28 : 75)

The sports clubs are one of the institutions entrusted with creating a wide base of practitioners in all sports activities to maximize benefits from human resources and energies that are available in society, to be easy to select the best sports talents from it and sponsor them, which **The Sports Law (2017)** defines the sports club as " sports entity formed by a group of natural or legal people equipped by buildings, playgrounds, and capabilities to spread the sports practice ". (30: 4)

**Amr Mostafa Elshetehy (2009)** ensures that the sports club is one of the important educational organizations that greatly contribute in formation of an integrated personality in the physical, social, health, psychological, intellectual and recreational aspects through practicing the different sports activities, also the

sports clubs provide direct services to their members, and with the spread of these clubs, the provided services to a wide sector of the society are integrated, the most important of these services are represented in providing different sports facilities like playgrounds, sports halls, machines, tools and accompanying facilities to organize sports champions, form sports teams, and provide trainers and administrators to train and manage the affairs of these teams to compete at the local and international level, in addition to caring those joined players to national teams, this intense competition between sports clubs with the sports, social and recreational services they provide, has resulted in their intense need to continuous development and improvement processes to these services to achieve a competitive advantage and keep up with the change and technical development at the international level. (6 : 355)

The Kuwaiti society has many sports talents in different sports activities especially in football, as football is one of the team games that is very popular as it provides excitement and enjoyment to both players and viewers, however, many of these sports talents did not have the opportunity to be discovered, and many of them are discovered by chance not through a systemic plan, this may be due to some shortcomings in planning, organization, supervision, and follow-up mechanisms, and of course the performance level of sports football clubs results and national teams in football is a sufficient indicator of the actual sports level of

football in the State of Kuwait, and the sports football clubs' need to achieve a high-performance level that used as an input to focus on maximizing the overall performance from the standpoint of improving and developing performance.

Many studies related to change management have been conducted, such as **Salwan Abu Zaid Hassan's study (2015) (29)** that titled as "Obstacles to organizational development in the Ministry of Youth and Sports in light of change management", **Ashraf Abd Eltawab Saadawi's study (2018) (8)** that titled as "Organizational development to improve performance in light of change management areas in the directorates of Youth and Sports in Egypt", **Hussein Habib Rajab's study (2018) (17)** that titled as "Change management requirements in secondary schools in the State of Kuwait : A field study", **Thamer Hammad Raja, Sajjad Abd Elwahid Abd Elkhaleq's study (2019) (31)** that titled as "The reality of change management to improve the work of sports clubs management in Baghdad from the point of view of administrative bodies members", **Tharwat Mohamed Abu Asebh's study (2019) (32)** that titled as "Transformational leadership and its relationship to change management in major sports clubs", **Amr Mostafa Elshetehy, Asmaa Abd Elhakim Fotoh's study (2019) (7)** that titled as "The role of change management in developing administrative performance in sports clubs", **Reem Nazih Abd Elfattah Awaja's study (2020) (27)**

that titled as "The mechanism of change and its relationship to administrative creativity in some sports clubs", **Mohamed Suleiman Mohamed Algharib's study (2021) (24)** that titled as "Change management and its relationship to developing sports activities in sports bodies in light of the sustainable development strategy - Egypt's Vision 2030", **Mohamed Ibrahim Mousa Kalboush's study (2022) (22)** that titled as "The role of change management in developing sports activity management in Kafr El-Sheikh Al-Azhar Educational Administration", and **Iman Mahmoud Abd Elgawad Salem's study (2024) (18)** that titled as "Change management as an approach to developing the sports system in major sports clubs".

Many studies related to competitiveness have been conducted, such **Ahmed & Schroeder's study (2011) (4)** that titled as "Knowledge management through technology strategy implications for competitiveness", **Budzinski, Oliver's study (2012) (9)** that titled as "The institutional framework for doing sports business: principles of EU competition policy in sports markets", **Choi, et al.'s study (2012) (10)** that titled as "Empirical analysis of the relationship between six sigma management activities and corporate competitiveness focusing on Samsung Group In Korea", **Fawzia Mohamed Allam's study (2014) (13)** that titled as "Developing university education policy in Egypt in light of competitiveness requirements", **Gitangu's study (2015) (15)** that titled

as "Total quality management and competitive advantage of small and medium enterprise in Nairobi City", **Ahmed Mohamed Abd Elmajeed's study (2016) (3)** that titled as " A proposed model for using the six sigma method to support the competitiveness to manage sports activity in youth welfare Banha University", **Mostafa Kamel Jaber's study (2016) (25)** that titled as "A proposed project for managing sports facilities under the partial privatization system in light of the competitive marketing capacity of youth and sports directorates in the Arab Republic of Egypt", **Khaled Mohamed Samir's study (2017) (19)** that titled as "A proposed model for interactive marketing to improve the competitiveness of military sports facilities", **Ahmed Mamdouh Abd Allah's study (2019) (2)** that titled as "The competitiveness of sports fields in the governorates of upper Egypt", and **Amani Mahmoud Ali Abd Elhalim's study (2022) (5)** that titled as "A suggested model for re-engineering of administration processes as an access to develop competition ability to manage sports activity in Tanta University", however none of the previous studies –Within the limits of the researcher's knowledge– have addressed the role of change management in the development of competitiveness of football sports clubs in the State of Kuwait, that is what prompted the researcher necessarily to research the role of change management in the development of competitiveness of football sports clubs in the State of Kuwait through identifying the reality

of change management application and reality of competitiveness application in football sports clubs in the State of Kuwait, then identifying the relation between the change management role and competitiveness development to football sports clubs in the State of Kuwait.

#### **Research importance:**

The research derives its scientific importance from the importance of the variables it deals with, namely change management and competitiveness, as no previous scientific study - Within the limits of the researcher's knowledge - addressed the topic of studying the role of change management in the development of competitiveness of football sports clubs in the State of Kuwait, and the study of true change chance as one of the entrances Organizational development in administrative thought in a way that contributes to the development of competitiveness of football sports clubs. The practical importance of the research is that it is applied to the Kuwaiti society, where the state sectors call for developing and improving it and raising its sports level, and that it is an applied approach that can be applied in actual reality by reaching a new vision for developing the competitiveness of football sports clubs in the State of Kuwait in light of change management, and identifying the role of skills, incentives and resources necessary for change, and the role of the change management plan in developing the competitiveness of sports football clubs, and then it is reflected in the results of sports football clubs participating in Gulf,

Arab and Asian championships. The economic importance of the research is that it is an economic approach that focuses on the future and anticipates a highly responsive pattern of change for competitiveness that must be available in football clubs to advance football activity and achieve sporting accomplishments at the level of Gulf, Arab and Asian championships, and save time, effort and money wasted on honorable representation without real, tangible results that befit the value and status of sports and athletes in the State of Kuwait.

**Research aim:**

The research aims to identify the role of change management in the development of competitiveness of football sports clubs in the State of Kuwait.

**Research questions:**

- 1- What is the reality of applying the change management in football sports clubs in the State of Kuwait?
- 2- What is The reality of applying the Competitiveness in football sports clubs in the State of Kuwait?
- 3- What is the relationship between the role of change management and development of competitiveness of football sports clubs in the State of Kuwait?

**Terminology:**

**Change management:**

**Amr Mostafa Elshetehy, Asmaa Abd Elhakim Fotoh (2019)** define change management as "A set of deliberate and continuous efforts aimed at improving the capabilities of sports clubs in a way that enables them to renew and keep up with developments and then solve their

problems. Change management aims to change ideas, trends, values and organizational structures to modify existing organizational situations and create new organizational situations". (7 : 315)

**Competitiveness:**

**Mohamed Samir Ahmed (2009)** defines competitiveness as "The skill, technology, or unique resource that enables the organization to produce values and benefits for customers that exceed what competitors offer, or confirms its distinction and difference from these competitors from customers point of view, as it brings them more benefits and values that are superior to what other competitors offer them". (23 : 139)

**Research methods:**

**Research methodology:**

The researcher used the descriptive approach using survey studies as one of its patterns, due to its relevance to the nature and objectives of the research.

**Research community:**

The research community represents board members, executive managers, sports managers, sports administrators, technical staff members in some football sports clubs in the State of Kuwait which are (Elarby, Elkuwait, Elkadesia, Kazma, Esalmia, Elfhehil, Elyarmok, Elshabab, Eltadamon, Khetan, Elnasr, Algahraa, Alsolifkhat, Alsahel) sports clubs.

**Research sample:**

The sample of the research was chosen by the deliberate stratified method numbering (150) individuals from board members, executive

managers, sports managers, sports administrators, technical staff members in some football sports clubs in the State of Kuwait which are (Elarby, Elkuwait, Elkadesia, Kazma, Esalmia, Elfhehil, Elyarmok, Elshabab, Eltadamon, Khetan, Elnasr, Algahraa, Alsolifkhat, Alsahel) sports clubs, the sample of the research was divided into

(20) individuals to find the scientific transactions of the questionnaire form, (10) individuals to conduct the survey study, and (120) individuals to conduct the final application of the questionnaire, Tables (1) shows the classification and categorization of research sample.

**Table (1)**  
**The classification and categorization of research sample**

<b>research sample categorization research sample classification</b>	<b>Board members</b>	<b>Executive managers, Sports managers</b>	<b>Sports administrators</b>	<b>Technical staff members</b>	<b>Total</b>
Scientific transactions sample	2	2	10	6	20
Survey study sample	2	2	4	2	10
Final application sample	52	19	25	24	120
	56	23	39	32	150

**Data collection tools:**

In collecting the research data, the researcher used a personal interview and a questionnaire designed by the researcher, and followed the following steps in preparing it:

- 1- Theoretical readings of the scientific references and studies related to the research topic.
- 2- Proposing the hypothetical axes and aspects of the questionnaire form.
- 3- Presenting the hypothetical axes and aspects to the experts.
- 4- Proposing a number of phrases for each aspects of the questionnaire form.

5- Presenting the set of phrases for each aspects to the experts.

6- Formulating the final version of the questionnaire form.

**- Scientific transactions of the questionnaire form:**

**First: Validity coefficient of the questionnaire form:**

The researcher calculated the validity coefficient of the questionnaire through Truth of the jury and the internal coherence truth:

**A- Truth of the jury:**

The researcher used the truth of the jury by Presenting the

questionnaire form to (9) experts, Appendix (1). In order to verify that the questionnaire actually measures the goal for which it was developed, from 8/1/2024 to 6/2/2024, the researcher followed the following steps where he proposed the hypothetical axes and aspects of the questionnaire form, Appendix (2), and presented them to the experts using a binary rating scale (Suitable - Not suitable). The researcher specified the standards for selecting the expert; To be a staff member in one of the sports management departments in faculties of physical education with the number of years of experience not be less than (10) years, and it is preferable to be associated with work in the civil sector. The experts' opinions on the stability of the axes and the aspects of the questionnaire form came at a percentage of 100%. Then the researcher formulated a set of phrases for each aspect and presented them to the experts to express their opinion on them. The initial number of phrases reached (63) phrases, Appendix (3). Most experts agreed on the unimportance of (3) phrases which are

(10, 30, 45), and most experts agreed on the need to amend the wording of (2) phrases which are (35, 56), so that the final number of phrases in the questionnaire form becomes (60) phrases, Appendix (4).

#### **B- Internal coherence truth:**

The researcher calculated the internal coherence truth coefficient of the questionnaire through applying the questionnaire on (20) individuals from board members, executive managers, sports managers, sports administrators, technical staff members in some football sports clubs in the State of Kuwait representative of the research community, to assess the validity of questionnaire phrases through calculating the correlation coefficient between each item and axis sum, between each item and total of questionnaire axes, between axis sum and axes sum, between aspect sum and axis sum, and between aspect sum and axes sum, from 14/2/2024 to 4/3/2024, noting that this sample was used to calculate the scientific transactions of the questionnaire form only, Tables (2),(3) shows the internal coherence truth coefficient of the questionnaire.



**Table (2)**  
**Internal coherence truth between every item and axis sum and between every item and total of questionnaire axes (n=20)**

First axis						Second axis					
item	item with axis sum	item and total axes sum	item	item with axis sum	item and total axes sum	item	item with axis sum	item and total axes sum	item	item with axis sum	item and total axes sum
First aspect			16	0.87	0.90	First aspect			47	0.87	0.91
1	0.87	0.91	17	0.94	0.91	31	0.93	0.91	48	0.88	0.91
2	0.93	0.91	18	0.90	0.86	32	0.80	0.89	49	0.89	0.94
3	0.88	0.91	Fourth aspect			33	0.93	0.91	50	0.94	0.91
4	0.92	0.95	19	0.90	0.88	34	0.88	0.92	Third aspect		
5	0.91	0.86	20	0.94	0.91	35	0.89	0.94	51	0.73	0.77
6	0.90	0.93	21	0.92	0.89	36	0.90	0.88	52	0.89	0.92
Second aspect			22	0.92	0.89	37	0.84	0.89	53	0.93	0.90
7	0.91	0.83	23	0.91	0.93	38	0.93	0.91	54	0.87	0.91
8	0.86	0.93	24	0.83	0.91	39	0.88	0.91	55	0.93	0.91
9	0.93	0.90	Fifth aspect			40	0.86	0.90	56	0.92	0.95
10	0.92	0.94	25	0.88	0.91	Second aspect			57	0.88	0.92
11	0.90	0.84	26	0.92	0.86	41	0.93	0.91	58	0.94	0.91
12	0.92	0.86	27	0.86	0.93	42	0.92	0.87	59	0.90	0.88
Third aspect			28	0.83	0.91	43	0.90	0.93	60	0.90	0.93
13	0.86	0.92	29	0.90	0.93	44	0.90	0.88			
14	0.92	0.94	30	0.93	0.90	45	0.92	0.87			
15	0.82	0.89				46	0.92	0.94			

**Tabular( r) value on  $P \leq 0.05 = 0.37$**

Table (2) shows there is a statistically positive correlation between each item and the axis sum, and between each item and total of questionnaire axes, and the correlation value between items and axes is

limited to (0.73-0.94), and the correlation value between items and total axes is limited to (0.77-0.95), which indicates the internal coherence truth of the questionnaire.

**Table (3)**  
**Internal coherence truth between axis sum and axes sum, between aspect sum and axis sum, between aspect sum and axes sum (n=20)**

Axis No.	Aspect No.	Axis name	Aspect with axis sum	Aspect with axes sum	Axis with axes sum
1	The reality of applying the change management in football sports clubs:				
	1	The reality of vision the change management in football sports clubs.	0.91	0.92	0.93
	2	The reality of provide the resources for change management in football sports clubs.	0.90	0.89	
	3	The reality of develop the skills for change management in football sports clubs.	0.92	0.90	
	4	The reality of apply the motivations for change management in football sports clubs.	0.92	0.94	
	5	The reality of apply the plan for change management in football sports clubs.	0.93	0.91	
2	The reality of applying the Competitiveness in football sports clubs:				
	1	The reality of apply the operational capacity in football sports clubs.	0.92	0.91	0.91
	2	The reality of apply the contractual ability in football sports clubs.	0.89	0.91	
	3	The reality of apply the investment capacity in football sports clubs.	0.90	0.89	

Tabular (r) value on  $P \leq 0.05 = 0.37$

Table (3) shows there is a statistically positive correlation between axis sum and axes sum where the correlation value is limited to (0.91-0.93), and that there is a statistically positive correlation between aspect sum and first axis sum where the correlation value is limited to (0.90-0.93), and that there is a statistically positive correlation between aspect sum and second axis sum where the correlation value is

limited to (0.89-0.92), and that there is a statistically positive correlation between aspect sum and axes sum where the correlation value is limited to (0.89-0.94) which indicates the internal coherence truth of the questionnaire.

**Second: Stability of the questionnaire form:**

The researcher calculated the stability Coefficient of the

questionnaire through Test and Retest, Alpha Cronbach's coefficient:

#### A- Test and Retest:

The researcher calculated the stability coefficient of the questionnaire through Test and Retest, where the application was applied to (20) individuals from board members, executive managers, sports managers, sports administrators, technical staff members in some football sports clubs in the State of Kuwait representative of the research community, and the

questionnaire form was reapplied to the same of sample again to ensure the stability questionnaire, the time interval between the two applications was (15) day, from 14/2/2024 to 4/3/2024, noting that this sample was used to calculate the scientific transactions of the questionnaire form only, by using Spearman's rank correlation equation, Table (4) shows the stability coefficient for each item in the questionnaire.

**Table (4)**  
**Correlation coefficient between Test and Retest to calculate the stability coefficient of the questionnaire (n=20)**

First axis				Second axis			
Item	Correlation coefficient	Item	Correlation coefficient	Item	Correlation coefficient	Item	Correlation coefficient
	First aspect	16	0.83		First aspect	47	0.96
1	0.96	17	0.90	31	0.91	48	0.76
2	0.86	18	0.93	32	0.89	49	0.90
3	0.93	Fourth aspect		33	0.91	50	0.86
4	0.86	19	0.89	34	0.92	Third aspect	
5	0.92	20	0.86	35	0.90	51	0.88
6	0.92	21	0.91	36	0.89	52	0.88
	Second aspect	22	0.91	37	0.92	53	0.89
7	0.91	23	0.91	38	0.86	54	0.96
8	0.89	24	0.83	39	0.93	55	0.88
9	0.86	Fifth aspect		40	0.88	56	0.86
10	0.91	25	0.76	Second aspect		57	0.92
11	0.92	26	0.84	41	0.86	58	0.86
12	0.88	27	0.91	42	0.88	59	0.89
	Third aspect	28	0.83	43	0.92	60	0.92
13	0.89	29	0.92	44	0.89		
14	0.85	30	0.88	45	0.88		
15	0.86			46	0.85		

Tabular (r) value on  $P \leq 0.05 = 0.37$

Table (4) shows there is a statistically positive correlation between Test and Retest of the questionnaire where the correlation

value is limited to (0.76-0.96), and they are highly significant correlation coefficients which indicates the stability of the questionnaire form.

**B- Alpha Cronbach's coefficient:**

The researcher calculated the stability coefficient of the questionnaire through Alpha Cronbach's Coefficient, where the application was applied to (20) individuals from board members, executive managers, sports managers, sports administrators, technical staff

members in some football sports clubs in the State of Kuwait representative of the research community, noting that this sample was used to calculate the scientific transactions of the questionnaire form only. Table (5) shows the stability coefficient of the questionnaire.

**Table (5)**  
**Alpha Cronbach's coefficient to calculate the stability coefficient of the axes and aspects of the questionnaire and the overall stability coefficient of the questionnaire (n=20)**

Alpha Cronbach's coefficient			
0.937			
Axis No.	Aspect No.	Axis name	Cronbach's Alpha if item deleted
1		The reality of applying the change management in football sports clubs:	0.924
	1	The reality of vision the change management in football sports clubs.	0.915
	2	The reality of provide the resources for change management in football sports clubs.	0.933
	3	The reality of develop the skills for change management in football sports clubs.	0.918
	4	The reality of apply the motivations for change management in football sports clubs.	0.926
	5	The reality of apply the plan for change management in football sports clubs.	0.925
2		The reality of applying the Competitiveness in football sports clubs:	0.920
	1	The reality of apply the operational capacity in football sports clubs.	0.913
	2	The reality of apply the contractual ability in football sports clubs.	0.919
	3	The reality of apply the investment capacity in football sports clubs.	0.926
The overall stability coefficient of the questionnaire			0.922

Table (5) shows Alpha Cronbach's coefficient for axes and aspects of the questionnaire, where the Alpha Cronbach's coefficients for axes is

limited to (0.920-0.924), and the Alpha Cronbach's coefficients for aspects is limited to (0.913-0.933), and they are highly significant convergent

correlation coefficients which indicates the stability of the questionnaire form, and deleting any axis or any aspect will negatively affects the stability of the questionnaire form. The table also shows the overall stability coefficient which is (0.922) and it is a highly significant stability coefficient which indicates the stability of the questionnaire form.

#### **Survey study:**

The researcher conducted an exploratory study on (10) individuals from board members, executive managers, sports managers, sports administrators, technical staff members in some football sports clubs in the State of Kuwait representative of the research community, from 12/3/2024 to 29/3/2024, noting that this sample was used to calculate the exploratory study only, the goal of this survey was to know to what extent does the research sample understand the phrases included in the questionnaire, and to know the difficulties that's probable to appear during the application to avoid them, also, to know the time of applying the questionnaire, the results of this survey revealed that the research sample understood the phrases included in the questionnaire, as none of them inquired about any of the questionnaire's phrases, also, it has been known that the time of applying the questionnaire is ranged between 14 : 16 minutes.

#### **Applying the questionnaire form:**

After making sure that all the scientific and administrative conditions are available for the questionnaire, the researcher has applied the

questionnaire form in its final form, Appendix (4) on (120) individuals from board members, executive managers, sports managers, sports administrators, technical staff members in some football sports clubs in the State of Kuwait representative of the research community, from 3/4/2024 to 8/5/2024, taking into account the emphasis on the sample members of the importance of their responses and that they are collected only for the purpose of scientific research to remove any fears that may reduce their interaction in answering the questionnaire, the researcher has collected the form with complete responses and emptied the data in emptying sheets prepared for this task, and corrected the questionnaire according to the correction key prepared for this task, then she monitored and scheduled the crude degrees and prepared them to do the statistic treatments, the researcher using a three-way rating scale (Yes - To some extent - No) after the approval of the experts as follows: (Yes) It is estimated at three degrees, (To some extent) It is estimated at two degrees, (No) and it is valued at one degrees, Thus, the total grade for the questionnaire form is (180) degrees, and the minimum grade for the questionnaire form is (60) degrees.

#### **Statistical Treatments Used:**

The researcher used the statistical treatments suitable for the nature of the search data through the statistical program SPSS and were as follows:

Mean arithmetic, Standard deviation, Correlation coefficient,

Truth of the jury, Honesty factor (the internal coherence truth), The stability factor (Test and Retest), Alpha Cronbach's coefficient, The percentage, The relative weight, Relative importance,  $\text{Chi}^2$  test.

**Presenting and discussing the results:**

The researcher will present and discuss the reached results in the light of research questions by presenting and discussing the results of each axis alone:

**Presenting and discussing the results of first axis:**

**Table (6)**

**Sample members opinions about the first axis " The reality of applying the change management in football sports clubs in the State of Kuwait " (n=120)**

Item	Yes		Somehow		No		Relative Weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
First aspect: The reality of vision the change management in football sports clubs:									
1	97	80.83	14	11.67	9	7.50	328	91.11	122.15*
2	103	85.83	12	10.00	5	4.17	338	93.89	149.45*
3	107	89.17	10	8.33	3	2.50	344	95.56	168.95*
4	95	79.17	21	17.50	4	3.33	331	91.94	117.05*
5	91	75.83	27	22.50	2	1.67	329	91.39	105.35*
6	111	92.50	6	5.00	3	2.50	348	96.67	189.15*
Second aspect: The reality of provide the resources for change management in football sports clubs:									
7	89	74.17	28	23.33	3	2.50	326	90.56	97.85*
8	77	64.17	32	26.67	11	9.17	306	85.00	56.85*
9	84	70.00	21	17.50	15	12.50	309	85.83	73.05*
10	81	67.50	28	23.33	11	9.17	310	86.11	66.65*
11	78	65.00	37	30.83	5	4.17	313	86.94	66.95*
12	79	65.83	37	30.83	4	3.33	315	87.50	70.65*
Third aspect: The reality of develop the skills for change management in football sports clubs:									
13	92	76.67	25	20.83	3	2.50	329	91.39	107.45*
14	95	97.17	23	19.17	2	1.67	333	92.50	118.95*
15	71	59.17	38	31.67	11	9.17	300	83.33	45.15*
16	73	60.83	42	35.00	5	4.17	308	85.56	57.95*
17	76	63.33	24	20.00	20	16.67	296	82.22	48.80*
18	92	76.67	24	20.00	4	3.33	328	91.11	106.40*
Fourth aspect: The reality of apply the motivations for change management in football sports clubs:									
19	96	80.00	16	13.33	8	6.67	328	91.11	118.40*
20	115	95.83	4	3.33	1	0.83	354	98.33	211.05*
21	88	73.33	16	13.33	16	13.33	312	86.67	86.40*

Follow Table (6)

Sample members opinions about the first axis " The reality of applying the change management in football sports clubs in the State of Kuwait " (n=120)

Item	Yes		Somehow		No		Relative Weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
22	91	75.83	22	18.33	7	5.83	324	90.00	100.35*
23	88	73.33	24	20.00	8	6.67	320	88.89	89.60*
24	92	76.67	20	16.67	8	6.67	324	90.00	103.20*
Fifth aspect: The reality of apply the plan for change management in football sports clubs:									
25	102	85.00	17	14.17	1	0.83	341	94.72	147.35*
26	85	70.83	28	23.33	7	5.83	318	88.33	81.45*
27	90	75.00	23	19.17	7	5.83	323	89.72	96.95*
28	91	75.83	25	20.83	4	3.33	327	90.83	103.05*
29	83	69.17	29	24.17	8	6.67	315	87.50	74.85*
30	101	84.17	15	12.50	4	3.33	337	93.61	141.05*

CHI<sup>2</sup> value on P≤0.05 = 5.99

Table (6) has indicated that there are statistically significant differences in the research sample' opinions in all first axis items "The reality of applying the change management in football sports clubs in the State of Kuwait". The highest percentage of the research sample' opinions who chose (yes) was in phrase (20) by 95.83%, and the lowest percentage was in the phrase (15) by 59.17%, the highest percentage of the opinions of the research sample' opinions who chose (somehow) was in the phrase (16) by 35.00%, and the lowest percentage in the phrase (20) by 3.33%, and the highest percentage of the research sample's opinions who chose (no) was in the phrase (17) by 16.67%, and the lowest percentage was in the phrases (20, 25) by 0.83%. Phrase (20) represented the highest estimated degree 354 and the highest relative importance 98.33 among the phrases of the axis, while phrase (17) represented the lowest estimated

degree 296 and the lowest relative importance 82.22 among the phrases of the axis.

In the following, the researcher will discuss the results he reached in light of the first question: "What is the reality of applying the change management in football sports clubs in the State of Kuwait?" : The results of all the phrases in Table (6) has indicated that there are statistically significant differences in the research sample' opinions who chose (yes) in all aspects of change management, and they came as follows:

Most opinions agreed on the aspect of the reality of change management vision in football sports clubs that the club management seeks to increase the number of youth practicing football, discover and invest in sports talents in football, achieve a competitive advantage in football, achieve special results in local and international football championships,

and seeks excellence, creativity, and innovation in the football field, as well as to develop the sports infrastructure that supports to discover and nurture the sports talents in football.

Most opinions agreed on the aspect of the reality of providing resources for change management in sports football clubs, that the club has sufficient sports facilities, tools, and machines to widen the base of football practitioners, and there are sufficient financial resources in the club to develop sports facilities, tools, and machines, and to pay the dues of players, trainers, and administrators from salaries, allowances, and bonuses, and the football staff members are chosen according to the qualifications and the experience away from personal relationships, and there is a database to collect and store the players', trainers' and administrators' data, and to collect and store the timetables and the appointed times for the sports championships and competitions in football.

Most opinions also agreed on the aspect of the reality of developing skills for change management in the football sports clubs that the football staff has enough knowledge about the acquired administrative procedures and policies for change management, and about the rules and regulations that control work and organize the changing process, the acquired training needs are determined to prepare and develop the players, trainers, and administrators, and training courses are provided to prepare and develop them, and develop the ability to understand the situations, opinions and different

directions and resolving disputes resulted from racism in the football staff, also holding seminars and meetings to encourage the players and trainers in the football staff for the positive change and limit the change resistance.

Most opinions also agreed on the aspect of applying the motivations for change management in football sports clubs that players', trainers' and administrators' personal and social needs are being satisfied in the football staff, Incentive rewards for special players, trainers and administrators in the football staff are being linked according to the achievement records, and there is a variety of motivation methods applied on the players, trainers and administrators to make positive change, and the financial regulations related to the rewards, punishments and rules and regulations violation are being applied on all players, trainers, and administrators in the football staff, The principle of reward and punishment is being applied and those who are responsible for errors are being held accountable according to the error size, and the players, trainers and administrators in the football staff are being encouraged to improve their creative and innovative abilities and achieve the change goals.

Most opinions also agreed on the aspect of the reality of applying the plan for change management in football sports clubs, there is a clear plan to achieve the football staff goals in the club, there are alternative plans to face the urgent cases that could face change management and the administrative policies and procedures



in the club are being modified to fit with the change management vision, the administrative and technical cadres in the football staff are being encouraged to positive change and limiting the change resistance, there are early warning systems for potential risks and obstacles to the change process, and there is an effective supervision system for monitoring performance and measuring the extent to which change results are achieved on a gradual basis.

These results agreed with the results of the study of **Amr Mostafa Elshetehy, Asmaa Abd Elhakim Fotoh (2019) (7)** in that the change management vision is linked to creating a special sports environment, and provide the financial support, and increase the size of government funding, and diversifying sources of self-financing, and that change management aims to provide playgrounds, tools and machines, select qualified administrative competencies, and provide technological devices and information systems to raise the research abilities rates, and determine the acquired training needs to administrators, prepare and develop them with the skills that fits with the change procedures, the change management cares about encouraging creativity and innovation, provides appropriate physical and non-physical incentives to those who are outstanding with diversity in the application of motivational methods, achieving justice and equality, applying the principle of reward and punishment, and applying well-studied and

balanced plans that serve the change goals, The results of by **Mohamed Ibrahim Mousa Kalboush's study (2022) (22)** resulted in identifying the vision and objectives of change management in developing the management of sports activities in the Kafr El Sheikh Educational Directorate of Al-Azhar, and identified the role of material, financial, human, and technological resources, and the role of skills, incentives, and the change management plan in developing the sports activities management in the Kafr El Sheikh Educational Directorate of Al-Azhar. The results also presented a proposed change management model to develop the sports activities management in the Kafr El Sheikh Educational Directorate of Al-Azhar.

These results differ from those of a study by **Salwan Abu Zaid Hassan (2015) (29)**, which found that there are no fair rules for reward systems, and the employees are not selected according to objective criteria. The results of **Ashraf Abd Eltawab Saadawi's study (2018) (8)** also revealed that there are goals but not formulated in a specific way that is known to employees and that the general goals of the directorate are not clear to employees, **Thamer Hammad Raja, Sajjad Abd Elwahid Abd Elkhaleq's study (2019) (31)** also pointed that the administrative body works according to a traditional non-modern framework.

**Zaid Munir Abowi (2007)** believes that the senior management role towards the change is to the need to support and endorse change and development programs, and present the

financial support required to their success, and the need to determine the importance and targeted change degree and focus on all items that are related to the change process, he also believes the need to link the change process with salaries and incentives, and apply a system to test success degree in the change process and employees' contribution to it, and abandoning the centralization of decision-making and opening broader mandates and powers and empowering workers at lower levels, and develop the skills, knowledge, directions of the employees so they can be creative and provide new ideas, Also he believes in encouraging the training and utilizing the new technology to improve the professional administrative thinking of the administrators and widen their horizons, and provide new ideas leads to success and creativity in the change management. (33 : 82)

**Gamal Mohamed Ali (2008)** also points out that the most important reasons for change and development in the sports field are the crisis, meaning the realization that things must move from their position and must change due to poor levels, weak results, and the spread of problems, and the vision, which expresses the clear image of the

future that can be reached by change in the light of the progress and change that surround us in the sports field, while the opportunity means that change comes as an opportunity must be exploited or it will be lost and time will be lost, as we will be backward and those around us are progressing, and the threat which means the prediction of things happening to sports entities in the future that will negatively affect the sports level to these entities and their ability to compete. (14 : 140)

The researcher believes in the importance of providing vision and goals to the change management in the football sports clubs in the State of Kuwait, and the need to provide the material, financial, human resources, the technological resources, informational systems, and the required skills and incentives to change management in the football sports club, in addition to applying a well-studied and clear plan to change management in the football sports clubs so that the competitiveness of the football sports clubs in the State of Kuwait can be developed.

**Presenting and discussing the results of second axis:**

**Table (7)**

**Sample members opinions about the second axis " The reality of applying the competitiveness in football sports clubs in the State of Kuwait " (n=120)**

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
First aspect: The reality of apply the operational capacity in football sports clubs:									
31	106	88.33	12	10.00	2	1.67	344	95.56	164.60*
32	97	80.83	20	16.67	3	2.50	334	92.78	125.45*

Follow Table (7)

Sample members opinions about the second axis " The reality of applying the competitiveness in football sports clubs in the State of Kuwait " (n=120)

Item	Yes		Somehow		No		Relative weight	Relative importance	CHI <sup>2</sup>
	F	%	F	%	F	%			
33	102	85.00	18	15.00	-	0.00	342	95.00	148.20*
34	107	89.17	8	6.67	5	4.17	342	95.00	168.45*
35	101	84.17	16	13.33	3	2.50	338	93.89	141.65*
36	96	80.00	16	13.33	8	6.67	328	91.11	118.40*
37	93	77.50	19	15.83	8	6.67	325	90.28	106.85*
38	103	85.83	12	10.00	5	4.17	338	93.89	149.45*
39	107	89.17	10	8.33	3	2.50	344	95.56	168.95*
40	99	82.50	20	16.67	1	0.83	338	93.89	135.05*
Second aspect: The reality of apply the contractual ability in football sports clubs:									
41	103	85.83	12	10.00	5	4.17	338	93.89	149.45*
42	104	86.67	8	6.67	8	6.67	336	93.33	153.60*
43	111	92.50	6	5.00	3	2.50	348	96.67	169.15*
44	96	80.00	16	13.33	8	6.67	328	91.11	118.40*
45	104	86.67	14	11.67	2	1.67	342	95.00	155.40*
46	95	79.17	23	19.17	2	1.67	333	92.50	118.95*
47	97	80.83	14	11.67	9	7.50	328	91.11	122.15*
48	102	85.00	17	14.17	1	0.83	341	94.72	147.35*
49	101	84.17	16	13.33	3	2.50	338	93.89	141.65*
50	115	95.83	4	3.33	1	0.83	354	98.33	211.05*
Third aspect: The reality of apply the investment capacity in football sports clubs:									
51	72	60.00	29	24.17	19	15.83	293	81.39	39.65*
52	72	60.00	16	13.33	32	26.67	280	77.78	41.60*
53	72	60.00	12	10.00	36	30.00	276	76.67	45.60*
54	97	80.83	14	11.67	9	7.50	328	91.11	122.15*
55	86	71.67	33	27.50	1	0.83	325	90.28	92.15*
56	95	79.17	21	17.50	4	3.33	331	91.94	117.05*
57	107	89.17	8	6.67	5	4.17	342	95.00	168.45*
58	115	95.83	4	3.33	1	0.83	354	98.33	211.05*
59	96	80.00	16	13.33	8	6.67	328	91.11	118.40*
60	111	92.50	6	5.00	3	2.50	348	96.67	189.15*

CHI<sup>2</sup> value on  $P \leq 0.05 = 5.99$

Table (7) has indicated that there are statistically significant differences in the research sample' opinions in all second axis items "The reality of applying the competitiveness in

football sports clubs in the State of Kuwait", The highest percentage of the research sample' opinions who chose (yes) was in phrases (50, 58) by 95.83%, and the lowest percentage was

in the phrases (51, 52, 53) by 60.00%, the highest percentage of the opinions of the research sample' opinions who chose (somehow) was in the phrase (55) by 27.50%, and the lowest percentage in the phrases (50, 58) by 3.33%, and the highest percentage of the research sample's opinions who chose (no) was in the phrase (53) by 30.00%, and the lowest percentage was in the phrase (33) by 0.00%, Phrases (50, 58) represented the highest estimated degree 354 and the highest relative importance 98.33 among the phrases of the axis, while phrase (53) represented the lowest estimated degree 276 and the lowest relative importance 76.67 among the phrases of the axis.

In the following, the researcher will discuss the results he reached in light of the second question: "What is the reality of applying competitiveness in football sports clubs in the State of Kuwait?" : The results of all the phrases in Table (7) indicated that there are statistically significant differences in the research sample's opinions who chose (yes) in all aspects of competitiveness, and they came as follows:

Most opinions agreed on the aspect of the reality of applying the operational capacity in football sports clubs that there are clear administrative policies that control work in the football staff in the club, the club management cares for creating teams to distribute tasks and achieve the football staff goals in the club, cares

for simplifying the administrative procedures to execute orders in no time, and seeks providing the services in a high-quality level to achieve players' satisfaction and increase their trust in the club, it is surveying the player's opinions periodically to test their satisfaction about the provided services level, providing effective communication channels in the football staff that helps making decisions correctly, the administrative leaders seek to determine the weakness and shortcomings in the football staff with the intention of improving the quality of administrative processes, and improving the administrative leaders' tendencies and trends in the football staff according to competitive criteria. The club management uses informative technological applications to provide enough information about local and world football teams' levels, and the administrative leaders follow up and assess work progress periodically in the football staff to achieve the highest quality level.

Most opinions agreed on the aspect of the reality of applying the contractual ability in football sports clubs that the club management seeks to identify player's wants and needs to provide them, the club management provide a special level of the sports services and activities that football players care for, makes deals with qualified trainers from inside and outside the country to train the football team in order to improve their

competitive position, it also seeks to maintain its competitive position through making deals with new high skill level players, it seeks to find and select sports talents in football in different age groups, and it periodically makes deals with the trusted sources to improve and maintain the sports facilities, provide sports tools, machines, and cloths in a high-quality level, cares for football players special social problems and seeks for solutions, the club management seeks to improve health services and medical care system for the football players, it also provides physical and non-physical incentives and privileges to football players to maintain the competitive position of the club.

Most opinions agreed on the aspect of the reality of applying the Investment capacity in football sports clubs that there is a specialized administrative staff in sports investment and marketing in the club, the club management seeks to utilize a part of the capital in the sports investment field, invest in football sector through return and cost system to achieve the maximum continuous and increasing return on investment, attract big business owners to contract with the club to get promotional rights to the brand, attract businessmen to contract with the club to get sports sponsorship rights to the club, and provide an infrastructure of facilities and sports tools and machines to encourage investors to contract for

sports sponsorship rights to the club. The club management cares to write a clear formula for contracts with investors according to the provisions of the sports investment law, there is a judicial system that works to settle disputes fairly between the club and sports investor. The sports investment and marketing management in the club seeks to develop the club financial resource through marketing advertising and publicity rights, also seeks to develop the financial resources through selling football matches tickets which are held on club stadiums.

These results agreed with **Ahmed Mamdouh Abd Allah's study results (2019) (2)**, that there are spaces in the sports facilities and playgrounds, in the governorates of Upper Egypt can be used to establish gyms, cafeterias, and halls, and these facilities can be provided with sports tools that help in attracting sports investment, and the need to increase the government sports playgrounds funding and the interest in advertising and publicity for these playgrounds. The study of **Amani Mahmoud Ali Abd Elhalim (2022) (5)** proposed a model for developing the competitiveness of sports activity management at Tanta University in light of re-engineering administrative processes.

**Fawzia Mohamed Allam's study results (2014) (13)** pointed out that the competitiveness of university education is divided into two parts: the ability to distinguish between the

competing universities in vital fields such as the characteristics of the teaching and research and quality systems and the ability to attract and recruit male and female students, and the second part success depends on the success of first one, Moreover, a vision was proposed through which Egypt's higher education policy could be developed in light of achieving competitiveness.

These results differ from **Ahmed & Schroeder's study results (2011) (4)** in the absence of positive relation between proactive technology, adaptation and experimentation and the technology resources from the competitiveness side, and the technology based on learning with its three aspects is related positively to competitiveness, also these results differ from the study of **Mostafa Kamel Jaber (2016) (25)** in that the sports facilities that affiliated to the Youth and Sports Directorates suffer from a severe defect in the administrative side, as it does not fit with the developments of the modern era in a way that will be able to attract investment within it, and there is no attention to prepare and develop the employees within these facilities which make them routine.

**Elsaid Abd Elmoneim Metwally (2018)** believes that the competition field between organizations depends primarily on the availability of employees capable of innovating, applying modern systems

and procedures, and updating service methods to add new privileges to their customers. (12 : 297)

**Hisham Hariz, Boushmal Abd Elrahman (2014)** state that the increasing number of organizations has resulted in an increasing interest in innovation and creativity and focus on it to the point of considering it the minimum in competitive priorities. The ability to innovate and create has become a renewable source of competitiveness, and the quality of specifications in the product must be available to meet the current and potential customers' needs. Rather, it has become one of the most important competitive items in local and international markets. Also, The time factor, either in production or service management, is a more important competitive advantage. Knowledge also contributes to enriching creative capabilities continuously, which allows to creation of decisive competitive advantages. (16 : 121)

The researcher believes in the necessity of paying attention to providing the components of competitiveness for football sports clubs in the State of Kuwait by caring for developing each of the operational capacity, the contractual ability, and the investment capacity of football clubs in the State of Kuwait.

**Presenting the results of the relationship between the role of change management and the development of the competitiveness of football sports clubs in the State of Kuwait:**

**Table (8)**  
**Correlation coefficient to calculate the relationship between the role of change management and development of competitiveness of football sports clubs in the State of Kuwait (n=120)**

Axes		Aspect of competitiveness			Total
		Operational capacity	Contractual ability	Investment capacity	
Aspect of change management	Change management vision	0.925	0.922	0.916	
	Provide the resources for change management	0.913	0.917	0.921	
	Develop the skills for change management	0.911	0.909	0.912	
	Apply the motivations for change management	0.914	0.919	0.911	
	Apply the plan for change management	0.906	0.913	0.908	
Total					0.914*

Table (8) shows that there is a statistically significant positive direct correlation between the role of change management and the development of the competitiveness of football sports clubs in the State of Kuwait, with a total correlation value of (0.914).

**Research conclusions:**

In light of the results of the research, the researcher reach to:

- 1- Identifying the reality of applying the change management in football sports clubs in the State of Kuwait through identifying the reality of change management aspects represented in (change management vision, resources, skills, motivations, change management plan) in football sports clubs.
- 2- Identifying the reality of applying the competitiveness in football sports clubs in the State of Kuwait through identifying the reality of competitiveness aspects represented in (operational capacity, contractual

ability, investment capacity) in football sports clubs.

- 3- That there is a statistically significant positive correlation between the role of change management and the development of competitiveness of football sports clubs in the State of Kuwait.

**Research recommendations:**

In light of the conclusions of the research, the researcher recommends the following:

- 1- The administration of football sports clubs applying all of the change management aspects in represented in (change management vision, resources, skills, motivations, change management plan) in football sports clubs in the State of Kuwait.
- 2- The administration of football sports clubs applying all of the competitiveness aspects in represented in (operational capacity, contractual ability, investment capacity) in football sports clubs in the State of Kuwait.

3- Developing the supportive sports structure to find and nurture the football sports talents in football sports clubs.

4- Providing enough facilities, tools, and sports machines in the club to widen the base of football players in football sports clubs.

5- Defining the training needs determined to prepare and develop the players, trainers, and administrators, and providing training courses to prepare and develop them in the change management programs and competitiveness.

6- Linking incentive rewards for special players, trainers, and administrators in the football staff according to the achievement records, and diversifying the application of methods that motivate them to make positive change.

7- Setting clear administrative policies that control work in the football staff and providing effective communication channels that help making decisions correctly in the football staff.

8 -Making deals with qualified trainers from inside and outside the country to train football teams to improve their competitive position.

9- Making deals with new high-skill-level players to maintain their competitive position.

10- Improving health services and medical care systems for football players and providing physical and non-physical incentives and privileges to football players to maintain the competitive position of the club.

11- Attracting big business owners to deal with the club to get promotional rights to the brand.

12- Attracting businessmen to contract with the club to get the club's sports sponsorship rights.

13- Conducting more scientific researches and studies on change management and competitiveness in private, governmental, and other specialized sports organizations in the State of Kuwait.

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