

Strategic oversight and its role in the effective performance of the Volleyball Federation in Iraq

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The study consisted of five parts:

Definition of Research

The first chapter contains the introduction to the research and the importance of which the importance of research is evident by identifying the role of strategic control and its role in the effectiveness of the performance of the Volleyball Federation in Iraq and the ability of the Federation's top management to bring about developmental, economic and social changes. The research problem also lies in the knowledge of the extent to which the senior management of the Volleyball Association enjoys the application of management principles in terms of control and the extent of their knowledge of modern management terms, and among these terms is strategic control, so knowledge of strategic control and the extent of its application was a problem that must be studied and identified, which helps in the development of work Administrative towards the better, which is required by the current stage.

Research also aims to

- 1- Building and codifying the two measures of strategic control and administrative performance of the Volleyball Association
- 2- Recognizing the degree of the two measures of strategic control and administrative performance.
- 3- Identify the correlational relationship between the two scales.

As for the areas of research, they are:

- 1- The human field: workers in the Volleyball Federation from sub-federations and technical committees, whose number is (93)
- 2- Time domain: from the period 12/10/2020 to 5/10/2021.

- 3- Spatial domain: the headquarters of the General Federation and sub-federations of volleyball in Iraq.

The second term has two axes

The first axis included twenty theoretical subjects related to strategic control and administrative performance.

As for the second axis, it included three previous studies, namely (the study of Laila Ibrahim and Samar Maher Al-Batroukh 2012), the second study (Ban Raed Abdullah Al-Ameri 2019) and the third study (Abd al-Amir Abdul-Azim Zuhair 2019).

The researcher used the descriptive approach in the comprehensive inventory method in order to suit the nature of the research, as the researcher built and codified the two measures of strategic control and the measure of administrative performance on a sample consisting of 85 workers in the Central Volleyball Federation and they represent a percentage (91.39) of the original community of (93) administrative members Technically, workers in the Volleyball Federation have clarified the procedures for building the two scales, as well as clarifying the research community

It included presenting, analyzing and discussing the results of the two scales after their application to the application sample.

As for the fifth chapter, which included the most important conclusions and recommendations reached by the researcher.

Conclusions:

- 1- There is a strong correlation between strategic control and administrative

performance of the Volleyball Federation from the employees' point of view.

- 2- The results showed that the strategic control positively affects the administrative performance in the work of the higher management of the Federation.
- 3- The study showed that the top management of the Volleyball Federation in Iraq enjoy a good level of administrative work from the employees' point of view
- 4- Through this study, it was found that strategic control is one of the most important functions of strategic management that helps the union or institution to achieve its goals in the fastest time and least costly.

Recommendations:

1. Putting the two current measures into the hands of the Ministry of Youth and Sports and the Olympic Committee to apply them to the central federations and sports organizations to check the level of administrative performance so that the central federations are classified according to the results and thus the operating unions are financially supported as the principle of reward and punishment.
2. Conducting a similar study from the point of view of the administrative bodies of first-class and excellent volleyball clubs to verify the effect of strategic control on the administrative performance of the work of the higher management of the Volleyball Federation and a comparison between the two studies.
3. Increasing the interest of the Olympic Committee with the Ministry of Youth and Sports in strategic oversight according to renewed scientific foundations and raising the level of workers in the central federations and youth and sports directorates in Iraq.
4. Conducting many studies dealing with strategic control from other dimensions and variables

Introduction and importance of the research

1. Research problem
2. The aim of the research
3. Research areas

4. The Human Domain
5. Spatial domain
6. Time domain

Introduction and the importance of the research

The control is one of the important issues in the lives of individuals and societies and the extent of their relationship and its impact on the performance of the worker and the employee, as an institution, organization, or sports association is not devoid of a specific and thoughtful system or program for control to help employees and workers in organizations to provide their best work, which is positively reflected in the activation of performance Sports organizations and federations within the community, and thus be able to achieve their goals, so supervision is considered one of the reasons that encourage the employee to perform distinctively and achieve satisfaction among the members of the institution. Control: It is the fourth and last function of the strategic management functions and it is located at the end of the administrative activity stages, as it involves measuring the results of the subordinates and correcting their mistakes in order to ensure that the plans drawn up have been implemented and that the set goals have been fully achieved. This is evident that the control has a close relationship with the results of the employees of the organizations, as well as it has a relationship with the planning function. If the administration is able to carry out the planning, organization and leadership processes in the best way, it undoubtedly still lacks the control function to know the extent of its success in achieving the desired goals, hence the importance of the research To build and codify the strategic control measure of the Volleyball Federation in Iraq to know the extent of implementation of strategic control by the higher management of the Central Federation and their ability to bring about developmental, economic and social changes.

1-2 Research Problems:

The phenomenon of the study is reflected in the knowledge of the extent to which the senior management of the Volleyball Federation enjoys the application of management principles in terms of control and the extent of their knowledge of

modern management terms, and among these terms is strategic control, so knowledge of strategic control and the extent of its application was a problem that must be studied and identified, which helps in the development of work. Administrative towards the better, which is required by the current stage, so the researcher decided to build and codify the scale of strategic control of the Volleyball Federation in Iraq.

1-3 Research aims:

1. Building and codifying the strategic control scale of the Volleyball Federation.
2. Identify the degree of strategic control scale.

1-4 Research fields:

1. The human field: Those working in the field of the General Federation and sub-federations of volleyball in Iraq.
2. Spatial Domain: The headquarters of the General Federation and the sub-federations of volleyball in Iraq.
3. Time range: From 10/12/2020 to 4/30/2021.

2- Research methodology and field procedures

1-2 Research community and sample

2-3 means of gathering information and tools used in the research

2-4 Field research procedures

2-5 Exploratory experience

2-6 main experience

2-7 Statistical analysis of paragraphs

2-8 legalization of scale

2-9 statistical methods

1-2 Research Methodology:

Curriculum: "Research in all scientific fields tends to choose a method that is appropriate to the problem, and that the nature of the problem imposes a specific approach to reach the truth, as it is the primary tool for collecting information,

imposing assumptions and setting goals to solve the problem and reach it. (3) The researcher here adopted the descriptive approach in the method. The survey, because it is the method that depends on the questionnaire and the interview, and this is what suits the research objectives and the nature of the problem

2-2 Research community and sample:

2-2-1 Research Community:

It is all the individuals, objects, or people who constitute the subject of the research problem, or it is all the elements related to the study problem that the researcher seeks to generalize to the results of the study (Odeh and Al-Malakawi, 1992) (1). Therefore, the researcher identified the research community from all workers in the Volleyball Federation in Iraq, whose number is (93) working members in technical committees and sub-federations consisting of 18 governorates.

2-2-2 Research Sample:

It is that part or all of the community and is selected according to the scientific rules and methods so that the community is properly represented (2) as the research sample was chosen by means of comprehensive enumeration, which represents the original community of 100% and is made up of workers in the Volleyball Federation, whose number is (93) That is, they form the original community itself, which consists of 18 governorates, and Table 1 shows that.

1- The exploratory experiment, their number (6).

2- The building and legalization sample, their number (85), Table No. (1)

Exclude d	An explorat ory experien ce	Buildin g and legalizin g	Number of members	Subsidiary Union	No	Exclude d	An explorato ry experienc e	Buildin g and legalizin g	Numbe r of membe rs	Subsidiary Union	N o
		3	3	Anbar	10		3		3	Basra	1
		3	3	Kirkuk	11			5	5	Nasserism	2
		3	3	conductor	12		3		3	Maysan	3
		3	3	synonym	13			3	3	Wasit	4
		4	4	Erbil	14			3	3	Karbala	5
1		4	4	Sulaymani yah	15th			3	3	Babylon	6
		3	3	Dohuk	16			3	3	We hang out	7
		3	3	Baghdad	17	1		2	3	Dialysate	8
		3	3	Qadisiyah	18			3	5	Salah	9
		3	3	Marketing	22			5	5	A committee	19
		3	3	The center for training groups	23			12	12	Developme nt Committee	20
				Competiti ons	24			5	5	Beachfront	21

less than 75% according to Ray Blume [1] as in Table No. (2)

Field Research Procedures:

Scale Dimensions Validity:

The dimensions of the strategic control scale were presented to (21) experts and specialists with experience and competence in management, organization, testing and measurement. [*] In order to determine the appropriate dimensions for strategic control, and after analyzing the answers by "using the law of square (Ka) 2" [1] according to the agreement of experts, where the final results of the analysis showed an increase in the dimension whose degree was greater than the standard 0.05, Likewise, the answers were analyzed by the percentage method, as the increase in the dimension that will be calculated is

Table No. (2) Shows the percentage and degree of Ka-2 in the opinion of experts and specialists on the dimensions of the strategic control scale

percentage	sig	Ka grade 2	Does not fit	Repair	Dimensions	No
95.23%	0.000	17.190	1	20	Standards	1
95.23%	0.000	17.190	1	20	Performance Measurement	2
90.47	0.000	13.762	2	19	Evaluation	3
85.71	0.001	10.714	3	18	Methods of control	4
* 66.66	0.127 *	2.333	7	14	Information Systems	5
61.90*	0.275 *	1.190	8	13	Organizational Chart	6

*Not moral

Drafting the scale paragraphs:

The researcher formulated the initial paragraphs in an deductive procedural way, after reviewing the Iraqi and Arab sources, as well as reviewing some of the previous measures ,where the researcher identified (55) paragraphs for the scale of strategic control, as the researcher presented all the paragraphs to a language auditor to express an opinion and correct some paragraphs and then The paragraphs were presented to a group of experts and specialists in the field of administration and organization, totaling 19 experts and specialists .After the scale was presented in its initial form to a group of arbitrators with experience and competence in the field of administration and organization, tests and measurement ,in order for the researcher to know the validity of the paragraphs for the scale , and their suitability to measure what they were set for, as well as evaluating and amending some paragraphs and judging them. In terms of the relevance of each paragraph to the dimension to which it develops, as well as clarifying the realism of the paragraphs, and the extent to which they represent the characteristic to be measured, with

the reasons for their observations and suggestions in the two scales in general, as the referees and experts answered by placing a check mark in the place that fits the paragraph as the researcher analyzed the net The results of the experts' answers on the scale ,using (Ka2) and the percentage as a criterion for accepting or excluding paragraphs, as the paragraphs that scored 75% or more were accepted as valid and appropriate for the scale, as (Blume) indicated that a percentage of 75% or more should be obtained from The opinions of the arbitrators in this kind of honesty . [1] Also, the analysis of the experts' response resulted in the acceptance and exclusion of some paragraphs when using chi-square and the percentage at the level of significance 0.05 It represents (19) experts and specialists as shown in Table No(3) .

Table No(3) . It shows the percentage and degree of K2 of expert responses to each paragraph of the strategic control scale

A measure of strategic control						
After the standards						
percentage	sig	Ca value2	Does not fit	Repair	The paragraphs	No
%94.73	0.000	15.211	1	18	11-10-7-5-3-1	1
%100	0.000	19	0	19	4	2
%89.47	0.001	11.842	2	17	8-6	3
%84.21	0.003	8.895	3	16	9	4
* %68.4	1.080	2.579	6	13	14-12-2	5
* %63.15	2.510	1.316	7	12	15-13	6
After measuring performance						
%100	0.000	19	0	19	26-23-17	7
%94.73	0.000	15.211	1	18	24-22	8
%89.47	0.001	11.842	2	17	25-19-18-16	9
%84.21	0.003	8.895	3	16	21	10
%78.94	0.012	6.368	4	15th	27-20	11
* %68.15	1.080	2.579	6	13	29-28	12
			Performance evaluation			
%100	0.000	19	0	19	38-36	13
%94.73	0.000	15.211	1	18	34-32-31-30	14
%89.47	0.001	11.842	2	17	39-37-35-33	15th
%84.21	0.003	8.895	3	16	40	16
* %63.15	2.510	1.316	7	12	42-41	17
After methods of control						
%100	0.000	19	0	19	51-43	18
%94.73	0.000	15.211	1	18	53-50-44	19
%89.47	0.001	11.842	2	17	54-52	20
%84.21	0.003	8.895	3	16	55-48-47-45	21
%78.94	0.012	6.368	4	15	49	22

After deleting (10) paragraphs from the control scale, which experts and specialists did not agree upon according to the percentage, and the Ka2 square, the number of paragraphs of the strategic control scale became (45) items, distributed on the scale dimensions as in Table (4).

Table No. (4)

It shows the number of paragraphs of the strategic control measure ,in its initial form ,before and after its presentation to experts ,distributed over the dimensions.

Number of paragraphs after the percentage	Sequence of deleted paragraphs	The number of deleted paragraphs	The number of paragraphs of the scale in its initial form	distance	No
10	15-14-13-12-2	5	15	Standards	1
12	29-28	2	14	the performance	2
11	42-41	2	13	Evaluation	3
12	46	1	13	Methods	4

The method of correcting the scale paragraphs" [1] :

The researcher used the developed Likert method in formulating alternatives to the scale paragraphs, as he provides the respondent with a position and asks the sample members to determine their answer by choosing one alternative for each of the scale paragraphs, and that the use of the Likert method is one of the modern methods in constructing the scales because it is.

3 - 3 -2validity of the paragraphs of the scale of the language:

Before carrying out the initial application process on the exploratory research sample, the researcher presented the two scales to an expert in the Arabic language to express his linguistic observations on the scale paragraphs in order for the paragraphs to be sound and free from linguistic errors, and the observations made by the linguistic expert were taken into account.

4 - 2experience reconnaissance : After the completion of the scale and ready for the application, the researcher implementation experience reconnaissance before the final application of the sample, by applying it to is composed of a sample (6) members of the sub-unions of volleyball to the province of Maysan, Basra, On 2020/12/10 And as shown in Table. (1)

5 - 2Key Experience

The researcher's goal in conducting the main experiment is to build the final form of the strategic control measure on the research community, and in order to achieve this, the researcher applied the scale on the construction sample, which is 85 members represented by sub-federations and technical committees, i.e. workers in the Central Volleyball Federation, It represented the construction sample rate of %91.39 of the original community, and has experience from the date of 2020/12/01 to 142021/ 2 /

6 - 3statistical analysis of the paragraphs:

They are the scientific means for treating the raw grades obtained through the main experiment of the research sample, since these data are not

isolated elementary facts that have no meaning or value for those who use them except through statistically treating them , [1] .as the process of building the scale requires performing a number of statistical analyzes through a programspss For scale items, and in order to obtain significant and distinct items, the statistical analysis process must include a number of statistical procedures that are used by the scale designer after the process of sorting the answers of the building sample individuals.

1- 6 -3excellence indicators:

In order to calculate the coefficients of excellence for the scale paragraphs, the researcher used two methods:

- 1The two end groups.

To reveal the discriminatory ability of the paragraphs of the measure of control and administrative performance, the researcher used the method of the two peripheral groups, and this method is considered one of the appropriate methods for distinguishing the paragraphs . And it was found that all the paragraphs have the ability to distinguish between the two scales.

-2The internal consistency method:

The internal consistency factor is used to know the extent of the homogeneity of the paragraphs in their measurement of the phenomenon measured([1])

This method is used to distinguish it as follows:

First: It provides us with a homogeneous scale in its paragraphs, as each paragraph measures the characteristic that the whole scale measures.

Second: The discriminatory power of the paragraph is similar to the discriminatory ability of the scale

Third: The ability to highlight the interconnectedness between the scale paragraphs.

It has been shown all the distinct paragraphs except paragraphs No. (7, 15, 26) were omitted because their value is greater than 0.005 for the scale of strategic control, and the value of their correlation was small and not significant [(*)].

2-7- 3psychometric characteristics of the two measures

1-2-7-3Validation of the scale:

Truthfulness is one of the basic characteristics of the scale, as it indicates its ability to describe what was set for the purpose of measuring it, as truthfulness relates to the goal on which the scale was built [\[1\]](#) Therefore, the degree of honesty is the most important factor for the quality standards of tests and measures, as the researcher relied on two types of validity for the two measures of control and administrative performance.

First: Validate the content (Expert validation)

It indicates the extent to which the scale represents the components of the property that it measures, as the content of the scale is representative of the content of the behavior to be measured [\[1\]](#). This type of honesty was achieved when the researcher presented the paragraphs of the two scales to experts and specialists.

Second - Constructive validity) formative validity hypothetical(

Formative validity deals with the relationship between the results obtained through testing for measures, and the theoretical concept that the test aims to measure , [\[2\]](#). and the researcher verified this validity through statistical analysis of the two scales' items.

Stability:

The accuracy with which the test measures the apparent subject of the measurement [\[3\]](#). As consistency is considered one of the basic elements in preparing tests, so their results are adopted to achieve consistency. There are several methods for achieving or extracting the stability measurement from them. The researcher used the half segmentation method and the Fakernbach method to verify the stability of the paragraphs. It was found from internal consistency that there is consistency. High between each of the two measures paragraphs with the total score of the scale, and Table (5) shows that

Table No. (5) Reliability scores for the strategic control scale

Vackronbach	Spearman	Pearson	The dimension	No
0.917	0.917	0.846	Standards	1
0.882	0.899	0.816	Performance Measurement	2
0.780	0.785	0.646	Performance evaluation	3
0.909	0.871	0.747	Methods of performance	4
0.966	0.922	0.945	Degree scale	5

8-2statistical methods:

The researcher used the statistical bag) SPSS (For search results.

9-2Legalization of the scale

The standardized scale is the scale that is built with accurate scientific steps and clear instructions, and it is applied to the construction sample, and if it is applied to another sample similar to the construction sample, the results are similar in terms of honesty, consistency and objectivity [\[3\]](#) In order to achieve the research goal and what the researcher seeks in terms of accuracy in applying the scale, the two measures of strategic control must be codified, as it has

3-2-7- 2objective:

It means that the tests and measurement are not affected by the subjective and personal factors, and the measurement is estimated with known and specific units and standards that have stability characteristics [\[1\]](#). It is the extent of the arbitrator or examiner's ability to be free from subjective factors, such as prejudice, and this is done through the degrees of agreement of the judges or the examiners, since the judgment is independent, and in the field of sports, the instructions for applying the test in terms of its procedures and administration and recording the results must be clarified [\[2\]](#).

been applied to the building sample itself, due to the small size of the research sample for the original community consisting of (85) out of (93) A federated member working in the Central Volleyball Federation.

1-9- 2derivation of standard grades:

Standards: They are values that represent the performance of a particular community in a particular test, and they represent the average scores of a special group of people. That group is called the rationing group as (Scott) defines it as tables for interpreting the test scores. One of the levels of the rationing sample that was used in building the standards. Obtaining raw grades is an easy matter for measurement, but the difficulty is found.

Interpreting those grades and giving them a meaningful meaning. The standard grades are also the means for determining the relative degree of raw scores, and then these scores can be interpreted and their results evaluated(1).

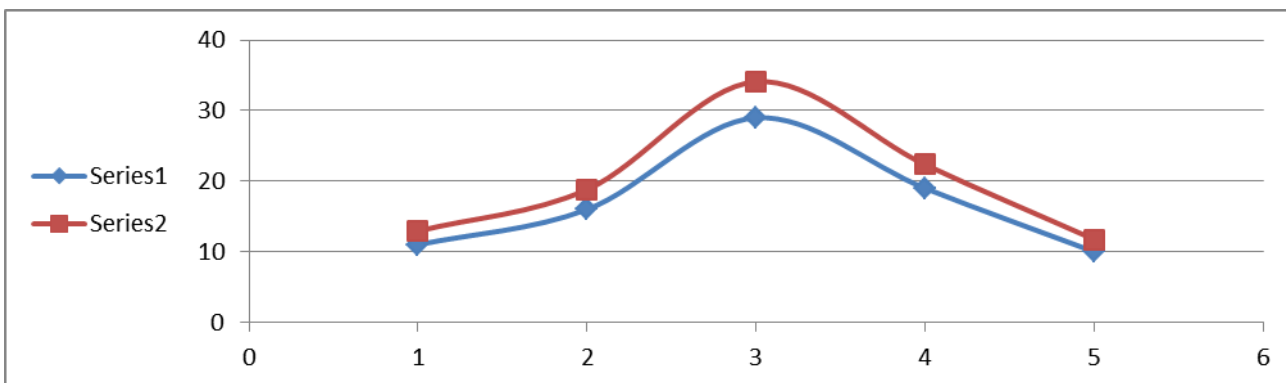
2- 9- 3standard levels:

In order to complete the legalization procedures for the two measures of strategic control and administrative performance and to find the grades and standard levels in order to reach a standardized tool that can be relied upon in measuring the phenomenon after extracting the T and Z standard scores and then working on the standard levels . As in Table (6)

Table No. (25) Levels results for the scale of strategic control, numbers and percentages

Percentage	the number	Raw grade	Categories	level	No
%12.94	11	170-210	68-80	very good	1
%18.82	16	138-169	56-68	good	2
%34.11	29	104-137	44-56	Average	3
%22.35	19	72-103	32-44	Acceptable	4
%11.76	10	40-71	20-32	Weak	5
%100	85				

Figure (1) shows the Gauss curve for a measure of strategic control



Presentation, analysis and discussion of results:

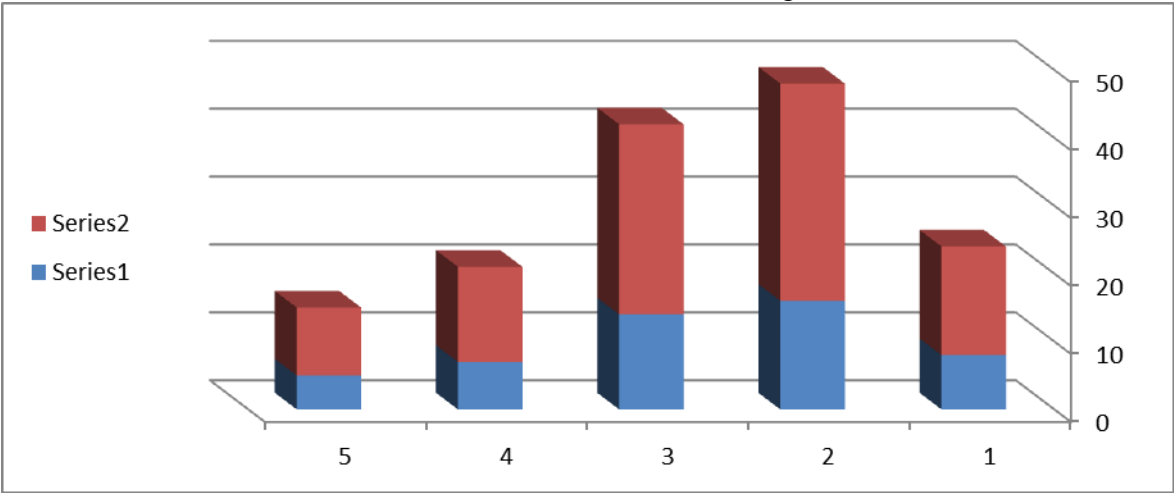
Display overall results - class scale control strategy and analysis

Display overall results - class scale control strategy and analysis:

Table (7) the results of the overall score for the scale of strategic control

Hypothesis	Coefficient of torsion	standard deviation	Mediator	Arithmetic mean	The total score of the scale	Number of paragraphs	Sample number	the scale
126	0.382-	37.43	134	134.22	210	42	0 7	Strategic control

Form number (4) Shows levels of strategic control



Display and analysis of the results of the level of the dimensions of scale control strategy

The researcher displays the results of the dimensions of the strategic control scale of the Volleyball Federation, as shown in table.

Table No. (9) Statistical results for shows a and strategic control measure

Dimension arrangement	The difference between the two mean	Coefficient of torsion	standard deviation	Mediator	No compromise my hypothesis	The arithmetic mean	The total score of the dimension	Number of paragraphs	Scale dimensions
the third	1.36	-0.433	8.54	30	27	28.36	45	9	Standards
the fourth	1.02	-0.127	10.38	33	33	34.02	55	11	Performance Measurement

the first	2.43	-0.428	8.750	34.0	30	32.43	50	10	Performance evaluation
The second	2.42	-0.364	11.05	39.5	36	38.42	60	12	Methods of control

The standard (8.750) and the torsion coefficient (-0.428), and by comparing the arithmetic mean with the hypothetical mean of the dimension of (30), it was found that the value of the arithmetic mean is greater than the hypothetical mean with the difference of (2.43). The order of the dimension in the responses of the application sample was the first for the scale of strategic control. The researcher attributes the occurrence after the performance evaluation in the first order of the scale of strategic control is the concern of the senior management of the federation with the periodic review and continuous evaluation of the performance of sub-federations and technical committees and decisions issued by the administration may have clear consequences in the long term, as wrong decisions from them may lead to major mistakes that cannot be corrected as well The essence of the evaluation and control process depends on comparing actual performance with the desired results or goals, and then providing feedback from the necessary information for senior management to evaluate the results. This is confirmed by (Numan Abdul-Ghani), "It is necessary for the strategic management to review and evaluate the strategy and monitor its implementation periodically and continuously and not at the end of the year or semi-annually because the strategic management process never stops" (1) as noted in Table No. (1) 28) The arithmetic mean of the application sample in the results after the control methods (38.42), the median (39.50), the standard deviation (11.05) and the skew coefficient (-0.364), and by comparing the arithmetic mean with the hypothetical mean of the dimension of (36), it was found that the value of the arithmetic mean is greater than the hypothetical mean. The difference of (2.42) and the order of the dimension in the responses of the application sample was the second with respect to the scale of strategic control, with a slight difference from the distance evaluation of

performance. One of the control methods to detect errors and deviations that occur in the higher management or the management of sub-federations or technical committees in order to reach a real performance measurement

5- Conclusions and Recommendations:

5-1 Conclusions:

1. Through this study, it was found that strategic control is one of the most important functions of strategic management that helps the union or the institution to achieve its goals in the fastest time and at the lowest cost.
2. The results showed that the strategic control positively affects the administrative performance in the work of the higher management of the federation.
3. After the strategic evaluation of performance came first in the strategic control scale according to the opinion of the research sample because of what it enjoys after the performance evaluation in detecting deviations occurring in the administrative work of the Volleyball Federation and thus work to correct deviations before their accumulation, either after measuring performance in the fourth rank of the dimensions of the scale

2-5 Recommendations:

1. Increasing the interest of the Olympic Committee with the Ministry of Youth and Sports in strategic oversight according to renewed scientific foundations and raising the level of workers in the central federations and youth and sports directorates in Iraq.
2. Diversification of methods of monitoring and communication of administrative positions, eliminating red tape and making room for workers in decision-making to facilitate the work of strategic control.

3. Conducting many studies dealing with strategic control from other aspects and variables

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