



Role Of Management Information Systems In Decision-Making Effectiveness Among Departments Ministry Of Youth And Sports And Schools Directors From Employees Perspective

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Abstract

This study aimed to identify level of implementation of management information systems (MIS) in departments of Ministry of Youth and Sports and School Activities from perspective of its employees. Study scope was as follows Human scope employees in departments of Iraqi Ministry of Youth and Sports; Temporal scope from April 9, 2025, to June 11, 2025; Spatial scope offices of employees in departments of Ministry of Youth and Sports. The researchers defined their population as all employees in departments of Iraqi Ministry of Youth and Sports, totaling 530 employees distributed across 10 departments. A 50% sample was selected, resulting in a research sample of 265 employees. Sample was selected using simple random sampling and then divided into three main subgroups. The researchers recommended necessity of developing MIS in departments of Ministry of Youth and Sports to ensure data accuracy, timeliness, and integration across different departments. They also recommended focusing on simplifying technical and organizational procedures to facilitate employees' access to information in a timely manner and in accordance with nature of their tasks and responsibilities. Enhancing managers' reliance on management information systems (MIS) outputs when making decisions, and reducing decisions based on personal judgment unsupported by data. Organizing training courses for employees and administrators on how to use MIS effectively to support decision-making process.

Keywords: Management Information Systems, Decision Making, Department Managers, School Activities.

Introduction

In recent years, sports and educational institutions have witnessed rapid transformations in their administrative work environments, driven by technological advancements, the increasing complexity of organizational tasks, and the growing volume of data and information related to planning, implementation, and evaluation. Administrative decision-making has become one of the most sensitive and influential functions affecting the efficiency of institutional performance, particularly in institutions characterized by multiple administrative levels and diverse areas of work, such as the departments within the Ministry of Youth and Sports and the School Sports Activities Department. Amidst these

transformations, management information systems have emerged as a crucial organizational tool supporting administrative work. They provide accurate and timely information in a format that helps managers analyze problems, weigh alternatives, and make more effective and informed decisions. Decision-making is no longer solely dependent on personal experience or individual judgment; it is now linked to the institution's ability to utilize information systems capable of supporting managerial thinking and enhancing the quality of decisions made. From this perspective, the need arises to study the reality of employing management information systems in sports and educational institutions, and to reveal the extent of their contribution to enhancing the effectiveness of decision-making among managers, from the perspective of those working within these institutions, as they are the most familiar with management systems and the most aware of their practical effectiveness. This study seeks to diagnose this role, analyze its dimensions, and demonstrate its impact on the level of administrative performance in the departments of the Ministry of Youth and Sports and School Activities. The importance of the research lies in its examination of two important and fundamental variables in the field of sports management: management information systems and decision-making effectiveness. The research aims to link these two variables and contributes to enriching the Arabic scientific literature in the field of sports management, particularly regarding the role of information systems from the perspective of employees within governmental sports and educational institutions . Furthermore, the research findings can be utilized by administrative leaders in the departments of the Ministry of Youth and Sports and School Activities by identifying the strengths and weaknesses of the information systems in place and providing practical indicators that contribute to improving the effectiveness of decision-making. The research findings can also form the basis for developing training programs and supporting the shift towards information-based management, which will positively impact the efficiency of institutional performance.

The researchers identified the research problem by posing the following main question : What is the role of management information systems in the effectiveness of decision-making among the directors of the departments of the Ministry of Youth, Sports and School Activities from the point of view of the employees therein?

Research objective is to identifying the level of use of management information systems in the departments of the Ministry of Youth, Sports and School Activities from the perspective of its employees .

Research Methodology

The researchers adopted the descriptive analytical approach because it was suitable for the nature of the research problem and its objective, by describing the phenomenon and working on analyzing the correlational relationships between its variables.

The researchers identified their community from all employees in the departments of the Iraqi Ministry of Youth and Sports, which numbered (530) employees distributed across (10) departments. The researchers took a percentage of (50%), and thus the research sample consisted of (265) employees. The sample was taken in a simple random way, and then they distributed the sample into three main samples, as in Table (1).

Table (1)

The total population for the research, the pilot sample, and the preparation and application are shown.

Departments of Ministry of Youth and Sports	Research community	Research sample	Exploratory	Preparation sample	Application sample
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Physical Education Unit	66	33	10	10	13
Regions and Governorates Unit	64	32	0	14	18
Financial Affairs Unit	48	24	0	10	14
Engineering Potential Unit	50	25	0	10	15
Follow-up, Coordination and Guidance Unit	44	22	0	10	12
Administrative and Legal Affairs Unit	52	26	0	12	14
Government Media Unit	52	26	0	12	14
Culture and Arts Unit	48	24	0	10	14
Sports Medicine Unit	50	25	0	10	15
Scientific Care and Productivity Unit	56	28	0	14	14
Total	530	265	10	112	143
Percentage	100%	50%	3%	43%	54%

Measurement tool used in research

The researchers prepared two questionnaires to measure the independent variable information systems and the dependent variable decision-making effectiveness. To this end, the researchers reviewed previous relevant studies and Arabic and foreign sources. The researchers developed (5) questionnaire areas for the variable information systems and (5) areas for the variable (decision-making effectiveness). The researchers presented the areas of the two variables to a group of (9) experts in the field of sports management (Appendix 1) in order to determine what was most suitable for the research title and problem, as shown in Table (2).

Table (2)

The number of areas shown for the study variables (management information systems and decision-making effectiveness)

Variable	Fields	Agree %	Disagreement %	Acceptability
Information systems	Accuracy of information provided	8-88%	1-12%	Acceptable

	Information up-to-date	9-100%	0-0 %	Acceptable
	Easy access to it	7-77%	2-13%	Acceptable
	outstanding integration	7-77%	2-13%	Acceptable
	Her support for administrative work	5-55%	4-44%	Unacceptable
variable	Fields			
Effectiveness of decision-making	Speed of decision making	9-100%	0-0 %	Acceptable
	His accuracy in decision-making	8-88%	1-12%	Acceptable
	Its realism with what exists	7-77%	2-13%	Acceptable
	His flexibility in dealing	8-88%	1-12%	Acceptable
	His ability to solve problems	4-44%	5-55%	Unacceptable

Based on Table (2) and the percentage, all areas with a percentage higher than 75% were accepted, while those with a percentage lower than 75% were rejected. This left (4) areas for the questionnaire (Information Systems) and (4) areas for the questionnaire (Decision Making). The researchers then formulated statements to suit these areas, resulting in (24) statements for the questionnaire (Information Systems) and (24) statements for the questionnaire (Decision Making), as shown in Table (3). These statements were then reviewed by (9) experts in the field of sports management. (4) statements were subsequently removed from the questionnaire (Information Systems) and (4) statements from the questionnaire (Decision Making), leaving (20) statements for each questionnaire.

Table (3)

The acceptance or rejection of statements in the two questionnaires (The role of information systems and the effectiveness of decision-making) is shown.

Accuracy of information provided			
Phrases	Agree %	Disagreement %	Acceptability
The information I receive from the administrative system helps me perform my work without the need for frequent correction or review .	5-55%	4-44%	Unacceptable
I rarely encounter errors in the data I handle	9-100%	0-0 %	Acceptable

during my daily work .			
I can rely on the information available when implementing administrative instructions .	8-88%	1-12%	Acceptable
The information available to me actually reflects the reality of work within the department .	7-77%	2-13%	Acceptable
Accuracy of information reduces personal discretion in implementing administrative decisions .	8-88%	1-12%	Acceptable
Clear and accurate data helps me accomplish tasks with greater confidence .	9-100%	0-0 %	Acceptable
Information up-to-dateness			
I receive administrative information at the time I need it to perform my job .	7-77%	2-13%	Acceptable
The data is continuously updated in accordance with the requirements of daily work .	8-88%	1-12%	Acceptable
Up-to-date information helps me deal with administrative developments quickly .	7-77%	2-13%	Acceptable
I rarely have to rely on outdated information when performing tasks .	7-77%	2-13%	Acceptable
Updating information reduces delays in completing the tasks assigned to me .	8-88%	1-12%	Acceptable
The availability of up-to-date information contributes to improving work organization within the department .	5-55%	4-44%	Unacceptable
Easy access			
I can access administrative information without complicated procedures .	9-100%	0-0 %	Acceptable
Obtaining information does not take long during working hours .	7-77%	2-13%	Acceptable

The administrative system used is clear and easy for me to use .	8-88%	1-12%	Acceptable
I have the necessary information according to the nature of my work and my powers .	7-77%	2-13%	Acceptable
Easy access to information helps me get my work done faster .	8-88%	1-12%	Acceptable
I rarely encounter technical difficulties that hinder my access to information .	5-55%	4-44%	Unacceptable
Its outstanding integration			
The information I deal with is interconnected and I do not feel any contradiction between them .	5-55%	4-44%	Unacceptable
Integrating data between departments helps me better understand business requirements .	7-77%	2-13%	Acceptable
I don't have to repeatedly enter the same information in more than one place .	8-88%	1-12%	Acceptable
Clarity in the relationship between information contributes to organizing workflow .	7-77%	2-13%	Acceptable
Information integration helps in the consistent implementation of administrative decisions .	8-88%	1-12%	Acceptable
Data integration reduces confusion during the performance of administrative tasks .	7-77%	2-13%	Acceptable
Decision-making effectiveness questionnaire			
Speed of decision making			
phrases	Agree %	Disagreement %	acceptability
Decisions within the department are made in a timely manner without undue delay .	7-77%	2-13%	Acceptable
The speed with which the decision is issued helps me to complete my work without delay .	8-88%	1-12%	Acceptable

Making a decision doesn't take long when an administrative problem arises .	7-77%	2-13%	Acceptable
Decisions are made quickly in line with the nature of daily work .	8-88%	1-12%	Acceptable
The speed of decision-making reduces the accumulation of work and responsibilities .	7-77%	2-13%	Acceptable
I feel that the speed of decision-making contributes to organizing the workflow within the department .	5-55%	4-44%	Unacceptable
His accuracy in decision-making			
The decisions issued are clear and do not allow for more than one interpretation .	4-44%	5-55%	Unacceptable
We rarely need to amend a decision after it has been issued .	7-77%	2-13%	Acceptable
The decisions made are based on accurate and clear information .	8-88%	1-12%	Acceptable
The accuracy of the decision helps me to implement it without confusion .	7-77%	2-13%	Acceptable
The decisions are consistent with the actual nature of the work within the department .	8-88%	1-12%	Acceptable
Clarity and accuracy of the decision reduce errors during implementation .	7-77%	2-13%	Acceptable
Its realism with what exists			
The decisions take into account the available resources within the department .	4-44%	5-55%	Unacceptable
The decision is made in accordance with the current working conditions .	7-77%	2-13%	Acceptable
I am not required to implement decisions that exceed the department's capabilities .	8-88%	1-12%	Acceptable
Decisions take into account the available time	7-77%	2-13%	Acceptable

and effort .			
The realism of the decision helps me implement it without additional pressure .	8-88%	1-12%	Acceptable
I feel that the decisions stem from a genuine understanding of the reality of the work .	7-77%	2-13%	Acceptable
His flexibility in dealing			
The decision can be modified if new circumstances arise at work .	8-88%	1-12%	Acceptable
The administration deals flexibly when implementing decisions on the ground .	7-77%	2-13%	Acceptable
The decision sometimes allows for independent judgment within the limits of the work .	8-88%	1-12%	Acceptable
Flexible decision-making helps me deal with emergency situations .	7-77%	2-13%	Acceptable
The decision is not applied rigidly in all cases .	8-88%	1-12%	Acceptable
Flexible decision-making contributes to facilitating daily work within the department .	4-44%	5-55%	Unacceptable

Applying questionnaire to sample

The researchers applied the two questionnaires to a sample of numbers in order to arrive at the scientific basis of the questionnaire (validity and reliability). The researchers applied them to a sample of numbers, which amounted to (112) employees in the departments of the Iraqi Ministry of Youth and Sports on Monday, corresponding to (5-5-2025) in the departments of the Iraqi Ministry of Youth and Sports. (112) forms were distributed to the employees in those departments, and (100) valid forms were received, after (12) forms were rejected for not being valid.

Scientific conditions for the two questionnaires:

Validity of two questionnaires: The researchers presented the two questionnaires to a group of experts to obtain face validity for the scale. The number of experts was (9) in the field of sports management (Appendix 1). Thus, the questionnaire obtained face validity and applicability, as shown in Table (3.4).

Table (3)

The agreement rate for survey demonstrates role of information systems and effectiveness of decision-making from experts' point of view

Information systems role statements	
Phrases	Acceptance rate
I rarely encounter errors in the data I handle during my daily work .	9-100%
I can rely on the information available when implementing administrative instructions .	8-88%
The information available to me actually reflects the reality of work within the department .	7-77%
Accuracy of information reduces personal discretion in implementing administrative decisions .	8-88%
Clear and accurate data helps me accomplish tasks with greater confidence .	9-100%
I receive administrative information at the time I need it to perform my job .	7-77%
The data is continuously updated in accordance with the requirements of daily work .	8-88%
Up-to-date information helps me deal with administrative developments quickly .	7-77%
I rarely have to rely on outdated information when performing tasks .	7-77%
Updating information reduces delays in completing the tasks assigned to me .	8-88%
I can access administrative information without complicated procedures .	9-100%
Obtaining information does not take long during working hours .	7-77%
The administrative system used is clear and easy for me to use .	8-88%
I have the necessary information according to the nature of my work and my powers .	7-77%
Easy access to information helps me get my work done faster .	8-88%
Integrating data between departments helps me better understand business requirements .	7-77%

I don't have to repeatedly enter the same information in more than one place .	8-88%
Clarity in the relationship between information contributes to organizing workflow .	7-77%
Information integration helps in the consistent implementation of administrative decisions .	8-88%
Data integration reduces confusion during the performance of administrative tasks .	7-77%

Statements on the effectiveness of decision-making	
phrases	Acceptance rate
Decisions are made in the department in a timely manner without undue delay .	7-77%
The speed with which the decision is issued helps me to complete my work without delay .	8-88%
Making a decision doesn't take long when an administrative problem arises .	7-77%
Decisions are made quickly in line with the nature of daily work .	8-88%
The speed of decision-making reduces the accumulation of work and responsibilities .	7-77%
We rarely need to amend a decision after it has been issued .	7-77%
The decisions made are based on accurate and clear information .	8-88%
The accuracy of the decision helps me to implement it without confusion .	7-77%
The decisions are consistent with the actual nature of the work within the department .	8-88%
Clarity and accuracy of the decision reduce errors during implementation .	7-77%
The decision is made in accordance with the current working conditions .	7-77%

I am not required to implement decisions that exceed the department's capabilities .	8-88%
Decisions take into account the available time and effort .	7-77%
The realism of the decision helps me implement it without additional pressure .	8-88%
I feel that the decisions stem from a genuine understanding of the reality of the work .	7-77%
The decision can be modified if new circumstances arise at work .	8-88%
The administration deals flexibly when implementing decisions on the ground .	7-77%
The decision sometimes allows for independent judgment within the limits of the work .	8-88%
Flexible decision-making helps me deal with emergency situations .	7-77%
The decision is not applied rigidly in all cases .	8-88%

Form consistency

The researchers calculated the test reliability coefficient using the statistical program and the (Cronbach's alpha) equation on a sample of (100) workers. The reliability ratio for the questionnaire as a whole was (86.35) for the questionnaire on (the role of information systems) and (84.85) for the questionnaire on (the effectiveness of decision-making).

Table (5)

The reliability coefficient values for questionnaire show information systems and effectiveness of decision-making using Cronbach's alpha equation

Information systems role statements	
Phrases	Stability ratio
I rarely encounter errors in the data I handle during my daily work .	88
I can rely on the information available when implementing administrative instructions .	78
The information available to me actually reflects the reality of work within the department .	87
Accuracy of information reduces personal discretion in implementing administrative decisions .	76

Clear and accurate data helps me accomplish tasks with greater confidence .	87
I receive administrative information at the time I need it to perform my job .	87
The data is continuously updated in accordance with the requirements of daily work .	98
Up-to-date information helps me deal with administrative developments quickly .	76
I rarely have to rely on outdated information when performing tasks .	80
Updating information reduces delays in completing the tasks assigned to me .	87
I can access administrative information without complicated procedures .	98
Obtaining information does not take long during working hours .	86
The administrative system used is clear and easy for me to use .	90
I have the necessary information according to the nature of my work and my powers .	87
Easy access to information helps me get my work done faster .	83
Integrating data between departments helps me better understand business requirements .	87
I don't have to repeatedly enter the same information in more than one place .	77
Clarity in the relationship between information contributes to organizing workflow .	98
Information integration helps in the consistent implementation of administrative decisions .	79
Data integration reduces confusion during the performance of administrative tasks .	98
the total	86.35

Statements on effectiveness of decision-making	
Phrases	Stability ratio
Decisions within the department are made in a timely manner without undue delay .	88
The speed with which the decision is issued helps me to complete my work without delay .	98
Making a decision doesn't take long when an administrative problem arises .	90
Decisions are made quickly in line with the nature of daily work .	96
The speed of decision-making reduces the accumulation of work and responsibilities .	84
We rarely need to amend a decision after it has been issued .	83
The decisions made are based on accurate and clear information .	87
The accuracy of the decision helps me to implement it without confusion .	83
The decisions are consistent with the actual nature of the work within the department .	76
Clarity and accuracy of the decision reduce errors during implementation .	72
The decision is made in accordance with the current working conditions .	86
I am not required to implement decisions that exceed the department's capabilities .	85
Decisions take into account the available time and effort .	75
The realism of the decision helps me implement it without additional pressure .	87
I feel that the decisions stem from a genuine understanding of the reality of the work .	71

The decision can be modified if new circumstances arise at work .	80
The administration deals flexibly when implementing decisions on the ground .	98
The decision sometimes allows for independent judgment within the limits of the work .	76
Flexible decision-making helps me deal with emergency situations .	87
The decision is not applied rigidly in all cases .	95
Total	84.85

Exploratory Experiment:

The researchers applied the two questionnaires for a pilot study before the application in order to identify the clarity and ambiguity of the statements before applying them to the sample of numbers. The researchers selected (10) employees in the departments of the Iraqi Ministry of Youth and Sports in order to identify the amount of time taken to answer. The pilot study was on Monday (15-5-2025). The questionnaire was clear with regard to the statements and the answer time was (15) minutes for the two questionnaires.

Final application of scale:

The researchers applied the two questionnaires to the application sample of (143) employees, with a percentage of (42%), on Tuesday (2/5/2025). The distribution took place in the departments of the Iraqi Ministry of Youth and Sports (10). (20) forms were neglected because they did not reach the researcher, and thus (123) forms remain ready for statistical analysis.

Statistical process:

The researchers used the SPSS statistical software package.

Results and Discussion

Presenting, analyzing, and discussing the results of the questionnaire (The Role of Management Information Systems):

The researchers extracted the arithmetic means and standard deviations for the questionnaire (The Role of Management Information Systems), where the calculated arithmetic means were compared with the hypothetical mean for each field in order to identify the value of (T) for each field, as shown in Table (6):

Table (6)

The arithmetic means and standard deviations are shown for the questionnaire (The Role of Management Information Systems).

Variables	Mean	St.d	Hypothetical mean	Freedom degree	Value of (t)		Statistical Sig.
					Calculated	Sig.	

Accuracy of information provided	15.432	2,100	15	122	2.281	0.000	Sig.
Information up-to-date	16.904	3.309	15	122	6.381	0.000	Sig.
Easy access to it	15,214	1.111	15	122	2.149	0.000	Sig.
outstanding integration	15.568	1.387	15	122	4.542	0.000	Sig.

Table (6) shows that the statistical analysis of the axes related to the role of management information systems revealed that the arithmetic means for all areas were higher than the hypothetical mean of (15). This indicates that employees in the departments of the Ministry of Youth and Sports recognize the effective role of management information systems in supporting administrative work. This high arithmetic means reflects a positive level of agreement on the statements formulated in the employees' own language, reflecting the reality of daily practice within the departments.

Regarding the accuracy of the information provided, the arithmetic mean was higher than the hypothetical mean, supported by the calculated t- value , which exceeded the tabulated value at 122 degrees of freedom, indicating statistically significant differences. This confirms that employees believe the accuracy of available information reduces administrative errors and personal interpretations, and contributes to the confident and clear implementation of instructions. This aligns with the nature of the statements that emphasized the practical reliance on information in performing daily tasks.

Regarding the area of information timeliness, the results showed a high mean compared to the hypothetical mean, with a statistically significant t- value . This reflects employees' awareness of the importance of timely access to information and its continuous updating. This finding indicates that information timeliness is a significant factor in the speed of responding to administrative developments and reducing delays in completing tasks, which aligns with the realities of work in organizations that require rapid responses to decisions and organizational changes.

Regarding ease of access to information, the results showed that the mean score closely matched or slightly exceeded the hypothetical mean, which was reflected in the lower t- value compared to the other areas. This indicates that while access to information is acceptable from the employees' perspective, it still needs improvement, particularly in terms of streamlining procedures and overcoming some technical obstacles that may affect the speed of information retrieval during working hours.

The results in the area of information integration also showed that the arithmetic mean was higher than the hypothetical mean, with a statistically significant t- value , indicating that employees perceive a suitable degree of data coherence across different departments. This reflects the importance of information integration in reducing data entry redundancy, streamlining workflow, and achieving consistency in the implementation of administrative decisions, as clearly demonstrated in statements related to understanding work requirements and reducing administrative confusion.

In general, the higher arithmetic means than the hypothetical mean, coupled with statistically significant t- values in most areas, confirms that management information systems play an

influential role in the work environment within the Ministry of Youth and Sports, from the perspective of its employees. These results also reflect a clear consistency between the quantitative data (arithmetical means and t-values) and the qualitative content of the statements, thus enhancing the credibility of the findings and confirming the validity of the instrument used to measure this variable .

Presenting, analyzing, and discussing the results of the (Decision-Making Effectiveness) questionnaire:

Table (7)
The arithmetic means and standard deviations are shown for the (Decision-Making Effectiveness) questionnaire.

Variables	Mean	St.d	Hypothetical mean	Freedom degree	Value of (t)		Statistical Sig.
					Calculated	Sig.	
Speed of decision making	16.001	1.331	15	122	8.34	0.000	Sig.
Accuracy in decision-making	15.376	1.165	15	122	3.58	0.000	Sig.
Realism with what exists	16,254	1.765	15	122	7.89	0.000	Sig.
Flexibility in dealing	15.543	1.002	15	122	6.01	0.000	Sig.

Table (7) shows that the statistical analysis of the decision-making effectiveness axis revealed that the arithmetic means for all its domains were higher than the hypothetical mean of (15), indicating that employees in the departments of the Ministry of Youth and Sports perceive a positive level of administrative decision-making effectiveness. The calculated (t) values, which exceeded the tabulated value at the degree of freedom (122), further reinforced this trend, indicating statistically significant differences in favor of the arithmetic means.

In the area of decision-making speed, the mean was higher than the hypothetical mean, and the t- value was statistically significant. This reflects the employees' agreement that decisions are made in a timely manner and in accordance with the nature of daily work. This result aligns with statements confirming that quick decision-making reduces workload and helps employees complete their tasks without disruption, reflecting a practical dimension of decision effectiveness within the department.

As for the accuracy of decision-making, it also achieved a higher mean than the hypothetical mean, supported by a statistically significant t- value , indicating that decisions made—from the employees' perspective are based on accurate and clear information. This suggests that decision accuracy contributes to reducing errors during implementation and minimizes the need to amend decisions after they are issued, thus enhancing administrative stability within the department.

Regarding the realism of the decision in relation to existing resources, the results showed a significant improvement over the hypothetical mean, with a statistically significant t- value.

This reflects employees' perception that decisions take into account available resources and actual working conditions. This finding reinforces the statements that emphasized the alignment of decisions with available time and effort, and the avoidance of assigning tasks to employees that exceed the department's capabilities, thus contributing to the implementation of decisions without undue pressure.

The results regarding decision flexibility also showed that the arithmetic mean was higher than hypothetical mean, with a statistically significant t- value, indicating that administrative decisions possess a suitable degree of flexibility. This result reflects employees' agreement on the possibility of modifying decisions when new circumstances arise, allowing for discretion within the scope of work, and not applying decisions rigidly in all cases, which contributes to effective handling of emergencies.

In general, the fact that means exceeded the hypothetical mean, and that statistically significant t- values appeared in all areas of decision-making effectiveness, confirms that administrative decisions within the Ministry of Youth and Sports are perceived by employees as effective, characterized by speed, accuracy, realism, and flexibility. This correlation between the statistical results and the content of the statements also reflects the reliability of the instrument used and strengthens the validity of the research conclusions.

Conclusions

Results showed that the availability of accurate and up-to-date information clearly contributes to reducing administrative errors. Employees' responses revealed that easy access to information is an important factor in accelerating the completion of tasks. Results of decision-making effectiveness scale showed that administrative decisions are characterized from employees' point of view – by a good degree of speed and accuracy. Results showed that the administrative decision was realistic, in terms of taking into account the available resources and working conditions. Results indicated that the flexibility of administrative decisions represents a supporting factor for dealing with emergency situations.

Recommendations

Need to work on developing administrative information systems in the departments of the Ministry of Youth and Sports in a way that ensures the accuracy, up-to-dateness and integration of data between the different departments. Attention should be given to simplifying the technical and organizational procedures that facilitate employees' access to information in a timely manner and in a manner appropriate to the nature of their tasks and powers. Enhancing managers' reliance on the outputs of management information systems when making decisions, and reducing decisions based on personal judgment not supported by data. Organizing training courses for employees and administrators on how to use management information systems efficiently to support the decision-making process. Emphasizing the need to consider the realism of administrative decisions in terms of available resources, time and effort, in order to contribute to raising the level of implementation and reducing job pressures. Encouraging administrative leaders to adopt flexibility in implementing decisions, and to allow space for disciplined effort in a way that serves the interest of the work. Conducting future studies that address other variables related to management information systems, such as managerial decision maturity or organizational compatibility, to promote a deeper understanding of the factors affecting the effectiveness of organizational performance.

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