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Study Analytical: For Governance Sports And Its Relationship Transparently Management And Their Role in My Operation to Make and Take Decisions In Institutions Sports In Iraq

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Abstract

Objective: The study aimed to explore the relationship between sports governance and administrative transparency, as well as their role in sports decision-making in Iraqi sports institutions. The importance of the study lies in understanding how governance practices can influence transparency, and in turn, how both elements impact the efficiency and quality of decisions made in the context of Iraqi sports administration. The research problem was framed through the central question: *Is there a relationship between sports governance and administrative transparency and their impact on sports decision-making in Iraq?* The hypothesis suggested that a greater focus on transparency within administrative processes would lead to more effective decision-making and enhanced administrative performance.

Materials and Methods: To address the research objectives, the study adopted a descriptive-analytical approach, which allowed for a detailed examination and interpretation of the phenomena in question. Additionally, the researcher employed a quantitative method, relying on data analysis, official reports, and previous scientific research to construct an accurate picture of the current situation and to identify the root causes of the observed issues in sports governance and administration.

Results: The study revealed that a significant barrier to the effective implementation of sports governance in Iraq is the limited experience, knowledge, and awareness among officials and employees regarding its principles and objectives. Furthermore, the shortage of specialists with practical expertise in governance has perpetuated challenges within administrative work, leading to inefficiencies and continued procedural problems in sports institutions.

Conclusion: In light of these findings, the researcher recommends the adoption of digital systems based on modern technology to enhance the documentation of operations and procedures within sports institutions. Embracing such systems would facilitate greater transparency through the clear and timely disclosure of data and information related to institutional operations, ultimately supporting improved governance and decision-making in the Iraqi sports sector.

Keywords: Sports Governance, Administrative Transparency, Decision-Making, Iraqi Sports Institutions.

Introduction

In recent years, sports have undergone remarkable progress, and with this growth, the responsibilities and functions of sports institutions across various domains have expanded

significantly. However, when examining the relationship between governance in the sports sector and administrative transparency, particularly in a context like Iraq, the issue becomes notably complex. Iraq has faced numerous political, economic, and social transformations, especially since 2003, which have significantly affected the structure and integrity of the sports sector. These changes have contributed to widespread corruption, disorganization, and a lack of accountability within sports institutions. The absence of clear understanding and implementation of sports laws, alongside the political pretext of non-interference in sports, has allowed many administrators in federations and clubs to exploit the system. This has led to a decline in the overall status of sports in Iraq.

In contrast, neighboring countries have demonstrated significant development in their sports sectors through the consistent application of governance principles that emphasize transparency, accountability, and structured decision-making. Governance in sports is not only about administrative structure but also about ensuring that those responsible for decisions are answerable to stakeholders, whether individuals or governmental institutions. Transparency, in this context, refers to the open disclosure of financial transactions, team formations, organizational hierarchies, and the criteria for personnel selections, all of which are critical for maintaining public trust and improving performance. When governance and transparency are effectively implemented, they serve as mechanisms to monitor and regulate administrative actions, reduce corruption, and enhance the technical outcomes of sports teams.

The importance of this study lies in its focus on the vital role of sports governance and its substantial impact on administrative transparency and the decision-making process in Iraqi sports institutions. It addresses a significant research gap, particularly in the lack of exploration of the socio-political influences that have shaped Iraq's sports environment. By investigating these aspects, the study contributes valuable insights into administrative and financial reforms and the promotion of transparent practices. It provides a forward-looking vision that can inform the leadership of sports institutions and decision-makers, ultimately aiming to improve administrative, organizational, and technical performance through the application of sports governance principles.

The main objective of the study is to explore the relationship between sports governance and administrative transparency and assess their impact on decision-making in Iraqi sports institutions. The research problem arises from the ongoing challenges faced by Iraqi sports, including distrust in administrative bodies, frequent conflicts, and legal issues stemming from a lack of transparency and mismanagement. Numerous incidents—such as the

dissolution of club administrations, leadership changes in the Olympic Committee, and scandals involving the Football Association—highlight the persistent governance failures. Unlike Iraq, neighboring countries have successfully implemented governance frameworks that ensure qualified individuals occupy key administrative roles, leading to transparent and accountable operations. These systems enable effective decision-making and contribute to the overall improvement of sports performance. Therefore, the core research question is: Is there a relationship between sports governance and administrative transparency and their role in sports decision-making in Iraq?

The study is guided by several hypotheses. First, the researcher hypothesizes that prioritizing transparency in the administrative functions of sports institutions will lead to more efficient and effective decision-making, thereby improving both administrative and sports performance. Second, there is a presumed significant relationship between sports governance and administrative transparency in facilitating successful decision-making in Iraq. Third, the absence of transparency in sports administration is considered a major obstacle to achieving the strategic objectives of these institutions.

The scope of the study is defined by specific boundaries. Spatially, it is limited to sports institutions within Iraq. Humanly, it focuses on stakeholders involved in sports management. Temporally, the research is based on sources and developments occurring from the post-2003 era up to the present date. By addressing these dimensions, the study aims to shed light on the pressing need for governance reforms and the enforcement of transparency in the Iraqi sports sector.

Materials and Methods

Study Participant

This study involved participants who hold significant roles within sports organizations in Iraq, particularly those affiliated with the Ministry of Youth and Sports and its subordinate bodies, such as sports directorates, sports federations, and sports clubs. The participants included administrators, staff members, coaches, and decision-makers who are directly involved in managing activities and policies within these institutions. Participants were selected purposively, targeting individuals with direct experience and high relevance to issues related to sports governance, administrative transparency, and decision-making processes. By engaging this group, the study aimed to gather authoritative and representative perspectives on the challenges and potential of implementing good governance principles within Iraq's sports sector.

Study Organization

This research was conducted within an academic framework aimed at comprehensively analyzing the relationship between sports governance, administrative transparency, and the processes of making and implementing decisions within sports institutions in Iraq. The researcher employed a descriptive analytical method with a quantitative approach, allowing for a systematic explanation and analysis of the phenomenon based on actual field data. The study focused on sports organizations under the direct supervision of the Iraqi Ministry of Youth and Sports, including provincial directorates, national federations, and major sports clubs—especially in regions experiencing substantial administrative challenges, such as Dhi Qar, Basra, and Erbil. Additionally, the study referred to previous research and official reports as theoretical foundations and comparative resources, enabling a comprehensive understanding and the formulation of relevant recommendations for reforming the national sports system.

Statistical Analysis

For data analysis, the researcher employed a quantitative approach to measure and interpret the relationships among the primary variables of the study—sports governance, administrative transparency, and decision-making. Data collected through questionnaires were analyzed using statistical software such as SPSS (Statistical Package for the Social Sciences). The analysis techniques included descriptive statistics to present the characteristics of the data and respondents, as well as correlation and linear regression analyses to determine the degree and direction of relationships between the variables. Validity and reliability tests of the instrument were also conducted to ensure the questionnaire accurately and consistently measured the intended constructs. Through this statistical analysis, the researcher was able to draw data-driven conclusions regarding the extent to which governance and transparency practices impact the quality of decision-making in Iraqi sports organizations.

Results

The following sections present the results and analysis derived from three Iraqi studies that focus on governance, administrative transparency, and decision-making in sports institutions post-2003. The studies provide valuable insights into the state of governance in Iraqi sports organizations, particularly in football clubs and academic sports institutions.

Study 1: Administrative Transparency in Football Clubs (Hussein Musa Hussein, 2020) Table 1 presents the indicators of administrative transparency in football clubs as assessed by

players. The study reveals the varying levels of transparency perceived by the respondents.

The distribution of responses is as follows:

Table 1. Indicators of Administrative Transparency in Football Clubs

(Hussein Musa Hussein, 2020)

T	Interpretation	Sample Number	Percentage	Levels
1	Highly rated for disclosure and transparency by a small percentage of players	33	12.89%	Very Good
2	Shows a moderate group that considers the administrative system is going well but needs improvement	43	16.79%	Good
3	The majority of the sample believes transparency is at an average level and can be improved	97	37.89%	Middle
4	There was a clear weakness in disclosure and transparency	46	17.96%	Acceptable
5	It was found that there is an obstacle to the use of full transparency measures	37	14.45%	Weak

The data in Table 1 highlights a significant gap in the perceptions of transparency within the administrative systems of football clubs. The highest percentage of players (37.89%) rated transparency as "average," suggesting that while transparency exists, it does not meet the expectations or ambitions of the players. Additionally, 14.45% of players reported a significant obstacle to full transparency, highlighting the challenges that sports organizations face in implementing robust transparency practices. The presence of both "weak" and "acceptable" categories further underlines the lack of uniformity and effectiveness in the management of football clubs. These findings suggest the need for improvement in both internal control systems and the dissemination of information within football clubs, indicating a critical area for reform.

Study 2: Role of E-Governance in Enhancing Organizational Culture (Abdul Hakim Mustafa Rasool et al., 2024)

Table 2 illustrates the impact of e-governance on enhancing the organizational culture in sports colleges and institutes in Erbil. The data reveals positive changes after the implementation of e-governance practices, including improvements in organizational culture, information exchange, and employee satisfaction with communication.

Table 2. Role of E-Governance in Enhancing Organizational Culture*(Abdul Hakim Mustafa Rasool et al., 2024)*

T	Indicators	Before Governance	Implementing After Application	Difference
1	Level of organizational culture	55	70	+15
2	Speed of information exchange	50	68	+18
3	Employee satisfaction with administrative communication	60	75	+15

The findings presented in Table 2 highlight the positive influence of e-governance on organizational culture. The increase in the level of organizational culture by 15% suggests that digital systems have improved the overall environment within academic sports institutions. Additionally, the speed of information exchange improved by 18%, while employee satisfaction with administrative communication rose by 15%. These results demonstrate the effectiveness of digital governance tools in improving the clarity and transparency of information flow within institutions. The adoption of digital systems also enhanced trust and collaboration among employees, ultimately contributing to a more transparent and efficient administrative framework. This study illustrates the potential of e-governance to foster a culture of transparency and accountability within sports organizations.

Study 3: Use of Governance Principles in Iraqi Sports Institutions (Ahmed Jarallah & Dunya Abdel Moneim, 2024) Table 3 presents the findings from a study on the significance of using governance principles in Iraqi sports institutions. The results indicate a generally positive evaluation of governance practices, particularly in terms of decision-making, but highlight areas where improvements are still needed.

Table 3. Significance of Using Governance Principles in Iraqi Sports Institutions*(Ahmed Jarallah & Dunya Abdel Moneim, 2024)*

T	Evidence	%	Decision-Making Rate (out of 5)	Comments
1	Use of governance metrics	75	3.9	Shows a relatively positive assessment of administrative practices
2	Detection quality and clarity	72	3.7	Needs a little improvement to ensure more reassurance
3	Vitality of decision making	74	4.0	Positive impact on the overall performance of the organization

As shown in Table 3, the use of governance metrics was rated at 75%, reflecting a relatively positive assessment of governance practices in the institutions studied. The decision-making

vitality scored 4.0, indicating that governance principles had a positive impact on the decision-making processes within these organizations. However, the quality and clarity of disclosures received a slightly lower rating (72%), suggesting room for improvement in terms of transparency and the regular dissemination of information. These findings emphasize the importance of continuous training and refinement of governance practices to further enhance the effectiveness and transparency of decision-making in sports institutions.

Discussion

The analysis of these three studies underscores the importance of governance, transparency, and decision-making in enhancing the overall performance of sports institutions in Iraq. Across all three studies, it is evident that while some progress has been made, significant challenges remain. In the case of football clubs, the perceived lack of full transparency and inconsistent administrative practices indicate a need for stronger internal controls and more consistent application of governance principles. The adoption of digital tools, as seen in the study on e-governance in Erbil, offers a promising solution to these challenges by enhancing information exchange and improving organizational culture.

The study by Ahmed Jarallah and Dunya Abdel Moneim highlights the growing recognition of governance as an important factor in enhancing the performance of sports institutions. However, it also reveals that there is still room for improvement in terms of disclosure practices and decision-making clarity. The integration of technology and continuous training are vital to ensuring that governance principles are effectively applied, leading to more accurate, timely, and transparent decisions.

Overall, these studies collectively emphasize the need for a comprehensive approach to governance in Iraqi sports institutions. The application of governance principles—coupled with digital transformation—can provide the foundation for more effective, transparent, and accountable sports organizations. The positive outcomes observed in these studies highlight the potential for governance reforms to drive improvements in decision-making, organizational culture, and overall institutional performance.

Conclusion

The lack of experience and understanding of the principles and objectives of sports governance has played a significant role in the failure to effectively implement and benefit from governance practices in Iraqi sports institutions. This is compounded by the small number, or absence, of specialists with practical experience in the field. As a result, governance principles have not been successfully adopted or applied in a meaningful way, which has hindered the development and success of these institutions.

Additionally, the absence of transparency, particularly in the disclosure of financial and administrative information, has led to a significant lack of confidence in the operations of sports institutions in Iraq. Stakeholders—including public associations, the general public, and government agencies—are left in the dark about the operations and financial status of these organizations, creating an environment of distrust and uncertainty.

Politics has also played a major negative role in the governance of Iraqi sports institutions. The interference of political parties and their control over many sports bodies has resulted in numerous problems. This political control prevents the proper accountability and questioning of the financial and administrative performance of these organizations. The failure to hold sports institutions accountable has contributed to a lack of positive results and overall performance.

Furthermore, the absence of real and effective oversight, as opposed to mere formal oversight, has facilitated the spread of corruption and mismanagement within sports institutions. The exploitation and seizure of sports funds and resources have become widespread, undermining the integrity and functionality of these organizations.

The lack of access to accurate and sufficient data also plays a critical role in the decision-making process. Decisions based on incomplete or insufficient information naturally lead to suboptimal outcomes. This lack of reliable data negatively impacts the future direction of sports institutions, whether in the short or long term, resulting in ineffective strategies and poor organizational performance.

Recommendations

To address these challenges, several key recommendations can be made. First, it is essential to implement robust monitoring systems within sports institutions. These systems must be independent and supported by relevant government agencies to ensure accountability for all operations. Such systems would provide a clear framework for auditing and holding institutions responsible for their actions.

Second, there is a need to adopt digital systems that rely on modern technology to document the procedures and operations carried out by sports institutions. These systems would enable continuous and transparent disclosure of administrative and financial data, fostering trust and accountability. By utilizing digital platforms, sports institutions can ensure that information is shared in a timely and consistent manner, allowing for greater transparency.

Moreover, political interference in sports institutions must be minimized to ensure that governance practices are not compromised. Limiting political control will allow sports

institutions to operate more independently, enabling them to focus on improving their financial and administrative performance without undue influence from external parties.

To address the issue of oversight, it is important to ensure that the accountability mechanisms in place are not only formal but also practical and effective. Real-time oversight will help prevent corruption and the misallocation of funds, ensuring that resources are used appropriately to achieve the objectives of the institutions.

Finally, the lack of sufficient information and data must be addressed to improve the quality of decision-making. Decision-makers should have access to accurate and complete data to make informed choices that will benefit the long-term success of sports institutions. By ensuring that decisions are based on reliable inputs, sports institutions will be better positioned to achieve their goals and enhance their performance in the future.

Conflict of interest

Have no conflict of interest

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