



CONSTRUCTION OF A SCALE FOR GOVERNANCE ADMINISTRATION OF SPORT FOR ALL IN SPORT CLUBS IN EGYPT

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Abstract

The research aims to establishment a scale for arbitration administration of sport for all at sport clubs in Arab Republic of Egypt and the chosen research sample included deliberately individuals of workers in the field of sport form all divided as the follows: 28 of executive managers at sport clubs, (Basyouni M. Mostafa, 2009) of national projects' managers at national council of sport, (M. Curtis J. P. Katharina, 2010) of leaders at Egyptian union of sport for all, (El-Torgoman M. Sameh, 2006) of sport for all managers at sport clubs, (D. Lesley, 2011) of sport for all responsible in the clubs. And the use of the researcher a standard for arbitration administration of sport for all, the researcher prepared (2012). And the most important results that the a scale includes four dimensions that are: disclosure and transparency, members' rights, responsibilities of board of directors, and role of stakeholders.

Keywords: governance – sport for all.

Introduction and Problem of Research

Organization of Economical Cooperation & Development "OECD" (2012) refers to that the concept of Governance a part of universal culture seeks to promote the participation of different social parties with the government in making and execution of general policies, to express the reaction between the country and the civil society and the private sector to achieve the continuous development (Oced.2012).

United Nations of Developmental Program "UNDP" (2006) confirms the necessary requirements for good governance, which includes the following factors: respecting the law and its supremacy and achieving of justice and equity, transparency, responsibility toward all parties, and conformity concerning serving the public interest, efficacy and the optimal use for resources and abilities and accountability of all parties (government – private sector, civil society) and each of them, and ability to deal with crisis, and direction toward efficacy in presenting services, and legitimacy and acceptance at people, and enabling the stakeholders, and tolerance and accepting the objectionable points of views, in addition to empowerment communication mechanisms of different stakeholders categories and participation and finally ability to pack the resources (Samiha, 2006).

The directory of rules & standards of companies governance in Arab Republic of Egypt (2006) recommends revision and modification the principles of the governance an included the following principles: putting bases for effective system for institution's governance, shareholders' rights, transparency, responsibility of board of directors, fair dealing with the shareholders, and the role of stakeholders. (Ashraf, 2006).

The problem of the research emerges from weakness of public awareness of the importance of sport clubs' governance meeting cases of

administrative and financial shortage from which most of sport for all programs and activities suffer, that are applied all over the republic in these clubs, in addition to and limitation of the legislative, legal and regulatory framework that regulates the works of these activities and programs in establishment of general principles of governance, as the projects of sport for all in many of sport clubs in Egypt suffer from many of manipulation, exploitation, financial and administrative corruption phenomena and trial to exploit the members in election works, mostly such as these phenomena to loss of administration's fame, desire in sharing and wasting the investment chances in the projects of sport for all that is reflected in rights of members in providing the sport practicing chances, rather than wasting the financial resources in these clubs exposing them to accumulation of debts and bankruptcy.

So, it became necessary to search for the most successful means in treatment such as these phenomena, an putting projects of sport for all in the sport clubs on the way of correct businesses and good administration, and the system of institutions' governance is considered one of control and direction to limit the phenomena of administrative, financial and legal shortage, and the sport clubs became most in need to a system for its governance and after its adapting in the way that is suitable for their business's conditions and requirements, so this was a reason for the research to direct toward establishment of a standard for governance of sport for all administration in the sport clubs with what is suitable for the requirements of the business of these sport clubs.

Reviewing the reference framework that highlights the rarity of researches that are interested in studying the governance system in the sport field and in the sport institutions in Egypt and Arab World, and lacking of Egyptian & Arabian environment to a scale that measures the governance of administration of sport for all in the sport clubs itself is considered a problem.

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Pushing the researcher to carry on this research to recognize how to apply the institutional governance principles of sport for all administration in Arab Republic of Egypt.

Materials and Methods:

- 1- **Basic Research Sample:** That is chosen deliberately reached (85) individuals of workers in the field of sport form all divided as the follows: (28) of executive managers at sport clubs, (6) of national projects' managers at national council of sport, (10) of leaders at Egyptian union of sport for all, (15) of sport for all managers at sport clubs, (26) of sport for all responsible in the clubs.. Also the exploratory sample included (20) individuals from the non basic research sample.
- 2- **The scientific treatments:** they were performed in the period from 5/9/2011 to 3/10/2011 upon sample reached (20) individuals of the workers in the field of

sport for all from the non basic research sample.

- 3- **Arbitrators' believe:** The standard is shown to (10) experts in the field of general administration, sport administration and sport recreation, agreement factor between arbitrators reached (100%) on the dimensions and clauses of the standard.
- 4- **Internal Uniformity Believe:** It ranged between (0.801) and (0.924) at 0.01 significance indicating that the standard is characterized with high degree of believe.
- 5- **Standard Stability:** Stability factor ranges using method of half division by alpha cronback factor 0.909-0.867.
- 6- **Main Study:** The researcher applied the standard on the research's sample after assuring the believe and stability in the period from 20/12/2011 to 30/1/2012.

Results & Discussion

Table (1) First Dimension: Disclosure & Transparency N=85

No.	Clause	M	S.D	Completely Agree		Agree		Hesitated		Objection		Completely Objection		Total	%	Order
				R	%	R	%	R	%	R	%	R	%			
1	Announcement all information of sport institutions (objectives & activities, expenses & revenues)	3.63	0.785	65	76.47	14	16.47	1	1.18	5	5.88	-	-	308	90.59	1
2	Declared information in the sport institution helps in investmental decision making	3.61	0.725	63	74.12	12	14.12	9	10.59	1	1.18	-	-	307	90.29	2
3	Financial & non-financial reports are characterized by transparency according to declared rules & known at fixed	2.22	1.12	55	64.71	13	15.29	9	10.59	7	8.24	1	1.18	284	83.53	4



	times															
4	Declaring of rules and measures that control censing the sport institution	3.40	1.11	60	70.59	10	11.76	9	10.59	1	1.18	5	5.88	289	85	3
5	Declaring all measures concerned with rewards and wages of all workers and rewards of board of directors if present	3.29	1.28	60	70.59	8	9.41	6	7.06	4	4.71	7	8.24	280	82.35	6
6	There is a committee for internal audition for recreational institution to revise all measures that are done by different branch administrations	3.31	1.23	59	69.41	11	12.9	4	4.71	5	5.88	6	7.06	282	82.94	5
7	There is a separate committee for internal audition to assure that the institution applies the universal accounting standards to warrant effective application and censing works' judgment	2.89	1.51	49	57.65	9	10.59	8	9.41	7	8.24	12	14.12	246	72.35	10
8	The institution declares any punishment imposed on it in different mass media	3.23	1.15	53	62.35	10	11.76	15	17.65	3	3.53	7	8.24	275	80.88	7
9	A list of main investment risks that the sport institution may expose to is posed	3.49	1.00	62	72.94	11	12.9	8	9.41	-	-	4	4.71	297	67.35	11



	in transparency to the investors															
10	Announcement of units & categories of sport institution	3.12	1.27	52	61.18	10	11.76	10	11.76	8	9.41	5	5.88	266	78.2	8
11	Announcement financial status and its development for the sport institution	3.02	1.39	51	60	9	10.59	9	10.59	8	9.41	8	9.41	257	75.59	9

Table (2) Second Dimension: Members' Rights N=85

No.	Clause	M	S.D	Completely Agree		Agree		Hesitated		Objection		Completely Objection		Total	%	Order
				R	%	R	%	R	%	R	%	R	%			
1	Internal regulation of the institution includes all necessary measures to warrant practicing of the working members their rights	3.21	1.18	59	69.41	7	8.24	7	8.24	5	5	7	8.24	276	81.18	5
2	Obtaining the related information to the sport institution in time.	3.08	1.41	53	62.35	10	11.76	9	10.59	2	2	11	12.9	262	77.06	8
3	Declaring the appointment of general meeting holding for members and its timetable	3.41	1.13	62	72.94	9	10.59	5	5.88	4	4	5	5.88	289	85	2
4	General meeting's member has the right to participate and vote in the general meeting	3.45	1.08	63	74.12	9	10.59	6	7.06	3	3	4	4.71	294	86.47	1



5	The members of the institution have the right to discuss the listed subjects in the timetable	3.59	0.781	55	64.71	11	12.9	3	3.53	8	8	8	9.41	267	78.53	7
6	The members of board of directors reply all inquiries of sport institution's members	3.35	1.21	61	71.76	8	9.41	7	8.24	3	3	6	7.06	285	83.82	3
7	The working member has the right to elect or vote of confidence for the head or the members of board of directors	3.29	1.28	60	70.59	8	9.41	6	7.06	4	4	7	8.24	280	82.35	4
8	All members are treated equally where rights, duties and information	2.94	1.43	47	55.29	13	15.29	8	9.41	7	7	10	11.76	250	73.53	11
9	There is a protection for the members from abusing that owners of ruling percentages may perform	3.24	1.25	57	67.06	9	10.59	7	8.24	7	7	5	5.88	276	81.18	5
10	Any member can't exceed 10% of net value of institution assets	2.96	1.50	51	60	10	11.76	7	8.24	4	4	13	15.29	252	74.12	10
11	It's available for all members to obtain enough compensation in case of breaching their rights and taking legal measures against board of directors	2.94	1.48	49	57.65	11	12.9	8	9.41	5	5	12	14.12	250	73.53	11
12	The member participates in and be familiar with decisions concerning the main changes in the institution	3.01	1.24	45	52.94	14	16.47	11	12.94	12	12	3	3.53	256	75.29	9

Table (3) Third Dimension: Responsibilities pg Board of Directors N=85

No.	Clause	M	S.D	Completely Agree		Agree		Hesitated		Objection		Completely Objection		Total	%	Order
				R	%	R	%	R	%	R	%	R	%			
1	Council of board of directors performs the strategic planning of the institution achieving its interests.	3.52	0.786	62	72.94	12	14.12	5	5.88	6	7.06	-	-	300	88.24	1
2	Board of directors warrants the integrity of accounts & financial lists preparation lists of the institution	3.31	1.19	59	69.41	9	10.59	6	7.06	7	8.24	4	4.71	282	82.94	3
3	The member, doesn't occupy the membership of board of directors for more than four continuous years	2.83	1.43	44	51.76	12	14.12	8	9.41	13	15.29	8	9.41	241	70.88	11
4	the executive manager of sport institution is characterized by experiences and efficacy	3.21	1.18	59	69.41	7	8.24	7	8.24	5	5.88	7	8.24	276	81.18	4
5	All members of board of directors are characterized by good reputation and integrity	3.34	1.21	60	70.59	10	11.76	4	4.71	6	7.06	5	5.88	284	83.53	2
6	There are independent persons (one at least) in board of directors by	3.20	1.32	57	67.06	8	9.41	7	8.24	6	7.06	7	8.24	272	80	5



	employment clerks of high experiences																
7	Elections are done to choose the members of board of directors by integrity and complete transparency	2.78	1.52	45	52.94	11	12.9	7	8.24	13	15.29	9	10.59	240	70.59	12	
8	The institution obligates the employees by complete availability for working at institution	2.84	1.46	46	54.12	10	11.76	8	9.41	12	14.12	9	10.59	242	71.18	10	
9	The executive manager will provide who want to invest in the institution, by the information upon request with no charge	3.05	1.41	53	62.35	9	10.59	7	8.24	7	8.24	9	10.59	260	76.47	6	
10	Members of board of directors perform the effective follow up for executive administration of the institution	2.95	1.38	48	56.47	10	11.76	8	9.41	13	15.29	6	7.06	251	73.82	8	
11	Board of directors prepare measurement policies for different administrations governance and supervision on its application	2.92	1.46	49	57.65	9	10.59	9	10.59	8	9.41	10	11.76	249	73.24	9	
12	The administration allows some of its workers by working for some times	3.00	1.43	51	60	9	10.59	8	9.41	8	9.41	9	10.59	255	75.00	7	



13	Accurate & tight censuring system is applied on the board's members	2.77	1.40	40	47.06	14	16.47	11	12.9	12	14.12	8	9.41	236	69.41	13
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Table (4) Forth Dimension: Role of Stakeholders N=85

No.	Clause	M	S.D	Completely Agree		Agree		Hesitated		Objection		Completely Objection		Total	%	Order
				R	%	R	%	R	%	R	%	R	%			
1	The institution respects the resulting rights of stakeholders according to the law and also the mutual agreements between the institution administration and stakeholders	3.43	1.02	60	70.59	11	12.9	7	8.24	5	5.88	2	2.35	292	85.88	2
2	The stakeholders obtain all reliable information to do their responsibilities toward the institution	3.49	0.933	61	71.7	11	12.9	8	9.41	4	4.71	1	1.18	297	87.35	1
3	The stakeholder are compensated completely for any breach to their rights	3.34	1.13	58	68.24	10	11.76	9	10.59	4	4.71	4	4.71	284	83.53	3
4	Complaints and disputes are settled that arise between the institution and	3.31	1.11	56	65.88	11	12.9	10	11.76	5	5.88	3	3.53	282	82.94	4



	the stakeholders objectively															
5	Information related to the suppliers and customers are kept confidentially	3.29	1.10	54	62.53	13	15.29	9	10.59	7	8.24	2	2.35	280	82.35	5
6	There are mechanisms that reinforce the performance and participation of workers to invest their special skills	3.24	1.13	50	58.82	11	12.9	13	15.29	5	5.88	6	7.06	264	77.65	7
7	It should be to confess completely by the rights of stakeholders as the law states	3.17	1.18	51	60	12	14.12	13	15.29	5	5.88	4	4.71	271	79.71	6

1- First Dimension: Disclosure & Transparency:

It's shown from table (8) that the responses of research sample range from (80.59%) and (67.35%) and the responses more than (80%) are arranged as the follows:

- 1- Declaration of all recreational institution's information (objectives and activities, expenses and revenues) (90.59%).
- 2- Declared information in the recreation institution helps in investmental decision making (90.29%).
- 3- Disclosing the rules and measures that rule the censorship processes on the recreational institute (85%).
- 4- The financial and non financial reports are characterized by transparency and are issued according to declared and known rules at fixed times (83.53%).
- 5- There is a committee for internal audition of recreational institution to audit all measures that are performed by different branch administrations (82.94%).
- 6- The institution declares any punishment or imposed penalty in the different media environments (80.88%).

The researcher belongs this to perceiving and convincement of the research sample of the importance

of availability of all information about the recreational institutes sharing in supporting the process of decision making, also the financial and non financial reports should be characterized by transparency and the necessity of committee of internal audition to audit all measures that are performed by different branch administrations an also declaring all policies concerning rewards and wages of different administrative levels in the institute.

This agrees with opinions of Chien (2012) Lesley (2010) Ashraf Abel Rahman (2009) Hazem Hassan (2008) and Samiha Fawzy (2004) that disclosure and transparency are considered the most important rules that form the basic foundations of the governance, also the information correcting an clarity should be right, clear an complete to all stakeholders. As the financial and non financial disclosure and information availability is the most important institutional governance policies that should be adapted by the institutions to achieve the philosophy of good administration.

2- Second Dimension: Members' Rights:

It's shown from Table (9) that the responses of research sample ranges between (86.47%) and



(73.53%) and the responses more than (80%) are arranged as the follows:

- 1- The member of general meeting has the right to participate and vote in the general meeting (86.47%).
- 2- Declaring the date of general meeting assembly for members and its business table (85%).
- 3- The members of board of directors answer all inquiries of members at recreational institution (83.82%).
- 4- The working labor has the right to elect or ask a confidence for head or members of board of directors (82.35%).
- 5- The internal regulation includes all necessary measures to warrant practice of working members all their rights (81.18%).
- 6- There is protection of the members against abusing by the ruling percentages owners (81.18%).

The researcher belongs this to perceiving of the research sample to the necessity that the institute's regulations include the measures that warrant the members to practice their rights and declaring the dates of general meeting assembly, also it's necessary that the members of board of directors answer any inquiry presented from the members at the institution as the regulation warrants the right of institute's member to as confidence of members of board of directors, also there should be protection of the members against abusing by the ruling percentages owners (owners of higher percentages of shares) and this in case of floating the institution for circulation as a future step.

This agrees with the opinions of: (Alessio) (2010) (Brian) (2011) (OECD) (2012) Osama El-Sayed (2010) Mohsen El-Khodeiry (2008) and Sameh El-Torgoman (2006) that the determination of rights of members at the institution is the most important mechanisms of governance, and necessity of warranting that the administration doesn't abuse the members to abuse their money, and the importance of the sharing members to know their rights and the necessity of protection of the administration for the members the owners of ruling percentages.

3- Third Dimension: Responsibilities of Board of Directors:

It's shown from the Table (10) that the responses of the research sample ranges between (88.24%) and (70.59%) and the responses more than (80%) are arranged as the follows:

- 1- Board of directors perform the strategic planning of the institution achieving their interests (88.24%).
- 2- Members of board of directors are characterized by good reputation and integrity (83.53%).

- 3- Board of directors warrant the integrity of the institution's accounts and systems of financial lists preparation (82.94%).
- 4- The executive manager of recreational institution is characterized by experience & efficiency (81.18%).
- 5- There are independent persons (one at least) in the board of directors by employment employees of high experiences (80%).

The researcher belongs this to the convince of the research sample with the important role of the members of board of directors to perform the tasks of the strategic planning of the institution, the necessity of good reputation and integrity, warranting the integrity of the accounts and the financial and non financial lists of the institution, also the executive manager should be characterized with efficiency according to the role he plays in administration and development and improvement of institution, also presence of some independent persons among the members of the board of directors by employment is favored to warrant several and various experiences inside the board of directors.

This agrees with the opinions of (Marc) (2012) (Lesley) (2011) Mostafa Basiouny (2009) Nermin Abou El-Ata (2005) and Ahmed Abdel Rahman (2003) that the board of directors is responsible for success of governance system through the strategic planning of the institution, and the board of directors should include those who have experience and efficiency, who have good reputation and integrity. The most important tasks of board of directors is strategic planning of the institution and the integrity of the financial lists, variance of administrative experiences inside the board, also the board of directors should warrant the strategic direction and guidance of the institution and every one in the board of directors and the executive administration should carry the direct and indirect responsibility for the extent of achieving the objectives of the institution, and achieving the objectives of the members, and the objectives of stakeholders.

4- Forth Dimension: Role of Stakeholders:

It's shown from Table (11) that the responses of the research sample ranges between (87.35%) and (77.65%) and the responses more than (80%) are arranged as the follows:

- 1- The stakeholders obtain all information upon which it's possible to depend to perform their responsibilities toward the institution (78.35%).
- 2- The institution respects the rights of stakeholders that emerge according to the law and also the mutual agreements between the institution administration and stakeholders (85.88%).
- 3- The stakeholders are compensated completely for any breach for their rights (83.53%).



- 4- The complaints and disputes emerging between the institution and the stakeholders are settled objectively (82.94%).
- 5- The information concerning the suppliers and customers are kept confidentially (82.35%).

The researcher belongs this to the perceiving of the research sample of different categories to the importance of role of stakeholders who deal with the institution and the necessity of presenting all information and means that enable them to perform their work, and the institution should respect the laws that determine the nature of dealing between the institution and the stakeholders. This agrees with the opinions of (Marc) (2012) (Curtis) (2010) Ibrahim El-Meligy (2008) Nermin Abou El-Ata (2005) Khairy El-Gezeiry (2002) about the necessity of considering the rights of stakeholders according to the common services and interests they present to the institution either directly or indirectly.

Conclusions & Recommendations:

- 1- Validity of The scale for use as the governance standard of sport administration in the sport clubs is characterized by high believe and stability as the standard stability treatments ranged between (0.909 – 0.867) referring to the standard validity and availability its scientific conditions.
- 2- The governance A scale of sport for all administration in the sport clubs is composed of (43) items distributed upon (4) branch dimensions: disclosure & transparency, members' rights, responsibilities of board of directors, role of stakeholders.

Recommendations:

- 1- Necessity of using governance a scale of sport for all administration in many of studies, publishing the awareness by the importance of applying the thought of governance inside the sport institutions, the importance of training the sport institutions their board of directors' members on how to perform the role committed to them to the fullest.
- 2- Necessity of reviewing the ruling laws and legalizations in the sport field generally and the field of sport for al particularly to block the jabs between the written rules either in the laws and between the scientific application, and awareness of the members by their rights and the importance of the role played by the accounts' auditor in protection of those rights.
- 3- Necessity designing electronic sites for different sport institutions is an official and real source for information about the institution policies and their future plans, administration there.

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