

Requirements Of Applying Governance In The Administrative Management Of Sport For The Success Of Professional Sport System (Field Study Of Championship Clubs Of The Mobilis League 1 And 2 Of Algerian Football)

¹Fouad bouzidi, ²Belamri Yassine, ³Noui larbi, ⁴Bilal Belkezzai, ⁵Seyah Zakaria, ⁶Emammer Khalifa Emammer

¹Laboratory of science and practices of physical, sporting and artistic activities Algiers 03 University, Higher Institute of Sports and Physical Education Ksar Said - Manouba – Tunisia

²Laboratory of science and practices of physical, sporting and artistic activities Algiers 03 University, Institute of Science and Technology of Physical and Sports Activities - khmis meliana – Algeria

³Laboratory Measurement and evaluation in physical and sports activities. tissemsilt, Institute of Science and Technology of Physical and Sports Activities - tissemsilt – Algeria

⁴Laboratory of modern sciences in physical and sports activities, Institute of Science and Technology of Physical and Sports Activities, Bouira University- Algeria

⁵Laboratory sciences and practices of physical, sporting and artistic activities Algiers 03 University, Institute of Science and Technology of Physical and Sports Activities – Algeria

⁶Department of Physical Therapy, Higher Institute of Medical Technology, Bani Waleed- Libya

1. bou-zidifouad60@gmail.com, 2. y.belamri@univ-dbk.m.dz, 3. Noui.larbi0@gmail.com, 4. b.belkezzai@univ-bouira.dz, 5. z.sevah@univ-boumerdes.dz, 6. emammer90@gmail.com

Abstract :

- **Title of study:** Requirements of Applying Governance in the Administrative Management of Sport for the Success of Professional Sport system. This study aims at highlighting the system of governance in the Algerian sport clubs which is deemed among the principle elements in the rationalization of the ministrative work and the enhancement of the quality of services for the sake of promoting the world of professionalism and competitiveness in sports. The researcher ormlulated his research problem as follows: what is the level of applying governance requirements in sport management for the success of professional sport system?

- **In order to achieve the research aim:** the researcher utilized the descriptive analytical method relying on research tool which consist of two questionnaires: The fist questionnaire constitutes governance requirements conducted by the researcher and Mezzari Fateh, and the second one represents professionalism conducted by Tireche Lahcene.

- **Research sample:** The main study sample was selected from the dministrators of the first and second professional football league clubs in Algeria. Four clubs were selected randomly from each league (four clubs from the first division and four clubs from the second league), which constitute a sample size of (45 administrator).

- **Statistical methods:** frequencies and percentages, Pearson's correlation coefficient, Cronbach's alpha, on the χ^2 test for the single sample or what is called goodness of fit test, Friedman's ordinal coefficient, Wilcoxon test for pairwise comparisons.

- **Research results:** the study manifested the following results: - Organizational chart, strategic planning, internal and external audits are applied to the institution as one of the governance requirements for the success of professional sport at a medium degree in football in Algeria.

- Sport legislations related to football responds to the success of professional sport system to a high degree.

- **Key words:** Governance, management, professionalism.

Theoretical framework:

Introduction and problem of study:

The entire sport community is looking forward to finding a distinctive working mechanism that will start as a first touch to achieve the institution growth. Contemporary management relies on a new philosophy that is based on decentralization of power, excellence, innovation and reliance on highly skilled human forces, which can be summarized by the concept of governance. This latter is one of the contemporary concepts that refer to the set of laws, rules and norms that determine the relationship between the board of directors and the executive administration on the one hand (bai, et.al, 2002, p20), and members of public associations and financiers on the other hand.

And the need for it has emerged in many developed and developing economies during the past few decades, especially in the wake of economic collapses and financial crisis that many countries from East Asia, Latin America and Russia has faced in the nineties of the twentieth century, as well as the recent financial and accounting crisis that the American economy witnessed in 2002 and the world financial crisis that began in 2008. (Sherrif, Ahmed, 2018)

The importance of modern management has increased as a result of the switch of many countries of the world to capitalist economic systems in which they rely heavily on private companies to achieve high and continuous rates of economic growth. It became an integral part of contemporary organizations and communities, and it must interact with the problems and needs of those organizations and societies and adapt to ongoing changes and fast growth in various areas of life in different

communities through the establishment of flexible and overlapping organizational patterns, appropriate to the nature of operations and roles they play. (Mouaouad Salama, Abdelmaksoud, 2019, p13).

The research agreed with **the study conducted by Tebbani Ali (2014) entitled: “the requirements of sport facilities management for the success of sport professionalism in Algeria - a field study of the first professional football league” (Magister dissertation in the theory and method of physical and sport education. The Institute of sciences and techniques of physical and sport activities, University of Mohammed Boudiaf, Msila. The study shed light on the most important requirements of managing sport facilities for the success of professional sport in Algeria.**

And the study of: **Hassan Ahmed El-Shafei (2009) entitled: the requirements of applying governance in sport institutions in the Egyptian and Arab communities”, a study published in a book, Dar Al Wafaa for Publishing, Egypt.** It aimed at knowing and determining the requirements of governance in order to apply it on the management of sport institutions in the Egyptian and Arab communities

Algeria is among countries who gave great attention to sports since independence to the present day in terms of law and legislation, material and human capabilities, and even the infrastructure of sports in general.

Nevertheless, professionalism in the Algerian clubs remains the only chance for solving these issues and achieving desired results, organizing and structuring the clubs for

the sake of the desired outcomes, and thus promoting Algerian football. If professionalism was a new concept in the vocabulary of Algerian football, many clubs lived under this situation, with the emergence of elite sport associations resulting from Order 76-81 of October 23, 1976 (**Ministry of Youth and Sports, 1976**). Law No. 89-03 (**Ministry of Youth and Sports, 1989**), dated on February 14, 1989. At that time, clubs were managed by state institutions, and players were paid workers. However, these clubs were eventually abandoned as a result of the changes that emerged in the economic structure.

The Order 09-95 (**Ministry of Youth and Sports, 1995**), dated on February 25, 1995, on guiding, organizing and developing the national system for physical education and sport. In article 20 of this order, the Algerian state acknowledged commercial sports production, the idea of salaries and the sport labor market, as well as production using private capital.

Along with the study of **Tireche Lahcene (2018)**, entitled: **“Material and legal requirements in the success of professional sport system in the Algerian football- field study on the first and second professional league Mobilis Football” a PhD thesis in the theory and method of physical education and sport, the Institute of sciences and techniques of physical and sport activities, University of Mohammed Boudiaf, Msila**. This study shed light on whether the legal requirements contribute to the success of the professional sport system from the viewpoint of professional sport club managers. It also highlighted whether material requirements contribute to the success of the professional sport system from the point of view of the managers of professional sports clubs.

The state continued to prepare for sport reforms through specially drafted legislation governing all aspects of physical education and sports in Algeria. The decision dated on Rajab 18, 1431 (**Ministry of Youth and Sports, 2010**), corresponding to July 01, 2010, determines the specification form to be subscribed by professional sport companies.

Then, the decision 05/13, that was formulated in the same context as the previous law and was the new pillar of sport professionalism, for a better management, and for the sake of meeting the requirements of success of sport professionalism.

These laws, legislations and decrees have expressed the desire to organize sport clubs and transform them from amateur sport clubs to professional ones by applying the most important requirements for professionalism and the conditions for professionalism in Algerian football clubs.

The establishment of the governance system is deemed one of the basic elements to rationalize administrative work, and enhance the quality of services in order to promote the world of professionalism and sport competitiveness to change the roles of sport organizations, towards more rational management and prudent spending, through the presence of elected councils, and a leadership aware of the importance of activating their systems in companies and sport organizations. A large set of laws, guidelines and norms for this system and institutions that have been developed, with the aim of protecting all interests in accordance with the requirements and foundations of a good governance characterized by the values of transparency, accountability, integrity, responsibility and justice (Sherrif, Ahmed, 2018).

Through it all, we have decided to discuss this issue from our point of view, and determine the motives behind the transformation of sport to a global economic sport reality, as well as the implications of entering the world of professionalism at the international level on sport in the Arab world.

Therefore, we asked the following question:

1- Main question: what is the level of applying governance requirements in sport management for the success of professional sport system?

1-2- Sub-questions :

1-2-1- What is the level of applying of the organizational chart as one of the governance requirements for the success of sport professionalism in football in Algeria?

1-2-2- What is the level of applying the institution's strategic planning as one of the governance requirements for the success of sport professionalism in football in Algeria?

1-2-3- What is the level of applying internal and external audit as one of the governance requirements for the success of sport professionalism in football in Algeria?

1-2-4- To what extent sport legislations related to football responds to the success of the system of sport professionalism in football in Algeria?

2- Research hypotheses:

2-1- main hypothesis: Governance requirements are applied in sport management for the success of the sports professionalism system to an average degree.

2-2- sub-hypothesis:

2-2-1- Organizational chart is applied as one of the governance requirements for the success of the sport professionalism system to an average degree.

2-2-2- Strategic planning is applied as one of the governance requirements for the success of the sport professionalism system to an average degree.

2-2-3- Internal and external audit is applied as one of the governance requirements for the success of the sport professionalism system to a medium degree.

2-2-4- sport legislations related to football responds to the success of the system of sport professionalism in football in Algeria

3- Research aims:

3-1- Identify the level of applying the organizational chart as one of the governance requirements for the success of sport professionalism in football in Algeria.

3-2- Identify the level of applying the institution's strategic planning as one of the governance requirements for the success of sport professionalism in football in Algeria.

3-3- Identify the level of applying internal and external audit as one of the governance requirements for the success of sport professionalism in football in Algeria.

3-4- Identify to what extent sport legislations related to football responds to the success of the system of sport professionalism in football in Algeria.

4- Importance of study:

4-1- Theoretical importance: the theoretical importance of this study lies in:

The management of sport clubs is one of the managements that is responsible for taking many decisions, which requires studying the requirements of governance in these clubs and the extent of their contribution to the success of sport professionalism in Algeria.

4-2- practical importance:

The outcomes of this study can help officials and those in charge of sport professionalism by presenting the viewpoint of sport club managers on the contribution of the requirements of applying governance to the success of sport professionalism.

Case study:

I- Methodology:

I-1- Pilot study

The pilot study is one of the basic and solid pillars on which the researcher relies through comprehensive, sufficient and adequate knowledge, as well as knowledge of all aspects and frameworks related to the field study (Deliou, Faudil, 1995, pp46-47)

Before starting to print the questionnaire and distribute it to the administrators, we conducted an initial pilot study by contacting sport club administrations, where 20 forms were distributed to the administrators belonging to the study sample. When collecting the forms and reviewing them, we observed that the administrators understood easily the content of the questionnaire. (Emammer, Emammer Khalifa, et al. "The role of physical therapy in post-coronavirus syndrome: A pilot study.") Therefore, we have printed the questionnaire and distributed it to the study sample members in order to:

- Identify the administrative and organizational procedures for applying the questionnaire form.
- The possibility of collecting data in an objective way that best serves the research.
- Recognize the extent to which the research sample understands the questionnaire clauses.
- Ration the questionnaire and calculate scientific transactions

1-2- Study methodology:

The researcher used the descriptive method for its suitability to achieve the study objectives in the style of narrative reports.

1-3- Scope of study:

The scope of study consists of:

- **Spatial scope:** The study was limited to professional sports clubs in the first and second league in Algeria.
- **Time scope :** The study was conducted during the 2021/2022 sport season.

1-4- Population of study:

In the framework of the study subject, our population of study consisted of the professional sport clubs in the first and second leagues, estimated to 32 clubs, four professional clubs in each league, as shown in the following table:

1-5- Study sample and sampling procedures

1-5-1- Pilot study sample:

In order to confirm the psychometric properties of the study tools, the researcher applied the study tools (the governance requirements questionnaire and the professionalism questionnaire) together on a random exploratory sample of (20) administrators in the sport clubs of the first and second league. The duration of the pilot study lasted for **a month**, with the aim of testing the validity of the two study tools through calculating validity and reliability using appropriate statistical methods.

1-5-2 Principle study sample:

The study sample was selected in a simple random manner for the clubs, and it consisted to 8 clubs active in the first and second professional leagues, respectively (Nasr Hussein Dey, ES Setif, JS Saoura, CR Belouizdad,).

And for the second professional league clubs respectively (MC El Eulma, Chabbab Ahli Bordj Bou Arreridj, JS Bejaia, Chabab Aures Batna).

Questionnaire forms were distributed to members of each club representing the managers of the sport clubs' administration.

It represents 8 clubs out of 32, which is equivalent to 25% of the original community, which is equivalent to 80 administrators. 20 forms were used for the pilot study, and 45 forms on which the basic study was conducted were collected.

The sample was chosen using a random selection to select four clubs from each league, then distributing questionnaire forms to members of each professional and amateur club.

1-6- Data collection tools:

First: Arabic and foreign sources and references: through reviewing the theoretical readings, analyzing the level of scientific references, and using previous studies that dealt with this topic.

Second: the questionnaire: the researcher used this tool that is suitable to the nature of the study and that includes a form addressed to the managers of professional football clubs in Algeria.

1-6-1- Design of governance requirements questionnaire:

A questionnaire of governance requirements was designed through reading books and published works on governance by experts in the field of physical education “the president of the institute Dr. Mezzari Fateh” as well as dissertations and questionnaires in previous studies. And in its final form, the questionnaire included the axis of the requirements of sport governance in the clubs of the first and second professional league Mobilis and included four dimensions:

- The first dimension: organizational chart consisting of (01-04) clauses.
- The second dimension: strategic planning consisting of (05-09) clauses.
- The third dimension consisting of internal and external audit consisting of (10-13) clauses.

Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Score	05	04	03	02	01

Table 1 shows the correlation between the total score of the questionnaire and its sub-dimensions

Questionnaire dimensions and total score	Correlation coefficient	Significance level
Organizational chart of the institution	,842**	0,01
Strategic planning of the institution	,948**	0,01
Internal and external audit	,591**	0,01

The data in the table above shows that all the values of correlation coefficient of the dimensions of governance requirements questionnaire in sport management are all statistically significant at the significance ($\alpha = 0,01$), where their values ranged between (0.59/0.94).

Table 2 The Cronbach's Alpha Coefficient for the Governance Requirements Questionnaire in Sport Management

1-6-2- Steps for designing the professional sport questionnaire:

It was taken from previous studies namely a study conducted by Tireche Lahcen entitled: Material and Legal requirements for the success of the professional sport system.

After the two questionnaires were initially established, they were presented to a group of arbitrators from Algeria, Iraq, Palestine and Sudan, they were (09) arbitrators, and their observations were beneficial and contributed in formulating the questionnaire in its final form.

1-7- Psychometric peculiarities of the study tools:

1-7-1- Psychometric peculiarities of (governance requirements in sport management) :

Calculating the correlation of each dimension with the total score of the questionnaire: The following table shows the correlation between the total score of the questionnaire and its sub-dimensions:

1-7-2- Scale stability:

The stability of the governance requirements questionnaire in sport management was confirmed by:

The Cronbach's Alpha stability coefficient was calculated for this questionnaire, and the following results were obtained:

Questionnaires dimensions and total score	Cronbach's Alpha Coefficient	Number of clauses
Organizational chart of the institution	,808	4
Strategic planning of the institution	,808	5
Internal and external audit	,676	4
Questionnaire total score	,789	13

The above table shows that all Cronbach's alpha coefficients for the dimensions of the questionnaire of governance requirements in sport management were high as it ranged between (0.67 and 0.83), whereas Cronbach's alpha coefficient for the questionnaire of governance requirements in sport management as a whole was (0.78), and this indicates the questionnaire's stability. This means that the questionnaire of governance requirements in

sport management has a strong stability coefficient, which makes it valid for application in the basic study.

I-7-2- Psychometric peculiarities of professionalism level questionnaire:

I-7-2-1- Calculation of the correlation coefficient of the questionnaire with its total score:

Table 3 Matrix of correlations of professional level questionnaire clauses with its total score

		total score			total score			total score
S1	correlation coefficient	,984**	S1	correlation coefficient	,817**	S1	correlation coefficient	,971**
	significance level	,000		significance level	,000		significance level	,000
	sample size	20		sample size	20		sample size	20
S2	correlation coefficient	,933**	S2	correlation coefficient	,976**	S2	correlation coefficient	,961**
	significance level	,000		significance level	,000		significance level	,000
	sample size	20		sample size	20		sample size	20
S3	correlation coefficient	,957**	S3	correlation coefficient	,955**	S3	correlation coefficient	,920**
	significance level	,000		significance level	,000		significance level	,000
	sample size	20		Sample size	20		sample size	20
S4	correlation coefficient	,931**	S4	correlation coefficient	,977**	S4	correlation coefficient	,970**
	significance level	,000		significance level	,000		significance level	,000

	sample size	20		Sample size	20		sample size	20
S5	correlation coefficient	,966**	S5	correlation coefficient	,960**	S5	correlation coefficient	,873**
	significance level	,000		significance level	,000		significance level	,000
	sample size	20		sample size	20		sample size	20
* correlation significant at 0.05								
** correlation significant at 0.01								

The data in the above table indicates that the values of the correlation coefficients for the clauses of the professional level questionnaire and the total score of the questionnaire were statistically significant at the significance level ($0.01 = \alpha$), where they all ranged between (0.81) and (0.98), and this confirms The extent of homogeneity and the strength of the internal consistency of the questionnaire which

confirms the validity of formation in measuring the level of professionalism.

1-7-3- stability: the scale stability was confirmed using:

-Cronbach's alpha of internal consistency:

The stability coefficient of Cronbach's alpha was calculated for this questionnaire, and the following results were obtained:

Table 4 shows the value of Cronbach's alpha stability coefficient for the professional level questionnaire5

Number of clauses	Cronbach's alpha
15	,7790

The above table shows that Cronbach's alpha coefficient for the scale as a whole was (0.779), which is a high stability coefficient, and this indicates the stability of the tool used. Therefore, the tool has a strong stability coefficient, which makes it valid for application in the basic study.

It provides a definition of the field study through the pilot study and its areas, the methodology followed in the study, the population and sample of the study and its selection, tools for collecting data and information, the scientific conditions of the tool, procedures for field application, and the statistical methods used in the study.

1-8- Statistical methods:

- Frequencies and percentages
- Pearson's correlation coefficient
- Cronbach's alpha coefficient
- On the ka^2 test for the single sample or what is called goodness of fit test,
- Friedman's ordinal coefficient
- Wilcoxon test for pairwise comparisons.

1- Results and findings

Before starting with hypotheses processing using appropriate statistical methods, the condition of the normal distribution must first be tested for the variables of this study, which consist of the questionnaire of governance requirements in sport management, and the

questionnaire for the level of professionalism, as shown in the following table:

Table 5 shows the verification of the condition of the normal distribution with respect to the study variables

variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk			Decision
	Statistics	degree of freedom	significance level	Statistics	degree of freedom	significance level	
governance requirements in sport management	,0990	45	0,002	0,961	45	,000	significant
professionalism level	,149	45	0,004	0,876	45	,000	significant

According to the data shown in the above table, we notice, based on the values of the Kolmogorov-Smirnov test, and the Shapiro test that the two values for the study variables are significant at the significance level of alpha (0.01), which leads us to say that the data of the two variables are distributed unnaturally, and therefore all the statistical methods that will be used in the data processing and the various

hypotheses and questions of this study are non-parametric methods.

- General hypothesis:

The level of applying governance requirements for the success of sport professionalism and in order to test this hypothesis, the χ^2 test for the single sample or what is called goodness of fit test, and the result was as shown in the following table:

Tableau 6 The χ^2 test shows the application of governance requirements for the success of sport professionalism from the point of view of the sample members.

levels of applying governance requirements for the success of sport	seen frequency	percentage	expected frequency	Difference between frequencies	Chi-Square	Degree of freedom	Significance level	Decision
Very low	6	13,3%	9,0	-3,0	11,818 ^a	4	,0190	significant at 0.05
Low	5	11,1%	9,0	-4,0				
Medium	19	42,2%	9,0	10,0				
High	7	15,5%	9,0	-2,0				
Very high	8	17,7%	9,0	-1,0				
Total	45	%100	///	///				

We can note from the table below (06) that answers of the sample members on the axis of governance requirements for the success of sport professionalism with a total number of (45) members were divided into five groups. The first group represents members of applying

governance requirements for the success of sport professionalism (very low) with a number of (6) members and a percentage of 13,3%. The second group, it represents members whose level on the axis was "low" with a number of (05) members and a percentage of 11,1%. The

third group represents members whose level on the axis was "medium" with a number of (19) members and a percentage of 42,2%. The fourth group represents members whose level on the axis was "high" with a number of (07) members and a percentage of 15,5%. While we note that only 17.7% represents the fifth group that consists of members whose level on the axis was "very high", and their number was (09) members. And in order to confirm the significance of these differences in frequencies we have tested the statistical significance (K^2) where we observe from the above table that its value at the degree of freedom (4) was estimated at 11,818^a, which is a statistically significant value at the significance level of alpha ($\alpha =$

0.05). Therefore, there is a statistically significant difference between the five groups in favor of the second group, which leads us to say that the level of application of governance requirements for the success of sport professionalism is average, and the percentage of confirmation of this result is 95% with a probability of error of 5%.

1-11- The level of response of sport legislation related to football for the success of the professional sport system is high. To test this hypothesis, the Ka^2 test was used for a single sample, or what is called goodness of fit test,, and the result was as shown in the following table:

Table 7 Shows the Ka^2 test to examine the contribution of applying the requirements of governance (principles) for the success of sport professionalism from the point of view of the sample members..

level of sport professionalism	seen frequency	percentage	expected frequency	Difference between frequencies	Chi-Square	Degree of freedom	Significance level	Decision
Very low	6	13,3%	9	-3,0	22,727 ^a	4	0.000	significant at 0.01
Low	5	11,1%	9	-4,0				
Medium	4	8,8%	9	-5,0				
High	7	15,55%	9	-2,0				
Very high	23	51,11%	9	14,0				
Total	45	%100	///	///				

We note from the above table that the answers of the study sample members to the questionnaire of sport professionalism, consisting of (45) members, were divided into five groups. The first group represented by members whose level on the questionnaire of sport professionalism was "very low", and their number was (6) members, with a percentage of 13.3%. The second group represents members whose level on the axis was "low" and whose number was (5) members with a percentage of 11.1%. The third group represents individuals whose level on the axis was "medium" and their

number is (4) members, with a percentage of 8.8%. The fourth group represents members whose level on the axis was "high", with a number of (7) members and a percentage of 15.55%, while we note that only 51.11% represents the fifth group, which represents members whose level on the axis was "very high", with a number of (23) members, and in order to confirm the significance of these differences in frequencies and percentages, the statistical significance test (K^2) was used, where we note from the above table that its value at the degree of freedom (4)) was estimated at

22,727^a, which is a statistically significant value at the significance level α ($0.01 = \alpha$), and therefore there is a statistically significant difference between the five groups in favor of the fifth group (very high), and this leads us to say that the level of sport professionalism is very high from the point of view of the sample members, and the percentage of confirmation of this result is 99% with a rate of error is 1%.

Accordingly, we conclude that the research hypothesis is confirmed.

Results discussion:

Sub-hypothesis: the level of applying each of (organizational chart, strategic planning, internal and external audit), as governance requirements for the success of the sport professional system is average.

Thus, there is a statistically significant difference between the five groups in favor of the third group, for each requirement, which leads us to say that the level of applying governance requirements for the success of sport professionalism is average, and the percentage of confirmation of this result is 95% with a probability of error at 5%.

The obtained results were equivalent to the studies of (Sweeney-Vallario 2000, the study of Abidi Naima 2009, and the study of Nasr Abdel Karim and Khadidja Jbara 2009.)

The scientific background according to which the is the governance questionnaire was structured has given scientific evidence to explain these results.

There is an order for the requirements of applying governance in sport management for the success of sports professionalism.

Based on the Ka^2 value, which is estimated to 125,695, we note that it is a statistically significant value at the significance level α ($0.01 = \alpha$), and therefore it can be said that there are statistically significant differences between the order of the questionnaire axes for the application of governance requirements in the sport field for the success of the professional system, and Wilcoxon test confirmed that.

The obtained results were equivalent to the studies of (Ahmed, Al shafiai, Hassan, 2009, Abidi, Naima, 2009, Ahmed Sherrif, Hassan)

The scientific and theoretical background for the order of the requirements for applying governance in sport management for the success of sport professionalism gave a scientific evidence to explain the results obtained.

- General hypothesis discussion:

Based on what was previously said in the discussion of the sub-hypotheses, which are the basic vehicle of the general hypothesis, the researcher acknowledges the acceptance of the general question from a methodological and statistical point of view, and all these results obtained related to the previous hypotheses, lead us to the final statistical decision related to the general hypothesis from a methodological and statistical point of view, and accordingly the researcher acknowledges the acceptance of the general hypothesis that states: the requirements of governance in sport management are applied to the success of the sport professionalism system to an average degree. Based on the results obtained for studying the differences between the two basic variables of the study (the requirements of governance and sport legislation), and in light of the statistical values that are statistically significant for the previous hypotheses, confirmed by similar and related studies that dealt with the study of differences, the picture linked to scientific and statistical evidence became clearer on accepting and confirming the general hypothesis systematically and statistically.

Suggestions and recommendations:

In light of the results obtained from this study, I suggest the following recommendations that can contribute in developing sport management and improving its performance:

- Hiring of highly qualified university graduates in sports sciences.

- Organizing scientific and international conferences and symposia in the field of governance.
- Announcing the organization's vision, mission and strategic objectives.
- Establishing mechanisms for the monitoring, auditing and internal auditing processes in the institution, and ensuring the effectiveness of the role of the auditors and enhancing their oversight role.
- Spreading the culture of governance among all employees of the institution, and ensuring the application of its principles, and committing to activating the value of accountability at all levels.
- Establishing a permanent committee to review all stages of the institution's development.

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