

THE MECHANISM OF IMPLEMENTING ELECTRONIC MANAGEMENT AND ITS ROLE IN DEVELOPING ADMINISTRATIVE PERFORMANCE AMONG ADMINISTRATIVE AND TECHNICAL LEADERS IN SPORTS CLUBS

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Abstract

This study aims to identify the human and administrative obstacles hindering the implementation of electronic management in sports clubs. It also seeks to explore the financial and technical challenges associated with the adoption of electronic management systems, as well as to assess the extent to which electronic management contributes to the development of administrative performance within sports clubs. Furthermore, the study investigates strategies to overcome the challenges facing the implementation of electronic management in these institutions.

The descriptive approach was employed, given its suitability for the nature of the research. The researcher developed a questionnaire comprising six main dimensions, encompassing a total of eighty items. The research sample consisted of 115 individuals distributed across various Iraqi sports clubs.

The study concluded that there is an insufficient number of technical staff capable of operating modern electronic devices and communication technologies. Moreover, there is a lack of an organizational structure dedicated to electronic management within clubs, as well as inadequate financial allocations to organize lectures, seminars, and workshops related to electronic management applications.

The study recommends the necessity of employing enough technicians proficient in handling all modern electronic devices and communication tools. It also emphasizes the importance of training staff to use electronic technologies effectively, appointing qualified personnel to manage electronic systems within clubs, increasing the number of human resources specialized in electronic management, organizing training courses on electronic management mechanisms for club staff, and providing adequate budget allocations for the acquisition of modern electronic technologies.

Keywords: Electronic Management, Administrative Performance, Administrative Leadership.

Introduction

Information and communication technology represents a genuine advancement in the field of management, contributing to the transformation of traditional administrative practices into what is now known as electronic management. This approach aims to enhance performance through electronic communication tools, thereby supporting, facilitating, and simplifying administrative procedures, streamlining decision-making processes, and enabling administrations to operate with greater efficiency and effectiveness to meet operational demands and deliver high-quality services.

Electronic management is based on the development of an integrated information infrastructure within institutions. It involves transitioning from traditional manual transaction processing and service delivery to an electronic format to make optimal use of time, effort, and financial resources.

Accordingly, electronic management serves as a strategic approach that seeks to provide the best services to stakeholders by efficiently utilizing available resources—both human and intangible—within a modern digital framework. This ensures optimal usage of time, effort, and financial investments while maintaining the desired level of service quality.

Sports activities, as an educational endeavor, contribute to the holistic development of young individuals across personal, social, physical, and cognitive dimensions. These activities are executed through various programs and sports domains under the supervision of specialized leadership committed to achieving the overall goals of sports education, which in turn supports broader objectives in athletic development.

The researcher believes that electronic management applications should be integrated into the operational structures of sports institutions. This includes areas such as financial affairs, accounting systems, inventory and procurement management, as well as specific athlete-related domains such as subscriptions, medical records, registration systems, attendance and absence tracking, physical fitness testing, transfer systems, and performance reporting. Electronic management represents a comprehensive administrative system that relies on modern digital technologies to carry out tasks efficiently, thereby offering high-quality services with minimal effort, cost, and time. It simplifies processes and ensures more reliable communication, which can significantly enhance administrative performance in sports clubs.

Through his review of the sports sector and observation of numerous issues and challenges related to the implementation of electronic management in sports clubs, the researcher identified several obstacles: reliance on traditional administrative systems, lack of sufficient knowledge of electronic management technologies among club administrators, shortage of specialized human resources in electronic management, and low confidence among administrative and technical leadership in their ability to utilize electronic management applications and systems. Moreover, the absence of a clear strategic vision for the use of information and communication technology, limited employee skills in dealing with various electronic management systems, inflated costs of devices, equipment, and software, and the financial burden of establishing the necessary infrastructure for electronic management in clubs are also critical concerns.

These challenges have prompted the researcher to conduct this study, aiming to explore the mechanisms of implementing electronic management and their role in developing administrative performance among administrative and technical leadership in sports clubs.

Research Objectives:

1. To identify the human and administrative obstacles facing the implementation of electronic management in sports clubs.
2. To identify the financial and technical challenges hindering the adoption of electronic management in sports clubs.
3. To determine the extent to which electronic management contributes to the development of administrative performance in sports clubs.
4. To explore the mechanisms for overcoming obstacles to the implementation of electronic management in sports clubs.

Research Questions:

1. What are the human and administrative obstacles facing the implementation of electronic management in sports clubs?
2. What are the financial and technical challenges facing the implementation of electronic management in sports clubs?
3. How does electronic management contribute to the development of administrative performance in sports clubs?
4. What are the mechanisms for overcoming the obstacles to implementing electronic management in sports clubs?

Research Procedures:**Methodology Used:**

The descriptive survey method was employed.

Population and Sample:

The research population and sample consist of administrative and technical leaders from selected sports clubs, namely: Al-Talaba Club, Al-Zawraa Club, Al-Quwa Al-Jawiya Club, Erbil Club, and Al-Shorta Club. The total number of participants is 115 individuals. Table (1) presents a detailed description of the research sample.

Table (1): Distribution of the Research Population and Sample

No.	Category	Research Population	Exploratory Study Sample	Percentage	Main Study Sample	Percentage
1	Sports Activity Directors	5	1	4.35%	4	4.35%
2	Coaches	5	1	4.35%	4	4.35%
3	Sports Supervisors	25	5	21.74%	20	21.74%
4	Administrative Managers	30	6	26.09%	24	26.09%
5	Sports Activity Administrators	50	10	43.48%	40	43.48%
Total		115	23	100%	92	100%

The researcher developed a questionnaire consisting of six axes, each containing several statements. This questionnaire was presented to a group of experts in the field to assess the appropriateness of the axes in relation to the statements, as outlined below. Following expert review, the scientific procedures necessary for validating the questionnaire were conducted, making it ready to be administered to the main sample.

- **Axis 1** consists of **11 statements**.
- **Axis 2** consists of **16 statements**.
- **Axis 3** consists of **13 statements**.
- **Axis 4** consists of **14 statements**.
- **Axis 5** consists of **15 statements**.
- **Axis 6** consists of **14 statements**.

Pilot Study

The researcher conducted a pilot study on a sample of **twenty-three individuals** from the research population.

Scientific Validation of the Questionnaire

Validity:

The researcher employed **internal consistency validity** by calculating the correlation coefficients between:

- Each statement and the total score of its corresponding axis.
- Each statement and the total score of the entire questionnaire.
- The different axes of the questionnaire with one another.
- The total score of each axis with the total score of the questionnaire.
- The **self-validity** (content consistency) of the questionnaire and its axes.

These correlations and statistical values are presented in the following tables.

No.	Human obstacles to electronic management in sports clubs		Administrative obstacles to electronic management in sports clubs		Financial obstacles to electronic management in sports clubs		Technical obstacles to electronic management in sports clubs		The extent of electronic management's contribution to improving administrative performance in sports clubs		Mechanisms to overcome obstacles to implementing electronic management in sports clubs	
	Axis	Quest.	Axis	Quest	Axis	Quest	Axis	Quest	Axis	Quest	Axis	Quest
1	*0.763	*0.849	*0.637	*0.643	*0.735	*0.779	*0.944	*0.955	*0.865	*0.839	*0.861	*0.942
2	0.142	0.157	*0.587	*0.581	*0.849	*0.651	*0.877	*0.859	*0.726	*0.742	*0.655	*0.768
3	*0.712	*0.736	*0.919	*0.932	*0.763	*0.785	*0.829	*0.876	*0.821	*0.835	*0.987	*0.589
4	*0.855	*0.839	*0.566	*0.588	*0.823	*0.829	*0.648	*0.831	*0.788	*0.828	*0.585	*0.624
5	*0.924	*0.937	*0.789	*0.957	*0.760	*0.781	*0.919	*0.932	*0.869	*0.877	*0.849	*0.851
6	*0.827	*0.819	*0.771	*0.648	*0.813	*0.829	*0.869	*0.877	*0.878	*0.889	*0.832	*0.859
7	*0.414	*0.422	*0.815	*0.835	*0.748	*0.668	*0.666	*0.769	*0.909	*0.916	*0.832	*0.859
8	*0.585	*0.624	*0.641	*0.792	*0.788	*0.828	*0.903	*0.931	*0.643	*0.769	*0.768	*0.877
9	*0.849	*0.851	*0.908	*0.922	*0.668	*0.677	*0.766	*0.814	*0.782	*0.878	*0.830	*0.859
10	*0.653	*0.712	*0.823	*0.868	*0.773	*0.805	*0.875	*0.891	*0.902	*0.917	*0.748	*0.838
11	*0.842	*0.895	*0.923	*0.953	*0.713	*0.722	0.173	0.187	*0.822	*0.836	*0.819	*0.825
12			0.128	0.133	*0.939	*0.941	*0.832	*0.911	*0.821	*0.865	*0.661	*0.715
13			*0.606	*0.642	0.566	*0.662	*0.789	*0.877	*0.717	*0.832	*0.673	*0.782
14			*0.784	*0.817			*0.589	*0.664	*0.755	*0.781	*0.667	*0.795
15			*0.902	*0.917			*0.926	*0.931	*0.666	*0.784		
16			*0.848	*0.859			*0.585	*0.604	*0.673	*0.782		
17							*0.768	*0.844				

Table (2): Correlation Coefficients Between the Items and the Total Score of the Axis and the Questionnaire

It is evident from Table (2) that there is a statistically significant correlation between the items and the total score of each axis, as well as between the items and the total score of the questionnaire. The calculated value of (r) is greater than its tabular value at a significance level of (0.05), except for Item (2) in the axis of "Human Obstacles to E-Management in Sports Clubs," Item (23) in the axis of "Administrative Obstacles to E-Management in Sports Clubs," and Item (51) in the axis of "Technical Obstacles to E-Management in Sports Clubs

Table (3): Correlation Coefficient Between the Axes of the Questionnaire

No.	Axis	First Axis	Second Axis	Third Axis	Fourth Axis	Fifth Axis	Sixth Axis	Total Questionnaire
1	Human Obstacles to E-Management in Sports Clubs	1	0.881*	0.796*	0.881*	0.856*	0.877*	0.948*
2	Administrative Obstacles to E-Management in Sports Clubs		1	0.787*	0.909*	0.789*	0.889*	0.942*
3	Financial Obstacles to E-Management in Sports Clubs			1	0.794*	0.798*	0.714*	0.897*
4	Technical Obstacles to E-Management in Sports Clubs				1	0.862*	0.876*	0.687*
5	Contribution of E-Management in Developing Administrative Performance in Sports Clubs					1	0.856*	0.910*
6	Mechanisms to Overcome Obstacles to Implementing E-Management in Sports Clubs						1	0.957*

The (r) value at the significance level (0.01) is (0.304).

It is evident from Table (3) that there is a statistically significant correlation between the axes, ranging from (0.714) to (0.909), where the calculated value of (r) is greater than its tabular value at the significance level of (0.01).

It is also evident from Table (3) that there is a statistically significant correlation between the total score of each axis and the total score of the questionnaire, ranging from (0.687) to (0.957), where the calculated value of (r) is greater than its tabular value at the significance level of (0.01), indicating the validity of the questionnaire.

- **Reliability:**

Table (4) Reliability Values for the Questionnaire and Its Axes

No.	Axes	Number of Items	Cronbach's Alpha Value
1	Human Constraints in Electronic Management in Sports Clubs	10	0.932
2	Administrative Constraints in Electronic Management in Sports Clubs	15	0.941
3	Financial Constraints in Electronic Management in Sports Clubs	13	0.916
4	Technical Constraints in Electronic Management in Sports Clubs	16	0.893
5	Contribution of Electronic Management in Improving Administrative Performance in Sports Clubs	15	0.912
6	Mechanisms to Overcome the Constraints of Implementing Electronic Management in Sports Clubs	14	0.919
Total	Entire Questionnaire	80	0.948

It is evident from Table (4) that the reliability values for the questionnaire and its axes are high, with the overall questionnaire reliability being (0.947), and the reliability values for the axes ranging from (0.893) to (0.941), indicating the reliability of the questionnaire.

After conducting the scientific procedures, the total number of items in the definitive version of the questionnaire is (80), distributed across (6) axes.

Presentation and Discussion of Results:**Presentation and Discussion of Statistical Indicators for Human Constraints in Electronic Management in Sports Clubs****Table (6) Statistical Indicators for Human Constraints in Electronic Management in Sports Clubs**

No.	Statements	Mean	Standard Deviation	Percentage	Level
1	Weak preparation and training of employees to use electronic technologies.	2.830	0.460	94.318	High
2	Lack of specialists in computer software at the club.	2.852	0.468	95.076	High
3	Low trust of administrative and technical leaders in the club in their ability to use electronic management applications.	1.580	0.738	52.652	Low
4	Some employees' reluctance to accept electronic management due to fear of losing their positions.	2.455	0.787	81.818	High
5	Some administrative and technical leaders in the club are not convinced of the benefits of implementing electronic management.	2.807	0.476	93.561	High
6	Fear among some leaders in the club of change.	2.148	0.388	71.591	Medium
7	Insufficient knowledge of electronic management technologies at the club.	2.818	0.492	93.939	High
8	Lack of specialized human resources in the field of electronic management.	2.773	0.497	92.424	High
9	Insufficient number of technicians proficient in dealing with all electronic devices and modern communication tools.	2.886	0.413	96.212	High
10	Fear among some employees of accountability in case any electronic device malfunctions.	2.159	0.398	71.970	Medium
Total	Human Constraints in Electronic Management in Sports Clubs	2.531	0.486	84.356	High

It is evident from Table (6) that the overall level of human constraints in electronic management in sports clubs is high with a percentage of 84.356%. One statement was rated as low with a percentage of 52.652%, two statements were rated as medium with percentages

of 71.591% and 71.970% respectively, and the remaining statements were rated as high, with percentages ranging from 81.818% to 95.076%.

The elevated level of human constraints can be attributed to the fact that one of the most significant human barriers to the implementation of electronic management in sports clubs is the lack of sufficient technicians proficient in handling all electronic devices and modern communication tools. Additionally, there is a shortage of specialists in computer software at the club, along with insufficient preparation and training for employees to use electronic technologies. These factors contribute to the difficulty in transitioning from traditional paper-based management to electronic management. Moreover, insufficient knowledge of electronic management technologies at the club, along with some administrative and technical leaders' lack of conviction in the benefits of implementing electronic management, further exacerbate these challenges. Other factors include the scarcity of human resources specialized in electronic management and the fear among some employees of losing their positions due to the adoption of electronic management.

This finding aligns with the results of the study by Imane Fouad Ahmed Al-Alam, as well as with Ali Al-Salmi's observation that management, in its general form, plays a crucial role in the success of any task. It is a process that aims to coordinate and harmonize human efforts, utilizing available resources, tools, and modern technologies to achieve specific goals with minimal time, effort, and cost.

The researcher believes that providing qualified human resources, offering continuous training, and developing their skills in the field of electronic management applications in sports clubs will significantly facilitate the task of administrative and technical leaders in preparing strategies for implementing electronic management. Additionally, enhancing the technical culture of the human resources currently in position or newly appointed will make them more accepting of the idea of electronic management in their organizations, thereby greatly reducing their resistance to change.

Thus, the first research question has been answered.

Presentation and Discussion of Statistical Indicators for Administrative Constraints in Electronic Management in Sports Clubs

Table (7) Statistical Indicators for Administrative Constraints in Electronic Management in Sports Clubs

No.	Statements	Mean	Standard Deviation	Percentage	Level
11	High routine procedures before applying the mechanisms and systems of electronic management.	2.875	0.424	95.833	High
12	Failure to appoint qualified personnel to handle electronic management mechanisms at the club.	1.341	0.623	44.697	Low
13	Fear of administrative leaders about implementing electronic management systems and mechanisms.	2.909	0.360	96.970	High

14	Lack of an organizational structure for electronic management at the club.	2.886	0.413	96.212	High
15	Lack of organizational changes required for the introduction of electronic management at the club.	2.932	0.332	97.727	High
16	Lack of specialists in operating and maintaining electronic devices at the club.	2.614	0.780	87.121	High
17	Lack of training courses in electronic management for employees at the club.	2.625	0.763	87.500	High
18	Absence of a clear strategic vision for the use of information and communication technology.	2.250	0.747	75.413	Medium
19	Lack of skills among employees in dealing with the various electronic management systems and mechanisms.	2.511	0.802	83.712	High
20	Failure to organize training courses on electronic management mechanisms for employees at the club.	2.568	0.785	85.606	High
21	Low awareness among administrative leaders about the importance of applying electronic management mechanisms.	2.477	0.788	82.576	High
22	Mismatch between the current organizational structure at the club and the mechanisms for applying electronic management.	2.773	0.620	92.424	High
23	Absence of proper planning for transitioning from traditional management systems to electronic ones.	2.534	0.802	84.470	High
24	Choosing employees based on their personal preferences and in accordance with their abilities and specialties to provide electronic services.	2.273	0.769	75.758	Medium
25	Choosing qualified coaches to increase the effectiveness of applying electronic management.	2.295	0.912	76.515	High
Total	Administrative Constraints in Electronic Management in Sports Clubs	2.524	0.531	84.141	High

It is evident from **Table (7)** that the overall level of administrative constraints for electronic management in sports clubs is **high**, with a percentage of **84.141%**. The breakdown is as follows:

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- One statement has a **low** level (44.697%).
 - Two statements have a **medium** level (75.000% and 75.758%, respectively).
 - The remaining statements are of an elevated level, with percentages ranging from **76.515%** to **97.727%**.

The elevated level of constraints can be attributed to several key administrative challenges in sports clubs:

1. **Lack of organizational changes** required to implement electronic management in the club.
2. **Fear among administrative leaders** regarding the adoption of electronic management systems and their mechanisms.
3. **Absence of an organizational structure** for electronic management in the club.
4. **Excessive routine procedures** hinder the implementation of electronic management systems.
5. **Mismatch between the current organizational structure** and the mechanisms needed to apply electronic management.
6. **Insufficient training courses** in electronic management for staff members at the club.
7. **Lack of specialists** in operating and maintaining electronic devices at the club.
8. **Absence of proper planning** for transitioning from traditional management systems to electronic management systems.

These issues create significant obstacles to the effective implementation and use of electronic management in sports clubs.

These findings are consistent with the results of Abd Al-Qadir Muhammad Abd Al-Qadir Amro's study, and as Abdullah Said Abu Ras points out, administrative obstacles related to organizational management include weak awareness programs that accompany the implementation of electronic management, lack of coordination between departments involved, and the absence of a clear strategy for utilizing information technology.

The researcher believes that there is no clear strategy for providing electronic services in sports clubs, which calls for an effort to use electronic management in delivering services and activities to individuals. Additionally, increasing the awareness of administrative leaders in sports clubs about these administrative constraints and ensuring their understanding can help them develop appropriate strategic plans to address these obstacles and find suitable solutions.

This has answered the second research question regarding the administrative constraints to the implementation of electronic management in sports clubs.

Presentation and Discussion of the Statistical Indicators for Financial Constraints of Electronic Management in Sports Clubs:**Table (8) Statistical Indicators for Financial Constraints of Electronic Management in Sports Clubs**

No.	Statements	Mean	Standard Deviation	Percentage	Level
26	Insufficient budget for purchasing modern electronic technologies.	2.5	0.858	83.333%	High
27	Insufficient budget to prepare the infrastructure for electronic management.	2.284	0.757	76.136%	Medium
28	Insufficient financial support to hire specialists to train staff in electronic work procedures.	2.432	0.855	81.061%	High
29	Insufficient budget for designing and developing electronic programs.	2.386	0.915	79.545%	High
30	Inflated cost of communication means related to the information network.	2.557	0.814	85.227%	High
31	Insufficient budget for maintaining electronic devices and software.	1.170	0.378	39.015%	Low
32	Lack of an incentive system for employees excelling in electronic management.	2.568	0.799	85.606%	High
33	Insufficient financial resources for device maintenance.	2.420	0.893	80.682%	High
34	Unaffordable prices of electronic devices, equipment, and software.	2.511	0.858	83.712%	High
35	Inflated costs of preparing the infrastructure for electronic management in the club.	2.864	0.406	95.455%	High
36	Constraints on working hours and the time allocated for providing electronic services.	2.807	0.564	93.561%	High
37	Identifying the training needs of electronic staff.	2.943	0.278	98.106%	High
38	Insufficient financial allocations in the club to organize lectures, seminars, and workshops related to electronic management applications.	2.841	0.452	94.697%	High
Total	Financial Constraints for Electronic Management in Sports Clubs	2.483	0.612	82.779%	High

The percentage of 39.015% represents a low level, while the medium level is at 76.136%, and the high-level ranges from 79.545% to 98.106%.

The high level is attributed to the most significant financial constraints in sports clubs: the insufficient financial allocations for organizing lectures, seminars, and workshops related to electronic management applications, the lack of identification of training needs for electronic workers, the high costs of preparing the infrastructure for electronic management,

the incompatibility of working hours and the time allocated for providing electronic services, the absence of an incentive system for outstanding employees in electronic management, as well as the insufficient budget for purchasing modern electronic technologies, the high cost of communication tools associated with the information network, and the high prices of electronic devices, equipment, and software.

This aligns with the views of Rabei Shafiq Ateer and Abdel Salam Ma'ruf Ali, who argue that financial allocations must be made for training and capacity building, including training all employees on how to use computers, manage networks, and handle data and information needed for guiding electronic management effectively. It is preferable for this training to be conducted by specialized institutes or training centers, alongside spreading the culture of using electronic management and its methods among those interacting with the organization. The researcher believes that sports clubs are in dire need of material resources to provide the technologies and systems of electronic management, as this technology is continuously evolving, which makes it difficult to keep up with these developments. This requires significant financial resources to provide specialists who will train workers on electronic work procedures, establish the infrastructure for electronic management, and provide the necessary electronic software.

Thus, the third research question has been answered.

Presentation and Discussion of Statistical Significance of Technical Obstacles for Electronic Management in Sports Clubs

Table (9) Statistical Significance of Technical Obstacles for Electronic Management in Sports Clubs

No.	Statements	Mean	Standard Deviation	Percentage	Level
39	The shortage of computers required for applying electronic management systems.	2.682	0.720	89.394	High
40	Lack of a computer network for all organizational departments in the club.	2.795	0.590	93.182	High
41	The rapid technological advancement in information technology and the difficulty of keeping up with it.	2.750	0.648	91.667	High
42	Lack of electronic linkage between devices and software across organizational departments in the club.	2.455	0.757	81.818	High
43	Failure to update the technological infrastructure for applying electronic management mechanisms.	2.886	0.413	96.212	High
44	Lack of technical and technical support for applying electronic management in the club.	2.909	0.360	96.970	High
45	Lack of modern systems and software for implementing electronic management.	2.534	0.710	84.470	High
46	Absence of an electronic monitoring system for administrative operations in the club.	1.591	0.918	53.030	Low
47	Lack of accurate and integrated databases in the club.	2.852	0.492	95.076	High

48	Failure to use technical and technological tools that maximize the benefits of electronic management.	2.898	0.402	96.591	High
49	Inability to select appropriate devices and software for applying electronic management in the club.	2.875	0.450	95.833	High
50	Lack of guidelines for the mechanisms of applying electronic management in the club.	2.205	0.571	73.485	Medium
51	Scarcity of backup systems in case of failure in the overall system.	2.455	0.815	81.818	High
Total	Technical Obstacles for Electronic Management in Sports Clubs:	2.607	0.436	86.888	High

It is evident from Table (9) that the overall level of technical obstacles for electronic management in sports clubs is **high**, with a percentage of **86.888%**. Among the individual statements, **one** statement had a **low** level at **5.030%**, **1** statement had a **medium** level at **73.485%**, and the remaining statements had **elevated levels** with percentages ranging from **81.818%** to **96.970%**. The **medium** level is attributed to significant technical obstacles in the clubs, such as:

- The failure to use technical tools that optimize the benefits of electronic management,
- The inability to select appropriate devices and software for implementing electronic management in the club,
- The absence of accurate and integrated databases in the club,
- The lack of technical support for applying electronic management in the club,
- The failure to update the technological infrastructure to implement electronic management systems,
- The lack of a computer network across all organizational departments in the club,
- The rapid technological advancement in information technology and the difficulty in keeping up with it,
- The unavailability of modern systems and software for electronic management.

This aligns with the findings of Mohamed Jameel Shaheen's study, which concluded that electronic management applications, as a form of information technology, help save time and effort, raising awareness among institution officials about the importance of adopting electronic management and connecting departments together.

The researcher believes that the lack of necessary infrastructure to implement electronic management, along with the unavailability of modern systems and software, are key obstacles preventing the effective application of electronic management.

Thus, the fourth research question has been answered.

Statistical Indicators: The Contribution of Electronic Management to the Development of Administrative Performance in Sports Clubs**Table (10):** Statistical Indicators of the Contribution of Electronic Management to the Development of Administrative Performance in Sports Clubs

No.	Statement	Mean	Standard Deviation	Percentage	Level
52	Contributes to the speed of completing tasks on time.	2.489	0.773	82.955	High
53	Helps reduce administrative costs at the club.	2.341	0.869	78.030	High
54	Works to save time, effort, and money.	2.352	0.831	78.409	High
55	Contributes to flexibility in various administrative processes at the club.	2.432	0.841	81.061	High
56	Allow employees to participate in the decision-making process.	2.352	0.845	78.409	High
57	Helps reduce conflict rates at the club.	2.443	0.856	81.439	High
58	Ensures transparency for all employees at the club.	2.386	0.850	79.545	High
59	Increases the efficiency and effectiveness of administrative processes at the club.	2.534	0.816	84.470	High
60	Helps reduce administrative corruption.	2.511	0.802	83.712	High
61	Assists in facilitating the monitoring and follow-up of work by senior management.	2.409	0.839	80.303	High
62	Enables access to information and data for all organizational levels.	2.534	0.816	84.470	High
63	Allows for quick identification of administrative errors affecting workflow.	2.580	0.754	85.985	High
64	Reduces the influence of personal relationships on administrative decision-making at the club.	2.500	0.830	83.333	High
65	Helps achieve creative and unconventional ideas for employees at the club.	2.466	0.710	82.197	High
66	Contributes to reducing the rate of errors in administrative tasks at the club.	2.489	0.858	82.955	High
Total	Contribution of Electronic Management to Administrative Performance	2.455	0.436	81.818	High

It is evident from Table (10) that the overall level of the statements regarding the contribution of electronic management to the development of administrative performance in sports clubs is **high**, with a percentage of **81.818%**. All the statements in this section show an elevated level, with percentages ranging from **78.030%** to **85.985%**.

The elevated level is attributed to the fact that electronic management contributes to reducing the phenomenon of administrative corruption, increases the efficiency and effectiveness of administrative processes at the club, and provides access to information and data for all organizational levels. Additionally, it enables quick identification of administrative errors affecting the workflow at the club, reduces the impact of personal relationships on administrative decision-making, helps in completing tasks on time, contributes to flexibility in various administrative processes, and helps reduce conflict rates within the club.

This aligns with the findings of **Sawsan Ibrahim Rjabb Al-Akidi**, who states that modern information and communication technologies play a significant role in contemporary administrative work. These technologies are considered essential tools for dealing with global changes and competitive challenges. The researcher emphasizes the need for aligning electronic systems with actual work requirements, developing systems to cover all tasks and procedures, and eliminating paper-based transactions.

Therefore, the fifth research question has been answered.

Statistical Indicators of Mechanisms for Overcoming the Obstacles to Implementing Electronic Management in Sports Clubs:

Table (11) shows the statistical indicators for the mechanisms to overcome the obstacles to applying electronic management in sports clubs.

No.	Statement	Mean	Standard Deviation	Percentage (%)	Level
67	Training club staff to handle electronic management applications.	2.614	0.780	87.121	High
68	Providing the technological infrastructure for electronic management applications.	2.807	0.564	93.561	High
69	Providing the latest devices, software, and electronic technologies in the club.	2.545	0.726	84.848	High
70	Providing a unified database across all activities in the club.	2.739	0.652	91.288	High
71	Providing financial support for implementing electronic management mechanisms.	2.841	0.477	94.697	High
72	Providing advanced and updated electronic communication networks in the club.	2.864	0.507	95.455	High
73	Providing an organizational structure that aligns with electronic management requirements and procedures.	2.955	0.300	98.485	High
74	Providing various forms of electronic communication within the organizational departments.	2.898	0.430	96.591	High

75	Providing information security technologies, data protection software, and encryption programs.	2.943	0.317	98.106	High
76	Providing cooperation protocols with specialized organizations in the field of electronic management.	2.932	0.332	97.727	High
77	Changing the internal regulations of the club to align with electronic management mechanisms.	2.909	0.391	96.970	High
78	Organize specialized training courses to familiarize staff with sports management techniques.	2.920	0.346	97.348	High
79	Organizing courses, lectures, and workshops to introduce modern technologies.	2.841	0.426	94.697	High
80	Allocating part of the club's budget to support the implementation of electronic management.	2.886	0.385	96.212	High
Total	for overcoming obstacles to electronic management implementation	2.835	0.436	94.508	High

It is evident from Table (11) that the overall level of mechanisms to overcome the obstacles to implementing electronic management in sports clubs is **high**, with all the statements reflecting an elevated level, with percentages ranging from **84.848%** to **98.485%**.

The elevated level can be attributed to the necessity of having mechanisms to overcome the obstacles to implementing electronic management in sports clubs. These mechanisms include:

- Providing various forms of electronic communication within the club's organizational departments,
- Providing information security technologies (protection software, encryption programs),
- Organizing specialized training courses to familiarize staff with sports management techniques,
- Allocating part of the club's budget to support the implementation of electronic management,
- Organizing courses, lectures, workshops, and seminars to introduce modern technologies,
- Providing cooperation protocols with specialized organizations in the field of electronic management,
- Changing the club's internal regulations to align with electronic management mechanisms,
- Ensuring financial support for implementing electronic management,
- Providing advanced and updated electronic communication networks in the club.

Eman Fawad Ahmed Al-Alem argues that technological advancement requires greater efforts to accomplish tasks with high demands within brief times. She refers to the experiences of many countries that are pioneers in electronic management, emphasizing the

importance of leveraging modern digital technologies and adopting them as the main infrastructure for organizational work. These advances have led to the emergence of new methods and standards for managing work, different from the traditional ways. It has become a necessary criterion for progress and development. However, this requires the presence of aware leadership with a comprehensive vision, capable of taking the initiative, adapting to changes in the work environment imposed by digital technologies, and facing their challenges.

Thus, the main research question has been answered.

Conclusions:

- There is a lack of sufficient technicians who are proficient in handling all electronic devices and modern communication tools.
- There is no organizational structure for electronic management within the club.
- The club's financial allocations are weak for organizing lectures, seminars, and workshops on electronic management applications.
- The technical and technological techniques that could take full advantage of their capabilities in electronic management are not being utilized.
- The application of electronic management contributes to greater flexibility in administrative processes within the club, enabling employees to participate in decision-making processes.
- The club should provide the latest devices, software, and electronic technologies, along with a unified database for all activities, and allocate financial support for implementing electronic management mechanisms.

Recommendations:

1. It is essential to have enough technicians proficient in handling all electronic devices and modern communication tools, as well as to train staff to use electronic technologies effectively.
2. Appoint qualified personnel to manage electronic management processes at the club and increase the number of specialized human resources in the field of electronic management.
3. Organize training courses for electronic management mechanisms for staff at the club and provide sufficient budget for purchasing modern electronic technologies.
4. Utilize technical and technological techniques that fully leverage their capabilities in electronic management.
5. Train the club's staff to handle electronic management applications and provide the technological infrastructure necessary for the implementation of electronic management systems.
6. Provide financial support for implementing electronic management mechanisms and offer advanced and updated electronic communication networks within the club.

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