

## **The role of sporting governance in reducing risks and increasing the efficiency of high performance by applying statistics**

### **El papel de la gobernanza deportiva en la reducción de riesgos y el aumento de la eficiencia del alto rendimiento mediante la aplicación de la estadística**

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#### **ABSTRACT**

Considering that governance is extremely important in lowering risks and increasing the efficiency of high performance, this research aimed to explain the role of sporting governance in reducing risks and increasing the efficiency of high performance by applying statistics. This research also aimed to analyze the implementation of mechanisms of electronic governance. We found that governance, in the broadest sense, refers to effective management. Therefore, a significant amount of responsibility is placed on the boards of sports directors when it comes to the implementation of governance. Also, sports directors are largely responsible for risk management. Consequently, it is necessary for them to have an understanding of the possible threats, as well as the measures that should be taken to guarantee efficiency and absence of ethical conflicts. According to our results, we concluded that there is a significant association between sporting governance and the performance of sports organizations.

#### **KEYWORDS**

Governance; E-governance; Sports; Risks; Efficiency; Performance

#### **RESUMEN**

Considerando que la gobernanza es extremadamente importante para reducir los riesgos y aumentar la eficiencia del alto rendimiento, esta investigación tuvo como objetivo explicar el papel de la gobernanza deportiva en la reducción de riesgos y el aumento de la eficiencia del alto rendimiento mediante la aplicación de estadística. Esta investigación también tuvo como objetivo analizar la

implementación de mecanismos de gobernanza electrónica. Se encontró que la gobernanza, en el sentido más amplio, se refiere a una gestión eficaz. Por lo tanto, una gran responsabilidad recae en los consejos de directores deportivos en lo que respecta a la implementación de la gobernanza. Además, los directores deportivos son en gran medida responsables de la gestión de riesgos. En consecuencia, es necesario que comprendan las posibles amenazas, así como las medidas que deben tomarse para garantizar la eficiencia y la ausencia de conflictos éticos. Según nuestros resultados, concluimos que existe una asociación significativa entre la gobernanza deportiva y el desempeño de las organizaciones deportivas.

## **PALABRAS CLAVE**

Gobernanza; Gobernanza electrónica; Deportes; Riesgos; Eficiencia; Rendimiento

## **1. INTRODUCTION**

The usage of information and communication technology (ICT) has significantly expanded in recent years, coinciding with the rise of the internet generation. This progress has led to the development of a knowledge-based society, which offers numerous facilities (for the general public) to carry out certain activities and procedures in a manner that is significantly more open, effective, and unobstructed. The expansion of information and communications technology (ICT) as well as the consolidation of electronic media and resources in the services sector have both contributed to the widespread promotion of a knowledge-based society. As a result, electronic media are being employed in practically every industry in the world today, and ideas such as e governance, e-government, e-education, e-payments, and e-transfer, amongst others, have emerged in contemporary global society. It was also possible for governments to reap the benefits of these electronic media by making possible for them to carry out their operations and procedures in a manner that was both more efficient and more open to public scrutiny. As a result, new ideas such as electronic government and e-governance have surfaced and are currently being implemented.

It is usual practice to use the terms "government" and "governance" interchangeably. This is due to the fact that both "government" and "governance" are tied to one another and work to give services to the general population. In this context, sporting governance is particularly important (Parra Proaño, 2022; Rassouli, Sajjadi, Mosaffa, & Rasekh, 2020; Saber & Ibrahim, 2022). Performance evaluation is an essential element of the sporting organizations, as it contributes to provide data and information that are used to measure the extent to which the institution's objectives

have been achieved, and thus identify the previous and subsequent performance trends of its activities, enabling it to take the necessary decisions to determine its course and strategic objectives and what the institution seeks to achieve (Acharya, Niño, & Patel, 2022; Javaid, Haleem, Singh, & Suman, 2021). Governance has an impact on the performance of sporting organizations, and the research problem lies in that governance affects the high performance of Iraqi sporting organizations, and in order to be sure of this fact, we must answer the following questions: 1) What is the extent of interest in the issue of governance by Iraqi sports organizations? 2) What is the level of efficiency in the sports organizations analyzed in this study? 3) What are the reasons for a better or worse performance in sports organizations?

The development of information and communication technologies has already brought about a revolution in communication patterns, as well as in the way governments interact with one another (Suseno, Chang, Hudik, & Fang, 2022). The development of good governance became a goal for every state in the previous century. This was due to the fact that good governance improved the efficacy and efficiency of the delivery of public services. As a result, a greater proportion of people report feeling satisfied. Nevertheless, in the twenty-first century, the installation of the patterns of e-governance in the government and public offices is the means to develop successfully excellent governance in any state. This is because e-governance is a kind of electronic governance (Han, Sun, & Wang, 2020). The extent to which principles of good governance, such as decentralisation, accountability, efficiency, openness, administrative reforms, and maximum engagement of the public, can be put into practise in the modern day is one of the most pressing concerns of our time. Therefore, the mechanisms of e-governance are grabbing attention and helping to ensure effective governance because of their quick reaction times and high levels of efficiency. The United Nations' second "World Public Sector Report" from 2003 predicted that developments in information and communication technology will result in a shift in the patterns of governance. In this document, the term "e-government" is defined as "a government that applies ICT to transform both its internal and external relationships" (Kaushik & Mukherjee, 2022). The use of information and communications technology (ICT) to government operations can significantly elevate society's expectations for the performance of the government, but it cannot change the roles and obligations of the government to retain legitimacy, transparency, and accountability. According to Akpan-Obong et al, e-governance is a major instrument for achieving good governance in developing countries (Akpan-Obong, Trinh, Ayo, & Oni, 2023). This is due to the fact that it provides a framework for organizing comprehensive e-reforms, beginning with the government and the public sector (Kalsi, Kiran, & Vaidya, 2009).

E-government has been defined as the delivery of government information and services to the people by using the internet, intranet, the worldwide web and other latest means of ICT (Akpan-Obong et al., 2023; Kalsi et al., 2009). Some authors write about the significance of e-governance for developing countries, specifically Bangladesh (Jewell, Jewell, & Kaufman, 2022). They claim that e-governance is the solution to bad or poor governance, and that it helps to enhance the efficiency of governments by "reducing corruption, red-tapism, bureaucratic elitism and inefficiency, favoritism, lack of accountability and transparency" (Batool, Gill, Javaid, & Khan, 2021). Some authors (Coccia, 2021) have carried out extensive study on the topic of good governance in poor nations and identified beneficial practices. As a result of their research, they came to the conclusion that "the mechanisms of e-governance are an antidote to poor governance and could play a significant role in ensuring good governance in developing countries" (Kabeyi, 2019). E-governance also presents potential for structural shifts in public administration, which may be taken advantage of. In any government office in this day and age, having access to computers and the internet is required in order to improve the office's overall performance and efficiency. On May of 2014, the Ministry of Information Technology of Pakistan held an event called "E-Office Forum-2014" with the goal of improving the quality of government by utilizing various forms of electronic governance. It promoted the idea that "e-governance for good governance" should be the goal. "To share the experiences regarding the e-governance initiative of the e-office/e-filing system to sensitize all the stakeholders about its importance, and ask for their active support in its implementation and to highlight their key roles and responsibilities" (Konanahalli, Marinelli, & Oyedele, 2020) was the primary objective behind the establishment of that forum. This objective was intended "to highlight their key roles and responsibilities".

Considering that governance is extremely important in lowering risks and increasing the efficiency of high performance, this research aimed to explain the role of sporting governance in reducing risks and increasing the efficiency of high performance by applying statistics. This research also aimed to analyze the implementation of mechanisms of electronic governance.

## **2. METHODS**

The importance of this research lies in the following: 1) Explanation of the importance of applying the rules of electronic governance in sports organizations, which leads to reduce the risks to which they are exposed. 2) Description of the mechanisms that support and strengthen sporting

governance. 3) Explanation of the role of sporting governance mechanisms in reducing risks and enhancing performance.

The research is based on the hypothesis that sporting governance will reduce risks of sports organizations related to credit and transparency, and will contribute effectively to increase their performance. The theoretical assumption of this research is that there is a significant correlation between governance, reducing risks and increasing the efficiency of high performance.

Academic literature about this topic was reviewed. Furthermore, we carried out a study analyzing five Iraqi sports organizations, where 102 questionnaires were distributed to the employees of the organizations, with 20 questionnaires for four organizations and 22 for the other one. All the data obtained were analyzed with SPSS (Statistical Package for the Social Sciences), version 28.0. The significance level was  $p < 0.05$ .

### **3. RESULTS AND DISCUSSION**

Governance is of paramount importance because can raise the level of performance and reduce risks. Governance can be defined as a set of special methods and procedures that show how to manage and monitor the various activities of an organization, determining strategic objectives, following up the daily activities, and ensuring the adequate progress of the organization (Alkaraan, Albitar, Hussainey, & Venkatesh, 2022).

The principles of risk management include a set of guiding rules and good practices that work for the purpose of providing a sound framework for risk management, which can be summarized as follows (Munir & Djaelani, 2022). First, the directors of the organization are primarily responsible for managing risks, so they must understand the risks and manage them in an effective manner. Second, it is necessary to set, review and approve risk management policies. Risk management policies include the identification of risks and methods for measuring, managing and controlling risks. Third, an effective risk management framework should be provided, characterized by effectiveness, comprehensiveness and consistency. Fourth, the necessary decisions and actions must be taken to address the risks. Finally, all risks should be evaluated regularly, in a descriptive and quantitative or qualitative manner, taking into consideration the impact of expected and unexpected events (Tunji-Olayeni, Kajimo-Shakantu, & Osunrayi, 2020; Yin, Chen, Xiao, Mohsin, & Liu, 2023).

Regarding the role of high performance culture in increasing efficiency, the culture of an

organization arises initially when the unit is formed and it depends on the personal views of the founders of the unit and how they view the world. However, secondary cultures can be found in the unit, especially in the task teams and projects within the unit (Al Yami, Ajmal, & Balasubramanian, 2022). The culture of unity is one of the important factors that constitute management ethics, and we must talk about organizational culture as a reference for performance standards in relation to subordinates (Andersén & Andersén, 2019). Also, the organizational culture contributes to enhance organizational performance, achieve employee satisfaction, and to have real awareness of how to deal with problems (Eras Alfonso, 2021). Organizational culture is an important activity for sports managers because it affects strategic development, productivity, and education at all managerial levels, as shown in figure 1.



**Figure 1.** The high performance culture

The high performance culture is based on the following components: 1) Strength: results are achieved whenever the unit is able to establish a strong culture. 2) Suitability: The ability to achieve results depends on the suitability of the unit culture to the business. 3) Adaptation: Success in achieving results depends on the ability to create an organizational culture that helps the unit adapt to changes.

In the present study, we measured the extent of the relationship and influence between sporting governance and reducing risks, that is, the relationship between (governance through the board of directors (x1) and (reducing risks (y1)). The best model for these data is presented in Table 1, where the independent variable (x1) explains the dependent variable (y1), with  $p < 0.05$ . The strength of the

relationship was represented by the correlation coefficient ( $R = 0.977$ ), meaning that there is a strong relationship between the variables.

**Table 1.** The coefficient for determining the best model (governance-risk reduction)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Sig. F Change
1	.977	.955	.953	.371		.000

The  $p$  value  $< 0.05$  indicates that the model represents the phenomenon studied as an accurate premise, that is, accepting the hypothesis of the existence of a significant relationship between sporting governance and reducing risks, as shown in the Table 2.

**Table 2.** The analysis of variance between the variables (governance-risk reduction)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.628	3	93.876	680.968	.000
	Residual	13.372	97	.138	----	----
	Total	295.000	100	-----	-----	-----

Regarding the role of governance in the development of high performance, a number of researchers and writers have developed a set of models. In order to achieve the high performance of the unit, we propose the interaction of five main components: involvement of subordinates, self-directed team, total quality management, organizational learning, and integrated production technology. The adequate interaction of these five main components will improve organizational performance. Particularly, in this study we found a strong relationship ( $R = 0.953$ ) between governance and performance, as shown in the table 3.

**Table 3.** The coefficient for determining the best model (governance-performance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Sig. F Change
1	.953	.908	.905	.681		.000

The  $p$  value  $< 0.05$  indicates that the model represents the phenomenon studied as an accurate premise, that is, accepting the hypothesis of the existence of a significant relationship between sporting governance and performance of the organization, as shown in the Table 4.

**Table 4.** The analysis of variance between the variables (governance-performance)

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	445.019	3	148.340	319.892	.000
Residual	44.981	97	.464	--	--
Total	490.000	100	---	---	--

From this, we conclude that the hypothesis can be accepted, which states that there is a significant correlation between governance, reducing risks and increasing the efficiency of performance, meaning that there is a strong relationship and this relationship has a significant effect.

The proposed study methodology is characterized by its multidimensional investigation of the link between sporting governance, reducing risks and increasing the efficiency of performance of the organizations. Our findings confirm the relevance of governance in the sports organizations.

However, our findings should be considered in lights of their limitations. First, the sample size and selection procedure may bias or underrepresent the sports industry. A non-representative sample may restrict the generalizability of the findings. Second, data quality, especially governance data, might affect data accuracy and availability outside the researcher's control. Third, the variables studied may be correlated, although causality may be difficult to establish, since the research may not address all confounding variables. Finally, the governance measurements used may also have limitations, altering the study's conclusions.

These limitations can be fixed by future research. Future research can use bigger and more varied samples to address sample size and diversity problems that could affect representativeness. Researchers should use more recent and complete datasets and rigorous data validation and cleansing to increase data quality. Longitudinal research might solve the study's timing limitations and reveal sporting governance and performance's changing connection. Causation is difficult to prove, but future studies could use more control variables, or experimental designs. Future researchers could also use more advanced governance measuring approaches to better assess governance's impact. Addressing these drawbacks and improving our understanding of sporting governance-performance requires constant methodological advancements. Finally, it would be recommendable to carry out cross-country comparisons to reveal governance practices and their effects across different environments and countries.



#### 4. CONCLUSIONS

We found that governance, in the broadest sense, refers to effective management. Therefore, a significant amount of responsibility is placed on the boards of sports directors when it comes to the implementation of governance. Also, sports directors are largely responsible for risk management. Consequently, it is necessary for them to have an understanding of the possible threats, as well as the measures that should be taken to guarantee efficiency and absence of ethical conflicts. According to our results, we concluded that there is a significant association between sporting governance and the performance of sports organizations.

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#### **CONFLICTS OF INTEREST**

The authors declare no conflict of interest.

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