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**AN ANALYTICAL STUDY ON THE REALITY OF THE LEVEL OF  
IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN THE  
MANAGEMENT OF YOUTH AND SPORTS FORUMS IN BAGHDAD FROM  
THE PERSPECTIVE OF ITS EMPLOYEES**

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**Keywords:**

Governance  
Principles, Youth  
and Sports  
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**Abstract**

*This study aimed to demonstrate the current level of applying the principles of good governance in managing youth and sports forums in Baghdad, through surveying the opinions of the employees, including administrators, coaches, and supervisors, using a good governance scale. After presenting them to experts in sports management and performing statistical analysis of the results, the scale items reached their final form consisting of (37) items. The research population included employees from 15 forums in Baghdad (administrators, coaches, supervisors), selected by the researcher randomly from the General Directorates of Youth and Sports (Karkh, Rusafa, Al-Sadr City), distributed equally at a rate of 5 forums for each of these directorates, resulting in a final sample size of 220 employees, representing 43.4% of the total workforce in these directorates, which amounted to 500 Worker according to the records of the Ministry of Youth and Sports in Iraq. The researcher distributed his study sample into three samples, with (17) workers as an exploratory sample, (120) workers as a construction sample, and (80) workers as a sample for applying the scale. After the researcher completed building the good governance scale and analyzing its results statistically, and extracting its validity, reliability, and objectivity, the researcher proceeded to apply the scale to the application sample, collect its results, analyze them, and discuss them, in order to come up with a set of conclusions, the most important of which are: Youth and sports forums in Baghdad enjoy a disciplined legal environment, which is evident from the fact that the rule of law ranked first among the dimensions of the good governance measurement.*

**Authors' contribution:**

A - Conception and design of the study; B - Acquisition of data; C - Analysis and interpretation of data; D - Manuscript preparation; E - Obtaining funding

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## **INTRODUCTION**

Nowadays, sports institutions have become among the most important community institutions that contribute to youth development, the investment of their free time, and the enhancement of their social and national values. Their role is no longer limited to the sports field only; rather, their role has extended to educational, cultural, social, and humanitarian fields that improve community service and development. Accordingly, there has become an urgent need to develop administrative methods in sports institutions in a way that aligns with modern trends in contemporary management science, which aims to achieve efficiency, transparency, and effectiveness in work (De Sousa-De Sousa et al., 2022).. As a result of this growing interest in developing management in sports institutions, a set of modern administrative methods has emerged, aiming to improve performance and ensure the optimal use of available resources. Among these is the concept of good governance as one of the modern concepts in institution management. This concept is based on a set of principles that seek to organize the relationship between the management of these institutions and the employees and beneficiaries, in a way that achieves transparency and fairness in administrative decision-making (Gawronski & Sobiecka, 2015; Gouttebarga et al., 2021; McKay et al., 2022).

Youth and sports clubs in Iraq are among the most important sports institutions that aim to serve young people and develop their physical, social, and cultural abilities, due to the diverse activities they offer aimed at providing an appropriate environment for young people to engage in various sports activities and organizing programs that work on building the personality of the Iraqi individual and fostering the spirit of cooperation and community belonging (Watt, 2020). However, the success of this institution in achieving its goals largely depends on the efficiency of its management and the nature of the organizational methods applied within it. Therefore, it has become necessary for its administrations to adopt modern management concepts that contribute to developing work, improving performance levels, and providing better services to its beneficiaries. Good governance is one of the most important administrative concepts that aims to achieve sound management of institutions by relying on transparency in administrative work, defining the responsibilities and authorities of employees, and enhancing their participation in decision-making, which positively reflects on performance levels and the achievement of goals and ambitions (Fairbairn & Bliven, 2019; Sobiecka et al., 2015; Szabo & Kennedy, 2021).

Despite the importance of this concept in developing administrative work in sports institutions, studies addressing governance in youth and sports forums are still limited or non-existent, which prompted the researcher to conduct this study to examine the reality of applying good governance in this vital institution. Hence, the importance of this study lies in identifying the level of good governance in youth and sports forums in Baghdad, as it is one of the important sports institutions providing various services to the youth, and in shedding light on this concept in developing administrative work in sports institutions in Iraq.

Through the researcher's review and observation of the administrative work reality in youth and sports forums in Baghdad, a variation and disparity in the choice of administrative methods for work among these institutions was noticed, which reflected on the level of services provided by the forums to the youth and on the efficiency of administrative performance within this institution. The researcher attributes this to the weakness or non-application of modern management principles that contribute to organizing and developing work, including the principles of good governance (Sulaiman et al., 2025).

Based on this, the idea of this study emerged to examine the level of implementation of the principles of good governance in youth and sports forums from the perspective of their employees, in an attempt by the researcher to answer the following question: What is the level of implementation of the principles of good governance in youth and sports forums in Baghdad? To answer this question, the researcher will proceed to develop a tool or scale through which the level of implementation of governance principles in youth and sports forums can be identified from the perspectives of their employees.

Research Objectives: To build a good governance scale in youth and sports forums in Baghdad from the perspective of their employees. To identify the level of implementation of good governance principles in youth and sports forums from the perspective of their employees. To compare the level of implementation of good governance between youth and sports forums in central Baghdad and those in its districts.

## **RESEARCH METHODS**

### **Study design**

The researcher used the descriptive method with the survey approach to suit the nature of the study's problem and its objective in identifying the level of application of good governance principles from the perspective of employees in youth and sports forums in Baghdad. The descriptive method is considered one of the most commonly used methods in educational and administrative studies because it focuses on describing the phenomenon as it exists in reality, analyzing it, and interpreting it in order to reach conclusions that can be generalized.

### **Participants**

The research population consisted of the employees in youth and sports forums in Baghdad affiliated with the Ministry of Youth and Sports, with a total of (15) forums selected by the researcher randomly, distributed equally across three directorates of youth and sports in Baghdad (Al-Karkh, Al-Rusafa, Al-Sadr City), with a total of (500) employees (administrators, coaches, and supervisors). Defining the population is a fundamental step in scientific research as it represents all individuals who share certain characteristics relevant to the study topic.

After determining the study population, the researcher proceeded to extract the appropriate sample size for his study, using the (Steven) equation, reaching a

sample size of (217) workers, which constitutes (43.4%) of the original research population. After determining the appropriate sample size, the researcher divided the study sample into three samples: (17) workers as an exploratory sample, (120) workers for developing the good governance scale, and (80) workers as a sample for applying the scale.

Table 1.

Shows the research population and its sample from employees in the Youth and Sports Forums in Baghdad.

| Directorate                         | Number of forums | Community | Sample | Administrators | Trainers | Supervisors |
|-------------------------------------|------------------|-----------|--------|----------------|----------|-------------|
| Karkh Youth and Sports Directorate  | 5                | 167       | 72     | 24             | 24       | 24          |
| Rusafa Youth and Sports Directorate | 5                | 167       | 72     | 24             | 24       | 24          |
| Sadr Youth and Sports Directorate   | 5                | 166       | 73     | 24             | 24       | 25          |
| Total                               | 15               | 500       | 217    | 72             | 72       | 73          |

### Means, Tools, and Devices Used in the Research

The researcher used the following means, tools, and devices to collect information and extract results:

- 1- Arabic and foreign sources and references.
- 2- Personal interviews.
- 3- Questionnaire forms.
- 4- Personal computer, Laptop (HP).
- 5- Statistical package for social sciences (SPSS).
- 6- World Wide Web (Internet).

### Research Procedure

After reviewing the theoretical framework and the literature related to the research topic, and with the assistance of some studies and conducting some interviews with some employees in the youth and sports forums and the concerned parties as a sample for the research, and consulting a group of experts in sports management, the researcher determined the idea and objective of the scale, which is to identify the level of implementation of good governance principles in the youth and sports forums in Baghdad from the perspective of its employees. Determining the objective of the studied phenomenon is considered a fundamental step in constructing psychological and administrative scales because it defines the general framework of the items that make up the scale.

*Determining the validity of the scale dimensions*

After reviewing theoretical studies and related research, and through the analysis of Arabic and foreign theoretical references and research in the field of sports management and organization and public administration, as well as some indicators related to the subject, the researcher was able to identify five dimensions for the Good Governance Scale (transparency, accountability, participation, efficiency and effectiveness, rule of law). These are the same five dimensions identified by the (United Nations Development Programme, UNDP, 1997) in its famous report entitled (Governance for Sustainable Human Development). Thus, the dimensions of the Good Governance Scale adopted by the researcher are standardized according to previously prepared dimensions and published in global references.

*Determining the validity of the items of the Good Governance Scale*

The researcher identified the items of the Good Governance scale in its initial form as (40) items, distributed at a rate of (8) items for each of the five dimensions. After receiving the scientific observations of the sports management experts, whose number was (10); the researcher analyzed the results using the percentage of their agreement. A percentage of (75%) or more was adopted according to the (Benjamin Bloom) standard as a criterion for accepting the items, which means the approval of (8) experts out of (10). In light of this, (37) items were accepted (Appendix 1) after deleting three items (8, 15, 35) due to their expressions being repetitive in terms of the idea, so that the scale became ready to be applied to the construction sample for the purpose of conducting statistical transactions. Table (2) shows the percentage of agreement of the experts on the items of the Good Governance scale.

Table 2.

Shows the percentage of agreement of the experts on the items of the Good Governance scale.

| Agree<br>ment<br>rate | Not<br>appro<br>priate | Appro<br>priate        | Rule<br>of law  | Agree<br>ment<br>rate                      | Not<br>appro<br>priate | Appro<br>priate        | Partici<br>pation | Agree<br>ment<br>rate | Not<br>appro<br>priate | Appro<br>priate | Transp<br>arency |
|-----------------------|------------------------|------------------------|-----------------|--------------------------------------------|------------------------|------------------------|-------------------|-----------------------|------------------------|-----------------|------------------|
| 90%                   | 1                      | 9                      | 33              | 80%                                        | 2                      | 8                      | 17                | 100%                  | 0                      | 10              | 1                |
| 90%                   | 1                      | 9                      | 34              | 100%                                       | 0                      | 10                     | 18                | 100%                  | 0                      | 10              | 2                |
| 70%                   | 3                      | 7                      | 35              | 80%                                        | 2                      | 8                      | 19                | 100%                  | 0                      | 10              | 3                |
| 100%                  | 0                      | 10                     | 36              | 90%                                        | 1                      | 9                      | 20                | 100%                  | 0                      | 10              | 4                |
| 80%                   | 2                      | 8                      | 37              | 80%                                        | 2                      | 8                      | 21                | 100%                  | 0                      | 10              | 5                |
| 80%                   | 2                      | 8                      | 38              | 100%                                       | 0                      | 10                     | 22                | 90%                   | 1                      | 9               | 6                |
| 100%                  | 0                      | 10                     | 39              | 100%                                       | 0                      | 10                     | 23                | 90%                   | 1                      | 9               | 7                |
| 100%                  | 0                      | 10                     | 40              | 100%                                       | 0                      | 10                     | 24                | 70%                   | 3                      | 7               | 8                |
|                       | Agree<br>ment<br>rate  | Not<br>appro<br>priate | Appro<br>priate | Efficie<br>ncy<br>and<br>effecti<br>veness | Agree<br>ment<br>rate  | Not<br>appro<br>priate | Appro<br>priate   | Accoun<br>tability    |                        |                 |                  |
|                       | 100%                   | 0                      | 10              | 25                                         | 80%                    | 2                      | 8                 | 9                     |                        |                 |                  |
|                       | 100%                   | 0                      | 10              | 26                                         | 100%                   | 0                      | 10                | 10                    |                        |                 |                  |
|                       | 100%                   | 0                      | 10              | 27                                         | 100%                   | 0                      | 10                | 11                    |                        |                 |                  |

|  |      |   |    |    |      |   |    |    |
|--|------|---|----|----|------|---|----|----|
|  | 90%  | 1 | 9  | 28 | 100% | 0 | 10 | 12 |
|  | 100% | 0 | 10 | 29 | 100% | 0 | 10 | 13 |
|  | 80%  | 2 | 8  | 30 | 80%  | 2 | 8  | 14 |
|  | 90%  | 1 | 9  | 31 | 70%  | 3 | 7  | 15 |
|  | 90%  | 1 | 9  | 32 | 100% | 0 | 10 | 16 |

The researcher used the five-point (Likert) scale for its suitability with the response requirements that the researcher aims to obtain from the sample, as shown in Table (3). The scale received a 100% agreement from the esteemed experts in sports management. Thus, the good governance scale includes (37) items distributed across (5) separate fields, with a total scale score ranging between (37-185).

#### *Pilot Application of the Scale*

The researcher applied the scale to the survey sample of (17) employees at the Youth and Sports Forum on (25-5-2025) to determine the adequate time to answer the questions of the Good Governance Scale, which was set at an average of (20 minutes), and to identify the obstacles that might occur when applying the scale to the construction sample.

#### *Application of the Scale to the Construction Sample*

After completing the procedures for constructing the scale, including its fields and items, the researcher applied it to the construction sample, which consisted of (120) employees at the Youth and Sports Forums in Baghdad, including administrators, coaches, and supervisors, for the period from (1-6-2025 to 25-7-2025). The responses of the construction sample were recorded in special forms prepared for this purpose to statistically process the data.

### **Statistical Analysis of the Scale**

The statistical analysis of the scale items aims to determine the ability of the proposed test to differentiate between individuals who have a high degree of the trait or ability and those who have a low degree of the same trait or ability. On the other hand, this is achieved by the following two methods.

#### *First: Discriminatory ability (the two terminal groups)*

Halim Farag believes that to verify the discriminatory power of the items of rating scales with multiple-choice alternatives, the criterion for accepting their discrimination is the significance of the T-test value between the scores of the two extreme groups, high and low, from the construction sample (Halim Farag Abu Zeid, 2011, p.84). Based on this, the researcher applied the form of the scale on the statistical analysis sample determined to be (120) workers, and by adopting the two extreme groups method, the results of the scale questionnaire were ranked in descending order. Then, 27% of each of the high and low groups were extracted, totaling (32) workers in each group, and their results were processed using the independent samples T-test. For independent samples, all the items of the scale appeared distinctive, and no item of the scale was deleted in this procedure.

#### *Second: Internal Consistency*

The internal consistency method provides a homogeneous scale in its items, and it is calculated by computing the correlation coefficient between the item and the total scale score, as it provides evidence of the homogeneity of the items. The simple correlation coefficient (Pearson) was used to achieve this, as shown in Table (4).

Table 4.

It shows the internal consistency coefficient for the items of the good governance scale

| Paragraph | Correlation coefficient | Significance level sig | Paragraph | Correlation coefficient | Significance level sig |
|-----------|-------------------------|------------------------|-----------|-------------------------|------------------------|
| 1         | 0.742                   | 0.000                  | 20        | 0.671                   | 0.000                  |
| 2         | 0.635                   | 0.002                  | 21        | 0.589                   | 0.001                  |
| 3         | 0.581                   | 0.001                  | 22        | 0.624                   | 0.000                  |
| 4         | 0.617                   | 0.000                  | 23        | 0.703                   | 0.000                  |
| 5         | 0.689                   | 0.000                  | 24        | 0.655                   | 0.000                  |
| 6         | 0.602                   | 0.001                  | 25        | 0.576                   | 0.002                  |
| 7         | 0.673                   | 0.000                  | 26        | 0.618                   | 0.000                  |
| 8         | 0.528                   | 0.003                  | 27        | 0.742                   | 0.000                  |
| 9         | 0.644                   | 0.000                  | 28        | 0.695                   | 0.000                  |
| 10        | 0.591                   | 0.001                  | 29        | 0.612                   | 0.000                  |
| 11        | 0.684                   | 0.000                  | 30        | 0.558                   | 0.002                  |
| 12        | 0.563                   | 0.002                  | 31        | 0.631                   | 0.000                  |
| 13        | 0.608                   | 0.000                  | 32        | 0.707                   | 0.000                  |
| 14        | 0.639                   | 0.000                  | 33        | 0.672                   | 0.000                  |
| 15        | 0.748                   | 0.000                  | 34        | 0.594                   | 0.001                  |
| 16        | 0.582                   | 0.002                  | 35        | 0.621                   | 0.000                  |
| 17        | 0.661                   | 0.000                  | 36        | 0.573                   | 0.002                  |
| 18        | 0.769                   | 0.000                  | 37        | 0.688                   | 0.000                  |
| 19        | 0.552                   | 0.002                  |           |                         |                        |

Table (4) shows the consistency of all the scale items as they were below the significance level (0.05).

Table (4) shows the correlation coefficients between each item of the Good Governance Scale and the total score of the scale, with values ranging between (0.528 – 0.769), all of which are statistically significant at the significance level (0.05), indicating that the scale items have a good degree of internal consistency and there is no need to delete any item.

## Psychometric Properties of the Scale

### Validity

After the researcher obtained responses from a group of management experts regarding the validity of the items of the Good Governance Scale, and adopting a (75%) agreement rate among their opinions according to (Bloom), the researcher was able through this procedure to obtain content validity (face validity and logical validity) of the scale items. Logical validity is defined as "presenting the scale statements to a

group of experts, and based on that, some modifications are made to the wording of the statements or items according to their opinions.

#### *Reliability*

The Cronbach's alpha method is considered one of the most accurate methods for verifying the reliability of paper-and-pencil type scales. In this procedure, the researcher relied on the scale application scores on the construction sample of 120 employees in youth and sports forums in Baghdad, after processing them statistically using Cronbach's alpha formula. Notes that the internal consistency reliability indicator is the alpha coefficient, which is also a correlation coefficient. The alpha coefficient indicates the extent to which the items are positively correlated with each other on the scale, and the higher the degree of inter-item correlation, the higher the alpha coefficient. As shown in the table (5).

Table 5.

Shows the results of the study scale reliability coefficient.

| Notes               | Explained Variance | Score (Sig) | Cronbach's Alpha Coefficient | Scale           |
|---------------------|--------------------|-------------|------------------------------|-----------------|
| High and acceptable | 0.731              | 0           | 0.884                        | Good governance |

N = 120 degrees of freedom  $N - 2 = (118)$  significance level (0.05), significant if the (Sig) value < (0.05)

The results of Table (5) indicate that the Good Governance Scale has a high degree of reliability, as the value of Cronbach's alpha coefficient reached (0.884), which is a high and acceptable reliability coefficient in educational and administrative research. Additionally, the explained variance percentage reached (0.731), indicating the consistency of the scale items and their suitability for application to the study sample.

Objectivity was achieved through the clarity of the scale instructions for the study sample, as the respondents' answers were limited to the provided alternatives according to the five-point Likert scale and could not be answered in an open-ended manner, which reduces the researcher's influence in evaluating the responses.

After completing all the scientific procedures and steps to build the scale, the researcher applied the scale for the period from (6-8-2025 to 1-9-2025) on the (80) administrative, coached and supervisor members of the application sample in their workplaces in the Youth and Sports Forums in Baghdad in its three districts (Al-Karkh, Al-Rusafa and Al-Sadr City). The respondents of the scale were assured that the information and data are for scientific research purposes only and are treated with complete confidentiality.

Afterwards, the researcher collected the results of the scale and filled them with special forms in preparation for processing them statistically for the purpose of identifying their level in terms of the total score of the scale, and the level of each of its dimensions, according to the test chosen for the study as a criterion for determining the levels.

After the end of this procedure, the researcher achieved the first goal of his study, which is: building and applying a measure of the principles of good governance in the youth and sports forums in Baghdad from the point of view of their employees.

### Statistical analysis

The results of the study were processed automatically by the Statistical Package for Social Sciences (SPSS) program.

## RESULTS AND DISCUSSION

### Results

After collecting the results of the scale application sample, the researcher here presents the results reached by the study, analyzes them, and discusses them in light of the adopted study criterion, interpreting them based on the literature and similar theoretical studies, and in a manner consistent with the reality of the environment of youth and sports forums in Baghdad.

#### *The adopted study criterion in interpreting the results*

The researcher relied on the five-point Likert scale as a criterion for measuring the responses of the study sample individuals, and the evaluation levels for the scale dimensions were determined according to the following criterion ranges:

Table 6

Criterion for interpreting arithmetic means according to the five-point Likert scale

| Sequence | Dimensions                   | Arithmetic mean | Standard deviation | Level according to the benchmark |
|----------|------------------------------|-----------------|--------------------|----------------------------------|
| 1        | Participation                | 3.65            | 0.55               | High                             |
| 2        | Rule of law                  | 3.82            | 0.49               | High                             |
| 3        | Transparency                 | 3.15            | 0.72               | Medium                           |
| 4        | Accountability               | 3.48            | 0.61               | High                             |
| 5        | Efficiency and effectiveness | 2.9             | 0.84               | Medium                           |
| Total    |                              | 3.4             | 0.64               | High                             |

### Discussion

It appears from the results of Table (7) that the overall level of the good governance scale was high, which confirms that youth and sports forums in Baghdad have the elements and principles of good governance, and that these elements and principles are among the priorities in the work of their administrations. This was shown by the results of each of the five following dimensions: The results showed that the participation dimension was at a (high) level with an arithmetic mean of (3.65). This result indicates that youth and sports forums in Baghdad have moved away in their management from the rigid traditional centralized style and have shifted towards the

participatory management style, which contributes to creating a work environment that stimulates development and creativity among the employees in these sports forums.

The researcher attributes the high level of participation in the responses of the study sample to the feeling of the worker in these forums that they are a partner in decision-making, not merely a subordinate executing instructions. This high level also reflects the realistic involvement of trainers and supervisors in setting the outlines of the annual sports activities curriculum and other programs (Martin et al., 2023; Pegianti et al., 2025; Rohman & Sugeng, 2022). It also indicates the intellectual maturity of the forum administrations in the three directorates, which realized that the success of sports events and other youth and sports forum activities depends on the extent to which the employees are convinced of the work programs in place, and that they are part of those who designed and planned them.

Babalich et al., (2023) The researcher believes that this direct communication with the employees helped in easily conveying their ideas and suggestions, which created harmony in the work and increased the rate of achievement and attainment of the desired goals, which is essential in the working environment of youth and sports forums that require continuous interaction. This agrees with what Hakim Al-Khafaji mentioned that the active participation of employees is considered the cornerstone of the success of sports institutions as it ensures the transformation of administrative goals into tangible reality (Pan, 2024).

This dimension achieved the highest arithmetic mean among the five dimensions of the good governance scale, reaching (3.82) at a (high) level as well. This indicates that the rule of law in the youth and sports forums in Baghdad is about applying justice among employees in the distribution of tasks and duties, and adhering to formal contexts in promotions and penalties, which created a sense of job security among the study sample. The rule of law for everyone reduces favoritism and increases the value of this sports institution in the eyes of its employees, as well as in the eyes of its visitors and audience. The researcher attributes this to the fact that the youth and sports forums are small administrative units linked to a slightly larger administrative unit, which is the Directorate of Youth and Sports. This, in turn, is linked to the Ministry of Youth and Sports. This close and extensive legal relationship has made compliance with ministerial instructions and regulations a part of the personal culture of administrators, supervisors, and coaches alike.

The researcher also sees that the clarity of internal regulations and laws contributed to the legal stability of employees in youth and sports forums, which provided a fair environment ensuring that each individual received their employment rights in return for their duties, thereby enhancing a sense of belonging and job satisfaction among the employees. This positively reflected on the overall level of this dimension in the responses of the study sample. Mohamed Hassan Khalil confirms that sports governance can only be properly established with the presence of a legal

framework that protects everyone's rights, which is the fundamental guarantee to prevent administrative and financial deviation (Babalich et al., 2023; Reyes-Bossio et al., 2022).

It appears from the response table of the study sample that the transparency dimension scored at a (medium) level, after comparing its arithmetic mean of (3.15) with the study's adopted benchmark. This medium result indicates that the transparency of information exchange within youth and sports forums in Baghdad needs to be reconsidered, particularly regarding delegations participating in local and international championships, and also in the mechanism for selecting an outstanding supervisor or coach. The lack of clarity and transparency in work mechanisms leaves employees constantly questioning the neutrality and fairness of decisions. The researcher attributes this level in the sample's responses to some reservations by forum administrations in presenting financial statements related to the forums' budgets and the lack of clarity in the mechanisms for spending on various forum activities, where knowledge of these details is limited to a narrow circle, which has led to a type of ambiguity among the rest of the employees.

Accordingly, the researcher believes that transparency in the Youth and Sports Forums in Baghdad requires serious attention from the ministerial decision-makers, through setting regulations that simplify the procedures for accessing information, data, and financial and non-financial disclosures, and making the decisions of technical and administrative committees available to everyone without complications or ambiguity. This enhances the trust of employees in their administrations and fosters reassurance that rights will not be lost. Ahmed Ali Saleh points out that transparency in the circulation of information is the true test of the administration's credibility in front of its subordinates (Barbalho et al., 2020; Esquius et al., 2020; Riyanto et al., 2020).

It appears from the results of Table (7) that the level of this dimension was (high), with its arithmetic mean reaching (3.48). This indicates that the accountability system in the Youth and Sports Forums in Baghdad operates with high effectiveness, ensuring discipline in work within this vital institution and moving towards achieving the strategic objectives of the Ministry of Youth and Sports, while avoiding negligence and the non-implementation of administrative instructions and laws. It becomes clear from the results of the study sample responses that a high level of accountability reflects the significant commitment of employees in these forums, and that the principle of accountability in these forums is not limited to the aspect of sanctions in case of work violations, but extends to administrative accountability for achieving the sports objectives planned by the directorate and forum management. This motivates employees to try to improve their work due to their desire to receive a good positive evaluation from the forum management or the directorate.

The researcher believes that activating the role of internal control and ministerial inspection committees, or those from the directorates, which visit the

forums periodically, works to enhance the spirit of responsibility and the interest in achieving work objectives, as the administrator, coach, and supervisor feel that there is a system of monitoring, follow-up, and evaluation that they cannot bypass. The awareness of employees about the existence of supervision, legal accountability, and responsibility for any negligence in the assigned work is what contributed to the high results of this dimension in the responses The sample. This agrees with the opinion of Ali Mohammed Jassim that accountability is a tool for evaluating performance and ensuring that public resources are spent in their proper channels to serve the youth and sports sector (da Silva et al., 2013; Lameira-de Oliveira et al., 2018).

The results of this dimension came in last place, at an (average) level in the responses of the study sample, with a mean score of (2.90). The researcher attributes this low level in the responses of the study sample to the lack of financial capabilities and available resources, as some forums, especially youth and sports forums in areas far from the city center, suffer from outdated sports equipment and lack of facilities. This makes their work efficiency fall short of aspirations despite the significant administrative efforts exerted. The lack of necessary tools and equipment for trainers negatively reflects on achieving the required technical efficiency and effectiveness with the youth attending the forum.

The researcher also believes that efficiency and effectiveness in Youth and Sports Forums in Baghdad require logistical and technical support, improvements in their infrastructure, and the transfer and rotation of surplus staff to other forums that are in greater need of personnel in order to ensure the improvement of this dimension in the future. There is also a need to reconsider the fair distribution of material resources among Youth and Sports Forums in Baghdad regardless of their locations, and to emphasize and work on linking available specialties to actual tasks and duties. Thaer Rashid asserts that efficiency is related to the optimal use of resources, and in the light of operational budget shortages, it becomes difficult to achieve organizational effectiveness (Balachandran et al., 2020; Hoffman et al., 2014; Keane et al., 2020; Yordanova et al., 2015).

By understanding and discussing these levels of good governance dimensions, the researcher achieved the second objective of the study, which is to identify the reality of the level of good governance principles in Youth and Sports Forums in Baghdad from the perspective of those working in them. It appears from the results of the sample responses in Table (7) that the overall arithmetic mean for the level of applying the principles of good governance in youth and sports forums in Baghdad, across its five dimensions, was (3.40), at a (high) level. This high overall level in the results gives a positive and reassuring impression regarding the administrative path these vital youth institutions are taking (Babalich et al., 2023; Reyes-Bossio et al., 2022). The researcher believes that the obtaining of a high rating for the good governance scale as a whole, despite the economic and political challenges the country is experiencing, is due to the genuine desire of those working in youth and sports forums in Baghdad (administrators, coaches, and supervisors) to develop the reality

of youth and sports work. The results of the study sample's responses show that the principles of good governance are not merely legal texts existing on paper, but are principles practically applied by those working in these forums. The practical application is clearly reflected in the high results for the dimensions of (rule of law, participation, and accountability), despite the other dimensions being recorded at an average level.

From the researcher's point of view, this disparity between the dimensions, where the legal dimension recorded the highest scores and efficiency and effectiveness recorded the lowest, indicates that the application of good governance principles in youth and sports forums in Baghdad is more of a practical, realistic application rather than principles and instructions. In other words, the employees in these forums adhere to the law, procedures, and ministerial instructions, despite the clash with the reality of available financial resources, which limits their efficiency and ability to produce more in achieving the objectives (Barbalho et al., 2020; Esquius et al., 2020; Riyanto et al., 2020). Here, the study's hypothesis was confirmed that the application of good governance principles practically contributes to the stability and development of administrative and sports work and the achievement of the institution's goals.

And this high level in the principles of good governance reflects the success of the Ministry of Youth and Sports in Iraq in transferring the concepts of modern management to the practical executive levels. The three General Directorates of Youth and Sports in Karkh, Rusafa, and Sadr City have been able to create a balance in their work, which has ensured the continuity of work to achieve their set goals, including continuing sports, scouting, scientific, and artistic activities according to pre-drawn plans. Therefore, the work of these three directorates is considered a practical model for applying modern administrative studies, including good governance. Hence, their work experience can be generalized to the Youth and Sports Directorates in other governorates of Iraq. Mohamed Hassan Khalil emphasizes that applying governance principles constitutes a strong fortress that protects the sports institution from confusion and ensures the sustainability of its resources (Connick et al., 2015; Szabo & Kennedy, 2021; Watt, 2020).

## **CONCLUSION**

Based on the results of the study and after discussing them, the researcher reached the following conclusions: Youth and Sports Forums in Baghdad enjoy a disciplined legal environment, as evidenced by the supremacy of law ranking first among the dimensions of the good governance scale, reflecting the high commitment of employees in line with ministerial instructions. Employees in Youth and Sports Forums in Baghdad possess a participatory administrative sense by providing space for coaches and supervisors to make decisions, which was clearly reflected in the high level of the participation dimension. The presence of an effective monitoring system

by the Ministry of Youth and Sports and its directorates over the affiliated Youth and Sports Forums is reflected in a high level of accountability, ensuring the implementation of the annual ministerial work program. The transparency dimension appears at a moderate level, indicating weaknesses in the forums' management in presenting financial and administrative information and the real standards of the incentive and rewards system for employees. Youth and sports forums in Baghdad suffer from weak fair distribution of financial resources, insufficient human resources, and equipment and tools among the forums, which has led to a low ranking in the dimension of efficiency and effectiveness among the dimensions of good governance.

**Recommendations:** The necessity of properly activating regular meetings (weekly or monthly) between forum administrations and the rest of the staff, to listen to their opinions and suggestions and take appropriate ones to develop work and achieve goals. Preparation of a clear and announced list of regulations, laws, and ministerial instructions so that all employees in youth and sports forums can access them, adhere to them, and avoid violating them. Activating the preparation of a publicly announced guide distributed to all employees and published on the official websites of the directorates or forums, including the standards of the incentive system and the method of selecting and evaluating the ideal employee, to ensure transparency in administrative work. Attempting to move the forum management away from the penalty system and replace it with a system that motivates employees and departments committed to the principles of good governance, in order to create a spirit of competition in fulfilling duties. Fair ministerial distribution of human resources, financial resources, devices, and tools among the forums regardless of their locations, to ensure the quality of work efficiency and achieving goals. Generalizing the results of this study to all Directorates General of Youth and Sports in all provinces of Iraq.

### **Conflict of interest**

The authors declare no conflict of interest.

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## Appendix (1)

### Subject: Opinions of the Respected Employees

Greetings....

The researcher aims to build the scales of his study (an analytical study on the reality of the level of implementation of good governance principles in the management of Youth and Sports Forums in Baghdad from the perspective of their employees). Since you are among the employees in the sports youth forums, and are included in the sample of this study, I would be pleased if you could provide your opinion on the items of the good governance scale by placing a check mark (✓) next to the option you consider appropriate, ensuring that all questions are answered. Please note that the questionnaire is solely for scientific research purposes and is subject to complete confidentiality.

Thank you very much for your cooperation and appreciation.

Specialization:

Place of Work:

Researcher

| Good Governance Principles Scale |                                                                                                                                              |                |       |         |          |                   |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Items                            |                                                                                                                                              | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
| 1                                | Trainers and supervisors participate in setting the annual plans for sports activities at the forum.                                         |                |       |         |          |                   |
| 2                                | The forum administration provides an opportunity for managers and supervisors to express their opinions without restrictions.                |                |       |         |          |                   |
| 3                                | Administrators and supervisors contribute to formulating organizational decisions within the forum.                                          |                |       |         |          |                   |
| 4                                | The forum administration works to involve the visiting youth in evaluating the work program and the quality of services provided.            |                |       |         |          |                   |
| 5                                | The forum administration holds regular meetings to discuss employees' suggestions and opinions.                                              |                |       |         |          |                   |
| 6                                | The forum administration listens to employees' suggestions and problems seriously and includes them in the work program.                     |                |       |         |          |                   |
| 7                                | The forum administration provides appropriate means to convey trainers' and supervisors' suggestions to the responsible authorities.         |                |       |         |          |                   |
| 8                                | Trainers and supervisors feel that their opinions and suggestions will be implemented when making critical decisions.                        |                |       |         |          |                   |
| 9                                | The forum administration works to apply ministerial instructions fairly to all employees without discrimination.                             |                |       |         |          |                   |
| 10                               | The forum administration adheres to legal regulations and instructions when issuing rewards or penalties.                                    |                |       |         |          |                   |
| 11                               | The forum administration is keen to keep employees periodically informed about their legal rights and duties.                                |                |       |         |          |                   |
| 12                               | The program of various activities inside and outside the forum is subject to the ministry's laws and regulations.                            |                |       |         |          |                   |
| 13                               | The forum administration handles employee complaints in a legal, impartial, and fair manner.                                                 |                |       |         |          |                   |
| 14                               | The forum administration contributes to protecting the rights of trainers and supervisors and advocates for them with the higher management. |                |       |         |          |                   |
| 15                               | The forum administration works legally and honestly with the system of allowances and promotions.                                            |                |       |         |          |                   |

|    |                                                                                                                                                 |  |  |  |  |  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| 16 | The forum administration provides sufficient and clear information to the staff about the operating budget for the forum's sports activities.   |  |  |  |  |  |
| 17 | The forum administration clearly sets out its criteria when selecting distinguished coaches and supervisors                                     |  |  |  |  |  |
| 18 | The forum administration facilitates staff access to lists and data of participating and regular youth and their results.                       |  |  |  |  |  |
| 19 | The forum administration acts clearly and openly when making critical administrative decisions.                                                 |  |  |  |  |  |
| 20 | The forum administration continually publishes the forum's achievements and results to the staff.                                               |  |  |  |  |  |
| 21 | The forum administration announces the organizational structure of the forum and the duties of employees on special bulletin boards.            |  |  |  |  |  |
| 22 | The forum administration operates transparently and fairly with the mechanism for disbursing incentives and financial allocations to employees. |  |  |  |  |  |
| 23 | The forum administration subjects trainers and supervisors to performance evaluations periodically.                                             |  |  |  |  |  |
| 24 | The forum administration holds employees accountable who neglect their duties fairly, according to the approved legal regulations.              |  |  |  |  |  |
| 25 | The forum administration clearly explains the legal grounds and justifications for its decisions to employees and oversight authorities.        |  |  |  |  |  |
| 26 | The forum administration scrutinizes the mechanism for preparing sports supplies and equipment.                                                 |  |  |  |  |  |
| 27 | The forum administration explains to the coaches and supervisors its standards in evaluating the quality of their performance                   |  |  |  |  |  |
| 28 | The forum administration ensures that the staff bear responsibility for their decisions and directions, each within their own field of work.    |  |  |  |  |  |
| 29 | The forum administration conducts periodic inventory of all devices and properties to ensure their proper use.                                  |  |  |  |  |  |
| 30 | The forum administration invests its available capabilities to achieve the best accomplishments and results in work.                            |  |  |  |  |  |
| 31 | The forum management is keen on selecting the successful trainer and supervisor suitable for the work specializations.                          |  |  |  |  |  |
| 32 | The forum management completes the administrative transactions for trainers and supervisors as quickly as possible and with the least effort.   |  |  |  |  |  |
| 33 | The forum management reduces wastage channels in financial and material resources while ensuring continuity in work.                            |  |  |  |  |  |
| 34 | The forum management works on involving employees in workshops and training courses to enhance their efficiency at work.                        |  |  |  |  |  |
| 35 | The forum management carefully attempts to ensure that activities and work programs achieve their set goals.                                    |  |  |  |  |  |
| 36 | The forum management invests its available capabilities to achieve the best accomplishments and results in work.                                |  |  |  |  |  |
| 37 | The forum management deals flexibly with emergencies and challenges that employees face during work.                                            |  |  |  |  |  |