



Measuring level of administrative transparency of sports federations heads and clubs in Qadisiyah governorate (From point of view of its employees)

Research Article

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Abstract.

Background

Research questions What is level of practicing transparency of legislation among heads of sports federations and clubs in province of Qadisiya? What is level of transparency of Information Systems practiced by heads of sports federations and clubs in Qadisiya governorate? What is level of practice of transparency of communications among heads of sports federations and clubs in province of Qadisiya? What is level of practicing transparency of decision-making among heads of sports federations and clubs in Qadisiyah governorate? What is level of transparency of administrative accountability practiced by heads of sports federations and clubs in Qadisiyah governorate? What is level of practicing transparency of performance evaluation among heads of sports federations and clubs in province of Qadisiya?

Objectives

Study aims to identify level of administrative transparency practice among heads of sports federations and clubs in Qadisiyah governorate.

Methods

Method used the researcher used descriptive survey method with his steps and procedures. Research community the researcher identified research community of employees of sports federations and clubs, which number(237) individuals. Research sample: research sample was selected randomly from employees of sports federations and clubs, and research sample amounted to (197) individuals with (40) individuals for survey sample and(197) individuals for basic sample.

Results

Research conclusions there is a clear definition of duties and responsibilities of all specialists in sports federations and clubs, according to a job description, job title and purpose of job are determined, and required responsibilities. Sports federations and clubs do not take into account potential of their specialists when issuing regulations by developing capabilities and skills of employees in order to achieve these required goals.

Conclusion

Research recommendations adopting and spreading culture of administrative transparency in all its variables to become a basic approach in work of sports federations and clubs. Strengthening commitment to principle of transparency in sports federations and clubs through organization of seminars and conferences on transparency practices.

Keywords: administrative transparency, sports club, sports federations.

Received: January 01, 2026. Accepted: February 28, 2026

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How to Cite: Finteel, A. K. (2026). Measuring level of administrative transparency of sports federations heads and clubs in Qadisiyah governorate (From point of view of its employees). *Journal of Applied Movement and Sport Science*, 2(1). 38-48. <https://doi.org/10.65575/jamss.v2i1.154>

INTRODUCTION

Sports institution is one of systems that have been created in society for development of sports sector in all sports, health, social and other fields. This it consists]; an organizational structure that includes departments or departments with individuals (employees-volunteers) who possess skills in new role and all system work efficiently to achieve common goals of institution. sports institution is subject to legal and social framework of state (Ebrahim & Hussein, 2025; Sulaiman et al., 2025).

Administrative transparency is considered to be one of our advanced modern administrative concepts that conscious departments should adopt due to its importance in achieving success for administrative development, in addition to its contribution to administrative development and

organizations reaching core of organizational structure able to face new challenges surrounding changes, many administrative thought leaders called for need to make efforts to address administrative problems and identify obstacles to administrative development, such as administrative corruption, red tape, boredom and ambiguity in working methods and procedures, so attempts to apply transparency in administrative processes were important things to consider in practice. Management in various governing bodies (Gawley et al., 2008).

Transparency includes clarity of legislation, its ease of understanding, stability, harmony with each other and objectivity, simplification of procedures and elimination of red tape, dissemination and disclosure of information and its accessibility so that it is available to all, providing a healthy climate of trust, and enabling those involved in service provided by institution to assume their responsibilities in management of institution, transparency instructions, communication and relationships And Administrative Development (Gremmelekhuijsen et al., 2013)

Breton et al. (2007) points out that transparency means that same information is available to all individuals, making things transparent means eliminating information discrepancies, by providing similar information to those who do not have access to it, which contributes to individuals not opposing change. Whereas Gawley 2008 indicates that transparency means clarity and frankness in data and disclosure of information in a general, direct and timely manner (Gawley, 2008). Grimmelikhuijsen et al, (2013) sees it as availability of information about internal work of organization and its performance, and this allows internal observability, which refers to ability of individuals and groups outside organization to monitor decisions and activities taken within organization.

This technology is widely used to monitor compliance with laws and policies, including tracking campaign finance, detecting corruption, and ensuring effective implementation of public policies. factors of secrecy and killing of ideas and creativity are one of types of work sought by those in charge of sports institutions by limiting available information about problems or issues faced by these institutions, therefore there was a need for a set of mechanisms that help to counter these negative phenomena that hinder development processes in sports institutions. Research objective: Identify level of administrative transparency practice among heads of federations, federations and sports clubs in province of Qadisiyah.

Research questions

1. What is level of practicing transparency of legislation among heads of federations, federations and sports clubs in province of Qadisiya?
2. What is level of transparency of Information Systems practiced by heads of sports federations and clubs in Qadisiya governorate?
3. What is level of practice of transparency of communications among heads of sports federations and clubs in province of Qadisiya?
4. What is level of practicing transparency of decision-making among heads of sports federations and clubs in province of Qadisiya?
5. What is level of practicing transparency of administrative accountability among heads of sports federations and clubs in province of Qadisiya?
6. What is level of transparency of performance evaluation practice among heads of sports federations and clubs in Qadisiya governorate?

Administrative transparency: Ahmed Yousef Dodin defined it in 2010 as principle of creating an environment in which information related to current circumstances, decisions and actions is available, understandable and more specifically, it is approach of providing information and making decisions related to policy related to society known through timely publication, openness to all relevant parties (Dodin, 2010).

METHOD

Participant.

the researcher identified research community of employees of sports federations and clubs, numbering(237) individuals. Research sample: research sample was selected randomly from employees of sports federations and clubs, and research sample amounted to (237) individuals with (40) individuals for survey sample , and (197) individuals for basic sample, as shown in Table 1.

Table 1. Characterization Of Research Sample

No.	Sample type	Sample Number	Percentage
1	Exploratory study	40	15.56%
2	Basic study	197	84.44%
	Total	237	100%

Research Design.

The researcher used survey descriptive approach with his steps and procedures. The researcher conducted a survey study on a sample of (40) individuals from outside basic study sample and from within research community, in period from (7/9/2025) to (19/9/2025), and aimed to identify clarity and appropriateness of formulation of phrases for level of understanding of sample and conduct of scientific transactions, results of which showed clarity of instructions for data collection tool, appropriate formulation of phrases for level of understanding of sample, scientific transactions were conducted to find truthfulness and consistency of scale form.

The researcher used scale as a basic data collection tool and has followed following steps in setting it up: Analysis of documents and records. Defining axes and phrases of scale according to goals set, presenting scale in its initial form to experts for identification (correlation of phrases specific to each axis-adequacy, comprehensiveness and correlation of objectivity of phrases). axes and phrases of scale have been approved, and total phrases of scale form(38) are single in pre-final image, and Table No. (2) shows number of phrases for each axis of scale.

Table 2. Number Of Terms For Each Axis Of Scale

No.	Themes	Number Phrases
1	Transparency of legislation	7
2	Transparency of Information Systems	7
3	Transparency of communications and information	5
4	Transparency of decision-making	6
5	Transparency of management accountability	7
6	Transparency of performance evaluation	6
	Administrative transparency	38

The researcher put an estimate balance of responses on scale phrases as follows:

Yes: three degrees are estimated .

To some extent: it is estimated by two degrees

No : it is estimated by one degree .

First: honesty: Internal consistency honesty: Pearson's simple correlation coefficient was used to calculate correlation value between each phrase with total score of axis it represents, and correlation value between total score of each axis with total score of administrative transparency scale, as shown by following two tables:

Table 3. Values Of Correlation Coefficients Between Phrases And Axes Of Administrative Transparency Scale (N=40)

No.	(t) value	Sig.	No.	(t) value	Sig.	No.	(t) value	Sig.
	Transparency of legislation			Transparency of communications and information			Transparency of management accountability	
1	0.750*	0.000	15	0.432*	0.006	28	0.333*	0.038
2	0.492*	0.001	16	0.323*	0.045	29	0.447*	0.004
3	0.357*	0.025	17	0.486*	0.002	30	0.421*	0.008
4	0.509*	0.001	18	0.410*	0.009	31	0.525*	0.001
5	0.330*	0.040	19	0.419*	0.008	32	0.319*	0.048
6	0.623*	0.000	Transparency of decision-making					
7	0.453*	0.004	20	0.423*	0.007	33	0.449*	0.004
	Transparency of Information Systems						0.005	
8	0.704*	0.000	22	0.637*	0.000	35	0.504*	0.001
9	0.500*	0.001	23	0.188	0.252	36	0.290	0.073
10	0.258	0.112	24	0.293	0.070	37	0.289	0.074
11	0.339*	0.035	25	0.484*	0.002	38	0.655*	0.000
12	0.625*	0.000	Transparency of management accountability					
13	0.378*	0.018	26	0.557*	0.000			
14	0.320*	0.047	27	0.532*	0.000			

*A function at a significant level(0.05)

It is clear from previous table that there is a statistically significant correlation between terms and total score for each axis, since calculated value of (T) is greater than its Tabular value at a significant level (0.05), while there is no statistically significant correlation between terms and total score for each axis in terms of(10, 23, 24, 36, 37), since calculated value(T) is less than its Tabular value at a significant level (0.05).

Table 4. Values Of Correlation Coefficients Between Axes And Administrative Transparency Scale (N=40)

No.	Themes	(t) value	Sig.
1	Transparency of legislation	0.613*	0.000
2	Transparency of Information Systems	0.797*	0.000
3	Transparency of communications and information	0.323*	0.045
4	Transparency of decision-making	0.365*	0.022
5	Transparency of management accountability	0.531*	0.001
6	Transparency of performance evaluation	0.425*	0.007

* A function at a significant level(0.05)

It is clear from previous table that there is a statistical correlation for each axis with total score of scale, ranging between (0.323) and(0.797), as calculated value of(T) is greater than its Tabular value at a significant level (0.05), which indicates sincerity of scale. Second: stability: alpha Cronbach coefficient was used to calculate stability value for homogeneity of phrases of each axis of administrative transparency scale, as shown in following table:

Table 5. Values Of Correlation Coefficients Between Axes And Administrative Transparency Scale (N=40)

No.	Themes	Number of phrases	alpha value	Cronbach
1	Transparency of legislation	7	0.817*	
2	Transparency of Information Systems	7	0.707*	
3	Transparency of communications and information	5	0.644*	
4	Transparency of decision-making	6	0.515*	
5	Transparency of management accountability	7	0.609*	
6	Transparency of performance evaluation	6	0.562*	
	Administrative transparency	38	0.766*	

* High value

It is clear from previous table, high value of stability of scale and its axes, as it reached in scale as a whole(0.766) and in axes of scale ranging between(0.515) and(0.817), which indicates stability of scale. After conducting scientific transactions, total of phrases of scale form amounted to (33) phrases distributed over(6) axes in final image.

Table 6. Number Of Phrases Of Administrative Transparency Measure

No.	Themes	Number of phrases		
		Primary	Excluded	Final
1	Transparency of legislation	7	0	7
2	Transparency of Information Systems	7	1	6
3	Transparency of communications and information	5	0	5
4	Transparency of decision-making	6	2	4
5	Transparency of management accountability	7	0	7
6	Transparency of performance evaluation	6	2	4
	Administrative transparency	38	5	33

Lower and upper grades in administrative transparency scale: Table (7) shows lower and upper grades of administrative transparency scale.

Table 7. Lower And Upper Grades In Administrative Transparency Scale

No.	Themes	Number of phrases	Lower grade	Senior class
1	Transparency of legislation	7	7	21
2	Transparency of Information Systems	6	6	18
3	Transparency of communications and information	5	5	15
4	Transparency of decision-making	4	4	12
5	Transparency of management accountability	7	7	21

6	Transparency of performance evaluation	4	4	12
	Administrative transparency	33	33	99

Estimated levels of administrative transparency scale: Table (8) shows estimated levels of administrative transparency scale.

Table 8. Estimated Levels Of Administrative Transparency Scale

No.	Mean	Percentage	Level
1	1.00: 1.66	33.33: 55.33%	Low -
2	1.67: 2.33	55.67: 77.67%	Average
3	2.34: 3.00	78.00: 100.00%	High

Statistical Processors

The researcher will use statistical program SPSS, and he will use following statistical manipulations : (Pearson correlation coefficient – frequency - percentage – Alpha Cronbach - Chi2). After checking scientific transactions for honesty and consistency, the researcher applied scale form to (197) employees of sports federations and clubs in Qadisiyah governorate, in period from (28/10/2025) to (10/11/2025), and after completing application of scale, data was compiled, organized, unpacked and tabulated to conduct appropriate statistical treatments.

RESULTS AND DISCUSSION

Results

Table 9. What is level of practicing transparency of legislation among heads of sports federations and clubs in province of Qadisiya? (N=197)

No.	Phrases	Response iterations			Estimated grade	Relative weight	Value (Chi ²)	Level
		Yes	to some extent	No				
1	director and sports federations and clubs inform employees of laws and regulations as soon as they are issued	103	57	37	490	75.27%	22.27*	Average
2	Any ambiguities in design of laws and regulations are clarified	35	107	55	404	62.06%	47.59*	Average
3	regulations governing work within sports federations and clubs are updated to suit job descriptions of employees	11	64	122	313	48.08%	101.3*	Low -
4	There is a clear definition of duties and responsibilities of all employees of sports federations and clubs	107	70	30	521	80.03%	52.43*	High
5	principle of equality of all employees before law is applied	58	115	24	478	73.43%	70.9*	Average
6	regulations governing work are constantly reviewed to keep abreast of developments in sports arena	13	54	130	307	47.16%	112.9*	Low -
7	Sports federations and clubs take into account potential of their employees when issuing regulations	2	60	135	291	44.70%	141.5*	Low -

* A function at a significant level(0.05)

From previous table, it is clear that relative weight of first axis ferries ranged between (80.03 : 44.70), and level of ferries varied between high, medium and low. Phrase number (4) received first ranking with a high level, where relative weight reached (52.43%) in favor of response (Yes), and phrase indicates that there is a clear definition of duties and responsibilities of all specialists in sports federations and clubs.

What is level of transparency of Information Systems practiced by heads of sports federations and clubs in Qadisiya governorate?

Table 10. Level Of Transparency Of Information Systems Practice Among Heads Of Sports Federations And Clubs (N=197)

No.	Phrases	Response iterations			Estimated grade	Relative weight	Value (Chi ²)	Level
		Yes	to some extent	No				

9	information issued by sports federations and clubs is characterized by credibility and accuracy	94	80	23	515	79.11%	51.83*	High
10	information that employees need is provided on time	53	112	32	465	71.43%	57.8*	Average
11	information is constantly updated and circulated to employees	62	99	36	470	72.20%	54.45*	Average
12	All beneficiaries ' inquiries are answered openly and objectively	102	55	40	486	74.65%	19.81*	Average
13	Clear guidelines are prepared for all actions in sports federations and clubs	57	115	25	476	73.12%	69.71*	Average
14	Sports federations and clubs are keen to provide information about them to outside community	20	102	75	369	56.68%	61.83*	Average

* A function at a significant level(0.05)

From previous table, it is clear that relative weight of second axis ferries ranged between (79.11 : 56.68), and level of ferries varied between high and medium only. Phrase number (8) received first ranking with a high level, where relative weight reached (79.11%) in favor of response (Yes), and phrase indicates that information issued by sports federations and clubs is characterized by credibility and accuracy. This may be due to Association of Directorate of youth and sports in Maysan governorate with a large number of sports institutions associated with it, including clubs and youth centers, which requires knowledge of information and decisions taken about them accurately and credibly.

Table 11. level of practicing transparency of communications among heads of sports federations and clubs in province of Qadisiya.^g (N=197)

No.	Phrases	Response iterations			Estimated grade	Relative weight	Value (Chi ²)	Level
		Yes	to some extent	No				
14	Communication between different levels of management is carried out quickly and accurately	52	65	80	396	60.83%	10.13*	Average
15	latest technological means are used in dealing among all its employees	46	100	51	439	67.43%	29.59*	Average
16	There is mutual trust between superiors and subordinates in sports federations and clubs	79	85	33	490	75.27%	32.33*	Average
17	Sports federations and clubs disclose their vision regarding their policies	21	122	54	391	60.06%	141.1*	Average
18	Diversity in means of communication is carried out between administrative levels	30	102	65	399	61.29%	86.49*	Average

* A function at a significant level(0.05)

From previous table it is clear that relative weight of third axis ferries ranged between (75.27 : 60.06), and level of all ferries was average. Phrase number (16) received first ranking at an average level, where relative weight reached (75.27%) in favor of response (to some extent), and phrase indicates that sometimes there is mutual trust between superiors and subordinates in sports federations and clubs. This may be due to lack of permanent contacts between levels of Directorate of youth and sports, where decisions are made in light of current information, and lack of response to emerging business from executive administrative levels.

What is level of practicing transparency of decision-making among heads of sports federations and clubs in Qadisiyah governorate

Table 12. Level Of Practicing Transparency Of Decision-Making Among Heads Of Sports Federations And Clubs (N=197)

No.	Phrases	Response iterations			Estimated grade	Relative weight	Value (Chi ²)	Level
		Yes	to some extent	No				
19	decisions that are made are clearly announced	81	97	19	506	77.73%	60.76*	Average
20	All employees participate in decision-making	102	55	40	506	77.73%	38.97*	Average

21	Senior management is interested in opinions of employees regarding solution of labor problems	70	117	10	504	77.42%	95.84*	Average
22	decision-making process is carried out on scientific and objective grounds	74	91	32	486	74.65%	35.73*	Average

* A function at a significant level(0.05)

From previous table it is clear that relative weight of fourth axis ferries ranged between (77.73 : 74.65), and level of all ferries was average. Two phrases numbers (19, 20) received first rank at an average level, where relative weight reached (77.73%) in favor of response (to some extent), and two phrases indicate that sometimes decisions that are being made are clearly announced, and all employees participate in decision-making.

This may be due to fact that announcing decisions taken by sports federations and clubs clearly helps employees to adhere to them and work in accordance with what these decisions come from, announcing decisions taken by managers clearly avoids risk of misinterpretation of these decisions, which saves them and organization time, effort and confusion that may occur. This is consistent with results of study of Rasha Nayel Hamed al-Tarawneh, Mohammed Omar al-adayleh 2010 where they pointed out that there is a statistically significant impact of degree of applying transparency in its various fields combined and individually at level of administrative accountability in ministries under study, and that transparency of decision-making is most influential area of transparency at level of administrative accountability, while transparency of legislation is least influential of those areas (Al-Tarawneh & Al-adayla, 2010)

What is level of practicing transparency of administrative accountability among heads of sports federations and clubs in Qadisiyah governorate

Table 13. Level Of Practice Of Transparency Of Management Accountability Among Employees (N=197)

No.	Phrases	Response iterations			Estimated grade	Relative weight	Value (Chi ²)	Level
		Yes	to some extent	No				
22	Managerial accountability is declared for all employees	125	51	21	548	84.18%	92.5*	High
23	Administrative accountability procedures are applied based on documented information	73	86	38	479	73.58%	25.61*	Average
24	Administrative accountability mechanisms announced for all employees	40	103	54	420	64.52%	20.86*	Average
25	Management accountability mechanisms focus on promoting responsibility among employees	22	80	95	351	53.92%	54.09*	Low -
26	Sports federations and clubs develop a method of self-control among their employees	53	115	29	468	71.89%	65.51*	Average
27	Sports federations and clubs offer opportunity to discuss and overcome all issues facing them	77	105	15	506	77.73%	73.59*	Average
28	Employees are required to provide explanations for their decisions and actions contrary to regulations and laws	20	111	66	378	58.06%	70.79*	Average
29	Managerial accountability is declared for all employees	125	51	21	548	84.18%	92.5*	High

* A function at a significant level(0.05)

From previous table, it is clear that relative weight of fifth axis ferries ranged between (84.18 : 53.92), and level of ferries varied between high, medium and low. Phrase number (23) received first ranking with a high level, where relative weight reached (84.18%) in favor of response (Yes), and phrase indicates that administrative accountability of all specialists is announced. This may be due to fact that administrative accountability may be a positive tool that works to achieve a better level of administrative performance due to existence of differences and multiple types of accountability, and it

also represents one of mechanisms and methods developed and modern in treatment of administrative devices .

What is level of transparency of performance evaluation practice among heads of sports federations and clubs in Qadisiya governorate.

Table 14. Level Of Transparency Of Performance Evaluation Practice Among Heads Of Sports Federations And Clubs (N=197)

No.	Phrases	Response iterations			Estimated grade	Relative weight	Value (Chi ²)	level
		Yes	to some extent	No				
30	Clear mechanisms for performance evaluation are defined by sports federations and clubs	117	54	26	535	%82.18	*71.95	High
31	Sports federations and clubs document performance evaluation results of their beneficiaries with accuracy and objectivity	49	106	42	451	%69.28	*41.54	Average
32	Clarifies performance evaluation criteria for employees	90	73	34	500	%76.80	*31.14	Average
33	foundations of performance evaluation are associated with sports federations and clubs with basic requirements for completion of works	29	67	101	352	%54.07	*46.93	Low -

* A function at a significant level(0.05)

From previous table, it is clear that relative weight of Sixth Axis ferries ranged between (82.18 : 54.07), and level of ferries varied between high, medium and low. Phrase number (30) received first ranking with a high level, where relative weight reached (82.18%) in favor of response (Yes), and phrase indicates that clear mechanisms are being identified to evaluate performance in sports federations and clubs. The researcher believes that there is an assessment of performance in sports clubs, and this assessment is carried out according to recognized mechanisms, namely personal observation from managers or interim assessment cards (forms) for performance or activities .

Discussion

This may be due to clarity of procedures necessary to perform all administrative work required of all employees, according to a job description, job title and purpose of job are specified, required responsibilities, required scientific qualifications, responsibilities and powers granted to them, and those supervised by employees.

Seyoum & Manyak, (2009) pointed out that sports management in modern era needs capable specialists in field of sports in addition to availability of administrative experience from both theoretical and practical points of view in order to be able to face global changes and developments. It is also clear from previous table that statement No. 7 got last ranking at a low level, where relative weight reached (44.70%) in favor of response (No), and phrase indicates that sports federations and clubs do not take into account capabilities of their specialists when issuing regulations. This is in line with Hazelkorn 2012 study, which pointed to development of regulations and laws and their continuous updating in order to achieve flow of information and provide it to beneficiaries, leading to modernization and development of European Higher Education (Hazelkorn, 2012).

This is consistent with results of Tarek Maher Hashim's 2015 study, where he pointed out that concept of administrative transparency is linked to culture of organization and is represented by everyone in organization in order to reflect a positive image in front of public, disclosure policy and timely provision of information raises level of administrative transparency and helps in decision-making (Hashem, 2015). As it is clear from previous table that phrase number (13) got last ranking at an average level, where relative weight reached (56.68%) in favor of response (to some extent), and phrase indicates that sometimes sports federations and clubs are keen to provide information about them to outside community.

This may be due to fact that view of senior management of sports federations and clubs on publication of some information and figures with transparency enhances confidence of local

community in importance of role played by sports federations and clubs, contributes to giving a real picture of role played by directorates in sports movement, and shows difficulties in achieving its goals. This contrasts with results of Norman et al 2010 study, where they noted that biggest challenge is not to focus on competing organizations or public, but on employees in first place, as employees may pose greatest threat to success of organization (Norman et al., 2010).

This differs with results of Norman et al 2010 study, which indicated that level of transparency of boss and level of his positive psychological abilities affect degree of trust of subordinates and their perception of his effectiveness, that employees are more confident in manager who trusts their decisions and provides them with information necessary for decision-making (Norman et al., 2010). As it is clear from previous table that phrase number (17) got last ranking at an average level, where relative weight reached (60.06%) in favor of response (to some extent), and phrase indicates that sports federations and clubs sometimes disclose their vision regarding their policies. This is consistent with results of Jaradat's 2013 study, where he pointed out that behaviors that indicate transparency applied by campus leaders are following : choosing leaders based on fairness and objectivity, providing access to accurate data for all and promoting accountability, engaging local community and developing interactive mechanisms with stakeholders (Jaradat, 2013).

As it is clear from previous table that phrase number (22) got last ranking at an average level, where relative weight reached (74.65%) in favor of response (to some extent), and phrase indicates that sometimes decision-making process is carried out on scientific and objective grounds. Two researchers believe that there is a close relationship between administrative transparency and decision-making in sports institutions in general and Directorate of youth and sports in particular, as clarity of correct information helps administrators to make right and proper decisions in light of identifying and understanding decisions and reasons for making it (Haidar et al., 2025; Haniyyah et al., 2025; Hussein, 2025). This is consistent with results of Svensson 2007 study, where he pointed out that there is a high degree of transparency at all stages of decision - making in appointments and incentives in Swedish Higher Education Sector-Transparency in recruitment procedures leads to ensuring quality of outputs and quality of control in management (Svensson, 2007).

This is consistent with results of Martell, (2007) study, which pointed out importance of efforts to increase transparency and accountability in various forms (administrative, economic, political) and that these efforts should be integrated and interrelated. As it is clear from previous table that phrase number (26) got last ranking at a low level, where relative weight reached (53.92%) in favor of response (No), and phrase indicates that administrative accountability mechanisms do not focus on enhancing responsibility in hearts of specialists. This may be due to lack of clarity of roles and responsibilities of all employees of sports clubs, lack of use of continuous follow-up and policy of reward and punishment, all this is related to correct and appropriate implementation of public policy. This is consistent with results of Mohammed's 2017 study, where he pointed out that administrative accountability mechanisms are not focused on enhancing responsibility in hearts of specialists, and there are no clear mechanisms for administrative accountability in Federation (Mohammed, 2017).

This is consistent with results of Al-Omari, (2012) study, and study found that overall degree of obstacles to administrative transparency in Saudi universities was significant, and highest dimensions practiced were transparency in performance evaluation followed by administrative communication. As it is clear from previous table that statement number (33) received last ranking at a low level, where relative weight reached (54.07%) in favor of response (No), and phrase indicates that performance evaluation bases of sports federations and clubs are not related to basic requirements for completing work. Seyoum, & Manyak, (2009), indicates that sports management is one of most important topics that affect our lives and our sports career in championship sector or sports practice sector, because it is always related to setting goals and how to reach them, and is very concerned with how to pool human competencies and financial and material resources and use them optimally and effectively to achieve desired goals.

CONCLUSION

There is a clear definition of duties and responsibilities of all specialists in sports federations and clubs, according to a job description, job title, purpose of job, and required responsibilities are determined. Sports federations and clubs do not take into account capabilities of their specialists when issuing regulations by developing capabilities and skills of employees in order to achieve these required goals. Information issued by sports federations and clubs is characterized by credibility and accuracy

to link with a large number of clubs and youth centers, which requires knowledge of information and decisions taken about them accurately. Sports federations and clubs sometimes disclose their vision regarding their policies, as action plan is derived from vision of Ministry of youth and sports . Sometimes decisions that are taken are clearly announced, and all employees participate in making decisions to help employees adhere to them and work. Administrative accountability is announced to all specialists as it is a positive tool that works to achieve a better level of administrative performance due to presence of differences and multiple types of accountability. Recommendations, Adopting and spreading culture of administrative transparency in all its variables to become a fundamental approach in work of Ministry of youth and sports. Strengthening commitment to principle of transparency in Ministry of youth and sports through organization of seminars and conferences that deal with transparency practices. Providing information systems programs to ensure that they are not lost in a manner that does not interfere with transparency. Work on development of administrative communication systems to increase flow of information and reduce administrative obstacles. Review drafting of some articles of laws and regulations to suffer from some ambiguity among employees and work to simplify them in an understandable and clear way. Work to strengthen self-control in souls of employees and fight administrative corruption in all its forms. Conduct further studies and research related to transparency .

ACKNOWLEDGMENT

The researcher would like to express sincere gratitude to close friends and companions who have shared this journey, as well as to all parties who have supported and assisted in the completion of this article.

AUTHOR CONTRIBUTION STATEMENT

Ali Kareem Finteel Responsible for the entire script.

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