

ORIGINAL ARTICLE



The Importance of Prudent Governance in Fine-tuning Performance Level and Enhancing Administrative Quality: Jordan Higher Council for Youth and Sports Workers' Perspective

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ABSTRACT

Background. Prudent Governance is Important in Fine-tuning Performance Levels and Enhancing Administrative Quality Therefore, Good governance is associated with efficient and effective administration. **Objectives.** The study aims at exploring the importance of prudent governance in fine-tuning performance levels and enhancing administrative quality from the Jordan Higher Council for Youth and Sports workers' perspective. **Methods.** To achieve the objectives of the study, the questionnaire as a study instrument is adopted. The study sample consisting of 80 administrators working in different locations of the Jordan Higher Council for Youth and Sports is used. A two-domain questionnaire: The impact of applying governance in fine-tuning the performance level and the impact of applying governance in enhancing performance quality is designed. **Results.** The impact of applying governance on the performance level is at a medium level while the impact of applying governance on enhancing the performance quality is at a medium level. The findings also show that there are no statistically significant differences due to the variation of gender, academic qualification, and years of experience on the impact of applying governance in fine-tuning the performance level and enhancing administrative quality. **Conclusion.** The study mainly recommends applying governance in sports institutions, updating the regulations, instructions, laws, and legislation governing the sports domain, matching them with the regulations and instructions in force in the country, and working to enable sports federations to launch a sports governance project in Jordan.

KEYWORDS: *Sports Governance, Fine-Tuning Performance, Enhancing Administrative Quality.*

INTRODUCTION

A large number of institutions today are incapable of developing, improving, and advancing due to human and material resources waste, poor performance, lack of clear regulations, instructions, foundations, and standards of implementation, and failure to apply correct scientific administrative practices as a result of confusion in responsibilities and conflict of interests, lack of clarity of powers along with the poor quality of services, which leads to the

dissatisfaction of all parties seeking service, on the one hand, and the weak capacity of administrative development, on the other hand. The need for governance in many institutions, whether advanced or normal, is due to successive economic circumstances and crises, which directly and indirectly have contributed to the weakness of the mechanisms of supervision and control over the work of managers and workers and the lack of information leading to the spread

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of corruption and distrust (1). Following sound principles of governance creates the necessary need to combat corruption and mismanagement, while encouraging transparency in work life and resisting negative aspects in work institutions (2). Governance is one of the concepts comprehensively applied, as it extends to all small and large units in the organization (3). It is also one of the most significant necessary processes necessary to ensure the proper functioning of the work and the integrity of the administration, the fulfillment of obligations and commitments to guarantee that the institution achieves its objectives in a sound legal and administrative manner and furnishes means of fine-tuning that work to increase quality and develop performance. Governance has already worked on fighting corruption and nepotism and directing the institution's material and human capabilities to achieve work at the lowest material cost, less time, and the best means and capabilities.

Besides, it is a set of rules, systems, and procedures that achieve the best protection of a balance between the interests of the top management and the interests of the middle management and the first line of supervision. Likewise, governance is a set of decisions aimed at achieving quality and excellence in performance by selecting appropriate and effective methods to achieve the objectives of the institution (4-6). In the same mood, the importance of corporate governance is evident in the full and clear disclosure of the financial position and decisions taken by senior management. Governance also helps guarantee the rights of all employees, such as the right to vote and the right to participate in decisions affecting the performance level of the institution. (7, 8). In the same vein, the characteristics of governance employed in the administrative and sports domain highlight discipline and appropriate ethical behavior, transparency and provision of a true picture of the reality of the situation, independence, and the absence of unnecessary influences, restrictions, or pressures at work, accountability and the presence of a level of work, evaluating and assessing the volume of work performed, the responsibility, and the existence of an individual or collective agency responsible for the implementation and quality of work, alongside justice and respect for the rights of the different classes, capabilities, and experiences of workers. The United Nations

Development Program (UNDP) headquartered in New York City, USA has identified four types of governance, including:

Systemic Governance: It comprises political, social, and economic processes, structures, and relations and the provision of secure conditions for the protection of culture, religious beliefs, and social values that lead to a better standard of living.

Political Governance: It is concerned with the mechanisms of making and implementing political decisions and enacting laws, and legislation in the state (9).

Economic Governance: It consists of all economic activities that have a social impact such as achieving justice, fighting poverty, and improving the quality of life.

Administrative Governance: It is related to competence, independence, accountability, and transparency as processes that have a role in completing work and creating a safe and attractive environment for employees within the institution. Regarding the governance determinants, they emerge through external and internal determinants, as governance works to set general laws that run work, create an appropriate work environment within the available capabilities, provide oversight and supervisory bodies and bodies for work, and ensure the behavioral and ethical balance for all employees in institutions that will be One of the missions for any organization is healthy policy-making, Understand the roles of and relationships among organizational mission, vision, values, and strategic goals organizations and the role of boards of directors in maintaining policy-making direction (10-12).

At the sports level, governance urges everyone to participate with all its parties in improving general policies, plans, priorities, and visions, and setting rules and reference bases, regulating all aspects of activities, whether technical or administrative. At the same level, which is a sport in all its forms, governance provides a great deal of transparency and integrity in work, facilitating the process of supervision and control, and ensuring ease of accountability through the free flow of information and data. Importantly, governance not only prevents wasting public money but also uses it properly by following certain plans and programs. (13, 14).

Undoubtedly, performance measurement provides a clear entrance to focus on strategic

plans, creates a specific mechanism for reporting on the nature and mechanism of the program, and improves better management and delivery of products and services. The performance measurement also shows the concerned parties, the cost and the possibility of reducing it and gives a good reputation for the institution and provides feedback on the growth of progress to achieve the goals. As put by Kaplan and Norton, the concept of performance represents a turning point for continuity and survival in any organization (8). Performance is no longer optional, as it increases the added value of the organization, strengthens the pillars of competitiveness, and falls within strategic thinking (15). As defined by Drucker the institution can continue and maintain a balance between the internal audience and the external audience (16). It is also defined as the degree to which the planned goals are attained with high efficiency and efficacy by the individual, work team, or institution. Likewise, it is one of the factors affecting the performance measurement of the size of the institution and the strategy of the institution, along with the external environment of the institution.

Governance is one of the modern administrative methods duly guaranteeing the workflow, continuity, and legitimacy of all parties working in the sports institution. Through the long experience in the sports domain, the researcher believes that Jordanian sports need to update the regulations, instructions, and laws regulating the sports domain, as they have become outdated and do not keep pace with developments on the international scene.

It is also noted the weakness or lack of following-up by the higher administrations in the country in the possibility of employing, renewing, and updating the regulations and instructions, which would achieve a new addition to the sports domain. It is also evident that those in charge of the sports administration believe that the concept of governance is unimportant in the sports domain, though it is considered the cornerstone of that. With that being said, the problem of the study lies in exploring the importance of prudent governance in fine-tuning performance levels and enhancing administrative quality from Jordan's Higher Council for Youth and Sports workers' perspective.

The following objectives are articulated to answer the research questions: first to identify the impact of applying the concept of governance in fine-tuning the performance level in sports

federations from the viewpoint of workers at the Higher Council for Youth and Sports. And to determine the impact of applying the concept of governance in enhancing the quality level of administrative performance in sports federations from the viewpoint of workers at the Higher Council for Youth and Sports.

Then the study will find out the availability of statistically significant differences in the impact of applying governance in fine-tuning the performance quality and level due to the variety of gender, academic qualification, and years of experience.

The importance of the study is reflected in increasing interest in the concept of governance and the dissemination of a culture of governance in the social market in general and the sports market in particular. Its significance is also reflected in achieving specific awareness goals as it is the suitable time to create an appropriate framework and put it into practice to confront the imbalances and chaos in the sports matter and the low competitiveness of the capacity of the administrative sport compared to the global sports market. The study is also significant as the sports community, including practitioners and the audience, needs to focus on developing general sports legislation that leads the local sport with fairness and transparency to curb negative administrative practices, combat corruption and fight chaos, whether it exists or not, or work to create a preventive element for the coming days.

In light of the study problem, the research questions are 1) What is the impact of applying the concept of governance in fine-tuning the performance level in sports federations from the viewpoint of workers at the Higher Council for Youth and Sports? 2) What is the impact of applying the concept of governance in enhancing the quality level of administrative performance in sports federations from the viewpoint of workers at the Higher Council for Youth and Sports? 3) Are there statistically significant differences in the impact of applying governance in fine-tuning the performance quality and level due to the variety of gender, academic qualification, and years of experience?

MATERIALS AND METHODS

Participants. The study population consisted of all 110 administrators of the Higher Council for Youth and Sports. The study sample comprises 80 administrators randomly selected. The

questionnaire as a study instrument is distributed among the participants, as 80 correct and valid questionnaires collect for statistical analysis. The questionnaire is divided into sections as follows: Impact of applying governance in fine-tuning the performance level and impact of applying governance in enhancing performance quality.

Validity of Research Instrument. The questionnaire is presented to several experts and validators in the domain of sports management and educational management to express their observations about the use of language, the appropriateness of the phrases, and their relevance

to its domain. Based on the validators' observations, the questionnaire is modified in its final form.

Reliability of Research Instrument. To check the instrument reliability, the internal-consistency approach (Cronbach's Alpha) is used to compute the reliability coefficient. The Cronbach's alpha coefficient of the questionnaire for the entire instrument is (91%), as shown in [Table 1](#).

Statistical Analysis. Statistical Package for the Social Sciences (SPSS) has been used for means, standard deviations, T-test, and analysis of variance (ANOVA).

Table 1. Cronbach's Alpha Reliability Coefficient for the Domains of Research Instrument and the Entire Instrument

No	Domain	No. of Items	Reliability Coefficient (Value Cronbach's Alpha)
1	Impact of applying governance in fine-tuning performance level	22 Items	91%
2	Impact of applying governance in enhancing performance quality	39 Items	91%

After conducting the appropriate statistical procedures for the nature of the study, the following information and data are obtained,

where the variables of gender, academic qualification, and years of experience are identified as shown in [Table 2](#).

Table 2. Frequencies and Percentages of the Study Sample (N = 80)

Variable	Frequency	Percentage
Gender		
Male	36	44.3%
Female	44	55.7%
Academic Qualification		
High School	25	2%
Bachelor's Degree	14	17%
Master's Degree	29	36%
PhD	12	15%
Years of Experience		
Less than 10 Years	39	
11-20 Years	41	

RESULTS

As shown in [Table 3](#), the means of the response of the study sample to the impact of applying the concept of governance on the performance level have ranged from 3.86 to 3.90 and a standard deviation ranging from 0.77 to 0.89 and with a medium level. [Table 3](#) also shows that the sports federations maintain a guide to the regulations and instructions, enabling the members of the sports federations to be guided by

and work with it based on the legal articles and instructions so that these regulations and instructions are up to date, flexible and characterized by justice, integrity, transparency, and non-discrimination and help to implement the work accurately and quickly.

As shown in [Table 4](#), the means of the response of the study sample to the impact of applying the concept of governance in enhancing the quality level of administrative performance in sports

federations have ranged from 3.80 to 3.98 and a standard deviation ranging from 0.77 to 0.90.

As shown in Tables 5 and 6, the responses of the study sample on the impact of applying the concept of governance on the performance and

quality level are not statistically significant. Tables 5 and 6 also show that there are no statistically significant differences due to the variable of gender, academic qualification, and years of experience.

Table 3. Means, Standard Deviations, Percentages, and T-Value of Individual Responses to the fine-tuning performance (N=80)

No	Text of Item	M	SD	%	T
1	Sports federations maintain a guide to the governance principles in line with the current developments in the sports domain.	3.9	0.80	0.78	15.0
2	The governance principles used in the sports domain are flexible and do not conflict with the interests of the federations.	3.89	0.77	0.78	19.0
3	The regulations, instructions, and laws in force in the federations are in accordance with the regulations and instructions in force in general.	3.89	0.89	0.78	13.0
4	Sports governance is fair and non-discriminatory, raises the quality of work, and achieves sustainable excellence.	3.90	0.89	0.78	19.0
5	Applying regulations and instructions through specialized teams helps in effective implementation	3.86	0.80	0.78	14.0
6	The governance structure is transparent and increases trust.	3.87	0.84	0.77	13.0

Table 4. Means, Standard Deviations, and T-Value of Individual Responses to the Second Domain of Research Instrument (enhancing performance) (N=80)

No	Text of Item	M	SD	T
1	The federation members can provide information and data that achieve the governance principles.	3.90	0.90	12.60
2	The federation members have the qualifications and experience to set business strategies and objectives and to monitor the implementation of the strategy effectively.	3.90	0.88	13.0
3	The federation members can efficiently follow up the administrative work with regard to the governance mechanisms and quality enhancement.	3.98	0.77	17.40
4	The federation members have the skills and experience that will develop the structure of governance rules to promote the principles of integrity, transparency, and administrative efficiency.	3.92	0.80	13.90
5	The federation members have the qualifications and experience that make them achieve sustainable development to enhance the governance quality.	3.90	0.77	14.98
6	The federation members can ensure the integrity of the administrative reports, which leads to the achievement of sustainable development.	3.80	0.83	12.90

Table 5. Means, Standard Deviations, T-Value, and Analysis of Variance (ANOVA) of Individual Responses of Research Instrument (N=80)

Variable	M	SD	Degrees of Freedom	T	Sig.
Males	3.60	0.35	80	0.01	Insignificant
Females	3.61	0.27			

Table 6. Analysis of Variance (ANOVA) of Individual Responses of Research Instrument based on the Academic Qualification and Years of Experience (N=80)

Variable	Academic Qualification Variable	Sums of Squares	Degrees of Freedom	Average of Squares	F
	Between Groups	0.15	4	0.04	0.35
	Within Groups	7.9	75	0.10	
	Years of Experience Variable				
	Between Groups	0.52	4	13	1.3
	Within Groups	7.50	75	10	

DISCUSSION

The current study aims at exploring the importance of prudent governance in fine-tuning performance levels and enhancing administrative quality from the Jordan Higher Council for Youth and Sports workers' perspective. The results found that the sports federations maintain a guide to the regulations and instructions, enabling the members of the sports federations to be guided by and work with it based on the legal articles and instructions so that these regulations and instructions are up to date, flexible and characterized by justice, integrity, transparency, and non-discrimination and help to implement the work accurately and quickly. As gleaned from the point of view of the study sample, the findings confirm that the concept of governance is based on regulating the relationships between business parties within the same institution and with other institutions to determine the responsibility of all concerned parties to achieve transparency and justice, combat corruption and ensure that the institution profoundly seeks to achieve its strategic goals. Governance is one of the concepts whose application is characterized by comprehensiveness and continuity, even though the human person has limited capabilities in predicting the future. However, governance can ensure integrity, fulfill obligations and commitments, and ensure the institution's ability to achieve its goals legally, administratively, and economically. Precisely, the concept of governance legally works on building human competencies, overcoming administrative obstacles, fighting corruption and nepotism, and directing capabilities effectively, since justice and transparency are a title for the pillars of governance (17).

This finding is in agreement with the studies of (18, 19), which emphasize the need for sustainable development in enhancing the governance quality and confirms that governance is not an intellectual or administrative luxury, but rather a social, economic and administrative requirement as it determines the level and nature of the relationship it has with combating corruption. Governance also underpins that powers and responsibilities must be distributed in administrative structures to adopt good management in making administrative decisions, as it is a system that helps fine-tune variables, discover risks before they occur, and greatly helps

in evaluating the performance of administrative units. (20). The findings related to the Second Research Question is explained by the necessity of having qualified members who have experience and administrative practices at a high level, which leads to raising the level of competitiveness in the administrative domain in sports federations to achieve equality of duties and responsibilities among all workers in the sports federation and other federations (21, 22). Specifically, it is noted that the management of sports federations is responsible for following up and monitoring the implementation of requirements according to all types of risks. Therefore, the task of internal audit rests in evaluating the level of risk control and monitoring how these requirements are implemented, as well as identifying the extent to which the application of the internal system matches the rules and instructions followed in sports federations and the applicable legislation in force in the state (23), (24). Moreover, the current study is in line with the studies of (25, 26), which confirm that the quality of applying governance in institutions depends largely on the development of an organizational framework to determine the objectives of the institution and methods to achieve them. Also, the quality applying governance enables the institution to raise its administrative and economic efficiency by laying the foundations of the relationship between executive managers and the board of directors. Besides, the quality of applying the concept of governance enhances the implementation of the concept of accountability at all administrative levels. The results showed that there are no statistically significant differences due to the variable of gender, academic qualification, and years of experience. This is explained from the point of view of the study sample that all members of the study sample feel the importance of applying governance in the sports domain and its impact on the quality of work, appreciating the role played by the government to improve administrative performance in sports institutions.

The current study is along the lines of the studies of (27, 28) which confirm that all sectors of developed societies believe in the importance of governance as it combats administrative and financial corruption in institutions and achieves a high degree of integrity, objectivity, truthfulness and individuality, and a great deal of

administrative effectiveness as it provides a great deal of independence. Governance is keen on the absence of pressure at work and reducing fraud, conflict of interests, work conflicts, and all materially, administratively, and morally unacceptable behaviors, as it works to establish systems of supervision, guidance, and strict control, guaranteeing the rights of working individuals and provide legislation that achieves administrative and financial reforms. The findings of this study can be generalized in light of the following limitations:

Human Limitations: This study is limited to a sample of administrators working in different locations of the Jordan Higher Council for Youth and Sports

Spatial Limitations: This study is conducted at the Jordan Higher Council for Youth and Sports

Temporal Limitations: This study is conducted in 2022.

CONCLUSION

In a nutshell, the study aims to explore the importance of prudent governance in fine-tuning performance levels and enhancing administrative quality from the Jordan Higher Council for Youth and Sports workers' perspective. The findings indicate that the impact of applying governance on the performance level is at a medium level while the impact of applying governance on enhancing the performance quality is at a medium level. The findings also show that there are no statistically significant differences due to the

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variable of gender, academic qualification, and years of experience on the impact of applying governance in fine-tuning the performance level and enhancing administrative quality.

APPLICABLE REMARKS

- In light of the foregoing findings, the study recommends implementing governance in sports institutions and sports federations, updating and amending the regulations, instructions, laws, and legislation governing the sports movement, and keeping abreast of sports legislation with the regulations, instructions, and laws in force in the country, enabling sports federations to start the sports governance project, and conducting conferences and seminars specialized in sports governance and sustainable development and linking them to standards and levels and their role in improving the quality of administrative work.

AUTHORS' CONTRIBUTIONS

Study Concept and Design: Acquisition of data: Analysis and interpretation of data: Drafting of the manuscript: Critical revision of the manuscript for important information: Statistical analysis: Administrative, technical, and material support: Study supervision: Hasan Mohammed Al-Khaldi.

CONFLICT OF INTEREST

This manuscript contains no material that could be considered a conflict of interest by the author.

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