

Mismanagement and lack of financial resources and their relationship to declining athletic performance: An analytical study of the crisis at Al-Qasim Sports Club and the exodus of its players.

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Abstract:

Building a strong relationship based on sound scientific principles is essential for improving the relationship between the organizational structure of an institution and enhancing its management. The role of oversight and efficient management in these sports institutions is crucial for raising standards based on pre-established plans and ensuring the desired success, which is scientifically grounded in plans developed by specialists. The current study addresses the realistic and scientific diagnosis of the state of a sports institution, a case study closely associated with some decision-makers. Poor and inefficient management was identified in this study. This situation, as demonstrated through the accurate diagnosis, lacked the sophisticated technical thinking that is fundamental to the advancement and development of the institution. The study showed that relying on hasty and ill-considered decisions leads to counterproductive results that are difficult to rectify. The lack of a carefully considered phased and strategic approach and planning by specialists makes addressing future failures extremely difficult. The study proposes desired solutions for the advancement of any institution, based on previous studies, plans, and relevant theories for developing and establishing robust institutions with sound operations and future performance.

Keyword: Mismanagement, analytical ,crisis, performance, financial resources.

Introduction:

Consequently, traditional methods, relying solely on personal experience and trial-and-error approaches, are no longer sufficient to achieve organizational goals [1]. These goals necessitate sound decisions regarding the optimal

investment of available human, material, and financial resources. Decision-making has become the core of the management process and its primary means of achieving organizational objectives. It is a common factor among all management functions (planning, organizing, directing, and controlling) and extends to all aspects of the organization's structure. Therefore, the importance of this process increases with respect to the organization's objectives, its activities, its size, its capital, and the numerous operational processes it carries out. Hence, it has become imperative for managers to focus on the foundations and methods of decision-making, as well as the principles and procedures for implementing the decisions they issue [2].

Technological progress has created a kind of acceleration in the economic environment and increased the intensity of competition, and the time factor has become extremely important, which has created a kind of mental and nervous pressure and the pressure of responsibility on the decision-maker. [3]. Providing management with the necessary information in sufficient quantity and quality, at the right time, through appropriate communication channels, and at the lowest possible cost is a top priority for decision-makers today. Furthermore, managing the vast volume of data and information circulating within organizations has made it essential to adopt information systems that effectively control its storage, processing, and dissemination. This ensures the availability of all data and information to various subsystems and management levels, enabling them to improve their performance and enhance the effectiveness of their decisions. [4].

Objectives of the Institution:

There are many objectives that an institution seeks to achieve.

Economic Objectives:

The most important economic objectives of institutions can be summarized as follows:

Profit: This is considered one of the most important indicators of their critical need for continuous financing to achieve economic growth and ensure their survival [5].

Meeting the complementary needs of society: Achieving these objectives involves selling products and covering any surplus costs. The needs of society must be met by providing what it requires. The interconnectedness of

achieving general and specific objectives in the same way has a significant impact.

Rationalizing production: This is achieved through the rational and efficient use of production factors and increasing productivity through sound and meticulous planning.

Social Objectives:

The organization's social objectives include:

A. Stable and guaranteed wages. [6]

B. Improving the living standards of workers to keep pace with technological advancements in other societies.. Therefore, the organization must provide workers with greater material and financial resources.

C - Promoting worker organization and cohesion, as workers have varying educational levels and diverse social and political affiliations. The organization must therefore foster unity and understanding to ensure the organization's continued operation and profitability.

D - Providing workers with benefits and facilities such as health insurance, retirement benefits, meals, and company housing.

Technological Objectives:

The technological objectives of an organization involve researching and developing scientific methods and means of production. Modern organizations allocate very high percentages of funds and profits to research and development activities, in accordance with the state's policy in this field. The economic institution also plays a supporting role in technological research and development [7].

Sports management is considered the cornerstone of sports development, and with the increasing role of sports in society, these institutions face challenges [8].

Modern football has become a mirror reflecting the level of institutional organization and its accompanying administrative governance. Technical skills on the field and victory are no longer the sole domain of the team possessing rare talents and the most physically developed players. The integrated system begins with senior management, extends to include

financial planning, and culminates in the psychological environment in which the players and coaching staff operate. In this context, the importance of diagnosing the evident crisis at Al-Qasim Sports Club becomes clear as a real and tangible example of problems suffered by many sports clubs in the region. Poor management, coupled with limited financial resources that are insufficient for the combined technical and administrative capabilities of all personnel to produce optimal and clear sporting results, is a major factor. This instability often creates and leads to the exodus of players and the stagnation and collapse of the entire sports project.

Analytical Study:

This current study aims to identify, diagnose, and deconstruct the structural causes of the crisis and place them within their local and international contexts, making it suitable for publication in international newspapers and platforms concerned with sports management issues and ways to improve its various aspects, both materially and morally, and it does not seek to blame others for the problem.

First: The Concept and Importance of Modern Sports Management

The 21st century has revealed many things that are not limited to managing matches or signing contracts, but have become a multidisciplinary science with intricate branches that combine:

Strategic Management

Economics and Finance

Sports Psychology

Marketing and Brand Building

Successful and outstanding clubs around the world rely on sound and clear organizational structures, and the definition of powers and responsibilities operates within short, medium, and long-term plans derived from scientific phased and strategic planning. The suffering of clubs that lack this model, from hasty decisions, overlapping responsibilities, and lack of accountability, leads to a decline in the required level to achieve in order to advance to modern standards. [9].

Second: Manifestations of Poor Management in Clubs with Moderate Resources

We can examine the current situation of Al-Qasim Club as a case study for analysis and conclusion. Several negative aspects and indicators confirm a clear weakness in its management and structure:

- 1- A lack of a genuine vision and a defined strategy for the club's future.
- 2- Constant changes in the technical staff, which disrupts technical aspects and leads to a lack of realistic and objective evaluation.
- 3- A failure to establish contracts that accurately reflect actual needs.
- 4- Weak and irregular communication and follow-up between management and players.

These practices negatively impact the team's overall performance. The aforementioned situation also creates a tense work environment and a clear gap that hinders fundamental development and makes it difficult to prepare and build a comprehensive and advanced sports project.

Third: Financial crises, which create and generate significant, additional, and continuous pressure.

The suffering of most clubs in the region stems from the limited availability of basic resources, especially financial ones. The most important reason is poor management, considered the primary factor in the likelihood of failure, according to scientific statistics and previous studies. The case of Al-Qasim Club, which is under study, has been identified as having a financial crisis manifested in several aspects, including:

1. Delayed salary payments
2. Weak incentives and bonuses
3. Insufficient spending on all aspects of youth development
4. Deteriorating infrastructure and lack of medical care and inadequate medical services.

Fourth: The relationship between management and finance.

Poor management is evident in the following:

Inability to attract new and impactful talent.

Poor performance in the optimal investment of available resources.

The lack of prioritization of funds for contracts is a significant issue.

Therefore, poor decision-making is one of the core problems in the sports department club's case study.

Fifth: The professional player between ambition and reality.

In modern football, the player is no longer an amateur, but a professional who meticulously plans their career. Among the most important things a player looks for are:

Financial stability

A clear professional environment

An ambitious sporting project

If a club fails to provide these elements, a player may consider leaving the club, making departure a definite option, not unethical behavior. In this context, the waves of departures of influential players at Al-Qasim Club have weakened the team technically, morally, and in terms of performance, resulting in a decline from the desired level of play.

Sixth: Player Migration as a Phenomenon, Not Individual Cases

In this case, migration is:

An indicator of loss of confidence

A reaction to instability

A direct result of administrative and financial dysfunction

This phenomenon leads to the team losing its playing identity and having to rebuild from scratch every season.

Seventh: The Psychological Impact of Crises on Performance

Studies in sports psychology confirm that a player suffering from financial or administrative anxiety:

Loses focus

Decreases in commitment

Becomes more prone to injuries

In an unstable environment, it is difficult for any coaching staff, no matter how competent, to impose discipline or improve performance.

Eighth: The Coaching Staff Between the Hammer of Management and the Anvil of Results

The coach is often the weakest link in a system suffering from structural flaws. If we take Al-Qasim Club as a real and logical example: The coach is expected to achieve quick and immediate results despite not being provided with the necessary tools and qualifications for the anticipated success. The constant threat of dismissal hinders and impedes the development of a viable long-term technical project, and the results will be of modest value.

Ninth: Declining Results as a Natural Consequence

The negative results have their causes, including a team lacking stability, suffering from player exodus, operating in a turbulent environment, and unable to perform effectively in competitions, regardless of individual talent.

Tenth: Comparison with similar international experiences. For example, studies have shown the success of similar approaches despite financial limitations, leading to stability through effective and rational management and the investment of transparent academics. These experiences confirm that the solution lies not only in increasing spending but also in improving the quality and performance of administrative excellence.

Eleventh: The social and public dimensions of the crisis, especially for Al-Qasim Club, which represents a distinguished social symbol for its fans, mean that the decline in its performance reduces loyalty and fails to attract a large fan base. This negatively impacts its media image and affects opportunities for sustainable investment and support in all its aspects.

Twelfth: The Role of the Media in Perpetuating or Resolving the Crisis

Sports media has a dual role: it can either contribute positively to an objective diagnosis of the crisis, or negatively by simply seeking an immediate scapegoat. A superficial and subjective approach to the crisis, without a realistic diagnosis, only exacerbates it.

Thirteenth: Governance as an Approach to Reform

Sports governance relies on:

Transparency

Accountability

Separation of Powers

The basic elements outlined above lead to a sophisticated and genuine reform process in all the corridors of Al-Qasim Club.

Fourteenth: A Proposed Reform Vision

The core of the actual reform process includes the following:

Restructuring management and building a sound and well-considered financial strategy. Building a long-term, technically-based project that supports scientific principles. Improving communication with stakeholders and engaging the local community and the private sector will inevitably lead to building advanced foundations for advancing the sports sector.

Importance of the Study:

- 1- The current study depicted and identified the most prominent understanding of the role of sports management in developing and improving overall institutional performance, especially sports performance, which is the focus of the current realistic research.
- 2- The study provided practical recommendations for improving the operation of sports institutions.
- 3- The study helped raise awareness among decision-makers about the importance of sports management [11]. The operational definition of management: Researchers agree definition of management, stating that the general meaning of management is:

"A body or organization composed of one or more persons who bear the responsibility of running a work, structure, or program. It also means: organizing, coordinating, directing, planning, monitoring, and assembling a human force to achieve a specific goal."

Sports management:

According to the definition of "Sons Kelly, Balch, and Pittl (1990), it is: **"The skills related to planning, organizing, directing, monitoring, budgeting, leading, and evaluating within a body that provides sports, physical activities, or promotional activities"**.

The operational definition: It is a human and social process involving the efforts of employees in the institution, organization, or sports body, as individuals within groups, to achieve the goals for which it was established, aiming for the best possible use of the available material, human, and technical resources of the body or establishment.

Management: Mahmoud Rafiq Al-Tayeb believes that management is that set of coordinated and integrated processes that primarily include planning, organizing, and monitoring. Direction, which is briefly defined as setting goals and coordinating the efforts of individuals to achieve them.

A sports institution is any facility whose structure consists of a working group headed by a manager to guide the activities of a group of individuals towards a common goal and to develop skills related to planning, organization, direction, follow-up, budgeting, and the educational and developmental aspects of sports and physical activities.

Previous Studies:

The topic of our dissertation is considered rare in our view, after reviewing various library archives of sports institutes. While the subject matter is somewhat complex, we found some studies somewhat similar to our dissertation, most of which address sports management in general. Among these are:

First Study:

Administrative Management and its Relationship to Elite Sports Performance Objectives of the Study:

- 1 - To determine the extent to which current elite administrative management aligns with global changes in the performance of elite football athletes.
- 2- To demonstrate the importance of administrative management in raising the level of performance.

3 - To broaden the administrative concepts of administrators to achieve success in their work.

Methodology:

Descriptive methodology. Research Sample:

Consists of 126 individuals, including 6 officials and 120 club employees, among them coaches, administrators, and specialists. Data Collection Tool: The questionnaire used in this study.

The findings: The current administrative management practices prevalent in elite football clubs are inadequate for raising the level of athletic performance.

The legal framework is unsuitable for good governance and has a negative impact.

There is a lack of participation in decision-making and a chaotic leadership style prevailing in the clubs.

Comment on the study:

In light of the previous studies, it becomes clear to us that the first study dealt with "Administrative Management and its Relationship to Elite Sports Performance" in order to show the importance of administrative management in raising the level of performance of elite football athletes. As for our current study, it was concerned with and agreed with the previous studies on the subject of management in the sports field, with the aim of shedding light on the importance of administrative management in sports facilities. This study relied on a sample directed to officials and club workers, while our sample directed to administrators. The random method was adopted in selecting the sample[12].

Second Study:

Planning and Monitoring of Sports Facility Management

Study Problem: Can planning and monitoring improve the management of sports facilities?

Research Objective: To highlight the importance of planning and monitoring in sports facility management and to correct deviations and errors.

Study Hypotheses:

Planning positively impacts the management of sports facilities.

Research tools: Questionnaire. Key findings:

- 1- Planning and follow-up play a crucial role in successful management.
- 2 - Follow-up is conducted according to an effective strategy, resulting from harmony at the management level of the sports facility.

Commentary on the study: This study adopted the descriptive approach, which is the same approach we used in our study. It also relied on random sampling to select members of the population. This study employed both questionnaires and observation to collect data, while our study relied solely on a questionnaire. This study shares with ours the understanding of the role and importance of planning in sports facilities.

Third study: "The impact of sports management strategy on athletic performance."

Study problem: To what extent does the sports management strategy adopted by clubs affect athletic performance?

Study objective: To develop a guide. This study is intended for use by sports officials and relevant bodies to avoid situations that do not align with the study's objectives.

Hypotheses:

- 1- The planning function impacts athletic performance in clubs.
- 2- The organizational function impacts the athletic performance of football players in the championship.
- 3- The directing function impacts the athletic performance of football players.
- 4- The decision-making and order-issuing process effectively affects athletic performance.
- 5- Control impacts the athletic performance of football players.

Methodology: Descriptive methodology.

Research population: Members of the administrative staff of sports clubs, i.e., managers and administrators in first-division sports clubs.

Research sample: Random sampling was used, and five clubs from the first division were selected, including managers and administrators.

Research tool: Questionnaire.

Key findings:

1. The nature of the planning adopted by the sports management of first-division football clubs affects the performance of their players.
2. The type of organization adopted by the sports management of first-division clubs... First Division Football Clubs Affect Player Performance
3. The way orders are issued by the sports management of first division football clubs affects player performance.
4. The guidance process adopted by the sports management of first division football clubs affects player performance.
5. The monitoring process adopted by the sports management of first division football clubs affects player performance.

Commentary on the Study: This study shares common ground with our study on sports management of facilities.

The Fourth Study: The Role of Strategic Administrative Management in Upgrading Sports Facilities The development of sports facilities will not stop at this point, whether in terms of services or overall design. The success of managing these sports facilities and achieving their goals depends primarily on the efficiency and effectiveness of the management overseeing them and the fundamental principles adhered to by the supervisor in planning and managing sports resources. The supervisor is the most knowledgeable about what these facilities need in terms of optimal management and decision-making to achieve the goals of sports management. Sports management is the art of coordinating the elements of work and the sports product in sports organizations and presenting it in an organized manner in order for these organizations to achieve the desired goal. Sports management is defined as the skills associated with planning, organizing, directing, monitoring, budgeting, leadership, and evaluation within an organization that provides a sports service or recreational physical activities.

Conclusion, Recommendations and Suggestions:

The crisis at Al-Qasim Sports Club is not an exception, but rather an expression of a structural challenge facing many clubs in the region. The deeply rooted problem of mismanagement and a clear lack of financial resources together constitute a major obstacle to the development of any institution, leading to declining performance and the exodus of athletes from sports and youth organizations. The current study depicted and identified the most prominent understanding of the role of sports management in developing and improving overall institutional performance, especially sports performance, which is the focus of the current realistic research. The study provided practical recommendations for improving the operation of sports institutions.

The study helped raise awareness among decision-makers about the importance of sports management potential steps to achieve success:

1. Appoint experienced and highly qualified administrative personnel.
2. Determine the actual need for qualified staff to ensure the sustainability of administrative efficiency.
3. To improve management in all aspects, embrace constructive, modern, and advanced ideas from employees within the sports facility.
4. Develop and support an incentive system to enhance administrative performance.
5. Establish a sports management department that engages with advanced sciences that support sports plans, adopting modern methods to transfer expertise and theories that support staff development in various management fields.

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