



**T.R.N.C**

**NEAR EAST UNIVERSITY**

**INSTITUTE OF HEALTH SCIENCE**

**PROBLEMS FACING THE PLANNING AND SPORTS FROM THE  
VIEWPOINT OF SPORTS FEDERATIONS  
(PALESTINE MODEL)**

**NADEED SROUR**

**PHYSICAL EDUCATION AND SPORT**

**THESIS MASTER**

**Nicosia**

**2015/2016**

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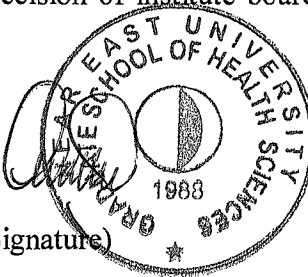

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Director of the Institute of Health Sciences

## GIFTING

To Mom and Dad Lovers...

To My Wife and Companion of My Age...

The Spiritual Balm of My Heart My Daughter...

To The Dear Brothers and Sisters...

To Friends...

All Of Them Dedicate This Work ...

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## ABSTRACT

The study concluded that the problems plaguing the sports federations and clubs, mostly technical problems, also found that workers who have lower academic degrees are more prone to technical and administrative problems. It has been shown through four classrooms and dealing with basic concepts in the Organization and Management of Sports and then scans through the use of identification have been analyzed to find out the major problems afflicting sports federations. Where the results of the study showed that the role of sports federations in operationalizing strategic plans from the standpoint of Union members. And medium-sized enterprises in the areas of planning and potential, few incentives and total area. The results also pointed to the lack of significant differences due to the different study variables (Union, Qualifications, Experience), while results indicated the existence of significant differences depending on the variable of the Union in the area of potential and professional settings.

This study recommends strengthening the concept of participation in management planning, provision and material and moral incentives to honor members of the associations and clubs. Sports federations are the basis for the development and progress of various sports clubs and youth centers, and from here we see great importance in preparing for these unions to succeed on their missions, and for access to national teams capable of good representation in international sports forums. Researcher finds the need to interest the Palestinian sports federations achieve the desired objectives through the availability of managerial abilities, creative skills, management expertise developed and innovative capacity able to optimize available resources of material and human potential and intellectual, through planning, organization, direction and control to reach the desired goals.

**KEYWORDS:** Union, Qualifications, Experience, Administrative, Technical

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**LIST OF USED ABBREVIATIONS**

<b>PE</b>	:	Physical Education
<b>NEU</b>	:	Near East University
<b>TRNC</b>	:	Turkish Republic North Cyprus
<b>Etc.</b>	:	et cetera, a Latin expression meaning "and other things"
<b>ISSF</b>	:	International Shooting Sport Federation
<b>IOC</b>	:	International Olympics Comity
<b>TV</b>	:	Television
<b>USA</b>	:	United States of America
<b>n</b>	:	Number
<b>SPSS</b>	:	Statistical Packages for the Social Science
<b>Sig</b>	:	Sigma
<b>Sum</b>	:	Summation
<b>BA</b>	:	Bachelor Degree
<b>\$</b>	:	American Dollar

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## 1. INTRODUCTION

Sports play an important role in the educational process in society and is one of the branches of general education so as to contribute to building the human through multiple integrated activities and the development of social life, and the ability to think in addition to attention to the health and growth of vital organs. Sports an essential part of general education is an individual life, and through the community could achieve the objectives of education are trying to configure individual personality and working on all this helps personal growth, and qualified to become a citizen in a society that understands the meaning of duty and right, humanity, morality and ideal.

Thus emerged the importance of sport as the rest of other areas of life are needed management and organization, there are a number of sports associations and centers, a set of tools and capabilities, the amount of funds and budgets, number of staff, workers and people of different disciplines and varied sports and players. The need for noting the growing role of sport in society. In addition to its prominent role in the international arena, having proven to provide or delay in the Arab world is linked largely to the leadership. And the history of sports movement Arabic, the effort of a number of individuals have volunteered and carried the banner of the sport movement in difficult conditions at the expense of time and effort.

Administrative leadership in action sports is the cornerstone of which was the success of the administrative process in various sports activities and all sports federations. Administrative leaders play an important and vital in their leadership, they have the burden of achieving the desired objectives of the institution. There must be a human able to face difficult challenges and has the competence, expertise and dedication to carry out his duties, and that features personal power and ability to influence others and directing thoughts and behavior towards the achievement of a concrete goal for the benefit of group led Sports federations are the basis for the development and progress of various sports clubs and youth centers, and from here we see great importance in preparing for these unions to succeed on their missions, and for access to national teams capable of good representation in international sports forums. Researcher finds the need to interest the Palestinian sports federations achieve the desired objectives through the availability of managerial abilities and creative skills

and management expertise developed and innovative capacity able to optimize available resources of material and human potential and intellectual, through planning, organization, direction and control to reach the desired goals.

Sports federations are the basis for the development and progress of various sport clubs and youth centers, so, we might see great importance in preparing for these unions in order to succeed on their missions, also to access national teams capable of good representation in international sports forums. The study achieve the importance of availability in managerial abilities, creative skills and management expertise in developing and innovative capacity that help in optimize available resources of material, also human potential and intellectual through planning, organization, direction and control to reach the desired goals. It is expected that each and every one of these material can help in achieving the desired objectives for Palestinian sports federations.

It is well known that the sports federations are suffering and facing many problems, not only in Palestine, these problems can be find in most countries of the world. Thus, there might be uneven and differences in problems that will face sport federations depending on many variables such as the State and Union type, marital status, qualifications, experience, practice sports and nature of main occupation.

#### Targets of study:

1. To plan constraints and problems facing sports associations from the perspective of leaders in the governing bodies of the unions in Palestine.
2. To differentiate between the constraints depending on the study variables, State and Union type, marital status, qualifications, experience, practice sports and nature of main occupation.

#### Importance of the study

1. The present study considers – in science researcher – it is the first study that will discuss problems in Palestine by proper planning from the viewpoint of sport federations.
2. The study expected to be a source of information for those interested athletes in the Arab world, especially in Palestine.

3. The study open the horizons for such studies to improve planning of sports federations.
4. It contribute the formation of the awareness that need to accept the reality of Palestinian Arabic and sports federations.
5. It will contribute to the scientific planning in order to face obstacles which threaten the role of sports federations.

The strategy of achieving objectives:

Because this study discuss for the first time it is possible to be very important in the field of sports, especially for those interested in this field. The goals might be achieved between individuals, sports clubs and those interested in the field of sports, especially in Sports Federations.

### **1.2.Statement of Research Problem**

Although sports associations was instrumental in revitalizing the sport and development, but there are many obstacles and problems which are a barrier to the strategic planning of these unions.

For this suffering Arab society in General and the Palestinians in particular, to the scarcity of leaders in the field of sports specialists on sports management in spite of the proliferation of institutions of higher education as they lack adequate training in leadership in sport for the leadership of the sports associations, administrative processes and decision-making, entrance on laws and legislation, the management of sporting bodies.

As well as the many problems facing the unions from political, religious and economic, despite a constitutional guarantee of gender equality in Arabic countries, discrimination on the basis of gender is dominant on the practice, and the gap is expected to exacerbate the deteriorating social and economic conditions associated with globalization policies.

In light of this study was to detect obstacles and problems plaguing the sports federations in Palestine from the perspective of leaders in the governing bodies of sports federations of Palestine.

### 1.3. Questions of the Study

This study attempts to find answers to the following questions:

The main question: What are the main problems and constraints facing the sports planning from the viewpoint of members of sports federations?

#### Sub-questions:

- 1- Do different leaders estimate athletes on boards of sports federations in Palestine on the constraints and layout problems depending on the study variables (Union type, sex, and marital status, qualifications, experience and practice sports and nature of main occupation).?
- 2- What are the main ways and methods to promote sports federations?

### 1.4. Hypothesis of the Study

2. There are no significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to the variable Specialization.
3. There are no significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to variable degree Qualification.
4. There are no significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to years of experience variable.
5. There are significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to the variable nature of the main occupation.

### 1.5. Significance of the Study

2. The present study considers – in science researcher – is the first study in Palestine discuss problems suffered by proper planning from the viewpoint of sports federations.



3. This study will constitute the source of modern, comprehensive information on the Arab world and Palestine interested the subject associations and sports organizations.
4. Open the horizons for such studies to improve planning of sports federations.
5. To contribute to the formation of the awareness of the need to accept the reality of Palestinian Arabic and sports federations.
6. Contribute to the scientific planning to face obstacles which threaten the role of sports federations

#### **1.6. Objectives of the study**

The aim of this study is to identify:

1. Planning constraints and problems facing sports associations from the perspective of leaders in the governing bodies of the unions in Palestine.
2. Difference these constraints depending on the study variables, State and Union type, sex, and marital status, qualifications, experience and practice sports and nature of main occupation.

#### **1.7. Study limitations**

Identified study and generalizability results in light of the following parameters:

1. Humanity: the study was limited to leaders in the governing bodies of sports federations for individual and collective games officially accredited in the Olympic program for both genders.
2. Spatial: the study on the sample above.
3. Temporal: this study is applied in the first semester and second semester of academic year 2015/2016.
4. Conceptual: limited to concepts and terminology in the study.
5. Procedure: only study tool and the degree of sincerity and persistence and a sample survey and statistical treatments used.

#### **1.8. Study terms**

**Olympic Committee:** A body composed of sports association's sports which runs the games included in the Olympic program to organize Olympic sports activity in the State. Olympic Committee considers special bodies of public benefit and have a legal

personality and is representing the State in the Olympic world, continental and regional.

**Sport federations:** Federation of sport body consisting of sports clubs and youth centers which agree to join CAA sports bodies that are active in the game in order to organize and coordinate this activity between them and work to publish the game and upgrading.

**Enterprise:** is "a group of individuals linked by a certain goal is to accomplish a task could not be achieved if the two separate individuals, for all its core Foundation, called this work the aim or purpose of the Organization and identifies action or the goal of enterprise organizational structure by type and defines the organizational structure of the institution, each individual function in addition to the individual's relationship with others in the Group.

**Sport:** "all sectors responsible for the care and upbringing of the individual physically and mentally and socially educational climate and myself properly since birth until old age.

**Sport federations:** are sports associations which practiced sports not included in the Olympic Games competitions.

**The governing bodies of sports federations:** group members who make up the Board of Directors of the ISSF system of sports federations by appointment and election.

**Sports leadership:** the process of community sports organization to guide the behavior of individual's athletes or members of the sports community in order for them to desire towards a common goal.

### 1.8.1. Related concepts include

There are some concepts that must be clarified as follows:

#### ▪ The Problem

It's a scientific term and roll express case, undesirable and are mounting increasingly aggravated by bigger over time, and if you can resolve it erupt and become an endless crisis, endless calamity, might as well as stage of crisis serves as a prelude to a crisis, but the crisis, which is an undesirable situation and lead to a State of tension and dissatisfaction and, in this regard, others know that the problem is a hindrance or bar between the individual or institution, And between the objective to achieve, as it is

ominous evidence and evidence it happens gradually, not abruptly, makes easy the possibility of reaching the best solution from a range of possible solutions. And a distinction can be made between the concepts of problem and crisis through the following: (Fathi Mohammed, 2001, P90)

1. You can predict many problems fall under the oversight of predictive, then it can be setup to deal with these problems, crises, mostly unpredictable, and the element of surprise is the dominant element on the occurrence and its consequences.
2. The problems are always the outcome of factors or introductions or certain constraints, the crisis is often the result, in most cases they are events that occur in the cycle of uncertainty or uncertainty, fat n find his negative or destructive impact.
3. The crisis may take the form of the problem in terms of characteristics, cause and effect sometimes.
4. The events that threaten the survival, or lead to the patio people, or uncontrollable event are all in the circle.
5. Each crisis may contain or produce positive effects or foundations for success, or also produces seeds and reasons for failure.

#### ▪ **The Disaster**

A crisis-related concepts, and may result in a crisis, but a crisis in itself, the situation is devastating disaster already occurred and resulted in damage in material or non-material, or both, may also indicate that the disaster may be the cause of the problems, but it's not a problem, and that the disaster may have natural causes to human.(Fathi Mohammed, 2001, P90)

#### ▪ **The Accident**

The accident reflects the sudden and violent thing was quickly passed its impact upon completion, resulted in crisis but do not actually represent but one of the consequences, and that the problem of finding on the incident, but did not actually represent, but getting drunk some aspects, often stretching for after they arise while the incident ends with the end.

**Characteristics of the problem:** (Jihad, Issa2002, P123)

Featuring a range of problem properties and attributes, successful management must recognize them for easy deal with this problem, the most important features of the crisis which was as follows:

1. The turning point where the need to already growing, and growing reaction to cope with emergency situations.
2. Characterized by a high degree of uncertainty in the resolutions.
3. It is difficult to control.
4. Where the conditions of uncertainty and lack of information.
5. The time pressure and the need to make sound decisions and quick.
6. The severe threat to interests and objectives such as the collapse of administrative entity or the reputation and dignity of the decision maker.
7. The element of surprise, the problem occurs suddenly and was preceded by some introductions.
8. Complex and intertwined and overlapping and multiple elements, and their causes, and powerful interests Pro and con.
9. The rule of fear and panic may amount to horror and thinking.
10. The trauma caused by problem initially affects the effectiveness of mind confrontation. (Moawad, Sheriff, 2007,P54)

Despite drawbacks caused by the problem but that good management of the Organization, between the folds of these difficulties many points that could evolve in the future, such as information systems, communications, and decision-making methods, decision support systems, and the formulation of systems able to anticipate and capture signals warning of crises before they occur.

Lalonde pointed to that of the main cons of problem if access from the noise and chaos and confusion in the work, in addition to excessive tightening leads to a series of violent behaviors, adding that one of the main advantages is that it helps to look for opportunities, and adapt new acts more efficiently, and help a cooperation and cohesion between individuals through the search for solutions, and learn from them. (Lalonde, 2004, P70)

## **2. GENERAL INFORMATION**

### **2.1.Theoretical framework**

Before talking about the problems confronting sports planning from the viewpoint of sports federations must identify such associations and sports clubs in Palestine.

#### **2.1.1 History of sports institutions**

Statistics released by the Palestinian Bureau of statistics (2012) that the proportion of young age (15-20) years in Palestine reaches (29.9%) Of the total population, and described the Palestinian society as a society boy, so it must create institutions dealing with Youth Affairs and developed in all aspects, to prepare a balanced citizen, exploiting their capacities towards home service and development of these institutions:( Faten Al-Barghouti 2013, P10).

#### **I: The Supreme Council for Youth and Sports**

It is the only body responsible for all the activities of youth alvellstini sports, scouting, and in all locations of the Palestinian people, and the Supreme Council consists of senior technical body which develops programs and plans and submitted for discussion and approval of the Conference, in addition to an Executive Office shall discharge in accordance with Board policy approved by the General Conference, in addition to sub-councils in gathering places and people associated with Executive Office directly, and implement the plans and goals of the Supreme Council for youth and sports, as well as the Council works to shape and support sports federations Commensurate with the varieties exist at the international level, and seeks to be recognized at any level, her personality, her basic law placed enough linked to the Supreme Council for youth and sports, and work to achieve the following objectives:(Faten Al-Barghouti 2013, P12)

1. Prepare young people to assume the responsibilities of the revolution and the nation.
2. Preparation of youth leaders for effective participation in leadership.
3. Deepen the spirit of loyalty, redemption, courage and spirit of the revolution in the hearts of young people.
4. Enable the Palestinian girl taking active role in youth activities.

5. Deepening the historical and geographical link Palestinian (organic law of the Supreme Council for youth and sports).

## **II: The Palestinian Olympic Committee**

Sports Authority is an independent civil, a founding member of the Association of national Olympic committees Arabic, affiliated with the Olympic movement through its membership in the International Olympic Committee, founded in (1933) and recognized in International Olympic Committee session in (1934) where it considered the Palestinian Olympic Committee since that year as a Supreme National reference for Palestinian sport federations.

Because of the Israeli occupation of Palestine and the difficult conditions experienced by the Palestinian cause and the region in that period, the IOC could not participate in the Olympic Games (193, 1940, 1944, and 1948).

The Palestinian Olympic Committee was reconstituted in (1967) and returned its membership in the International Olympic Committee at its meeting in Monaco in 1993 and started the first Palestinian Olympic Committee's participation in the International Olympic Games in Atlanta (1996) and continued sessions Sydney (2000) and Athens (2004) and Beijing (2008) and London (2012) Olympic Committee comprises at present (27) sports federations, unions include Olympic and international sports and quality.(The Palestinian Olympic Committee releases/2012).

The Palestinian Olympic Committee consists of representatives of sports federations to games within the Olympic curriculum in all Union delegate rate, as well as delegates from other unions requesting to join this Committee and approval by the Committee, as well as delegates of the committees appointed by the Olympic Committee to oversee the game, members of the International Olympic Committee from the Palestinians if they are, the public authority shall elect five members of the Olympic Committee to the Executive Committee for four years after the end of each Olympiad, and have the right to add two who played for youth movement Sports services, the IOC resources consist of subscriptions and annual contributions and State aid, as well as the proceeds from the projects established by the Commission.(The Palestinian Olympic Committee releases/2012).

### III: Sports Federations

The problem of eligibility in accordance with the regulations, to oversee the various sports activities, and oversees elections, the Supreme Council for youth and sports, where sports federations in Palestine (27), this year (2013) decided that Supreme Council for youth and sports, adding the requirement that the representation of the Palestinian diaspora in the administrative councils of the unions, to exploit the Palestinian sports talent for the benefit of national teams, and sports.(Hariri, Mohammad 2012,P 87)

### IV: Sport Clubs

Are mathematical objects native natures, governed by internal regulations, under the umbrella of the sports federations of different games, (384) Club spread over the provinces of the West and of the most important objectives of the clubs:

1. Collect the energies of the Palestinian youth, professional, and administrative standardization efforts in community service.
2. Invest leisure time for the benefit of Palestinian society.
3. Instill a spirit of public service and volunteerism.
4. Organize young people to do their duty in protecting their homeland and holy places.
5. Develop and increase family ties and deepen its interaction with other sectors of society.
6. To promote sportsmanship, social education, and cultural, artistic, and encouraged and supported.

#### 2.1.2 Interpretation of The Causes of The Problems

That interpretation of the causes of the problems depends on the nature of science and scientific and practical experiences of experts and analysts to problems and areas, and if we all aware of the special nature and science issues which reads through events, it is quite natural that different causes of crises in different science experts and analysts, however, with these differences, there is a common denominator in, common task causes problems.

One of the main reasons that give rise to problems and crises in the sports federations: (Lalonde, 2004, P70)

1. A misunderstanding: the error occurs as a result of receiving information available due to scarcity and overlap in time of crisis, the main reason for the misunderstanding is the lack of information, lack of clarity, which leads to understanding the event or incident, is what it is, so the judgment or decision, or act upon this false image, resulting in a problem.
2. Improper appreciation: either doubt or give value information is exaggerated as a result of excessive confidence.
3. Poor governance: due to randomness, or tyranny, or lack of administrative systems. And that reason is devastating to the administrative entity of any Sports Federation and dashing, the lack of a sound scientific management in sports federations, and replaced by random management certified to cope with an instantaneous reaction, as requested by the immediate situation, leading to administrative corruption in all its forms that arise from it.
4. Conflict of interests and objectives to the different personality, interests or inclinations of the parties to the conflict, and then the different goals and means of achieving them.
5. Human error: double the capacity and willingness of the parties to deal with the problem of lack of training, lack of experience, or of low motivation, and these things are the reasons that led to many crises in old & new, such as the explosion of the space shuttle (Challenger), leading to a crisis the German American community and between government bodies overseeing the shuttle program, it was found that the errors that caused the explosion was climate action is not appropriate, it can be said that human error might not be Fortuitous, but due to the situation and conditions of accumulated and led to the possibility of such errors.
6. Rumors: using false and misleading information on timing and an atmosphere of tension and anxiety leads to crisis because of a lack of facts to the public or a flop.
7. Frustration: This means frustration and loss of hope in solving problems due to repression, or deterioration in the administrative regulations, and in this connection problem caused by despair is foiled, where the decision maker



loses the desire and motivation to work and development, and the result of crisis occurs the so-called case of disconnection between working interest or the individual and between the interests of the management entity.

8. Willingness to extortion: exposing the decision-maker for pressure, physical, personal, and exploit its errors in order to manufacture a crisis, as a result of the absence of religious and moral motivation.
9. Lack of confidence in others and in the Organization as fear and tyranny, and inefficient management.

### **2.1.3 Types of problems: (James, Ciliand, 1990, p25)**

#### **2.1.3.1. Categories based on the nature of problems occur:**

A. Physical problem: Nothing human crises occur, or that little course and disappeared, such as earthquake and volcanoes, hurricanes, climate or weather.

B. Man-made problems: Means all the crises caused by the irrational and erroneous decisions taken by human beings.

#### **2.1.3.2. Categorize problems based on the level:**

International problems: Means those crises that arise between States because of conflict of interest.

### **2.1.4 Problems of sports federations**

Are sports federations linked to the events associated with the sports activity such as the most popular Club defeat, or riots, intolerance, or mathematical decisions of governmental administration affect democratic construction in sports bodies, the national team's failure at the most popular games, or the failure of clubs in achieving the target, or the sports federations or clubs make decisions affecting the public link and the public in these institutions, as exists in this kind of problem all other types of crises within the activity The athlete.

As these problems are also linked to the Olympic position if the event at the Olympics, which are held every four years, or in the world championships every year or two years or four years, or in the regional Championships or continental shifts, or

Arabic, and associated with malfunctions in the key ingredient for any sporting body whether associations, or clubs, or youth centers.

And you can talk about some of the common forms of crises on the sports field as follows: (June, A, 2007, p30)

1. The bomb in a sports stadium during a game in football.
2. Occurrence of riots between fans of a Club and other clubs.
3. Occurrence of riots and violence following the end of a game with the loss of the most popular Club and Club members feeling of injustice of Union decisions on, and attacks on property.
4. A fire in one of the institutions, by the presence of large numbers of visitors to the institution during this fire.
5. Police intervention in riots, and the use of tear gas, while expelling masses of stadiums, and a large number of fans, and begins public attack on institutions, individuals and property.
6. The collapse of one of the stands at the Games venues, and the resulting deaths are not the subject of the German public.
7. Solve the boards of clubs or sports federations, and other boards set may not be the subject of the German public.
8. External threat against one of sports institutions, stopped its activity internationally, or deny the exercise of activities at the international level.
9. The occurrence of thefts in sports.
10. The repeated defeats of sports teams, despite the money spent on it, leading to a deficit in the budget of the Union.
11. The bankruptcy crisis sports organizations (sports federations and clubs) and followed by the crisis from many weaknesses, such as weak legislation and regulations and oversight of these institutions.

#### **2.1.5 Managing crisis problems in sports federations**

Through the review of the special literature scholar sports management which address management problems and crises in sports associations noted the lack of an agreed definition, but I found several definitions mention them: (Abu-tame, Bahjat, 2007, p19-42)

- "Continuous administrative process" which predict potential crises, through remote sensing and monitoring environmental changes internal and external crisis-generating, mobilizing resources and opportunities to prevent or prepare for dealing with crises with greater efficiency and effectiveness, so as to achieve the least possible damage to the Organization and the environment and workers.
- "Planning may not happen."
- "A continuous process in all stages of the plan", to be reviewed continuously.
- "Management methodology" in dealing with crises in light of the willingness, knowledge, awareness and perception and the possibilities available and the prevailing management styles and skills.
- "Deliberate management process" based on planning and training in order to predict crises, to identify internal and external causes, identifying actors and stakeholders, and using the potential and means available for crisis prevention, or confront them successfully achieve stability, and avoid the threats and risks, with lessons and gain new experiences, improve methods of dealing with crises in the future.
- "Method of resolving" the crisis by using a set of tools, and the efforts to overcome the crisis and to contain the crises that cause them, and to benefit and learn from aspects of the crisis, so as to avoid future crises.
- Is "ways of Administration to handle emergency situations and tragic events"
- "Is an attempt to control and exactly as possible to the unexpected?"
- Through a review of previous researcher finds that management problems and crises in the sports federations is the ability of the decision maker on crisis management before and during and after, and avoiding their drawbacks and benefit from the advantages. And deal with a sporting event, to stop any escalation, or complications, or greater, in order to have full control over the problem.(Abu-tame, Bahjat,2007,p19-42)

#### **2.1.5.1.The objectives of the management problems in the sports federations:**

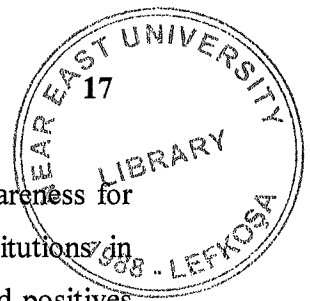
The main goals of the management problems and crises are as follows:

1. Scientific capacity to extrapolate threats, prediction errors and optimization of resources.
2. Define the role of the Organization and management of the crisis before the crisis when they occur and not repeated.
3. Provide material resources for preparedness and response and speed reconstruction of the less expensive.
4. Prepare to face a crisis by predicting issues, and enable the Department to control the situation and maintain the confidence of all parties concerned, and to provide effective communications systems.
5. To deal with crises when they occur, to stop the widening crisis, focus and analysis of the strengths and weaknesses of the confrontation.
6. Control the damage both to reduce mortality as a result of the crisis, as well as reduce injuries as a result of the crisis, prevent injuries, reduce property damage, which directly affect the national economy.
7. Reducing the negative impact of the crisis and to individuals and groups.
8. Avoid turning into full-scale conflict, disarmament and reducing access to the most dangerous crisis, and ensure the inviolability of fundamental interests and values.
9. Remove the effects of the crisis and restoring balance and normalcy, and take the necessary measures to prevent recurrence.(Davidm,F,2005,P11)

#### **2.1.5.2.Take advantage of problems and crises of developing sports federations:**

The Department's future depends in any Sports Federation over the Department's success in meeting the challenge of problems, as well as the public would re-elect sports leaders had failed to manage a crisis that confronted the administration or participate in any activity, this advantage can be divided into four stages: (The Palestinian Olympic Committee releases 2012)

1. Mitigation and prevention stage: stage to reduce the risk to life and property.
2. Stage of readiness and focus on planning for the worst.
3. The stage of the reply and response steps during the crisis.
4. The reactivation of learning of the problem.



From the above divisions for crisis management researcher finds that awareness for these stages in detail, will help decision-makers in various sport institutions in overcoming crises and address them, and to benefit from the negatives and positives of these crises and minimize losses caused by problems and crises.

#### **2.1.5.3. Ways of dealing with problems and crises in the sports federations:**

##### **2.1.5.3.1. Traditional ways of coping:**

The most traditional ways to deal with crises and are as follows:

1. **Method of escape:** the individuals dealing with the crisis by confusion and helplessness in dealing with the crisis, create tension, the tension increases when the crisis or problem, increase their impact, and to get rid of the individual of this tension, he resorts to some negative tactics to get rid of this case which could not experience it through the escape of all position so as not to continue exposing the problem and takes different forms is escape: (The Palestinian Olympic Committee releases 2012)
  - Indirect escape: through infection by some health symptoms that require transport away from the theologians of the crisis, or the artificial infection achieve the same purpose.
  - Disclaimer of liability: this is blame and responsibility on others, and making excuses away from responsibilities.
  - Focus on the other side: where the administrator is expected to avoid failure in the face of the crisis to focus on another aspect of the subject, not at the heart of the crisis.
  - Projection: official works cover his palaces in the problem by highlighting other flaws, and shortcomings in their performance and often focuses on the often wary of it.
2. **Jump over crisis:** this method focuses on attention to pretend that the crisis was controlling through dealing with familiar aspects and that there is experience in dealing with them, and this method often leave fire under the ashes, where the Administrator believes on the crisis, officials in community crisis was controlling them, while they were preparing to appear again, and have a more powerful impact. (The Palestinian Olympic Committee releases 2012)

#### 2.1.5.3.2. Modern methods in dealing with the problems and crisis in sports federations:

Modern methods can be summed up in dealing with the problems and crises and are as follows:

First: Way Team: they are the most common ways used to deal with crises, where a team of specialist in different areas, to assess each of the elements of the crisis, and then select the behavior you want to deal with it, with a view to resolving the crisis in scientific form, often the team has an appropriate number of experts and specialists in various disciplines related to the crisis, to explore areas and dimensions and ways of dealing with them, and develop an action plan fast and accurately informed of the deal.

(Abu Halima, Faye, 2004, P43-54)

Team members are selected carefully and then training, refresher and skills necessary to manage a crisis, this Panel may be:

- A. **Permanent team:** So entrusted management of crises affecting the enterprise, this Panel must include the integrated expertise, training and improvement.
- B. **Temporary team:** So entrusted with specific crisis management and, in this regard, the crisis management team must practice (scenarios) assumed for problems and crises, so that each individual role playing scheduled, as well as on crisis management in team sports federations must be composed of administrative staff with strong personality, they send for her during a crisis situation, and have the ability to be calm under pressure, and that this group cares about phone tree, emergency numbers, locations and crisis telephone lines, data media, and disseminating facts For the media.

The specifications that should be enjoyed by a member of the management team and ownership crises ready to sacrifice his time, and has the spirit of cooperation and responsibility, and to act wisely and calm nerves, and handle situations of sudden, quick-witted, and possesses skill in communication.

#### 2.1.5.3.3. Methods of democratic participation to deal with the crisis:

This way by focusing on the human element, through the participation of opinion, disclosure and extent of the crisis, and gravity, and describes what is required of all

taken safety to facilitate the process of elimination. (Abu Halima, Faye, 2004, P43-54)

#### **2.1.5.3.4. How to contain the crisis:**

This method relies on trapping and limited in scope, and frozen when the stage reached, at the same time absorbing the pressure generator, then lose more strength through: (Qahtani, 2003, P47-50)

- ♣ Understanding and listening to the leadership crisis.
- ♣ Demanding unification desires as desires.
- ♣ Demand a Commission for dialogue and negotiation.
- ♣ Cooperation Committee to access by everyone.

#### **2.1.5.3.5. How the escalation of the crisis:**

That the method used when the crises but well defined, particularly when it is here when you configure the farm crisis, decrypt this bloc is an escalation of the crisis, in one form or another, until you reach the point of conflict of interest, then dissociates the bloc each team goes to off:(Qahtani, 2003, P47-50)

#### **2.1.5.3.6. A dump of crisis:**

This is one of the most successful non-traditional ways to deal with crises and problems in the unions, here be a real decision maker dump crisis of content, and that content may be economically, socially, politically, and religiously, documented, hence the lack of crisis of content serve as lacking its own identity, one of the main methods used to dump crisis:(Qahtani, 2003, P47-50)

- A. Temporary alliances with the causal elements.
- B. Partial recognition of the crisis and then denied.
- C. Recognition off for relaxation of the crisis.

Adds (Bernstein, 2012) that there are five acceptable strategies dramatically in crisis response, crisis management, are as follows:

1. Strategy of denying the crisis (Non-existent strategies): through this strategy to deny the crisis, and attack the allegations.



2. A strategy to evade responsibility (Distance strategies): through this strategy to remove any link to the enterprise, and are here to evade responsibility.
3. Strategy adulation (Ingratiating strategies): the aim of this strategy is to focus on the good side before the crisis, mobilizing support, used for diverting attention to something else-guy crisis.
4. Strategy of humiliation (Mortification strategies): this strategy is based on the recognition of the mistake and asked for forgiveness, and the treatment, and repentance, and debugging.
5. The strategy of suffering (Suffering strategies): the goal of the use of this strategy is to win people's sympathy.

Add (Bernstein, 2012) that the crisis management team can use the most effective and appropriate strategy depending on the severity of the crisis, and in many cases the strategy type is changed according to the change in the crisis.

#### **2.1.5.4. The role of information in the management of problems and crises in the sports federations: (AL-Maharmh, Assem, 2009, p64)**

Human information needs when adopting any decision whatever the importance of this decision, and this is evident through different life experiences and human need for relevant information until the resolution is true, how is it time problems and crises, where managers need unions and clubs to speed decision-making, which requires adequate information, so that the lack of information or lack of it and imprecision was always direct and major factor in improper decision, highlighting the important role played by information management Crises through:

**Avoid surprise:** speaking of surprise if lack of information or lack of accuracy evaluation and assessment, or when it is not filed in time for the decision maker.

The speed of decision-making and the achievement of its objectives: lack of time for decision-making, is one of the features of the crisis, except to provide information or access to decision-makers in a timely fashion, contributing largely to overcome the negative consequences of this action, and that time constraints before decision-making bodies is usually one of the causes is the ambiguity of position as a result of lack of information that can be useful in understanding and assessing the situation and crisis decision-making and the means available to the application.



Ensuring the resolution without any wrong impressions to policymakers and decision-makers.

Increased flexibility in decision-making to deal with the crisis and potential implications, so that a continuous flow of audited information during crisis management is a major factor in the speed of decision-making, and amendments or new decisions at the right time.

Achieve the best investment possibilities, and getting the best positive use in the face of crises, and control alternatives during the escalation of the crisis, and increased ability to control events during the crisis.

#### **2.1.5.5.Importance of planning in the management of sports associations:**

The planning function is considered the most important administrative posts and must precede any other management function because it is the frame which implemented other functionality, the layout preset targets for different departments and try to achieve them for members of the Union.

In addition, the planned priority over other management functions of the Organization, composition and direction and control, it involves choosing between alternatives of action and disposition for each facility and also for each Department and each Department and each person, planning is the basis of governance, stand on dynamic columns for the Organization, direction and control that support the Administration and give it meaning and significance:

(AL-Maharmh, Assem, 2009, p64)

Planning is a set of management activities designed to prepare the Organization to face the future, and make sure that decisions concerning the exploitation of individuals and resources (means) helps an organization to accomplish its objectives (goals).

There are several definitions of defined planning where, Henry viol "planning actually involves two basic considerations predict the future then get ready for the future."

We can say that planning means:

1. Choose from several alternatives.
2. Guide the future.
3. Ongoing process.
4. Decisions regarding employment.

##### 5. Start while ends goal setting.

Planning in the broadest sense means a measure designed to face the future plans of the Organization in advance of achieving specific objectives in this sense is planning a social phenomenon and practiced by individuals in their private lives as well as to public administrations.

There is no doubt that planning is a bridge to reach the objectives of the project or to be done, but it is overkill to say talking about the importance of planning at any level, in any organization, but to the aim of explanation and simplification and glances can say that the importance of planning stems from the benefits and advantages of sports associations, including:(AL-Maharmh, Assem, 2009, p64)

1. Determines the planning objectives that the organization seeks to achieve clearly defined in line with the possibilities and resources available and anticipated.
2. Chart illustrates expected problems and try to predict what is the scale and seriousness of these problems and visualize their resolution and decision.
3. Set goals through planning helps the Organization to identify the human and material resources (in terms of quantity, type, and timing) are required to achieve these goals.
4. Linked above, that planning helps to reduce costs and time and effort as it helps to optimize available resources.
5. Planning helps to coordinate the various activities of the Organization to prevent overlap and duplication and leads to fast and accurate delivery.
6. Can the Department through sound scientific planning to see the image integrated activity of the Organization and the environment, leading to the internal balance between the activities of the Organization and the external balance between the Organization and the local environment to ensure continuity and prosperity of the organization.
7. Objectives and main benefits of planning objectives identified as a criteria or performance indicators through which control tool of the various activities and how the proximity or remoteness from these objectives.
8. Generally leads to increased efficiency and effectiveness of the organizations and is the fundamental demands of the Organization to continue to function successfully as effective planning helps to bring about a kind of

rapprochement between the conflicting interests of all owners of the Organization, employees and the environment.(Abdul Hadi Ahmed, 2003,p78-80)

**One of the most important problems facing poor organization sports federations:**

Organization is a key element of management, without which managers can do their job is the means by which individuals can work together efficiently and for being a frame containing the device setup required to complete specific objectives and assignments to members, our time is the secret of success for associations and sports clubs, regardless of the nature of the work of these institutions, whether service or not-for-profit organizations is the backbone of the organization.

Job management means to identify the necessary activities to achieve the goals identified in the previous planning and then compiling these activities in the form of departments and sections, and then specify the powers and responsibilities for the completion of these activities determine the organizational relationships between various individuals and organizational levels.

Any organization means building internal structures and their connection to each other.(Abdul Hadi Ahmed, 2003, p78-80)

And conclude that: "the organization is concerned with administrative process group tasks and activities to be undertaken in posts or sections and determine the powers and competences and coordination between departments in order to achieve the goals with the solution of problems and controversies facing the all activities and sections through individuals organizing properly."

The importance of the regulation: (AbdulHadi Ahmed, 2003, p78-80)

Working organizational chart, directly as follows:

1. Division of labor departments or sections or groups simplifies management.
2. Identify relations and communication between the different departments and sections in the Treaty.
3. Select the sequence in the powers and authorities of all employees at the facility and thus ranked them responsibilities as a result of powers and authorities.
4. Create the organization how to send and receive decisions from different power centers.

5. Ensure the organization providing formal and informal communication between the various parts of this administrative unit.
6. Create management appropriate environment to train and develop their talents and to provide them with what they need from the causes are known as incentive and multiplies their dedication and loyalty.

**Tasks and job description of the administrative functions and associations:**

(Bulletins of the Supreme Council for youth and marketing analyst, service clubs, 2012).

As this study talks about the problems facing the sports federations, must learn the functions of administrators at the beginning of the Union President the brunt in avoiding these problems.

**Chairperson:**

- A. Supervising all acts of the Union Club and the signing of contracts and obligations after approval by the governing body.
- B. Club representation before State authorities and the judiciary.
- C. Chaired the plenary sessions.
- D. Signing of remittances with the cashier.
- E. In case the absence of the Vice-Chairman of its work.
- F. Sign all contracts and agreements adopted by the Board of Directors.

**Director of Union/Club:**

- A. Call and make arrangements for meetings of the General Assembly and the Governing Council and the Executive Office and the other committees and edit their own records and recorded books prepared for it and sign it with the President.
- B. Liberalization agendas and include matters that, in the opinion of the President entered in the table of the Executive Office or the Board of Directors and the Board of Directors considers topics for inclusion in the agenda.
- C. Implementation of all regulations and resolutions of the Board of Directors and the Executive Committee.
- D. Supervise all administrative and technical work, clerical and personnel affairs ex officio member.

- E. Report annually to the Board of Directors and offer membership applications to the Board of Directors.
- F. Preparation of draft next fiscal budget in cooperation with the cashier.

**The functions of the Secretary:**

- A. Record keeping and supervision.
- B. Codification of general administrative authority proceedings.
- C. Oversight of the staff and workers Union, the Club and its management.
- D. Invitations for meetings of the Administrative Board and the ordinary and extraordinary General.
- E. In the absence of the Secretary shall be members of the Administrative Board of news.

**Cashier functions:**

- A. Signing on remittances with the President or his Deputy.
- B. Preparation of financial budget for the fiscal year ended and the draft budget for next year.
- C. Bookkeeping and financial documents of the Union Club to be under the request of the competent authorities.
- D. Receipt of income by financial rules and deposit it in the bank designated by the Administrative Board.
- G. Implementation of the resolutions of the Board of Directors of financially and to verify compliance with budget and financial regulations.
- E. And put the final accounts for the financial year ended and jointly with a draft budget for next year.

**Tasks and job description of the administrative functions associated directly with players:**

**N. Technical Director (head coaching)**

1. Be linked with the President and members of his Committee, and administratively linked with the head of sports activity.
2. Submit an annual action plan full of activity in the Club to develop and update the game and encourage members to play the game and encourage club teams and also contributes to the development budget for the activity.
3. Responsible for training device for different age groups and discuss the training plans of other teams and its implementation to the Committee.
4. Responsible for all issues of professional players.
5. Contribute to the development of a policy game art in the Club for years to come.
6. Remove the Chair and Committee members training device names for all teams.
7. The Club represents all technical meetings on the game after placement of the Committee.
8. Show banner before his Committee in all agreements and contracts involving technical game.
9. Provide monthly or seasonal technical reports regarding the performance of teams and coaches and submit them to the Commission, or upon request.
10. Supervision and auditing over all disclosures after set up administrative and coaches the team and be responsible for signing before the President and the members of the Committee.
11. Remove registered players and work files every year where they are registered after approval by the Committee by the Chairman of the sports activity. And be responsible for booking of pitches and configured for all teams before the dates of the training in coordination with the Director of sporting activities.
12. Personal supervision in full on all exercises to ensure the commitment of trainers for all categories.
13. Remove all the things listed above to the Chairman and members of the Committee (management) to make a decision.

14. The implementation of all the directives issued by the Department or the Commission. (Bulletins of the Supreme Council for youth and marketing analyst, service clubs, 2012)

**Palestine:** Associations and sports clubs in Palestine, in all forms and types of not preparing or preparing positive steps to address contemporary global variables or to ensure success and progress and hold only a few adjustments in the regulations and that so far have fallen short of global change and development axes which affect the ability of sport to global competition, especially in light of the problems of government funding for associations, where these institutions suffer from poor funding, which affects the sport in General, as well as affect employees And the players in these clubs and associations. This is currently a new formula that would strengthen guidance for self-financing sports and stimulate the participation of supporters and advocates and activating the role of the private sector.

While the sports industry is a lucrative source of income in many countries of the world, we refer to the modern statistical Office of American economic analyses that the annual income of the sports sector compared with other sectors amounts to 212.5 billion dollars, double the automotive sector, and larger than the utilities sector and agriculture, and seven times the film industry and film production.

It stresses that sport is a lucrative industry and source of income, said the economic survey for Europe where sports illustrated that. (MohamedElsayed, 2004, p44)

1. The central budget to finance sports billion us dollars in Switzerland, \$ 47 million in Sweden, 1.66 billion in Italy, 1.3 billion in France.
2. The budgets of local governments to finance the sport nearly 31 million in Hungary, 224.3 million in Portugal, \$ 5 billion in Germany, and 4.5 billion in France.
3. Sport finance projects through sponsorship and T.V. commercials reached 24.5 million dollars in Belgium, and \$ 26.8 million in Hungary, \$ 1 billion in Italy.
4. Sport expenses amounted to 89.1 million dollars in Hungary, and \$ 467.4 million in Denmark Italy 6.400 billion dollars and 1.8 billion in the United Kingdom, \$ 14.3 billion in Germany.(Mohamed Elsayed,2004,p44)



Why European clubs win those millions? Which fails to achieve Palestinian clubs cannot answer specific formula, there are many impediments to the clubs and sports federations in Palestine: Israeli occupation who tries in every way to prevent the evolution of sport. No sports culture among the Palestinian people, also the concept of sports marketing does not exist among the Palestinian people.

## 2.2. Literature review

- 1- Study AL-Maharmh (2009) aimed at identifying the types of crises, the causes, and proposed solutions in Jordan, and sports federations was used in the descriptive, and questionnaires to gather information, to collect information on the reasons for the crisis in Jordanian sports federations, and II: measurement of proposed solutions to the causes of the crisis. The researcher has picked two samples of application study totaling (304) factor in sports federations representing the heads of the Councils of the unions and their members, the researcher found that sports federations are facing financial crises and artistic potential. And the proposed solutions to the causes of crises on all study came to a large degree, the researcher recommended increasing the budget allocated to sports federations, and the search for other sources of funding.
- 2- Study of Barghouti (2009) aimed at identifying the reality of crisis management in the departments of physical education in institutions of higher education in the West, and to identify the main constraints from the viewpoint of teachers and students, to this study, the researcher used descriptive of relevance to nature study and selected sample total number of class members (329), the researcher has used high-resolution as a tool for information gathering, which consisted of (60) distributed on four areas, the researcher found that the degree of reality of crisis management and, in sections of the handicaps of physical education degree was Medium, as well as the lack of statistically significant differences at the level of the indication  $\alpha \leq 0.50$  in the study sample members estimate the reality of crisis management due to the variables sex, type of institution, program level, qualifications, experience, while there are differences in the assessments of the educational institution, and variable level. The researcher recommended that the departments of



physical education and its greater attention to crisis management in different phases.

- 3- Moawad (2007) study aimed to identify the capacity of sports bodies on management decision-making to respond to crises, and the researcher may use descriptive, study of the organs of the Ministry of youth and sports in the Fayoum governorate and its regions, and picked a researcher sample (40) a sports club and (10) youth centers, with a sample size (300), to achieve the aim of the study the researcher used the interview and questionnaire to collect information, questionnaire consisted five areas : Stages of the administrative decision to respond to crises, and the methods of administrative decision for crises and constraints management decision-making to respond to crises, and evaluating the performance of administrative leaders to respond to crises, the causes of crises, the researcher concluded that the decision-makers are senior and middle management, And the difficult decisions sometimes returns to Hallmark qualities: flux, intervention and emotion and complexity within the Organization, as well as the decisions taken by individuals and not by particular methods of decision-making, the researcher has recommended development of scientific criteria can guide them in selecting the best alternative among the alternatives available for decision-making.
- 4- Study of Catherine (2006) aimed to develop models proposed for early warning systems in crisis management sports Handball Federation with regard to the three basic systems: II organizational culture and people management, technological systems, have used descriptive survey researcher to achieve the objective of the study sample consisted of (72), included members of the Egyptian Handball Federation in various administrative levels (upper, middle, Executive), and adopted the researcher access to data required for interviews, document analysis, survey, which included four dimensions : Organizational culture and people management systems and technological systems, and financing problems. The study yielded a number of results, the most significant differences between the methods used by the Board in the management of various crises, Considering the Union organizations in the organizational culture targeted to crises because of several factors: the dictatorship of decision-making and limit the discussion board, and relying on

the support by the repeated crises with commissions from outside the Union, as well as the researcher concluded that the lack of involvement of members of executive management in the planning process to manage potential crises has led to a situation of mistrust, and limited openness, high degree of secrecy among members of whom some, resulting in difficulty in communication processes between departments, and limited Use the information provided by the information system based, the researcher has a proposal for the structure of the crisis management team of the Egyptian Handball Federation, the researcher found the five proposed models of early warning systems in crisis management, And recommended that the organizational culture study to understand the role of crisis management in addressing the challenges faced by the Egyptian Handball Federation and work to build relationships of trust and openness among them some Union members, and work on the establishment of the Department of communications of the organization depending on the size and nature of the Organization's work.

- 5- Abraham (2005) conducted a study aimed at identifying methods that lead to crises in water sports clubs and federations and the procedures that you must follow to reduce the recurrence of crises in clubs, associations, and the researcher used descriptive, since the population of the study consisted of clubs and sports federations in the Arabic Republic of Egypt, the researcher concluded that the causes of the crisis are : Errors in which workers in the course of their duties, and a few small problems, and don't choose individuals qualified to practice water sports administration, and researcher to use identifying recurrent crisis management for water sports in the promotion departments of some other games.
- 6- Also, the Axel (2003) a study aimed at identifying the types of sports crises in the Kingdom of Bahrain, frequency and impact, preparedness, and the population of the study consisted of members of the boards of sports clubs, (143), and use the researcher survey tool to collect information if included on three axes, namely: crisis management, this area included four sub-areas: the recurrence of crisis, a period in the season, the impact of the crisis management and the processing method, either axis II talked about the financial crisis, and also included four sub-themes are : Repeat, time in the

season, and the impact of the financial crisis and finally processing method, either the third axis, talked about the willingness of clubs in the Kingdom of Bahrain, and included three sub-themes are: plan and organize and crisis training, And the researcher used interviews with some of the members of the boards of clubs, and analysis of some articles of the Statute for sports clubs in the Kingdom of Bahrain. The results showed that the vast majority of sports clubs in the Kingdom of Bahrain may be exposed to some crises, whether financial or administrative type, or both, and that both types of crises have had an impact on the members of the Board of Directors and financial Club, or both, and that both types of crises have had an impact on the members of the Board of Directors and the Club and in reputation, and they expect such crises in the future much more, as well as the researcher concluded that the vast majority of clubs in the Kingdom of Bahrain is not prepared for crisis management, and there is no plan To manage or organize a specific deal with crises and training.

- 7- Study of Shaber (2003) aimed to provide administrative setup in the field of sports in the Kingdom of Bahrain, which falls within the General Organization for youth and sports in the Kingdom, from the perspective of each of the students for this program. The researcher may use descriptive and applied study on a sample of 89 individuals involved (14) personnel from academic experts and field administrative work, selected by way of intent, (75) individuals randomly selected from students of the program intended to achieve the objectives of the study were using personal interviews and private investments to solicit opinions on the content of the program and its decisions, the results of the study indicated that insufficient number of specific courses of study program in the preliminary level by an expert consensus (80.2%) And insufficient number of specific courses for advanced level by an agreement (63.5%) As well as the insufficient number of prescribed courses of study advanced level program (89.5%) Of total views, as well as prepare decisions for team management, management, decision-making, Sports Federation and the Olympic movement, documentation and records, reports, contracts and management of sports club, which is not suitable for study at this level, as well as decisions by mid-level: the psychology of public administration, leadership,

and the uses of statistics in the field of sports, and public relations in sport, as well as organizing tests and measurements are inappropriate decisions to study at this level, and can be distributed to both the primer and the applicant. Decisions and side information technology and talent, it is not appropriate for the study at the advanced level, and can be studied by both the primer and the Mediterranean, Experts suggested adding new decisions in administrative setup in the sports field. The researcher has made a number of recommendations, the most important was the need to reconsider the administrative setup in the field of sports three levels introductory, intermediate and advanced, and the formation of a Joint Committee of both administrative and academic experts, faculty, Department of physical education for the development of the program in question.

- 8- Study Msaeedh (2002) aimed at identifying the availability elements of crisis management in sport institutions in Jordan, and constraints that limit the availability of the items and the researcher used descriptive, since the population of the study consisted of all administrators of sports institutions in Jordan's (673). To achieve the objective of the study, the researcher chooses the sample (402) administrative personnel working in the institutions, and has been using the high-resolution instrument to collect information. Since consisted of (41), showed results of a study on elements of crisis management in sport institutions moderately in all phases, in addition to the constraints which limit the availability of elements of crisis management, which came in medium, and further results showed the existence of a positive correlation function between the phases of crisis management elements, and the existence of a negative relationship between phases of crisis management And organizational constraints, humanitarian and information and communication. The researcher recommended that work to provide crisis management elements and through contributing to activate the crisis management elements in sports.
- 9- Bernstein, (2012) aimed at identifying the role of social media in sports and crisis management, through the case study of sexual scandal of U.S.A. golfer Tiger Woods (Tiger Woods) because this scandal has affected the reputation of the player in American society, the researcher to provide crisis management

strategies used by the crisis management team of the player, as well as the analysis of the reaction of the media and its role in the crisis, and the researcher adopted eight statements to the press made by the player in the period between 29/11/2009 to 23/8/2012 and saved as primary documents To analyze a case study, and the results of the study showed that the strategy of humiliation (Mortification Strategy) is the most commonly used strategies in crisis, this strategy is based on the recognition of the mistake and asked for forgiveness, and that treatment involves repentance and correction, and crisis management team has been successful through this strategy to keep talking about the scam, the return of people to talk about the level of the player in the game of golf.

- 10- Munyangoga, (2009) a study aimed at assessing the management and structure of sports federations in Rwanda, and identify the most important problems that affect the performance of these associations, in order to achieve the objective of the study using high-resolution performance investigator for information collection, which consisted of (48), and use as well as a personal interview which consisted of (16) question, as a second tool to study, and the study of all the national sports federations in the Rwanda (21) Consortium, then choose Finder sample included Heads of unions and Secretary only, the study found that most associations don't Comply with laws and regulations, and as a result of neglect and lack of responsibility, insufficient staffing, lack of vision, lack of a long-term strategic plan, insufficient material resources and equipment, leading to weakness in the structure of the management and administrative functions of planning, organizing, directing, and leadership, The researcher recommended that a long-term strategic plan, and prepare cadres properly.
- 11- Zavicar, (2004) a study of crisis management in public relations in sport, with a view to identifying the best ways to deal with crises, the researcher used descriptive analytical relying on articles and newspapers, the researcher of the study and analysis of three cases of various crises and a crisis of poisoning in Johnson for a drug talon (Tylenol)-a crisis outside the sports field, and then address the crisis of scandal Chicago (black tights) and is a public relations crisis in money, and analyzed the way you dealt with this crisis organization, turning Martin crisis University of Michigan (The University of Michigan)

and researcher said the way dealt with the crisis, a comparison about which method was used to managing crises in previous cases with a focus on the media and how to address these institutions of society, to restore the image of the Organization, The researcher found that there are three main factors for success in the management of public relations crisis in sport and are proactive, credibility, and show concern for those involved in the crisis.

### **3. STUDY METHODOLOGY AND PROCEDURES**

#### **3.1.Methodology of the study**

Been using descriptive analytical, in all procedures of defining the study and set, and the application of management problems and crises, and that it is appropriate for the purposes of the study.

#### **3.2.Study population**

The study population was selected by members of the governing bodies of all the sports federations and clubs category above, if the number of members of the administrative bodies of sports federations (210) elected members, as well as to the Palestinian the year Olympic Committee records (2012/2013), as well as the number of members of the administrative bodies in the top rated clubs (405) according to the records of the Department members clubs in the Higher Council for youth and sports year (2012-2013) bringing the number of members of the society of the study of the administrative organs of the unions and clubs (615) elected members, and the schedule ( ) shows the distribution Community study.

#### **3.3.The Study Sample**

By choosing a random stratified sample of members of the administrative bodies of sports federations and clubs in Palestine, after the lists of members of the governing bodies of the unions of the Palestinian Olympic Committee, lists of members of administrative bodies in the clubs of the Supreme Council for youth and sports, and the volume of the sample (60) elected members, but excluding (10) the identification of the non-fill personal data by respondents to the study sample is analyzed statistically (50) elected members, including (20) members of the administrative bodies of sports federations (30) members of the Top rated clubs in Palestine.

#### **3.4.Study Tool**

By identifying the set up for the collection of data necessary to achieve the objectives of this study, based on theoretical and research literature concerning the subject of the study, I relied primarily on identifying the primary included two parts:

Part I: General information about respondent, representing independent study variables.

Part II: resolution and paragraphs, if included (30) distributed (3) areas:



Area I: the management problems in the administrative area and the number of paragraphs (10).

Area II: managed technical problems and number of paragraphs (10).

Area III: governance problems in the area of physical and political potential and the number of paragraphs (10).

The answer from paragraphs high-resolution scale Likert Pentagon "": I agree very much, given (5) degrees, and accept as significant, given (4) degrees, OK moderately, given (3) degrees, and OK a few degree given (2) two degrees, I agree with very small degree, given (1) one degree, and have formulated all the paragraphs of the resolution in a positive way.

\* Questioner in page 64.

### 3.5.Study Variables

#### Independent variables:

- Membership, has two levels: the Member of the administrative body in the unions, and the Member of the administrative body in clubs.
- Specialization has three levels: Physical Education, Sports Management and Another Discipline.
- Qualification has four levels: High School or less, Under Graduated, Graduated, PHD.
- Experience, and have three levels are: less than (5 years), (5-9 years), and over (9 years).

**Dependent variable:** In response, the study sample members identify management problems used in the current study.

### 3.6.Procedures for Study

The study will be conducted in accordance with the following steps:

1. Define the community sample.
2. Preparation of the performance and do scientific transactions to access the sincerity of arbitrators, then extract the reliability coefficient of the tool.
3. Formal approvals have been obtained for the distribution of the questionnaire to the relevant associations, clubs.
4. Distribute the survey instrument study sample members.



5. Data will be collected and coded.
6. Data will be entered and processed statistically, using statistical packages for the social science (SPSS) using appropriate treatments according to the study questions.
7. The results will be presented and discussed, and conclusions and recommendations.

### **3.7.Statistical Treatment**

In order to answer the questions of the study I used the program of statistical packages for the social science (SPSS) by using the wizards the following statistics:

1. Find the arithmetic averages and percentages to determine the degree of crisis management.
2. Test (v) for two separate Independent Groups T-test to identify differences according to variables in action, and theme.
3. Analysis of variance (ANOVA One Way) to determine differences in variables according to qualification and experience
4. Reliability Statistics

## 4. STUDY RESULTS AND DISCUSSION

### 4.1.Characteristics of the study population (n = 615)

Administrative Board	Number
Member associations	210
Member clubs	405
Total members	615

**Study Method:** It was tested by Cronbach's Alpha to find reliability coefficient which was about (0.840) of this study, which indicate that the study instrument has good reliability.

The reliability coefficient for administrative is 85.4%, for technical is 89.7%, and for financial & political is 82.8%

The following table shows the averages of each paragraph of the questionnaire distributed to each axis of axis:

#### Response averages for each paragraph of resolution rank taslia

Axis	Item in the Questionnaire	n	Mean	Std. Deviation
Theme I: Administrative Issues	Regular meetings of the Board of Directors	36	4.42	0.649
	Taking into account decisions with physical and technical possibilities	36	4.08	0.604
	Follow-up to the implementation of resolutions	35	3.66	.968
	Make decisions based on the instructions and regulations	36	3.47	1.055
	Application management objectives	36	3.33	1.014
	The regulations provide penalties for infringing consortia	36	3.28	1.186
	Provide regulatory regime within the Federation and clubs	36	3.28	1.111
	Structure of the unions and clubs with proper scientific method	36	3.06	1.120
	Management courses for rehabilitation directors	35	3.03	1.043
	Addressing problems with scientific method	35	2.91	1.222

Theme II: Technical Problems	Select job descriptions for Board members and technical staff	36	4.28	.849
	Hiring technical experts from abroad	36	4.14	.833
	Participate in sports courses for foreign	36	3.86	1.046
	Technical plans provide for clubs	36	3.78	1.098
	Upgrading in technical devices	36	3.72	1.059
	Highlight the technical aspects of the sport by the Palestinian media	36	3.72	1.031
	Sports periodical publications	36	3.56	1.081
	Provide a National Centre for the rehabilitation of sports leaders and technical personnel	36	3.56	1.229
	Provide technical crews with sports groups	36	3.44	1.157
	Channel specialized in sports games	36	3.42	1.204
Theme III: Financial And Political Problems	Separating sports from political conflict	36	4.25	0.906
	Sports activities between the West Bank and Gaza	36	4.06	0.791
	Increased allocations to sports federations in the general budget	36	3.67	1.146
	Political division happens problems for Palestinian sport	36	3.67	.926
	Activate marketing policy for the care of the activities of associations and clubs	36	3.58	1.105
	Demand from international federations to protect players and administrators of occupation	36	3.56	0.998
	Provide an appropriate headquarters for Union	36	3.56	.939
	Provide playgrounds and sporting typical enough	36	3.53	1.055
	Laws exempt tax sports federations	36	3.42	1.052
	Depoliticisation of sports federations and clubs	36	3.25	1.180

## 4.2. Sample characteristics variables of the study

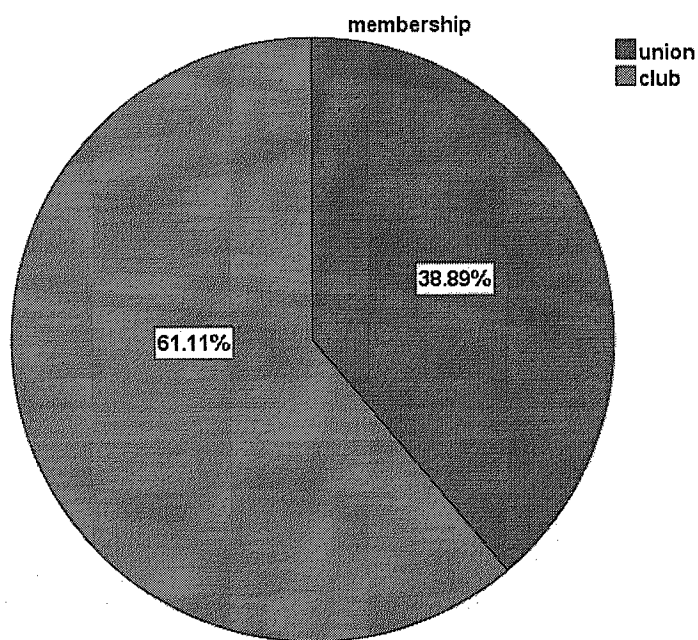
### 4.2.1. Study variables

Variable	Variable Levels	Frequencies	Percentage %
Membership	Union	14	38.9
	Club	22	61.1
	TOTAL	36	100.0
Qualifications	High School	6	16.7
	Undergraduate	14	38.9
	Graduate	12	33.3
	PHD	4	11.1
	Total	36	100.0
Specialization	Physical Education	10	27.8
	Sports	15	41.7
	Management	11	30.6
	another discipline	11	30.6
	Total	36	100.0
Experience	less 5 years	18	50.0
	5-9 years	11	30.6
	Over' 9 years	7	19.4
	Total	36	100.0

This table shows the proportion of each level for each variable from the variables in the study, they also show levels of those variables and the distribution of the sample on each level by membership and the following graphs shows the percentage of each variable.

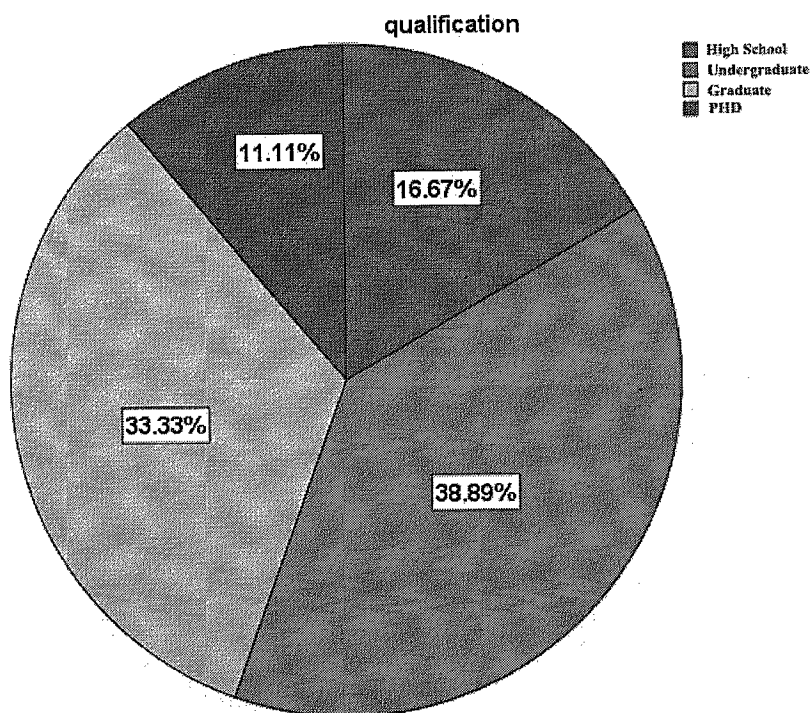
**By Membership**

Membership		Frequencies	Percent %	Valid Percent	Cumulative Percent
Valid	Union	14	38.9	38.9	38.9
	Club	22	61.1	61.1	100.0
	Total	36	100.0	100.0	

**By Membership**

**By Qualification**

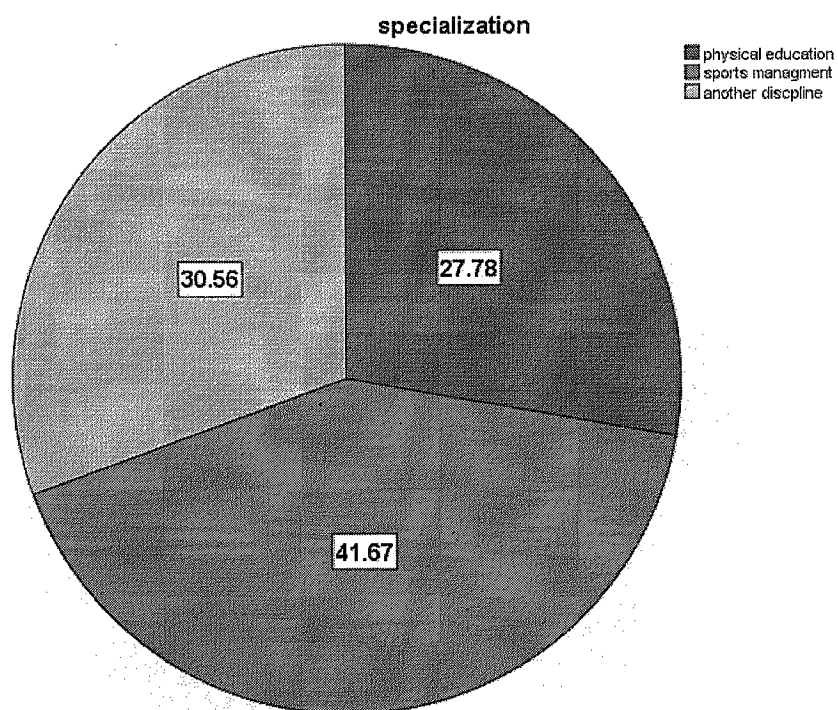
	Frequencies	Percent %
High School	6	16.7
Undergraduate	14	38.9
Graduate	12	33.3
PHD	4	11.1
Total	36	100.0

**By Qualification**

### By Specialization

		Frequencies	Percent %	Mean
Valid	Physical Education	10	27.8	
	Sports Management	15	41.7	
	Another Discipline	11	30.6	
	Total	36	100.0	

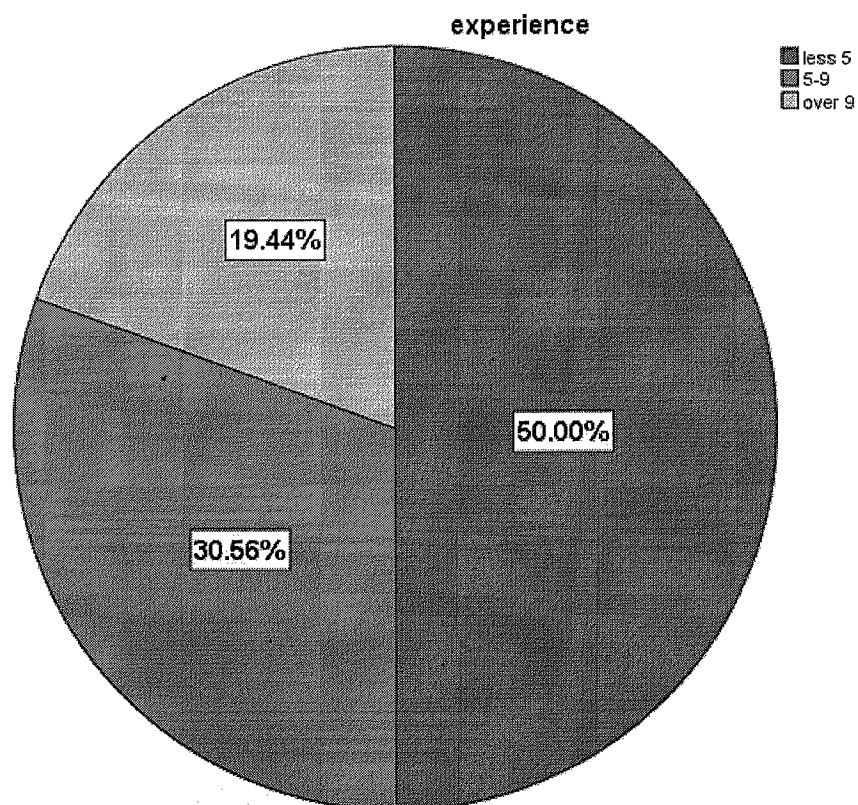
### By Specialization





**By Experience**

		Frequencies	Percent %	Mean
Valid	less 5	18	50.0	
	5-9	11	30.6	
	over 9	7	19.4	
	Total	36	100.0	

**By Experience**



- 4.3. There are no significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to the variable type of the Union.

**Table (1): The following table shows the average response for each axis for variable membership.**

Membership		Mean of Axis 1	Mean of Axis 2	Mean of Axis 3
Union	N	14	14	14
	Mean	3.623	3.864	3.357
Club	N	22	22	22
	Mean	3.336	3.673	3.841
Total	N	36	36	36
	Mean	3.448	3.747	3.653

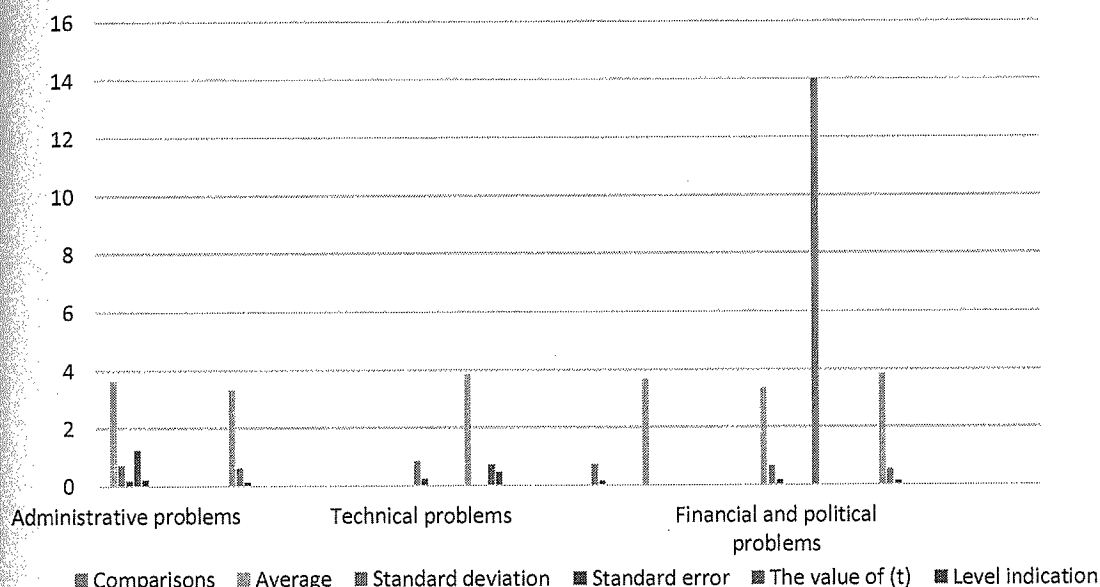
Note that the average response of the Union members on administrative issues (3.623) higher than average response members of clubs on the same axis (3.336). As for the second pillar, which deals with technical problems, with an average response of members of the Union (3.864) is also higher than average response members of clubs (3.576), but that is changing with regard to the third pillar and on financial and political problems for the clubs and the average response (3.841), while the average response of the members of the Union on the same axis hit (3.357), now that when comparing the General averages for sample responses on three axes, we find that the average response on technical problems is higher for the rest of the axes and hit (3.747).

I used the t test for comparison between averages of Union members and members of clubs for each of three axes show that statistically significant differences at the level of members clubs in the axis of your physical and political problems, as shown in the following table:

**Table (2): The results of the comparison between the Average response levels of membership on political and financial problems**

	Comparison	Average	Std. Deviation	Std. Error	The Value of (t)	Level Indication
Administrative problems	Union members (N = 14)	3.623	0.7171	0.1917	1.264	0.215
	Members clubs (N = 22)	3.336	0.6276	0.1338		
Technical problems	Union members (N = 14)	3.864	0.8400	0.2245	0.724	0.474
	Members clubs (N = 22)	3.673	0.7298	0.1556		
Financial and political problems	Union members 14	3.357143	0.650106	0.173748	-2.365-	0.023857
	Members clubs (N = 22)	3.840909	0.563711	0.120184		

Table (2): The results of the comparison between the Average response levels of membership on political and financial problems



4.4. There are no significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to variable degree of Qualification.

Table (3): The following table shows the average response for each axis variable qualifier

Qualification		Mean of Axis1	Mean of Axis 2	Mean of Axis 3
High School	N	6	6	6
	Mean	3.354	4.250	3.000
	% of Total N	16.7%	16.7%	16.7%
Undergraduate	N	14	14	14
	Mean	3.500	3.650	3.643
	% of Total N	38.9%	38.9%	38.9%
Graduate	N	12	12	12
	Mean	3.333	3.508	3.825
	% of Total N	33.3%	33.3%	33.3%
PHD	N	4	4	4
	Mean	3.750	4.050	4.150
	% of Total N	11.1%	11.1%	11.1%

N	36	36	36
Mean	3.448	3.747	3.653
% of Total N	100.0%	100.0%	100.0%

Note from the table above that average response on the first axis of administrative problems of variable degree of the sample so that the average response of the masters is a top hit (3.750) is higher than the overall average for this axis (3.448) followed by an average response of diploma holders (3.500), but the average response (3.354) and (3.333) respectively for each public high school and license lower than the overall average.

**Table (4): Showing the response average for each axis according to qualification variable**

		n	Mean	Std. Deviation	Std. Error
Mean of axis1	High School	6	3.354	0.9433	0.3851
	Undergraduate	14	3.500	0.7060	0.1887
	Graduate	12	3.333	0.6080	0.1755
	PHD	4	3.750	0.1291	0.0645
	Total	36	3.448	0.6689	0.1115
Mean of axis 2	High School	6	4.250	0.6921	0.2825
	Undergraduate	14	3.650	0.7724	0.2064
	Graduate	12	3.508	0.8328	0.2404
	PHD	4	4.050	0.2517	0.1258
	Total	36	3.747	0.7685	0.1281
Mean of axis 3	High School	6	3.000	0.3578	0.1461
	Undergraduate	14	3.643	0.6525	0.1744
	Graduate	12	3.825	0.5786	0.1670
	PHD	4	4.150	0.3697	0.1848
	Total	36	3.653	0.6363	0.1060

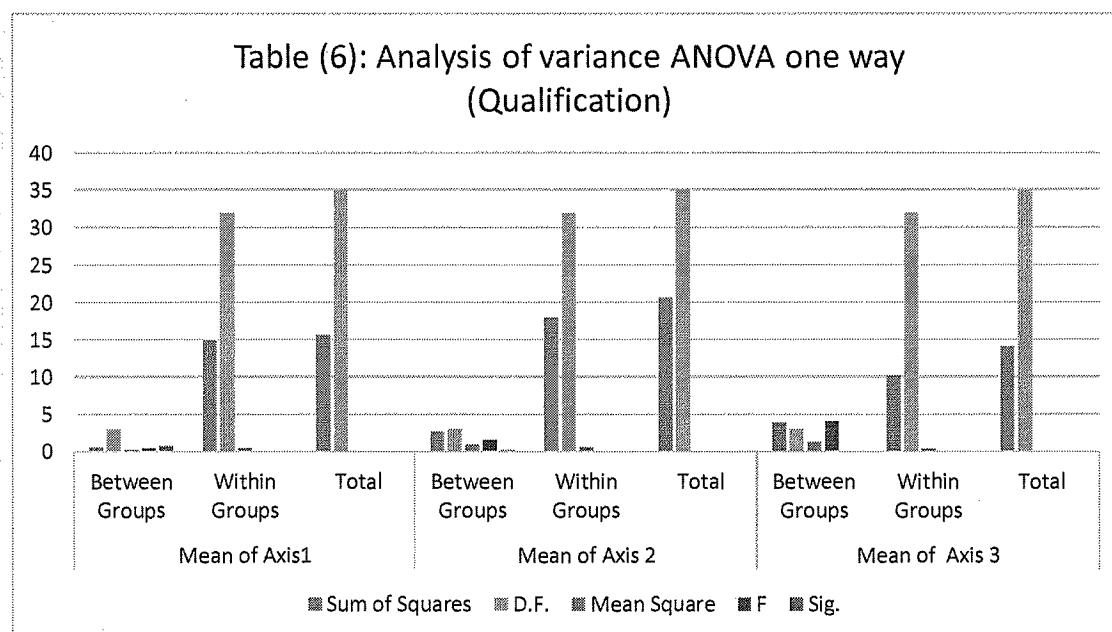
**Table (5): Test of Homogeneity of Variances**

	Levene Statistic	df1	df2	Sig.
Mean of axis1	1.304	3	32	0.290
Mean of axis 2	0.887	3	32	0.459
Mean of axis 3	0.946	3	32	0.430

This previous table shows the comparison groups.

**Table (6): Results of ANOVA test for the sample responses averages according to qualification variable**

		Sum of Squares	D.F.	Mean of Squares	F.	Sig.
Mean of Axis1	Between Groups	0.614	3	0.205	0.435	0.729
	Within Groups	15.045	32	0.470		
	Total	15.659	35			
Mean of Axis 2	Between Groups	2.701	3	0.900	1.603	0.208
	Within Groups	17.969	32	0.562		
	Total	20.670	35			
Mean of Axis 3	Between Groups	3.903	3	1.301	4.055	0.015
	Within Groups	10.267	32	0.321		
	Total	14.170	35			



Note from the table above that there are statistically significant differences at the level indication (sig = 0.015) is less than (0.05) in the axis of your financial and political problems, and know the significance of these differences and for which I group tests remote comparison test his curative. And we know that there are significant differences in the axes of administrative problems and technical problems between groups, but differences appear in financial problems and political hub for master up campaign level indication = .033 less than level indication in favor of masters campaign effectiveness.

**Table (7): Multiple comparisons between qualification (I) and qualification (J)**

Dependent Variable	(I) Qualification	(J) Qualification	Mean Differences (I-J)	Std. Error	Sig.
Mean of axis1	PHD	High School	0.3963	0.4426	0.849
		Undergraduate	0.2500	0.3887	0.937
		Graduate	0.4167	0.3959	0.776
Mean of axis 2	PHD	High School	0.2000	0.4837	0.982
		Undergraduate	0.4000	0.4248	0.828
		Graduate	0.5417	0.4326	0.670
Mean of axis 3	PHD	High School	1.1500*	0.3656	0.033
		Undergraduate	0.5071	0.3211	0.487
		Graduate	0.3250	0.3270	0.804

**Table (8): Scheffe test for Multiple Comparisons of the groups according to qualification variable**

Dependent Variable	(I) Qualification	(J) Qualification	Mean Differences (I-J)	Std. Error	Sig.
Mean of Axis1	High School	Under Graduate	-0.1463-	0.3346	0.665
		Graduate	0.0204	0.3428	0.953
		PHD	-0.3963-	0.4426	0.377
	Under Graduate	High School	0.1463	0.3346	0.665
		Graduate	0.1667	0.2697	0.541
		PHD	-0.2500-	0.3887	0.525
	Graduate	Secondary	-0.0204-	0.3428	0.953
		Under Graduate	-0.1667-	0.2697	0.541
		PHD	-0.4167-	0.3959	0.300
	PHD	Secondary	0.3963	0.4426	0.377
		Under Graduate	0.2500	0.3887	0.525
		Graduate	0.4167	0.3959	0.300
Mean of Axis 2	High School	Under Graduate	0.6000	0.3656	0.111
		Graduate	0.7417	0.3747	0.056
		PHD	0.2000	0.4837	0.682
	Under Graduate	High School	-0.6000-	0.3656	0.111
		Graduate	0.1417	0.2948	0.634
		PHD	-0.4000-	0.4248	0.353
	Graduate	Secondary	-0.7417-	0.3747	0.056
		Under Graduate	-0.1417-	0.2948	0.634
		PHD	-0.5417-	0.4326	0.220
	PHD	Secondary	-0.2000-	0.4837	0.682
		Under Graduate	0.4000	0.4248	0.353
		Graduate	0.5417	0.4326	0.220
Mean of Axis 3	High School	Under Graduate	-0.6429-*	0.2764	0.027
		Graduate	-0.8250-*	0.2832	0.006
		PHD	-1.1500-*	0.3656	0.004

Under Graduate	High School	0.6429*	0.2764	0.027
	Graduate	-0.1821-	0.2228	0.420
	PHD	-0.5071-	0.3211	0.124
Graduate	Secondary	0.8250*	0.2832	0.006
	Under Graduate	0.1821	0.2228	0.420
	PHD	-0.3250-	0.3270	0.328
PHD	Secondary	1.1500*	0.3656	0.004
	Under Graduate	0.5071	0.3211	0.124
	Graduate	0.3250	0.3270	0.328

\*. The mean difference is significant at the 0.05 level.

4.5. There are no significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to years of experience variable.

**Table (9): Test of Homogeneity of Variances**

	Levene Statistic	df1	df2	Sig.
Mean of Axis1	1.820	2	33	0.178
Mean of Axis 2	0.643	2	33	0.532
Mean of Axis 3	0.707	2	33	0.501

The previous table shows the comparison groups of homogenous experience variable.



**Table (10): shows the response average of sample member according to experience variable**

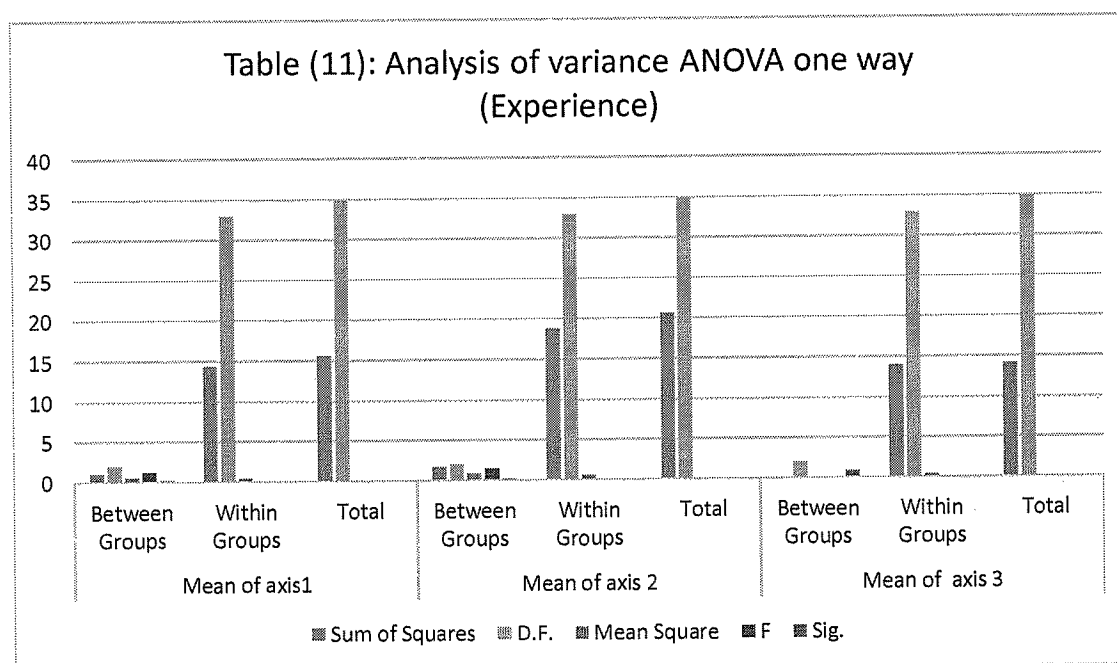
		n	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Mean of axis1	less 5	18	3.456	0.6784	0.1599	3.118	3.793	1.9	4.6
	5-9	11	3.238	0.7826	0.2360	2.713	3.764	1.7	4.1
	over 9	7	3.757	0.3047	0.1152	3.475	4.039	3.5	4.4
	Total	36	3.448	0.6689	0.1115	3.222	3.674	1.7	4.6
Mean of axis 2	less 5	18	3.561	0.8140	0.1919	3.156	3.966	1.5	5.0
	5-9	11	4.064	0.5085	0.1533	3.722	4.405	3.2	5.0
	over 9	7	3.729	0.9214	0.3483	2.876	4.581	2.0	5.0
	Total	36	3.747	0.7685	0.1281	3.487	4.007	1.5	5.0
Mean of axis 3	less 5	18	3.672	0.7177	0.1692	3.315	4.029	2.6	4.9
	5-9	11	3.691	0.5735	0.1729	3.306	4.076	2.8	4.7
	over 9	7	3.543	0.5798	0.2192	3.007	4.079	2.4	4.0
	Total	36	3.653	0.6363	0.1060	3.437	3.868	2.4	4.9

Note from the table above, the average response on technical issues (3.747) is highest in three axes when comparing averages for all axes and shows average response experienced 5-9 years the highest averages of groups on this axis of (4.064) followed by average highly experienced 9 years up, followed by financial problems and political axis where the axis averaged (3.653) has experienced an average of at least 5 years is the highest total (3.747) followed by average middle class experienced 5-9 years, however, the average response on the first administrative problems experienced variable sample is below average when comparing averages for each axis and thus we conclude that highlighted the problems faced by the respondents are the technical problems and financial and political problems, which shows that the average response for experienced 9 years up, is the top hit (3.757) is higher than the overall average for this axis (3.448) followed by average experienced response less than 5 years old (3.454), and find out the cause of these differences the researcher variance analysis to

find out the significance of the differences are statistically or not function, it is clear from the table that the differences are not a function of ahasaeba on the level indication where indication of Sig value appears for the test (F) is greater than 0.05 as described in the following table :

**Table (11): Results of ANOVA test for the sample responses averages according to experience variable**

		Sum of Squares	D. F.	Mean Squares	F.	Sig.
Mean of axis1	Between Groups	1.153	2	0.577	1.312	0.283
	Within Groups	14.506	33	0.440		
	Total	15.659	35			
Mean of axis 2	Between Groups	1.727	2	0.864	1.504	0.237
	Within Groups	18.943	33	0.574		
	Total	20.670	35			
Mean of axis 3	Between Groups	0.107	2	0.054	0.126	0.882
	Within Groups	14.062	33	0.426		
	Total	14.170	35			



4.6. There are significant differences when the level indication ( $\alpha = 0.05$ ) in average sample responses to the degree constraints layout problems in sports federations in Palestine due to the variable nature of the main occupation

**Table (12): Shows the response average of sample member according to specialization (subject of study) variable**

		n	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Mean of Axis 1	Physical Education	10	3.640	0.7691	0.2432	3.090	4.190	1.9	4.6
	Sports Management	15	3.408	0.5831	0.1506	3.085	3.731	2.0	4.4
	Another Discipline	11	3.327	0.7086	0.2137	2.851	3.803	1.7	3.9
	Total	36	3.448	0.6689	0.1115	3.222	3.674	1.7	4.6
Mean of Axis 2	Physical Education	10	3.930	0.7846	0.2481	3.369	4.491	2.5	5.0
	Sports Management	15	3.660	0.7836	0.2023	3.226	4.094	2.0	5.0
	Another Discipline	11	3.700	0.7785	0.2347	3.177	4.223	1.5	4.4
	Total	36	3.747	0.7685	0.1281	3.487	4.007	1.5	5.0
Mean of Axis 3	Physical Education	10	3.260	0.5854	0.1851	2.841	3.679	2.6	4.5
	Sports Management	15	3.727	0.6273	0.1620	3.379	4.074	2.4	4.8
	Another Discipline	11	3.909	0.5683	0.1713	3.527	4.291	3.0	4.9
	Total	36	3.653	0.6363	0.1060	3.437	3.868	2.4	4.9

Note from the table above that average response along the second axis, the axis of the technical problems (3.747) is highest in three axes when comparing averages for all axes and shows average response respondents sports highest averages of groups on

this axis of (3.930) followed by other areas of specialization (3.700) and the lowest was for sports management (3.660) followed by financial problems and political axis where the axis averaged (3.653) averaged a specialty other areas was the highest total (3.909) , Followed by the average sports management and (3.727), however, the average response on the first administrative problems experienced variable sample is below average when comparing averages for each axis and thus we conclude that highlighted the problems faced by the respondents are the technical problems and financial and political problems, Where it appears that the average response of sports education, is the hub of technical problems and the average response (3.640) is higher than the overall average for this axis (3.448) followed by an average response of educational administration (3.396), and find out the cause of these differences the researcher variance analysis to find out the significance of those differences is a statistical function or not, it is clear from the table that there are statistically significant differences at the level of semantics between groups in the third axis of your financial problems and political Shows the value of Sig. equals approximately 0.05 value (F) around (3.276) as shown in the following table to find the cause of these differences the researcher test (LSD) for remote comparison and for any group.

**Table (13): Results of ANOVA test for the sample responses averages according to specialization variable**

		Sum of Squares	D.F.	Mean Squares	F.	Sig.
Mean of axis1	Between Groups	0.553	2	0.276	0.604	0.553
	Within Groups	15.106	33	0.458		
	Total	15.659	35			
Mean of axis 2	Between Groups	0.473	2	0.236	0.386	0.683
	Within Groups	20.197	33	0.612		
	Total	20.670	35			
Mean of axis 3	Between Groups	2.347	2	1.174	3.276	0.050
	Within Groups	11.822	33	0.358		
	Total	14.170	35			

Table (13): Analysis of variance ANOVA one way (Specialization)

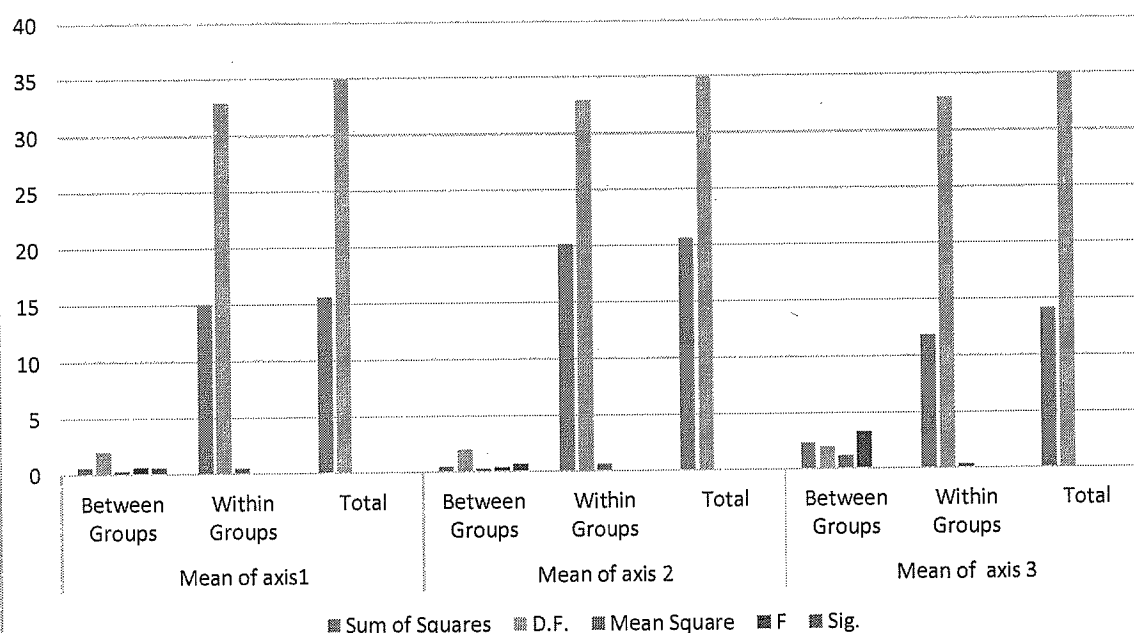


Table (14): LSD test for Multiple Comparisons of the groups according to Specialization variable

## Multiple Comparison (LSD)

Dependent Variable	(I) Specialization	(J) Specialization	Mean Differences (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Interval	
						Lower Bound	Upper Bound
Mean of Axis1	Another Discipline	Physical Education	-0.3127-	0.2956	0.298	-0.914-	0.289
		Sports Management	-0.0809-	0.2686	0.765	-0.627-	0.466
		Physical Education	-0.2300-	0.3418	0.506	-0.925-	0.465
Mean of Axis 2	Another Discipline	Sports Management	0.0400	0.3105	0.898	-0.592-	0.672

Mean of Axis 3	Another Discipline	Physical Education	0.6491*	0.2615	0.018	0.117	1.181
		Sports Management	0.1824	0.2376	0.448	-0.301-	0.666

\* Another Discipline: Are the other fields, which means other disciplines to employees who work in sports clubs, sports federations, according to what has been obtained through a tool-resolution data collection.

## **5. SPORTS FEDERATIONS IN PALESTINE**

1. The Palestinian Olympic Committee
2. The Palestinian Football Federation
3. The Palestinian Athletics Federation
4. Palestinian Union basketball
5. The Palestinian Federation of boxing
6. The Palestinian Federation of gymnastics
7. The Palestinian Federation of weightlifting
8. The Palestinian Federation of handball
9. The Palestinian Federation of judo
10. Palestinian Union of wrestling
11. Palestinian Federation of tennis
12. The Palestinian Federation of volleyball
13. The Palestinian Federation for squash
14. Palestinian Taekwondo Federation

## 6. DISCUSSION

### ❖ Comment on previous studies

A number of Arabic studies and relevant foreign direct and indirect subject of the current study, I benefited from previous studies both in theoretical studies, or through the development of a tool for study help in gathering information, and review previous researcher can comment on those studies in the following points:

- There are similar studies with the current study on the subject of crisis management and the problems in the sports sector such as his study (2009), Catherine (2006) study, study Maseedh (2002), and the study of (Bernstein, 2012), study (Zavicar, 2004), and studies on the subject of crisis and problems in the field of sports such as Moawad (2007), and study (2005), and Excel study (2003).
- Noted that the difference between these studies was in crisis in the types of institutions and how to manage those crises, as well as varied in size, and sampling method used in each, and differed in the study environment, and the results were different, and this study was characterized as being specialized in the study of crisis management in the Department of sports clubs and federations in Palestine, and in the light of science researcher, is the first study in Palestine dealing with this area.
- Previous studies highlighted the importance of aware of problems and crisis management as a science is essential for organizations and sports federations cannot be replaced to resolve all the problems faced.
- Many previous studies underlined the importance of planning and information in the management of crises and problems.
- All Arabic studies use high-resolution data collection tool, either foreign studies have greatly diversified in using the tool, some use the questionnaire and interview instruments for study, and some are used depending on the analysis of documents and research.
- Previous studies researcher has helped in identifying the appropriate curriculum for nature study, sample selection, and guidance on offer manage



study and discussion, and constitute the majority of previous studies in this study is an important element in improving the level of study.

**6.1.** The study of Al-Maharmh (2009) aimed at identifying the types of crises and causes, and proposed solutions in Jordan, the researchers' study consistent with this study.

As the goal of a researcher in this study to highlight the problems of the sport, but in Palestine. Also the above study recommended increasing the budget allocated to sports federations, and the search for other sources of funding. And the researcher also recommended through the recommendations: Search for sports and other sports and marketing successful policies in cooperation with major institutions and companies to find funding sources for associations and sports clubs.

**6.2.** The Study of Al Barghouti (2009) aimed to:

- Identifying the reality of crisis management in the departments of physical education in institutions of higher education in the West.
- Identify the main constraints from the viewpoint of teachers and students.

in my study also I agreed with the above study, cause the researcher pointed to these points in the Hypothesis of the Study, and the researcher recommended that the departments of physical education and its greater attention to crisis management in different phases.

Al Barghouti in his study "crisis management in sport clubs and associations managers" used descriptive of relevance to nature study and selected sample total number of class members, and I am used the descriptive analytical, in all procedures of defining the study and set, and the application of management problems and crises, and that it is appropriate for the purposes of the two studies.

### 6.3. Moawad (2007) study aimed to:

Identify the capacity of sports bodies on management decision-making to respond to crises.

Moawad concluded that the decision-makers are senior and middle management and the difficult decisions sometimes returns to Hallmark qualities: flux, intervention and emotion and complexity within the Organization.

In my research, I recommended that: Centre for sports leadership and give Union members and clubs capacity needed to deal with problems. And also in my research I pointed that "Man-made problems: means all the crises caused by the irrational and erroneous decisions taken by human beings". This means that most of the problems and crises are originally human-induced, and therefore he is able to find solutions to them. The above study is similar to mine, on the subject of crisis management and the problems in the sports sector.

### 6.4. Study of Catherine (2006) aimed to:

Develop models proposed for early warning systems in crisis management sports Handball

Federation. Catherine recommended that the organizational culture study to understand the role of crisis management in addressing the challenges faced by the Egyptian Handball Federation and work to build relationships of trust and openness among them some Union members.

In my research, I recommended also to: hold courses and programs for associations and clubs in the area of management problems.

### 6.5. Abraham (2005) conducted a study aimed to:

- Identifying methods that lead to crises in water sports clubs and federations and the procedures that you must follow to reduce the recurrence of crises in clubs, associations.
- The researcher concluded that the causes of the crisis are: Errors in which workers in the course of their duties, and a few small problems, and don't choose individuals qualified to practice water sports administration.

- The researcher to use identifying recurrent crisis management for water sports in the promotion departments of some other games.

My study was characterized as being specialized in the study of crisis management in the

Department of sports clubs and federations in Palestine, and in the light of science researcher, is the first study in Palestine dealing with this area.

#### 6.6. Axel (2003) a study aimed to:

Identifying the types of sports crises in the Kingdom of Bahrain,

- The results of the above study showed that the vast majority of sports clubs in the Kingdom of Bahrain may be exposed to some crises, whether financial or administrative type, or both.
- While our study is concluded that the problems plaguing the sports federations and clubs, mostly technical problems, also found that workers who have lower academic degrees are more prone to technical and administrative problems.

Different conclusions have studies, I believe that they date back to the nature of the area where the study was conducted, and I think that the result is normal.

#### 6.7. Study of Shaber (2003) aimed to:

Provide administrative setup in the field of sports in the Kingdom of Bahrain,

Here, I like to note that: Axel (2003) study, and Study of Shaber (2003), are conducted in the Kingdom of Bahrain, This is an indication of the interest in the Kingdom of Bahrain sports studies, regardless of the objectives of each study of the two studies.

The researcher (Shaber) has made a number of recommendations, the most important was the need to reconsider the administrative setup in the field of sports three levels introductory, intermediate and advanced, and the formation of a Joint Committee of both administrative and academic experts, faculty, Department of physical education for the development of the program in question.

Where the results of our study showed that the role of sports federations in operationalizing strategic plans from the standpoint of Union members. And medium-sized enterprises in the areas of planning and potential, few incentives and total area.

#### 6.8. Study Msaeedh (2002) aimed to:

Identifying the availability elements of crisis management in sport institutions in Jordan, and constraints that limit the availability of the items.

The results of the study showed that elements of crisis management in sport institutions moderately in all phases, in addition to the constraints which limit the availability of elements of crisis management, which came in medium, and further results showed the existence of a positive correlation function between the phases of crisis management elements, and the existence of a negative relationship between phases of crisis management And organizational constraints, humanitarian and information and communication.

The researcher (Msaeedh) recommended that work to provide crisis management elements and through contributing to activate the crisis management elements in sports.

In light of our study was to detect obstacles and problems plaguing the sports federations in Palestine from the perspective of leaders in the governing bodies of sports federations of Palestine.

And my study aimed to:

1. Planning constraints and problems facing sports associations from the perspective of leaders in the governing bodies of the unions in Palestine.
2. Difference these constraints depending on the study variables, State and Union type, sex, and marital status, qualifications, experience and practice sports and nature of main occupation.

#### 6.9. Bernstein, (2012) aimed to:

Identifying the role of social media in sports and crisis management, through the case study of sexual scandal of U.S.

The results of that study is depend on the strategy is based on the recognition of the mistake and asked for forgiveness, and that treatment involves repentance and correction, and crisis management team has been successful through this strategy to keep talking about the scam, the return of people to talk about the level of the player in the game of golf.

This sporting crisis, is a unique quality are rare, but they have caused a setback in the athletic field, it has to do with such study, and the treatment involves repentance and correction, and crisis management team has been successful through this strategy.

What I would like to mention here, that the sport of crisis, of whatever kind and size, it can be overcome and resolved and treated.

#### 6.10. Munyangoga, (2009) a study aimed to:

Assessing the management and structure of sports federations in Rwanda, and identify the most important problems that affect the performance of these associations,

For the results of this study, it founded that most associations don't Comply with laws and regulations, and as a result of neglect and lack of responsibility, insufficient staffing, lack of vision.

In this study, the researcher recommended that a long-term strategic plan, and prepare cadres properly.

I am as a researcher can say that, the non-compliance with laws and regulations adversely affect the organization's performance, and thus to create chaos and crisis, and to avoid such crises, it must prepare experts and technicians athletes good preparation.

**6.11.** Zavicar, (2004) a study of crisis management in public relations in sport, aimed to:

Identifying the best ways to deal with crises.

As a result of this study, the researcher found that there are three main factors for success in the management of public relations crisis in sport and is proactive, credibility, and show concern for those involved in the crisis.

Crisis sports regardless of their size, it is possible to overcome them, which indicated to it this study.

**❖ What is common between my study and previous studies?**

1. All the studies looked at the sports crisis and ways to resolve them and overcome them.
2. All the studies have resorted to the use of the questionnaire and analyze the results.
3. My study and all the studies involved in one axis, a sports crisis and ways to overcome them.

## 7. CONCLUSION

1. The reliability coefficients for areas ranging from high-resolution (0.85-0.91) and overall stability arrived to measure (0.96) and all high and fulfill the purposes of the study.
2. The average response of the Union members on administrative issues (3.623) higher than average response members of clubs on the same axis (3.336). As for the second pillar, which deals with technical problems, with an average response of members of the Union (3.864) is also higher than average response members of clubs (3.576), but that is changing with regard to the third pillar and on financial and political problems for the clubs and the average response (3.841), while the average response of the members of the Union on the same axis hit (3.357), now that when comparing the General averages for sample responses on three axes, we find that the average response on technical problems is higher for the rest of the axes and hit (3.747).
3. The average response on the first axis of administrative problems of variable degree of the sample so that the average response of the masters is a top hit (3.750) is higher than the overall average for this axis (3.448) followed by an average response of diploma holders (3.500), but the average response (3.354) and (3.333) respectively for each public high school Bachelor's degree lower than the overall average.
4. There are significant differences when the level indication ( $\text{sig} = 0.015$ ) and less than in the axis of your financial and political problems, and know the significance of these differences and for which the researcher group tests remote comparison test his curative. And we know that there are significant differences in the axes of administrative problems and technical problems between groups, but differences appear in financial problems and political hub for master up campaign level indication = .033 less than level indication in favor of masters campaign effectiveness.

## 8. RECOMMENDATIONS

Through previous analysis results can recommend the following:

1. Quintessential governmental efforts and eligibility to access the appropriate solutions to alleviate the problems facing unions and clubs in Palestine.
2. Centre for sports leadership and give Union members and clubs capacity needed to deal with problems.
3. Search for sports and other sports and marketing successful policies in cooperation with major institutions and companies to find funding sources for associations and sports clubs.
4. Increasing interest in studies and scientific research and field studies in the field of management problems.
5. Courses and programs for associations and clubs in the area of management problems.
6. Relying on strategic planning to avoid problems on unions and clubs.



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## THE QUESTIONER



Dear Mr. /Mrs. .... Esquire.

Greetings,

Our identification on the Problems Facing the Planning and Sports from the Viewpoint of Sports Federations and to complement the requirements of obtaining a master's degree in sports management from the University Near East researcher hopes of you kindly and hangs on the present resolution note that you will be treated as confidential and will be used only for the purposes of scientific research.

<p><b>Problems Facing the Planning and Sports from the Viewpoint of Sports Federations (Palestine Model)</b></p>
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Hope your cooperation for the success of this study

Thank you

Researcher

**Nadeed Srour**

**Part 1: Personal Information:** Please put the appropriate answer number and that apply to you in the box for each statement or answers in the blanks form that applies to you:

<b>Characteristic</b>	<input type="checkbox"/> Member of the administrative body of the Union <input type="checkbox"/> Member of the administrative body of the Club	( )	A1
<b>Qualification</b>	<input type="checkbox"/> High School <input type="checkbox"/> Undergraduate <input type="checkbox"/> Graduate <input type="checkbox"/> PhD	( )	A2
<b>Specialization</b>	<input type="checkbox"/> Physical education <input type="checkbox"/> Sports management <input type="checkbox"/> Another discipline	( )	A3
<b>Experience</b>	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> 5-9 years <input type="checkbox"/> Over 9 years	( )	A4

**Part II: Management Problems Identification:**

Paragraph number	Axes	OK significantly	Ok	Neutral	Not OK	Disagree significantly
<b>First axis</b>	<b>Management problems in the administrative area</b>					
1	Regular meetings of the Board of Directors					
2	Taking into account decisions with physical and technical possibilities					
3	Follow-up to the implementation of resolutions					
4	Make decisions based on the instructions and regulations					
5	Application management objectives					
6	Provide regulatory regime within the Federation and clubs					
7	Management courses for rehabilitation directors					
8	The regulations provide penalties for infringing consortia					
9	Structure of the unions and clubs with proper scientific method					
10	Addressing problems with scientific method					
<b>Second axis</b>	<b>Management problems in technical field</b>					
11	Provide a National Centre for the rehabilitation of sports leaders and technical personnel					
12	Select job descriptions for Board members and technical staff					
13	Hiring technical experts from abroad					
14	Technical plans provide for clubs					
15	Participate in sports courses for foreign					
16	Upgrading in technical devices					
17	Highlight the technical aspects of the sport by the Palestinian media					
18	Channel specialized in sports games					
19	Sports periodical publications					
20	Provide technical crews with sports groups					

Third axis	Management problems in the financial and political					
21	Increased allocations to sports federations in the general budget					
22	Activate marketing policy for the care of the activities of associations and clubs					
23	Laws exempt tax sports federations					
24	Provide an appropriate headquarters for Union					
25	Provide playgrounds and sporting typical enough					
26	Demand from international federations to protect players and administrators of occupation					
27	Separating sports from political conflict					
28	Sports activities between the West Bank and Gaza					
29	Political division happens problems for Palestinian sport					
30	Depoliticisation of sports federations and clubs					