

**T.R.N.C**  
**NEAR EAST UNIVERSITY**  
**INSTITUTE OF HEALTH SCIENCES**

**ADMINISTRATIVE OBSTACLES FACING THE SPORTS PROGRAMS**  
**IN SATELLITE CHANNELS**  
**(IRAQI KURDISTAN REGION)**

**SARKAFT RASHED SULAIMAN**

**PHYSICAL EDUCATION AND SPORTS**

**MASTER THESIS**

**NICOSIA**

**2016**



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## **GIFTING**

Dedicated to my mother

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To that special one who will be my wife in future.

To all those who love freedom and are seeking to make the peace in this world.

**SATKAFT RASHED SULIMAN**

## ABSTRACT

**SARKAFT RASHED SULAIMAN. Administrative obstacles facing the sports programs in satellite channels (Iraqi Kurdistan region). Near East University, Institute of Health Sciences, School of Physical Education and Sports, Master Thesis, Nicosia, 2016.**

The purpose of the study was to find administrative obstacles in terms of both planning and regulation and guidance and control facing the sports programs in the Kurdish satellite channels. The sample of research were 90, consisting of members and employees working in the sports programs in the Kurdish satellite channels. This included implementation of practical study as well as presenting data helpful in research. The researcher found the questionnaire to be the most appropriate instrument to obtain data. The questionnaire was used as a tool for collecting data and was distributed to the workers in the sports programs, which include staff (Heads of sports departments, producers, Preparers, and presenters) ninety (90) questionnaire were distributed, this represents 82.3%. This is considered a high proportion of respondents and indicates cooperation and interest in the subject. To get accurate results the researcher used statistical software (SPSS) V.18, for analysis the data.

The study demonstrated that the most important obstacles, which face sports programs in Iraqi Kurdistan TV Programs are administrative regulations.

The researcher recommended the following: Necessity budgets needed for each program are available. Necessity self-financing system to increase financial resources for sports programs. Necessity the work to be divided based on specialization. Necessity Positions available for appropriate individuals as senior management. It is necessary to have sports programs able to guide street sports. It is necessary to be guided by individuals with academic qualifications. It is Necessary that there should be time to evaluate the assessment of administrative efficiency in making the right decision. It is Essential that there should be the development of methods of control. This study would provide useful information for Administrative obstacles facing the sports programs in satellite channels.

**Keywords:** sports management, sports media, sports programs, satellite channels, administration obstacles.

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## LIST OF ABBREVIATIONS

**NEU:** Near East University

**TRNC:** Turkish Republic North Cyprus

**TV:** Television

**KTV:** Kurdistan TV

**K24:** Kurdistan24 TV

**GK:** Gali Kurdistan TV

**NRT:** Nalia Radio and Television

**KNN:** Kurdish News Network

**USA:** United States of America

**N:** Number of samples

**GB:** Great Britain

**BFI:** British Film Institute

**UN:** United Nations

**SPSS:** Statistical Package for the Social Sciences

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## 1. INTRODUCTION

Sport, in its broadest sense, refers to all recreational and competitive sports, physical activity, fitness, and dance. The sport has become a dominant influence in many societies. No single aspect of any culture receives more media attention than sport. Sport is big business and continues to grow at a phenomenal rate globally. It provides the visibility for its star participants to enter the political arena or become broadcasters or movie stars or entrepreneurs (Sawyer & Judge, 1989, p. 206).

Further, recreational participation in sport continues to grow in popularity each year, driven by increased time for leisure activities and discretionary income to spend on exercise and fitness pursuits. This increase in growth has required a development of new undergraduate programs to prepare a new type of sport and fitness managers. This new sport/fitness manager needs to understand the management process in order for the demands of the fitness and sports businesses to be successful (Lawre & Wenner, 1989).

Finally, management is critical in keeping any organization operating smoothly and efficiently. A facility that is well maintained and managed is one of the best public and consumer relations tools in an organization's arsenal. An organization's facility manager must become involved in many tasks, including, but not limited to, leadership, facility and event management, crowd control, security, emergency operations, facility maintenance, operational policies and procedures, and human resources to name a few (Sawyer & Judge, 1989, p. 208).

What is sport Management Sport: is any activity experience or business enterprise focused on fitness, recreation, athletics or leisure (Podosky, 1994).

**Sport Management:** Sport management is any combination of skills related to planning, organizing, directing, controlling, budgeting, leading and evaluating within the context of an organization or department whose primary product or services is related to sport or physical activity (Emery, 2011).

**Components of Sports Management:** Sports management involves strategic planning, marketing, sponsorship, entrepreneurship, events planning and facilities management, financial management, public relations and media (Lapides, 2006).

The sports are all forms of physical activity that contribute to physical fitness, mental well-being and social interaction. These include: play; recreation; organized, casual or competitive sport; and indigenous sports or games (Michelle Oshea, 2007).

And refers both (Ihsan H. & Jamil Kh, 2014) that physical education has a key role in the community for all its institutions and regulations, nor can any other system that offers this role, which is to the socialization of the individual through sport and for the sport, so the community benefits from the results social, educational, physical education in the upbringing of the individual socially, and work to raise him through the data sports activities, also works on the upbringing of the individual athlete, arises understands the dimensions and adopting positive attitudes towards it, and acquired an appropriate level of motor skills to ensure his sports and recreational exercise useful during his lifetime, it helps to build and integration of public education, which aims to build and prepare citizens who aspire to the Kurdish society (Zobir, 2015).

The times in which we live is the era of rapid technical change that affects innovations in our lifestyles itself, has the latest this development of new applications of the sports public who wishes to provide more sports programs, and the satellite channels of mass communication effective, which now has a clear influence in the life of the role people, with some satellite channels individually gained a reputation for itself in the area of coverage of sports events in the world (Atreshe, 2013).

Without question one of the great passions of the twentieth century has been the sport. The opening decade of the twenty-first century suggests that this passion remains unabated. The sport continues to matter to thousands of players and fans across the globe, with differing sports, playing a particularly important role in the cultural life of countries and people. While football is the global game, other sports such as baseball occupy a central position in American popular culture, cricket and Aussie Rules in Australian life, Gaelic games in Ireland, cricket and basketball in Caribbean culture, while rugby union is important in constructions of Welsh and New Zealand national identities. However, the history of sport has also been to a large extent both dominated and documented by the mass media. Newspapers, film, radio and television broadcasting have all had a profound effect on shaping the popular and political culture of this century. While the sport has always mattered beyond the confines of the pitch or the stadia, it has

become increasingly intertwined with various media and television in particular. Something, however, has begun to happen to this relationship in more recent times which has resulted in sport becoming increasingly important within the worlds of business and politics (Wenner, 1998).

The Beijing Olympics have dominated media coverage during the summer of 2008, with coverage ranging from the human rights record of China, issues of media censorship, the faking of parts of the opening ceremony, the role of the Olympics in projecting China as a new superpower to the rest of the world, the economic importance of the Games to China, the Unparalleled success of Team GB at the Games and the role played by Lottery money in this achievement. In addition, the Beijing Games have focused attention on the politics that surround the staging of the 2012 Games in London (Karagwl, 2014).

All of these stories were covered in the sports, business and news pages of the print media, and given an extensive airing online and on both mainstream radio and television news. It appeared, certainly in Britain in 2008, that sporting issues, inevitably bound up with the media, had never mattered more and appeared to extend into areas of society previously immune to engaging in such a high profile manner with the business of sport (Hills, 2009).

There has always been a relationship between sport and the media, but we would argue that the ties between two of the greatest forces of twentieth-century popular culture have never been closer and this tells us much about the wider cultural and social shifts in society and This study seeks to trace briefly the academic work that engages with aspects of the relationship between sport, Media (Lee, 2014).

Media and Sport :The tracing the history of sport media in the United States beginning with the reporting of early American sports via newspapers, through the radio and television ages, the role cable television played in expanding sports viewership, ending with an analysis of regional sports networks, social media and the online streaming of sports. The course will examine the role the Sports Broadcasting Act of 1961 has played in shaping modern media rights contracts, including its influence on rights fees and coverage. Additional topics include managing talent and production staff, examining commercial pressures on both athletes and

sports properties, and the global sport media expansion, so the students can examine current problems while analyzing possible solutions (Rowe, 1996).

**Sports Administration:** This focuses on organization, administration, and management of physical education and sport. Attention will be directed towards intercollegiate and interscholastic athletics, professional sports organizations and various recreational programs. Emphasis will be placed on organization and leadership theories and program development. The management and supervision, as well as the budgeting and purchasing process in the management of athletic facilities, will be discussed, risk management and ethics as they pertain to athletics will be explored (Larson, 1986).

**Strategic sport management:** is a means of applying a variety of business strategies in the context of sports development. Geared for upperclassmen, this course focuses on this growing field by developing and assessing the knowledge and skills associated with senior level managers working in private or public sector sports-related institutions (Prof. Ira Stolzenberg, 2016).

**Media Studies sport:** A good deal of the sociological theorizing in sport has focused on the particular dynamics and ideologies embedded in sporting culture and the societies in which they are played. However, the media, television and the press, in particular, are playing a central role in producing, reproducing and amplifying many of the discourses associated with sport in the modern world. It is this process and its ideological fallout that has been of particular interest to media/cultural scholars. John B. Thompson argues that: Pop music, sports and other activities are largely sustained by the media industries, which are not merely involved in the transmission and financial support of pre-existing cultural forms, but also in the active transformation of these forms (Thompson, 1990).

**Television and sport:** As an academic field of inquiry and cumulative knowledge, the study and research into the relationships between television and sport are relatively new. Apart from the sporadic appearance of media or cultural studies of televised sport during the 1970s, the literature on the subject did not gain momentum until the 1980s and find a more systematic approach until the 1990s. Considering the amount of literature given over to other television genres (in particular news, current affairs and popular drama) or to other aspects of sporting configurations (specifically football hooliganism) it is surprising that academic research has



taken so long to recognize one of the most pervasive aspects of our popular culture. Televised sport not only provides our main connection to sport itself, but also our ideas about nationality, class, race, gender, age and disability. It therefore presents a rich seam of material from which to investigate and understand our social, cultural, economic and political lives (Eileen K, 2009).

As (Whannel, 1992) has highlighted, the relative dearth of material on televised sport in the growing field of media studies was largely due to a schematic split in the academic analysis of television: first, textual or semiotic critiques that drew upon film theory; and second, socio-economic analysis that focused on production practices and the political organization of the media, is most recognizable in the British Film Institute (BFI) publication *Football on Television* edited by (Buscombe, 1975) that incorporated a series of textual readings on the televising of the 1974 World Cup. This exploratory work has proved very influential within subsequent research on televised sport, specifically related to the ideological components of sports broadcasts (Whannel, 1992).

Analysis of the structural aspects of the sport television nexus provides the alternate trajectory in the media study of sport which can be identified in the work of (Rader, 1984), (Goldlust, 1987) and (Barnett, 1990). These studies investigate the transformation of the sport by television, in particular how such changes relate to the economic imperatives of television and sponsorship or the cultural policies of nation states in pursuit of public service criteria. Other major studies, most notably (Wenner, 1998), (Whannel, 1992), (Blain et al, 1993) and (Rowe, 2004), have variously attempted to bridge this analytical gap through a mixture of political economy, textual readings and aesthetic concerns (Whannel, 2008).

And measured the degree of success in the administrative function at the output to the input value and is input from the (members - money - Energy - ores - place - time), The output of (achieving the objectives) if the value of achieving great goals, the administrative function to be successful, but if there was a failure in achieving the goals it means that there are shortcomings in the work and the success of the administrative function (Rowe, 2004).

## **1.2. Statement of Research problem**

The programs on satellite channels are like a mirror whether if they are sports programs, cultural, social or other programs, to broadcast sports programs and to show the level of ambition of the viewer and desires lead to increased knowledge and awareness of sports for the viewers. Despite the emergence of sports programs on Kurdish satellite channels, since the relatively short period that it had not given up from constraints and administrative problems that have affected the image of the satellite channels by the viewer that is why the number of viewers decreased in such programs and also from the marketing affected the sponsor and the lack of investment in this area, as well as the emergence of some obstacles, such as an increase in the size of the expenses compared to the size of advantages and others.

In order to identify and study the administrative obstacles for sports programs on satellite channels in Kurdistan Region of Iraq, the result of this research and the researcher himself will help those who are in charge of sports programs in some Kurdish satellite channels for them in order to avoid administrative obstacles and to achieve the desired goals.

Through modest experience owned by the researcher as a result of the exercise of media work in the field of sports programs and specifically with WAAR Sports TV, and being a correspondent then a presenter in sports programs, but the researcher noticed that there is a lack of administrative work regularly in sports programs in some Kurdish satellite channels, thus it made sports media weak for giving sports to Kurdish in local channels and satellites, where the administration takes into account all the administrative aspects of the programs to take advantage of every aspect of the business (The Heads of Sports Departments, Prepared or writer, Producers, Presenters). This affects in all aspects of the development and improvement of the performance of the work at the local level sports programs and the global level, leading to increased efficiency and the number of viewers and sponsors sports programs.

We could say also that any profession or work is not without obstacles, and therefore we must recognize these obstacles facing the sports programs in some satellite channels in Kurdistan region of Iraq through the access points to take into account of the administrative work for the sports programs by: planning, organizing, directing and controlling to set goals, budget and financial performance of the work of existing sports programs.

### **1.3. Questions about the study**

This study attempts to find answers to the following questions:

The main questions: Dose there administrative obstacles facing sports programs on satellite channels? (Iraq Kurdistan region).

#### Sub-questions

1. Do sports programs estimate in satellite channels in Iraq Kurdistan region on the constraints and administrative obstacles depending on study variables (qualifications, experience and practice sports and nature of main occupation)
2. What are the main ways and methods to develop sports programs

### **1.4. Significance of the Study**

1. This study will provide information about the administrative obstacles facing the sports programs in satellite channels (Iraqi Kurdistan region).
2. The result of this study will help Heads of Department sports programs, Producer, Prepares and Presenters to understand the administrative obstacles facing the sports programs.
3. This study will help to increase the information for satellite channels about administrative obstacles facing the sports programs.
4. This research will provide a base for the further research in the same field.

### **1.5. Objective of the study**

The aim of this study is to identify:

1. The current reality of administrative obstacles facing the sports programs in terms of (planning, organization, directing and controlling) in satellite channels (Iraq Kurdistan region)
2. To improve and develop sports programs in the Kurdish Satellite channels.
3. To achieve better sports media aspect of the sports journalists.

## 1.6. Study Limitations

Identified study and general is ability results in light of the following parameters:

1. Humanity: The study was limited to heads of the Department of sports programs, Producers, Prepares and Presenters of the sports programs.
2. Spatial: The study on the satellite channels (Iraq Kurdistan region).
3. Temporal: this study is applied in the 1 December 2015 to 2 may 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.

## 1.7. Study terms

**Problem:** Is the deviation or imbalance between what the object is and what should be, is a result of unwanted problems where it is required to correct or cancel anything? (Dery, 1986).

**Television as an institution media:** an integrated system for the transfer of sporting events through the screens and satellite channels her social roles and responsibilities as well as their roles and responsibilities career (Finn, 2012).

**Television programs:** he is one idea or set of ideas formulated in a particular television show template using images and sound in full technical detail, to achieve a particular goal. (Divina, 2008).

**Sports program:** The program has a word for several concepts, and generally is the plan used by man in order to do a certain something, sports as a share (Brown, 2001).

**Management:** is the process of implementing acts of others through the planning, organizing, directing and controlling their efforts (Cadden, 2011).

**Planning:** is the process is to plan what, and includes forecasts for the future and to meet them with a series of decisions concerning the desired objectives need to be achieved through the development of policies, procedures and budgets and programs characterized by precision and flexibility (Sawyer & Judge, 1989, p. 198).

**Organization:** is one of the elements of administration, which shows the lines of authority and responsibility clearly, as it determines the duties to be performed for each member of the organization and assembled in perfect harmony and directed towards the objective to be achieved (Sawyer & Judge, 1989, p. 205).

**Directing:** Contact is somehow subordinating, and guiding them and consulting them to carry out their tasks to achieve the desired goals (Sawyer & Judge, 1989, p. 209).

**Control:** is the administrative function that includes measuring and evaluating the actual performance of the workers to make sure that the plans have been implemented, and that the desired objectives have been achieved, which helps to detect errors - if any - and take appropriate reformative action if necessary (Sawyer & Judge, 1989, p. 214)

## **2. GENERAL INFORMATION**

### **2.1. Theoretical framework**

Before talking about the problem confronting administrative obstacles facing sports programs from the viewpoint of sports heads of the Department of Sports programs, Presenter, Producers and preparation of programs in satellite channels we will talk about the history of sports media in Kurdistan region of Iraq

**2.1.1. Sports programs in the Kurdistan Region of Iraq:** The first credited with the introduction of sports programs in the Kurdistan region of Iraq goes back to the local channels, in which there were new sand sport programs for local sports news and the world, and often there are programs for international matches, whether between the clubs or between countries, opening local channels after uprising of 1991, and then the media people in the region to cover the local and international sports news (Zobir I. H., 2013).

**2.1.2. Establishing local channels at the beginning of 1992:** The regular programming of all the local channels averages five hours per Evening and all day Fridays and other Islamic and Kurdish holidays, A typical Evening begins with the recitation of Holy Quran, followed by cartoons of the Kids programs, then international and local news, Next, the traditional and contemporary music from Kurdish and neighboring countries. After that, a weekly local feature show, political commentary and sports and then at the end broadcasting an international film (Jamel, 2015).

**2.1.3. The First Kurdish Satellite Channel:** The first television station started broadcasting in the Kurdistan Region of Iraq was a Kurdish satellite television station under the name of Kurdistan TV. This aired on 17/01/1999 from Kurdistan-Iraq with offices broadcasting in all the other cities. KTV could be received worldwide via satellite dish and online 24/7, seven days a week. Important stops on the social, political and sports levels, then another satellite channel under the name of KURDSAT opened and started broadcasting. Year after year the situation in the Kurdistan Region of Iraq was under development, and many other satellite channels opened and started broadcasting and this is still going on, but all the channels are not serving sports in specific, As satellite channels specialized to sports, WAAR sport is the first satellite channels to serve this aspect in Kurdish and Arabic community in Iraq and Kurdistan Region of Iraq, This was not for too long when this channel closed due to economic crisis that Kurdistan region faced (Shingale, 2010).

Media Use in Iraq and Kurdistan-Iraq: Iraq boasts the fourth-largest population of any Arab country (after Egypt, Algeria, and Morocco) and one of the most robust domestic news media markets in the region. With dozens of daily newspapers, radio stations, and satellite channels serving the country and home satellite service ubiquitous, most Iraqis and Kurds have a wide range of news options. The fall of BAGHDAD in 2003 swept away the strict government control over Kurdish and Iraqi media and ushered in an era of extreme media pluralism, with groups all over the country starting hundreds of newspapers, DOZEN of radio and television stations. However, ongoing sectarian conflict and political control of many Kurdish and Iraqi media organizations hampers the populations (Gallup, 2014).

#### **2.1.4. What satellite channels based on the terms of reference:**

- ❖ **Satellite Channels:** Television System in which the signal is transmitted to an orbiting satellite that receives the signal and amplifies it and transmits it back to earth (kreyen , 2003).
- ❖ **Satellite Channels:** is a modern technological process associated with the process of sending television material from the transmitting station through space to satellite stationed over the satellite deployed and specific, and the reception of the transmission and then broadcast to the future (Haynes, 2008).

There are at least 30 Kurdish-language satellite channels broadcasting in the Kurdistan Region of Iraq, compared with the use of satellite channels in any other community in the world. The Kurds now have the technical facilities to open satellite channels within the country, using equipment from either Turkey, inside Iraq itself or from Iran. Below is a list of satellite channels that broadcast in the provinces of Kurdistan Region of Iraq (Malpeer, 2015).

**Table 1:** List of Kurdish-language Satellite channels (Kurdistan region of Iraqi)

NO	Satellite channels	Place	Channel type
1.	K TV	Erbil	Political channel
2.	RUDAW TV	Erbil	Political channel
3.	K24 TV	Erbil	Political channel
4.	WAAR TV	Duhok	Political channel
5.	ZAGROS TV	Erbil	Political channel
6.	KURD SAT	Sulaimaniya	Political channel
7.	KURD SAT NEWS HD	Sulaimaniya	Political channel
8.	GK TV	Sulaimaniya	Political channel
9.	BADENAN	Duhok	Political channel
10.	Kirkuk TV	Kirkuk	Political channel
11.	NRT News	Sulaimaniya	Independent channel
12.	NRT2	Sulaimaniya	Independent channel
13.	NRT ARABIC	Sulaimaniya	Independent channel
14.	KNN TV	Sulaimaniya	Political channel
15.	REGA	Erbil	Political channel
16.	NET TV	Erbil	Economic channel
17.	SPEDA TV	Erbil	Political channel
18.	JAMAWAR TV	Erbil	Political channel
19.	AMZHGARY	Sulaimaniya	Islamic channel
20.	BANGAWAZ	Sulaimaniya	Islamic channel
21.	KURDMAX	Erbil	Independent channel
22.	KURDMAX PEPULE	Erbil	Kids channel
23.	PELISTANK TV	Erbil	Kids channel
24.	Max TV	Erbil	Music channel
25.	VIN TV	Erbil	Music channel
26.	KOREK TV	Erbil	Music channel
27.	KANAL 4	Erbil	Music channel
28.	AI HURRIYATV	Erbil	Political channel
29.	GEM KURD	Erbil	Entertainment TV channel
30.	PAYAM TV	Sulaimaniya	Islamic channel



### **2.1.5. PRESS LAW IN KURDISTAN REGION OF IRAQ**

**2.1.5.1 Part One: Definitions and principles article one:** In this Act the following terms below shall bear the meanings set out opposite to them:

1. Region: Kurdistan region- Iraq.
2. Syndicate: Syndicate of Kurdistan journalists
3. Secretary: Secretary of [Syndicate] of Kurdistan journalists.
4. Media (journalism): any journalistic activity in various media channels.
5. Journalist: any person engaged in journalistic work with media channels.
6. Newspaper: any publication under a definite name that is published periodically, consecutively and regularly and distributed.

#### **2.1.5.2. ARTICLE TWO:**

1. APRESS is free and uncensored. Freedom of expression and publication is guaranteed to every citizen within the framework of respecting private liberties and rights of individuals, their privacy, common customs and system in line with law and commitment to the principles of media work according to the UN conventions.
2. Journalists are free to obtain the information which is important for citizens and relevant to the public interest from diverse sources provided that this will not affect the national security of the region.
3. Journalists should protect the sources of their information or news and keep them confidential unless the court decides otherwise in relation to the cases brought to court.
4. All natural or moral persons have the right to own and publish a newspaper in line with the power of this Act.
5. A newspaper cannot be prevented from publication, or appropriated unless with a court order.

**2.1.5.3. PART TWO:** Terms for the publication of newspapers, closing down and dissolution,

**ARTICLE THREE:** For the publication of a newspaper the following terms and conditions must be followed:

- Proprietor or founder will [have to] publish a statement in two daily newspapers in the region in which the name, surname, nationality and residence address of the proprietor or founder together with the title of the newspaper, the language it is published in, the name

of the editor and the frequency of its publication are written. This statement will be considered as the declaration of the publication of the newspaper.

- Any stakeholder (person with interest) who has objections to the publication of the newspaper can register his/her objection at the Appeal Court in the region asking for a judicial review. Otherwise the publication of the newspaper will be legally valid.
- The proprietor or founder must submit the statement of foundation to and register it with the Ministry of Culture together with a statement declaring the sources of funding for the publication. The Ministry will have to submit this information to the Syndicate.
- A person publishing a newspaper must be legally qualified to do so.
- It is not permissible to publish two newspapers in the region carrying the same title (name).
- The proprietor or founder must write his name, the name of the editor, the place and time of its publication and the printing press in a visible area of the newspaper and he/she must publish any changes in these within 30 days from the date of the occurrence of the changes.

**2.1.5.4. ARTICLE FOUR:** Every newspaper must have an editor-in-chief who will oversee the items published in the newspaper. He must have the following qualifications:

- He must be a member of the syndicate of Kurdistan journalists and be fluent in the spoken and written language of the publication.
- Must be a citizen of the region or a permanent resident.
- Editor-in-chief and writer [of an item] have civil and penal responsibility for the publication of the item while the proprietor will have only civil responsibility unless it is proven that he practically contributed to the writing [of the item] then he will have the same responsibility as that of the editor-in-chief.

**2.1.5.5. ARTICLE FIVE:** A newspaper is considered dissolved in one of the following cases:

1. If it failed to publish after six months from its validation date without a legitimate justification
2. If a court order made such a decision
3. If it failed to publish for the following periods
4. a. A daily newspaper for three consecutive days

5. b. A weekly newspaper for 8 consecutive issues
6. c. A bimonthly and monthly newspaper for four consecutive issues
7. d. Seasonal periodicals for three consecutive issues

**2.1.5.6. ARTICLE SIX:** With consideration to the guidelines stipulated in this Act, the proprietor is entitled to give up his ownership wholly and partly to another person provided that a declaration to this effect is published in a daily newspaper 30 days before the date of this change.

**2.1.5.7. PART THREE: Responses and Corrections article seven:**

- 1) The first if a Newspaper publishes something false, the person who is affected by the published item, his/her inheritors or those who are his/her legal representative can ask for its correction or to respond to the item of news or article. The Editor-in-chief must publish the correction or the response in one of the two issues that are due for publication after they receive the response, in the same place of the newspaper and with the same typeface and size of the [false] item.
- 2) The newspaper is required to publish the correction or the response; otherwise it will be fined with a sum of money no less than 1 million dinars and not exceeding two millions.
- 3) The editor is entitled not to publish the correction or the response he/she receives according to the clauses 7.1 and 7.2 above in the following cases:
- 4) If the newspaper had already made accurate and satisfactory correction
- 5) If the correction or response sent to the editor was signed by a nickname or written in a language different from the language of the published item.
- 6) If the content of the response was contrary to law, common custom and morality.
- 7) If the response or the correction was sent 90 days after the publication of the item.

**2.1.5.8. PART FOUR: Rights and Privileges of the Journalist article eight:**

1. Journalists are free and they are under the control of no power in the process of practicing their profession apart from the power of law.
2. The opinions and views of a journalist publishes in a newspaper or the information he reveals, must not cause any disturbance of his life or affect his rights
3. The journalist is entitled to refuse to disclose the sources of his information unless this is demanded by a court order
4. The journalist is entitled to attend all public conferences, meetings and other activities

5. Anyone who insults or attacks a journalist because of his profession will be punished by law in the same way as if he had attacked a civil servant during performing his duties.
6. If a radical change occurred in the politics/policy of the newspaper in which a journalist works or if the terms of his contract have changed, the journalist is entitled to terminate his contract unilaterally, provided that he gives a 30-day notice to the newspaper, without this affecting the journalist's compensation rights.
7. Media institutions and newspaper managers must abide by all the contractual rights defined in relevant laws in line with a contract of media work approved by the syndicate of journalists.
8. In case that a journalist has not taken all his holiday entitlements or some of them have been carried over to the new financial year, he will remain entitled to his wages for those days provided that it will not exceed one month's salary.
9. In case a journalist falls ill or injured while performing his journalistic tasks, it is the responsibility of the media institution he works for to pay for his treatment.
10. If a journalist works during formal holidays, the media institutions employing him should compensate him financially by doubling his wages for these days.

#### **2.1.5.9. PART FIVE: Legal protection-article nine:**

- ❖ No legal action must be taken against a journalist accused of an activity related to his work without first notifying the syndicate of the situation.
- ❖ No investigation is carried out to a journalist or his home or office is searched because of the reason mentioned in (9.1), unless in response to a legal order; the syndicate's secretary or his/her legal deputy is entitled to be present at the time of investigation.
- ❖ In any penal investigation the journalist's documents, written information, statements and books cannot be used as evidence of guilt against him unless they are related to the issue about which a complaint against the newspaper is registered.
- ❖ 4.Any information published or written about an official or someone who has been given a public duty cannot be considered an offense if the published item does not go beyond the limit of the work and duty of such persons provided that [the writer or publisher] does have evidence to prove the allegations made.
- ❖ After 90 days of the publication of an item, no legal action should be pursued.

**2.1.5.10. ARTICLE TEN:** The first Without prejudice to any harsher penalty stipulated in any other laws of the region in respect to clause A and B below, the journalist will be fined no less than three million dinars and no more than ten million dinars with the suspension of the newspaper for six months if he/she published any of the following in any type of the media:

- A. Any item that causes to disturb security situation in the region and instigate fear among people or incite the commitment of crime or non-application of laws
- B. Any item that might encourage terror and create hatred and divisions among the elements of society

The Second journalist will be fined no less than three million dinars and no more than ten million dinars if he/she published any of the following in any type of the media:

- i. Insulting religious belief of a certain faith or ridiculing their practices or insulting or hurting a symbol that has become a point of worship and reverence by a certain faith recognized by law.
- ii. Any item related to the private life of an individual, even if it is true, if this causes insult to him.
- iii. Any item that stains common customs and morals.
- iv. Swearing profane words and defamation.
- v. Any item that harms the procedure of court and justice unless authorized by court.

Thirdly: A newspaper that publishes such items, will be fined no less than 10 million dinars and no more than 20 million dinars

Fourthly: In case a newspaper repeats the publication of such items the court can increase the fine provided that it will not exceed twice the amount stipulated in clauses 10.1 and 10.2

Fifth: General prosecutor and the person affected, can ask for prosecution according to law

**2.1.5.11. ARTICLE ELEVEN:** The power of Article 10 does not extend to those publications that are published for scientific purposes by the government institutions, universities and research centers.

**2.1.5.12. ARTICLE TWELVE:** Items obtained or translated from sources published outside the region will not be exempt from responsibility for offenses of publication.

**2.1.5.13. ARTICLE THIRTEEN:** No text of law contrary to the power of this law will be applied provided that the application of law No 4 of the year 1988 and its amendments (Law of the Syndicate of Kurdistan Journalists) is taken into consideration.

**2.1.5.14. ARTICLE FOURTEEN:** The Council of Ministers and relevant bodies must apply the powers of this law.

**2.1.5.15. ARTICLE FIFTEEN:** This law will be effective from the date of its application in the Official Gazette of Kurdistan (Mirawdeli, 2011).

**2.1.6.What is Sport management :**Is any combination of skills related to planning, organizing, directing, controlling, budgeting, leading and evaluating within the context of an organization or department whose primary product or services is related to sport or physical activity(Pitts,1994).

**Components of Sports Management:** Sports management involves strategic planning, marketing, sponsorship, entrepreneurship, events planning and facilities management, financial management, public relations and media (Fielding, 1994).

**Sports Management:** Management considers the concept of public that is not new to human as it existed since the emergence of the human community which has faced in their life a set of goals and objectives of this humanitarian group seeks to achieve.( Milter,1994) This was the management process to guide these common human potentials in collective action to facilitate the achievement of these objectives, and this requires a stand the management concept to identify the meaning of administration, which is used in the word management and sometimes another word for administration, and origin of this Latin word means, AD = TO \ MINISTRATE = SERVE . This means that the word refers to "service" based on the works of management serving others, or works by the administration to service performance (C.Watt, 2003).

#### **2.1.7. Definition of administration:**

**FREDRICK TAYLOR:** Administration is the proper knowledge of what you want than men do, and then make sure they are doing the best and cheapest way (Gars, 1998).

**KONTER AND ODONELL:** Administration is the function of the implementation of things by people (Aćimović, 2013).

**SHELDON:** The administration is the function that relates to the objectives of the project and coordination between the finance, production, distribution, and report the structure of the organization and supervision of the implementation work (Quoting, Jana Nová, 2011).

**STANLEY VANCE:** Administration is the stage of decision-making and oversight of the work of humanitarian forces in order to achieve the goals the previous report (citing, Kemal Dervis, 2004).

**FAYOL:** Management is forecasting, planning, organization and issue commands, coordination and oversight (Gars, 1998, p. 153).

**LORAND WITE:** Management is all processes designed to implement the policy, both in military matters, civil or productivity, judicial and other public service activities (citing, Kemal Dervis, 2004).

**LIVINGISTON:** The management function is to reach the goal of the best means and lower costs within the limits of available resources and facilities can be used.

**2.1.8. Types of administration:** Liam 2003 and 2002 Shank agree that the administration types are as follows:

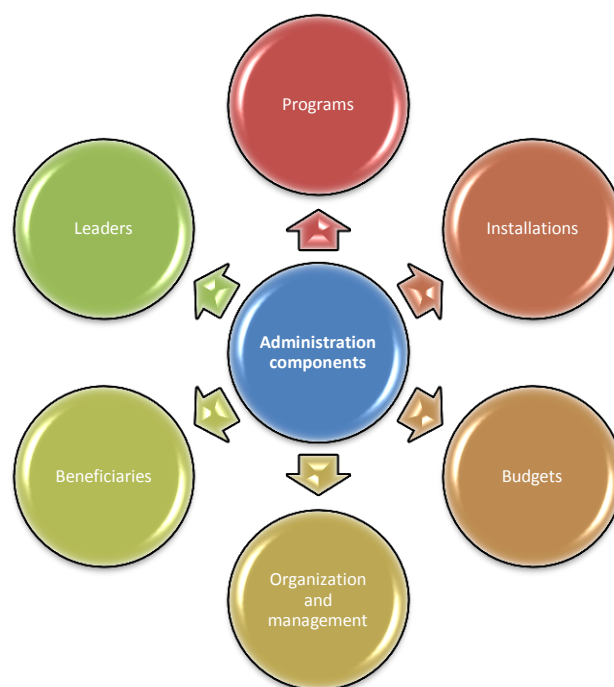
- I. **Public Administration:** It is a group of individuals and existing devices under the command of the government and under the guidance of which the performance of the public service, the more the state has expanded its rights and duties, led to its expansion in the services rendered by the staff.
- II. **Business Management:** dealing with aspects of the private and meaningful economic activity management to make a profit, which is so concerned with a focus on management and administration in the economic sphere (Liam Fahy et al, 2003).

**2.1.9. Levels of management:**

- **Higher Management:** The planning level, including the president, ministers and their deputies, governors and deputy ministers and their deputies and their assistants and heads of departments.
- **Central Administration:** Includes the level of supervision of the implementation, and include the directors of departments and heads of departments.
- **Direct management:** The level of implementation Include the heads of field units and their assistants.
- **Administration components:** that the administrative work in the field of sports is based on six key can be identified in the following elements:
  1. **Programs:** It is developed by specialists in multiple sports fields ilk are a heterosexual sport for the disabled and talented.
  2. **Beneficiaries:** They are the people who provide them with these programs, and determine their quality and their categories according to age or stages according to the age starting every game of the games.

3. Leaders: This element includes all sports leaders to work of professionals and volunteer leaders, and the extent to which assigns to each of them work according to his abilities, qualifications and experience.
4. Installations: All of the sports facilities needed for implementation, including tools and hardware, and enters it from the development and introduction.
5. Budgets: which plays a key role in the Implementation of any plan and achieve their goals, and budgets that are causing a success that cause failure in some cases (Snell, 2014).

**2.1.10. Organization and management:** scientists prove this element has been discovered from the mid-twentieth century, whatever we had programs, beneficiaries and the leaders of the Installations and budgets, the lack of a clear organizational entity is managed in a scientific way, leading to a lack of coordination between these five ingredients and push it to achieve the desired goals (Aaron et al, 2006).



**Figure 1:**  
Administration  
components

**Elements of Directors:** The administrative aspects and regulatory are important factors to achieve the goals, establishments and satellite channels as an outlet for individuals, and these must have a thoughtful planning through effective scientific organization with a permanent educational guidance through the appropriate controls to prevent deviation and can contribute to achieving these targets for sports programs. It is impossible for this to happen if the piece is familiar with the Management of its general principles, and this aspect will be the sports

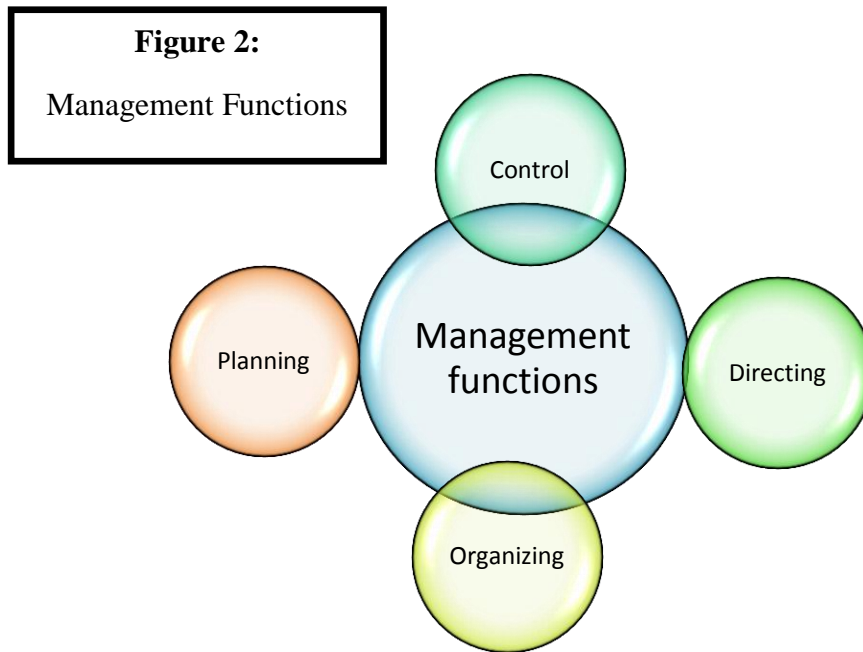


programs within the television channels in the way of progress and success (Kimball, 2013, p. 162).

It can be said that he had mentioned the functions of the administration in many of the references and with a variety of names such as - the components of the administration - obstacles administration - the pillars of the administration - jobs of the administration, and no matter how different views and intellectual trends, it is due to lack of agreement on specific definitions in the field of administration, because of the Humanities, but it is by reference to the views of scientists, scientific references, previous studies and expert opinion poll shows that there are basic elements of the administration won the unanimous opinions of scientists and experts and references administration, these functions are:

**2.1.11. Administrative process (management functions):** Administrative process Indicate boil what the managers and administrative organ of the organization to achieve the goals and objects, and can distinguish between things carried out by managers: planning, organization, direction and control.

1. **Planning:** It includes planning, setting goals that the organization would like to achieve, and the preparation necessary to achieve these goals operations plans.
2. **Organizing:** This includes identifying the tasks and duties to be carried out, and who will it? How can the tasks be grouped in functions and divisions and departments? It follows from? Who has the authority to take certain decisions?
3. **Directing:** It includes motivating employees to work processes, and their leadership, and their contact, and coordinating efforts among themselves and encourage teamwork.
4. **Control:** And it includes follow-up and compare the performances of the targets, and identify any deviations in performance, and addresses these distractions (Amire, 2015).



**2.1.11.1. Planning:** is the fundamental function of management from which the other four (organizing - directing - staffing - controlling) stem the need for planning is often apparent after the fact. However, planning is easy to postpone in the short run (Daft, 2013).

Planning: - the starting point for any activity, since it determines the overall shape, which shows the work to be done, and the steps to be followed by the completion of that work, and the time it takes , in order to achieve a particular goal.

Planning types: Humans use planning process in all the work carried out by either intentionally or unintentionally (directly or indirectly) a student is planning process, and the mother in the home must be in the process of planning for the day since the morning, for example, a university student begins school day thinking about when to go to University any of transportation will install and what he wants to wear ... etc. And the student as a project manager that there are no alternatives must have the choice of which even up to achieve the goal.

Planning takes many different forms and can be placed in four types practiced by project managers are divided as follows:

Planning by Function: If we look at this kind of planning we will find that the jobs within the facility and divided this type of planning into several forms, including (Production planning, financial planning, manpower planning, commodity planning).

**\*\*\*\*\*Planning by Time:** Sometimes the project planning itself by multiple time periods serves the objectives it seeks to achieve and therefore is splitting those plans into two parts: Long- range planning - Short-Range planning.

1. Planning by Scope: It is divided into two parts
2. Multiple or Repeat-use plans: Are named after these many plans to use because officials use them more than once that whenever anyone faced a certain position. This position repeated they are using the same plans and so-called permanent plans, and this includes the type of several forms such as - strategies - policies - procedures - methods - rules.
3. Unique use plans: These plans are placed to cope with a particular situation when they occur, and upon completion of this incident ends with the effect of the plan will not be used a second time, these kinds of plans can be divided into several forms such as programs – projects – budget.
4. planning in terms of inclusiveness: Sometimes you may deal with planning the project as a whole here it is called the comprehensive planning which the role of planning has been limited to one activity of multiple activities within the project here it is called the partial planning (Solanki, 2010, p. 201).

#### **The planning stages:**

- a. Define clearly the target.
- b. Gather facts and information relating to the project.
- c. Classification of information homogeneous classes.
- d. Information analysis.
- e. Develop hypotheses work to achieve the goals.
- f. A number of alternative plans.
- g. Study plans and chooses the fittest of them.
- h.** Develop and implement programs in accordance with the priority in the implementation and chronological order (Solanki, 2010, p. 189).

**Features planning:** The planning of any sports organization could bring many advantages including:

1. Possibility to predict future problems that might hinder the implementation, and develop appropriate solutions.
2. The possibility of setting goals and formulating, assignments and performance style.

3. Planning helps in defining the duties of each individual, and each section of the regulation sections precisely.
4. Planning leads to the clarity of the relationship between the workers and the heads and subordinates.
5. Planning helps in identifying sources of funding for the project. Planning has become at the forefront of the means by which uses the community to bring about change and development of any sports institution, where he is considered an objective way to achieve the objectives, and to overcome the problems (Kimball, 2013, p. 173).

**2.1.11.2. Organization:** According to establishing the internal organizational structure of the organization. The focus is on the division, coordination, control of the tasks and the flow of information within the organization. This function allows managers to distribute power to employers. Each organization through action and/or inaction, director of the sports business structures has a unique organizational structure, Ideally, in the development of the organizational structure and the distribution of power, and reflection of the decisions of sports strategy's vision, mission, goals and objective manager, and actions that emerged from the planning. Function specifically, the sports manager will decide and define the (Coordination-delegation of authority - departmentalization - division of labor – a span of control) (Trevor Slack, 2005, p. 54).

**Organization:** is directing efforts and assembled at the outcome of one, and disperse them towards the goal to determine the responsibilities, knowledge, and division into specific sections, as well as identifying organizational relationships, and the organization is considered one of the important administrative elements of the process, which is the general framework exercised through administration. As it is the backbone of the administrative process, it is an inevitable component, because it determines the regulatory functions of the levels from the top executive level, and shows the relationships between departments and divisions which help prevent distractions (Trevor Slack, 2005, p. 91).

#### **Organization types:-**

1. Formal organization: it is interested in the formative structure of the institution, the geometric form and appearance, determining relationships and levels, the division of work and the distribution of competence, Also, to have a project or a plan or an official document.

2. Informal organization: it cares about considerations and motives of individuals that cannot be clarified in planned of a formal way on the basis that they are automatically generated, stems from the needs of the organization and the behavior of employees.
3. Elements of the organization: Organization includes four key elements as the followings:
  - A. Establish an organizational structure: the organizational structure is designed with the latest maps, which requires the clarity, ease, accuracy, and comprehensiveness.
  - B. The division of duties: it specifies the duties clearly that this limitation is directed towards the goal, and divide the duties, where all intended outcome in one, including this selection, works and duties in all its forms, whether major or minor.
  - C. Identify authorities: administrative authority concerned with the right to assign non-work required to achieve specific objectives, and at the same time is an important element of the organization, as defined in the beginning as "the right to take the actions of workers control decisions".
  - D. Limitation of Liability: are tasks or actions to be performed according to plan, "When a director asks subordinates accomplish a particular job. In this case, the manager has used his powers in assigning subordinates certain responsibility which is required to accomplish the work (Trevor Slack, 2005, p. 109).

**2.1.11.3. Guidance:** suggests directing is influencing people's behavior through motivation, communication, group dynamics, leadership, and discipline. Further, he states the purpose of directing is to channel the behavior of all personnel to accomplish the organization's mission and objectives while simultaneously helping them accomplish their own career objectives (Northouse, 2012).

The directing function gives the manager an active rather than a passive role in employee performance, conduct, and accomplishments and a helping role assisting people in the organization accomplish their individual career goals (Daft et al, 2013).

Note that organization do not succeed while their people are failing and assisting people in the organization with career planning and professional development is an integral part of the directing function.

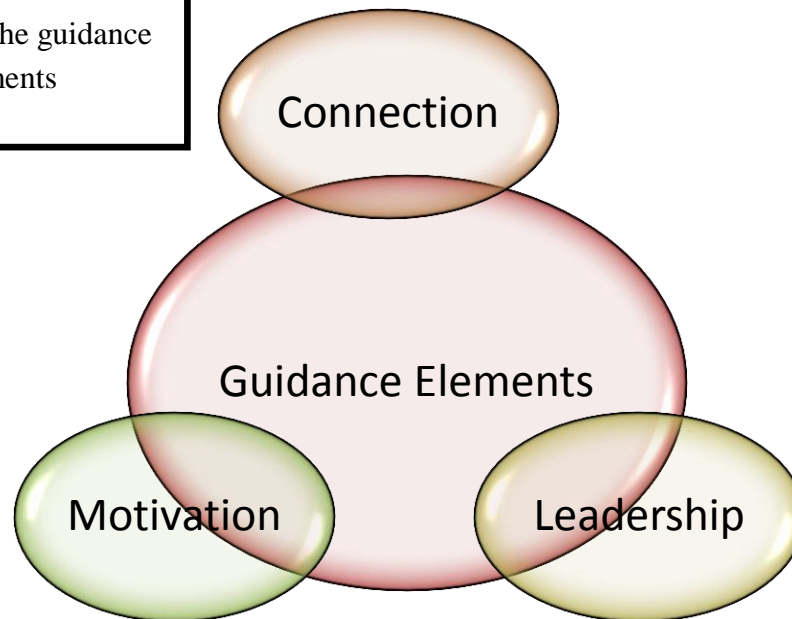
**Guidance purposes:**

1. Improve performance.
2. Evaluate the functioning of institutions, and make suggestions for improvement.
3. The development of vocational and technical growth of employees, and improve their performance levels.
4. Improve the exploitation and directing human and material potential (Jennifer Fisette, 2007).

**Guidance elements:**

1. Connection : it is largely a technical process, because approaching others in a manner own consent facilitate the delivery of any information to them process to complete the work requires a special talent, super abilities, and communication, this is to be useful if a manner that is consistent and matches the personality of what you want to call it .This connection has three basic images: contact rookie of subordinates to leaders, contact the downside of leaders To subordinates and horizontal contact between the leaders and/or between subordinates and colleagues.
2. Leadership is the natural result of several key elements interacting with each other that are called: (the leader - the group - position).
3. Motivation: the high level of technical skills alone is not enough for a person to achieve goals; they must be accompanied by a rise in the level of behavioral skills .Also, in order to facilitate dealing with others by knowing their behavior (Wuest, 2011).

**Figure 3:**  
Illustrates the guidance elements



**2.1.11.4. Controlling:** Is a four-step process of establishing performance standards based on the organization's objectives, measuring and reporting actual performance, comparing the two, and taking corrective or preventive action as necessary, Performance standards come from the planning function. Standards should be established for every key task. The sports manager needs to understand that lowering standards to what has been attained are not a solution to performance problems. However, a sports manager needs to lower standards when they are found to be unattainable due to resource limitations and factors external to the business (Abrams, 2010).

(Kreitner & Cassidy, 2012) indicate that corrective action is necessary when performance is below standards. If performance is anticipated to be below standards, then preventive action must be taken to ensure that the problem does not recur. If performance is greater than or equal to standards, it is useful to reinforce behaviors that led to the acceptable performance.

1. Control: is an essential element of the administration elements, and of special interest on the part of those interested in the field of administration, as this puts control in the forefront of the most important elements of the administration, as the primary objective of which is to ensure that business is going in the direction of achieving the objectives in a satisfactory manner

2. Designing Effective Control Systems: (Daft, 2013) suggests that effective control systems have the following characteristics: acceptability to those who will enforce decisions - accuracy - balance between objectivity and subjectivity - control at all levels in the business - coordinated with planning, organizing, and leading - cost effectiveness - flexibility - timeliness – understandability.

3. A good control system offers the following features:

- a. Immediate disclosure of distractions.
- b. It should reflect the nature of the control system and the need for activity that is being monitored.
- c. Future outlook for predicting deviations before they occur.
- d. Objectivity as possible to measure the performance of individuals and organizations.
- e. Flexible control over the application system in different circumstances.
- f. The economic component in the control.
- g. Clarity of control and clarity of corrective action for deviations.

4. Stages of control: given the administrative system or the activities of the so-called mechanical administrative process, we find it relies on three main phases where you start to provide inputs and then the conversion process and ends transform inputs into outputs and therefore this system needs to be different types of control.

- a. Feed forward control: It is carried out before starting the implementation of various business activities, so as to prevent errors or deviations from the beginning, or reduce the possibility of their occurrence as much as possible.
- b. Concurrent Control: namely that accompanies the implementation of the business to make sure that this implementation is proceeding according to the desired direction, as well as shout mistakes that go before its transformation into a crisis, and chronic problems.
- c. Feedback Control: it takes place after the implementation of all the work required, by comparing the results of plans and objectives established, where this comparison shows whether there are deviations or not, and explains the reasons which helps to prevent their recurrence in the future.



5. Difficulties and obstacles facing control: the difficulties and obstacles facing censorship are the multiplicity of control - fear of accountability or lack of flexibility by the control - lack of control accuracy.

6. Control elements: the elements of controls limited as follows:

- A. Develop criteria: Standard as "is the basis for judging the phenomenon is the subject of the calendar from the inside phenomenon and not from outside (i.e. from within grades consolidated displayed on the sample and not from another sample or other individuals), and take the nature of the amount in most cases, it is determined by using some statistical methods, and in light of the characteristic realism of the phenomenon.
- B. Performance Measurement: this element is the next step for the development of standards, which is about the current performance measurement and actual in the light of the criteria previously identified, and the extent of the relationship of this performance to be achieved goals, depending measuring success on the clarity of the standards that have been set in advance, which can be withdrawn by this measurement, the more were clear and honest measurement standards was possible and honest and follow-up process lose its value in the absence of proper measurement.
- C. Diagnosis and treatment: after the second phase, which is the measurement of performance we can identify the causes of the problems and thus be easy to carry out treatment ,for example, after measuring the physical aspect of individuals, reliable and valid measure and objective, it is clear that these individuals lack the force element, hence can be performed modify the path as an increase strength training in program and follow-up continued to carry the training provide a lot of problems, and avoid the phenomena which have negative effects .

### **2.1.12. Steps to resolve the problem:**

The ability to solve problems is an essential requirement in an individual's life. Many of the situations that we face in everyday life are essentially the positions require solving problems, and problems solving is considered the most common forms of human behavior; complex and important, and individuals should learn to solve problems so that they can make good decisions in their lives, if life was faced by individuals with fixed nature and each had a role or specific roles performed what was to solve problems is an urgent issue of all that for an individual to learn is to perform the roles assigned to him/her, but the complex and changing life and all we can predict is that it will not be what it is now in such a world, it is the individual's ability to adapt and solve problems is crucial (Kimball, 2013, p. 428).

The ability to solve problems in innovative ways is one of the most important qualities needed by the business owners, the problem is one of the skills that need to be met by the managers to solve; therefore, the ability to solve problems in innovative ways is one of the criteria for selecting new managers, due to the close link between problems solving using innovative ways and the ability to make bad decisions or the wrong ones lead to the destruction of the career of the director, and the destruction of the institution itself, and some wrong decisions can affect the health of consumers, employees and the community as a whole, and cannot determine the number of decisions taken by the Director in advance, and this is linked to the nature of work and circumstances, but the important thing for the director is to realize that his skills in making some decisions will directly affect his career, like all management skills (Kamal Darwish et al, 2004).

**2.1.12.1. Step one - to identify and diagnose the problem:** Is the process of identifying and diagnosing early stages of solving the problem, and at the same time the most important because the lack of accurate identification of the problem leads to efforts in sub-problems, which leads to the ineffectiveness of the decision to solve the original problem and it continues as it is, means that at this stage it is important to make them the basis for determining the validity of the decision, it has led to some saying that precisely identify the problem is half the solution to the problem.

(Jen Tands, 1997) says in his study that the problem is "a set of difficulties that prevent access to certain goal requires defining the problem also identifies their purposes, their causes and not to be confused with, error on the causes of the problem or confusion in the causes and purposes leads to an error in diagnosis and consequently affect the integrity of the decision.

In his study (Bob, 2000) refers to the point that the demand for action sports management has increased significantly in the recent periods, probably the result of me going to programs offered on public televisions and fame enjoyed by the "Sesame Street" showed the program and the results of this study, the importance and value of "Sesame Street".

It refers (James Gore, 1995) that in order to diagnose the problem properly, it must pass three sequential stages:

- Recognize the problem: and be through a sense that there is a difference between what should be and what is the actual Object .
- Deviation account: and be through the description of the problem, and set limits and dimensions of the problem.
- Identify possible causes: by recognizing the characteristic change caused by the deviation.

**2.1.12.2. Step Two -Problem analysis,** data collection and information: Problem analysis processor Include classification problem and analysis to the sub-components, and determine the necessary information and determine the sources and data, and to identify the key variables assigned to them and the relationship between these variables.

With the completion of the information and data collection, to begin analysis and to examine the reasons that led to the problem occurs , and these reasons are obvious or subtle, or overlapping, and in any case have to do Highlight these reasons, and to determine their significance and to know the main reason here, and in the case of whether the causes of the overlapping problem , it also needs to be overlapping relationship between the causes analyzed in terms of their interaction and their impact on each other.

**2.1.12.3. Step Three - Find alternatives to solve the problem:** Alternative it is a particular action could be taken to achieve a certain end, or it is a plan or part of a plan showing how to utilize the available resources to achieve a particular goal.

In a study (Jack Dankan,1994) says that the Process of finding solutions or alternatives are from the reality of the existence of a number of factors and considerations that serve as benchmarks for the test, and these considerations:

1. Special Considerations for power: When the lines of authority and responsibility are unclear, leading to inconsistencies in the terms of reference and duties.
2. Biological considerations: When you stand humanitarian considerations (the needs of individuals) an obstacle to the implementation of one of the proposed alternatives to solve.
3. The material considerations: When the physical facilities available to the organization is not appropriate to carry out some alternatives to solve the problem.
4. Technological considerations: the sense that the technological level of the organization is not suitable for some of the proposed alternatives to solve.
5. Economic considerations: the sense that some of the alternatives are very expensive.

**2.1.12.4. Step Four - Evaluation of alternatives to solve the problem:** And it made this point through a comparison between the different alternatives to discuss the weaknesses and strengths of each alternative and its advantages and disadvantages and the time required for each alternative to achieve the objectives to be attained. Without this evaluation process, it cannot be reached to take a particular decision to resolve the problem.

The study indicates (Hawary, 1997) the Process of evaluating alternatives begins to develop a set of evaluation criteria to determine the pros and cons of the alternatives, those standards have been identified in the following points:

1. Possible implementation alternatives: Non-impossible odds with laws or ethics.
2. The Effects of the alternative: A humanitarian and social impacts of the alternative when choosing to make the decision and its reflection on the individuals and groups.
3. Appropriate time: A suitable conditions for the introduction of the alternative.
4. Alternative effect: over subordinates response and acceptance of an alternative.
5. Time: the time it would take to Alternative (Hawary, 1997).

**2.1.12.5. Step five - Choose the best alternative:** The primary purpose is to choose the best alternative is to solve the problem and reach the objectives set, so the Managing Director of choosing an alternative that is expected that the results will lead to achieving the goals, and resolve the problem through the organization to compare the alternatives available to solve.

**2.1.12.6. Step Six - decision-making and implementation:** Decision-making is a crucial point in the construction of the structure or the stages of the managerial decision-making process, then it represents the administrative act or behavior in the field of solving the problem and face the situation facing the institution or organization.

**2.1.12.7. Step Seven - follow-up and assessment of the results:** The steps of the process of decision-making of problem does not end put the decision into practice, the necessary follow-up to this implementation to ensure that the decisions be implemented according to plan and in the instructions and rules set limits, and that they meet the objectives for which it was taken, and also to learn about the difficulties faced by the administrative leaders when implementing decisions, therefore are compared to the actual results achieved from the implementation of the resolution objectives specified (expected results) and if the deviations appeared it must intervene to bring about change, and show this process through the retrieval of information and get feedback from those in charge of the implementation process in several steps of the process of decision-making which is implementation, and choosing the best alternative, and evaluate alternatives in order to strengthen the positive aspects and correct the deviations that occur.

**2.1.12.8. Step Eight - take preventive procedures:** should the administrative commander study the implications of the implementation of the alternative chosen, as if the alternative had already been implemented is thinking about the problems and dangers that can occur in the future as a result of the alternative, and perhaps find a managing director of the possible effects that the consequences of the implementation of the alternative cannot be accepted, and thus convince the optimal alternative in the standings as the implications could be accepted, but should it happen, such as decision-making, otherwise it means to reference (Kamal D. et al , 2004).

The researcher believes that most of the administrative obstacles in the satellite channels and especially sports programs due to poor planning and organization, and that there is a positive correlation between the obstacles and sports problems and the direction and control process, and inversely proportional to the planning and organization, the more the planning and regulation clearer, the more comprehensive and more explanation; whenever I said obstacles and administrative problems and therefore I said guidance and control processes, and thus reaching the target with ease, and vice versa whenever he was planning and organization less visible and less explanation of the functional structure of the satellite channels and as we have said in particular sports programs will lead to an increase in decisions fast non-thought out, and therefore increased administrative obstacles and problems in the satellite channels and sports programs, and thus an increase in guidance and control processes, and thus removed from the desired goal.

## **2.2 Review of related literature**

The researcher in this chapter made every effort to locate and collect the literature relevant to the study. Through studies and research Previous that have been focal to him by a researcher there are no similar studies of administrative obstacles facing the sports programs, and with the spectrum there are a lot of studies and scientific research Take all administrative obstacles, but not associated channels satellite or sports programs only, Take these studies and do the research on culture and the impact and the role of satellite channels and sports programs for children, students and the community. there are many studies and researches have been carried in different languages on the subject of administrative obstacles, the subject of sports media and the subject of the role, impact and evaluation of satellite channels as well as sports programs, the researcher mentions below the various sources the review the related literature available in the Near East university library and few from other sources are presented in abstract in this chapter to provide the variable background material for this study, can address these topics and studies as follows:

### **2.2.1 Studies of administrative obstacles:**

1. Study (McIntyre, 1981) The study aimed to: identify the views and different perspectives on the problems associated with the leaders, and how their choice through the following umpires: effective management training - sporty driving - Sports Management, the researcher used the descriptive approach, and the tools used in data collection are: questionnaire, analysis documents and records, and resulted in the search for the lack of training programs to hone natural leadership skills - the lack of scientific training programs for the development of administrative leadership results - ineffectiveness in the development of training programs and good administrative leadership skills.
2. Study (Nohrsteader, 1989) The study aimed to: identify training programs for leaders of administrators - to identify the environmental and social problems affecting the content of training programs and how to implement them in the field of sports - to answer the questions raised by these problems both at the level of education or training, the researcher used the descriptive approach, and the tools used in data collection are: the questionnaire, and resulted in the search results, emergence of a positive impact of the program administrative manager trainee commander of results - a curriculum model comprehensive proposal for the training curriculum.

3. Study (Lee & Chris, 1995) The study aimed to: identify the conditions and determinants own research and encourage the leaders to adopt an effective strategy in the field of management through: Identify the problem-solving skills at the administrative leaders - to develop and improve the managerial skills of the leaders, the researcher used the descriptive approach, and the tools used in data collection are: questionnaire, personal interview, and resulted in the search results, a good leader is a leader who can take responsibility and take the right decision - the decision-making is closely linked to the availability of the leadership skills of the manager.
4. (John, 2004) Study aimed to identify the most important obstacles facing the sports administration in the state of Ohio in America, the study sample consisted of 108 administrators and staff in the local sports federations, the study consisted tool (38) items distributed among the areas (planning, financial resources, calendar) showed results of the study that there are very large obstacles facing sports administration and lack of clarity of a true standard for evaluation of the physical education lesson process.

### **2.2.3. Studies on the subject of satellite channels:**

1. Study (John, 2008): aims to know the child and adolescent relationship with their fathers in front of the TV and the media, electronic games, medical and psychological outlook, and the results ~~it~~ shows that the TV and the media, electronic games are considered areas to find out who is a real bond maturity of the child and adolescent, and must enter the Patriarchs to develop a child's education How aware of the limits of the use of media, which leads to negative results, fatigue, mental retardation, and violation of the community.
2. Study (Khaled, 2013) The aim of this study was to find the role of watching the sports channels in dissemination the sport culture., the researcher used a questionnaire which consisted of (31) items and it was distributed on four fields (cognitive, social, educational and healthy). The community of this study, students and the result showed that the sport channels have a positive role in providing the sport, culture to the viewer and the researcher recommends that more attention should be put on selected programs for sport channels and provides expired in sport and elite athletes in different sport to speak about health, and fitness.

#### **2.2.4. Studies on sports programs:**

Study (Kunningham, 2003) this study aimed to identify the media coverage of the sport of women's, and formed educational schools in the United States of America, where the researcher questionnaire applied to a sample of the study, found the results of the study to the tennis women's sport was the longest of the media coverage of the same sport for males, the study recommended the necessity of providing an information rules women's sportswear and works to cover the various sports activities.



### **2.3. Comment on previous studies:**

**The comment on the studies that have addressed the administrative obstacles, satellite Channels and sports programs:**

1. Previous studies have varied goals, depending on the phenomenon to be studied. Some are aimed to study the administrative leadership and some of the sports management in general, such as the study of problems (McIntyre, 1981) and study (Nohrsteader, 1989) and study (Lee & Chris 1995) and study (John, 2004) that these studies aimed to identify the most important constraints faced by sports administration in the state of Ohio in the United States, some of which dealt with the role of television and its relationship to the child with their parents, such as the study (John, 2008) and study (Khaled, 2013), which aimed at the role of viewing sports channels in spreading the culture of sports, and the other dealt with coverage media such as the study (Kunningham, 2003) this study differed with other studies.
2. The majority of previous studies have used the descriptive approach and questionnaire as a tool to collect data, and its similarity to the current study, the methodology used.
3. Previous studies have varied communities where the study included (Kunningham, 2003) included the female element, and the study (McIntyre, 1981) and (Nohrsteader, 1989) on the administrative leaders. And it disagreed with the current study, while this study was similar to my studies (John, 2004) as it applied to the study sample consisting of 108 administrators and staff in the local sports federations.
4. Sample previous studies ranged from (5-1420) individuals according to the requirements of the study.

**2.4. Benefit from previous studies:**

1. The possibility of identifying and formulating the research problem, the possibility of formulating a goal and research questions.
2. The possibility of identifying the procedural steps required completing the research procedures.
3. The possibility of identifying the method used in the search.
4. The possibility of identifying the type, size and the method of selecting the sample.
5. Identify the best equipment for scientific account transactions have methods.
6. To identify the most appropriate statistical treatments for the size and quality of the sample methods and commensurate with the research hypotheses.
7. Learn how to present and discuss the results.
8. Learn how to finalization of the research report.

### **3: STUDY METHODOLOGY AND PROCEDURES**

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

Been using descriptive survey manner, in all procedures of defining the study, and the application of basic functions administration, and that it is appropriate for the purposes of the study.

#### **3.2. Study Population**

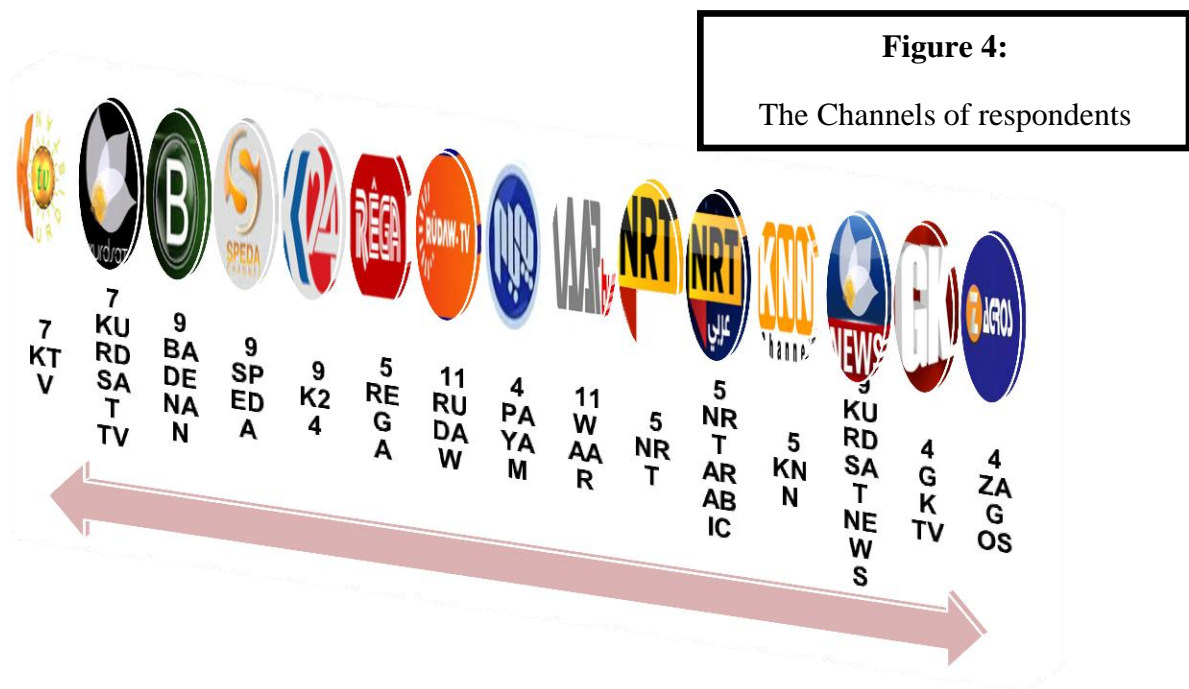
The study Population was selected by members of the administration for sports programs on satellite channels, if the number of members of the administrative bodies of sports programs (102) which include (Heads of sports sections, Producers , Prepared, Presenters) in the satellite channels, the study selection of sample individuals as following, (7) staff members of KTV, (7) staff members of KURD SAT TV, (9) staff Members Of BADENAN sat satellite channel, (9) staff Members of SPEDA satellite channel, (9) staff Members of K 24 satellite channel, (5) staff Members of REGA satellite channel , (11) staff Members of RUDAW satellite channel , (4) staff Members of PAYAM satellite channel, (11) staff members of WAAR satellite channel, (5) staff Members of NRT satellite channel, (5) staff Members of NRT ARABIC satellite channel, (5) staff members of KNN satellite channel , (9) staff Members of KURDSAT NEWS satellite channel, (4) staff members of GK TV satellite channel, (4) staff members of ZAGOS.TV satellite channel, and Table and Figure (2) shows the distribution of the sample study.

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

By choosing a Intentional sample of members of the administration for sports programs on satellite channels , and the volume of the sample (102) elected members , but excluding (12 )the identification of the non-fill personal data by respondents to the study sample is analyzed statistically (90) elected members, including (15 ) members of the heads of departments sports programs, (22) members of the producers of the sports programs, (24) members of the Preparers of the sports programs and (29) members of the Presenters of the sports programs.

**Table 2:** It shows a number of respondents and percentages and the number of the excluded and the percentage of the original population

NO	Variables	Sampling	% Sampling	Excluded	% Original community
1.	K TV	6	6.67%	1	5.35%
2.	KURD SAT TV	6	6.67%	1	5.35%
3.	BADENAN TV	8	8.89%	1	7.14%
4.	SPEDA TV	8	8.89%	1	7.14%
5.	K 24	6	6.67%	1	5.35%
6.	REGA TV	4	4.44%	1	3.57%
7.	RUDAW TV	10	11.11%	1	9.92%
8.	PAYAM TV	4	4.44%	0	3.57%
9.	WAAR TV	10	11.11%	1	9.92%
10.	NRT TV	4	4.44%	1	3.57%
11.	NRTARBIC TV	4	4.44%	1	3.57%
12.	KNN TV	4	4.44%	1	3.57%
13.	KURDSAT NEWS TV	8	8.89%	1	7.14%
14.	GK TV	4	4.44%	0	3.57%
15.	Zagros TV	4	4.44%	0	3.57%
Total		90	99.56%	12	82.3%



### 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 respondents

Part II: resolutions and paragraphs, if included (76) distributed (4) areas:

Area I: administrative obstacles in terms of planning facing sports programs in satellite channels and number of paragraphs (23)

Area II: administrative obstacles in terms of Organizational facing sports programs in satellite channels and number of paragraphs (17)

Area III: administrative obstacles in terms of Guidance facing sports programs in satellite channels and number of paragraphs (19)

Area IV: administrative obstacles in terms of Controlling facing sports programs in satellite channels and number of paragraphs (17)

The answer from paragraphs high-precision triple likert trio": I agree given (5) degrees, and Neutral, given (3) degrees, and disagree, given (1) degrees, and have formulated all the paragraphs of the resolution in a Negative way.

**\* Questionnaire in page 116.**

### 3.5. Designing questionnaire

#### 3.5.1. Determine the basic administrative functions:

In order to determine the basic functions of the administration, which can deal with sports programs in the satellite channels, the researcher, distributed a questionnaire and shows all the functions of administration (Appendix 2) Its purpose was to determine the basic functions of the administration, which will be studied in his research. And distributed this questionnaire to experts and specialists in the field (public administration and sports management and sports

media) (Appendix 4), and Their number was (9) After collecting the results of forms, results are also on the table (2), as the researcher chose administrative functions that have achieved 75% or above and neglected the rest, and this percentage is mentioned by Benjamin S. Bloom for admission, and thus includes the basic functions of administration: planning, organizing, directing and controlling (Benjamin S. Bloom, 1965).

**Table 3:** The basic functions administration, which can deal with sports programs on satellite channels

NO	Functions	Experts		Percent
		agree	disagree	
1.	PLANNING	9	0	%100
2.	ORGANIZING	9	0	%100
3.	STAFFING	4	5	%44.44
4.	CONTROLLING	8	1	%88.89
5.	DIRECTING	7	2	%77.78
6.	Commanding	2	7	%22.22
7.	Coordinating	1	8	%11.11
8.	Follow-up	3	6	%33.33
9.	writing reports	0	9	0
10.	Budgeting	1	8	%11.11

### 3.5.2. Determining a statement of the functions of selected:

In order to get work obstacles head of the sports departments, producers and Preparers Presenter, in terms of basic administrative functions (planning, organizing, guidance, control), the researcher has research comprehensive inventory of sources, references and previous studies and similar to the subject, the researcher was able to get the questionnaire form of the subject of his research It is a tool use it in the study (Kareem Muhammad, Mahmud al-Hakim) (Appendix.3.). After that, the researcher to amend this tool (Delete, edit) for Statement, According to the

privacy and nature of the study and the sample on the other hand, according to the following steps: - (Kareem M. Al Hakim, 2004).

1. Add, delete and edit the questions the questionnaire in accordance with the basic functions in the study (planning, organization, direction, control).
2. The Distribution of the questionnaire form to the experts and specialists (Appendix 4) in the field of administration and management and sports management, public administration, and a number of teachers from the faculties of physical education, and sports media who have more than 15 years of service, For the purpose of access their opinions about the Statements in terms of clarity and appropriateness and validity (Appendix 4).
3. After collecting forum has been taken for the researcher and the opinions of experts and specialists remarks in terms of deleting duplicate Statements and linguistic correction and cancellation of Statements is appropriate.
4. Submit the form questionnaire to the people concerned with the language to make sure that the language of the questionnaire is correct.
5. Implementation of the exploratory experiment on the number (12) of the respondents who have been excluded from the original sample.
6. Find scientific basis of the questionnaire:

### **3.5.3. Scientific basis of the questionnaire:**

**3.5.3.1. Validity:** is the extent to which a test measures what it claims to measure. It is vital for a test to be valid in order for the results to be accurately applied and interpreted. (Edward G, 1979)

A researcher achieved sincerity of a questionnaire and the researcher using two Validity types of Concurrent Validity are relying on a group of experts and specialists who offered them the questionnaire.

The second way is the way of intrinsic validity, and using reliability coefficient under the root, which reached correlation coefficient (0.76) and when to use an intrinsic validity which reached (0.87), a high percentage.

**3.5.3.2. Reliability:** A questionnaire is said to be reliable if we get the same/similar answers repeatedly (Linda Del Greco, 1987).

The researcher to achieve reliability by using the one of the ways to find Reliability it is a method of re-testing through the application of a questionnaire to a sample composed of 12 staff in the sports programs and head of sports sections in the satellite channels, so using simple correlation coefficient which reached (0.76), a high percentage in the reliability and it shows that the appropriate questionnaire purpose.

**3.5.4 Experience survey:** Practical training for the researcher to find out the pros and cons, which is offset by conducting tests to avoid them.

In order to give a clear and accurate picture of the vocabulary of a questionnaire before it was implemented, the researcher on 10 MAR 2016 to conduct exploratory experiments on the (12) of workers in the sports programs in the Kurdish satellite channels, and the aim of this survey experience: -

- Knowledge of the difficulties and problems faced by the researcher, and the team that helps the researcher.
- Know the time it takes for the lab to answer the questionnaire statement
- Ensure the stability and ease of Statements questionnaire.
- Stand on the efficiency of the team that helps the researcher (Appendix.7).

**3.5.5. Final survey :** After completing the required procedures and providing all the conditions that illustrate the applicability search tool, In order to access to all data and achieve the goals of the study, the researcher in (28 Mar to 29 April 2016) With the team that helped the researcher distributed questionnaire forms in final form on the research sample and their number was (90) After the researcher get answers to the questionnaire by the sample search, the researcher process data handling for statistical analysis.



### **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 association, satellite channels.
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 on Statistical packages for the social science (SPSS Version18.0) by using the wizards the following statistics:

1. Find the percentages and arithmetic averages and Standard deviation to determine the administrative obstacles.
2. T-test for one sample to identify differences according to variables in action, and theme.
3. Analysis of Simple correlation coefficient to determine differences in variables.
4. Validity and Reliability statistics.

#### 4: STUDY RESULTS AND DISCUSSION

In this chapter will display results for the heads of Sports Departments, prepares, Producers and Presenters that have been reached and then will discuss these results that, in general show the study sample, as follows:

##### Characteristics of the study population (n = 90)

Administration staff sports programs	Number
Head of sports department of the sports programs	15
Producers of the sports programs	22
Preparers of the sports programs	24
Presenters of the sports programs	29
Total members	90

##### By Qualification

	Frequency	Percent
High school	5	5.6
High School Graduates	11	12.2
Undergraduate	30	33.3
Graduate	44	48.9
Total	90	100.0

#### 4.1. Results of the views of the head of sports department of the sports programs:

1. The percentage and highest percentage to the opinions of the heads of sports departments of the sports programs in the first axis "Planning Obstacles ":

**Table 4:** The percentage and highest percentage of the opinions of the heads of sports departments of the sports programs in the Planning Obstacles

N=15		First: Planning Obstacles						
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1	Lack of clarity administrative work goals.	4	26.7	8	53.3	3	20	53.3
2	Goals are not complying with the capabilities that are currently available.	12	80	3	20	0	0	80
3	Objectives of administrative work do not commensurate with the objectives of the employees.	4	26.7	11	73.3	0	0	73.3
4	The plan of sports programs does not offer the viewer all that is required.	7	46.7	8	53.3	0	0	53.3
5	There are no specific periods of time for all sports and specialized programs.	7	46.7	8	53.3	0	0	53.3
6	The monthly budget of sports programs does not include special items for rehabilitation of: A - Heads of sports departments	13	86.7	1	6.67	1	6.67	86.7
7	b- producers	11	73.3	4	26.7	0	0	73.3
8	c-Preparers	11	73.3	4	26.7	0	0	73.3
9	d- Presenters	10	66.7	5	33.3	0	0	66.7
10	The employees do not participate in the general planning of programs.	6	40	5	33.3	4	26.7	40
11	Participants do not have experience in the planning process.	9	60	5	33.3	1	6.67	60
12	The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.	13	86.7	2	13.3	0	0	86.7
13	Sport's work does not need people who have experience in the preparation of programs.	1	6.67	3	20	11	73.3	73.3
14	There is no self-financing system to increase financial resources for sports programs.	12	80	2	13.3	1	6.7	80
15	There's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur	6	40	8	53.3	1	6.7	53.3
16	There are no rules controlling the behavior of employees.	0	0	11	73.3	4	26.7	73.3
17	There will be no commitment to the implementation of the plans and programs.	3	20	10	66.7	2	13.3	66.7
18	It is not guaranteed that sports programs are going according to plan schedules.	6	40	8	53.3	1	6.7	53.3
19	It is not guaranteed that financial policy is pursued according to the prescribed plan.	8	53.3	7	46.7	0	0	53.3
20	The sports programs do not plan to publish the required sporting culture in the community.	5	33.3	5	33.3	5	33.3	33.3
21	The presence of the few employees for implementing the various aspects of program channels.	4	26.7	8	53.3	3	20	53.3
22	The budgets needed for each program are not available.	14	93.3	1	6.67	0	0	<b>93.3</b>
23	Lack of tools and equipment for all programs.	12	80	3	20	0	0	80

It is seen from the table 4 that the statement number 22 got the highest percentage of the opinions for the sports programs, departments, in the planning constraints, namely: (The budgets needed for each program are not available) has gotten the biggest percentage value which comes in the first place with (93.3%). and both statements No.6 and No.12 come equally in the second place with %86.7 and both statements No.2 and No.23 come equally in the third place with %80, and both statements No.7 and No.8 come The monthly budget of sports programs does not include special items for rehabilitation of directors and Preparers come in the fourth place with %73.3 and both statements No.9 come in the fifth place with %66.7 and statements No.11,19,4,5,15,18,20 come in the Sixth, seventh, eighth place respectively with all have expected frequencies less than 5. The minimum expected cell frequency is 5.0. Through coefficient and the statements with the lowest percentage is statements No.13 that has the percentage of %11.1 and the points Through coefficient tare the number 13, 1, 3, 16, 17, 18 and 20 that has the bigger number of accepted than rejected ones.

2. The percentage of the views of the heads of sports departments of the sports programs in the second axis "Organizational Obstacles":

**Table 5:** The percentage and highest percentage of the opinions of the heads of sports departments of the sports programs in the Organizational Obstacles

N=15								
Second: Organizational Obstacles								
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	The work will not be divided based on specialization.	8	53.3	7	46.7	0	0	53.3
2.	The work will not be divided based on the available time	6	40	8	53.3	1	6.7	53.3
3.	There are no positions available for appropriate individuals as senior management.	11	73.3	4	26.7	0	0	73.3
4.	There are no lower positions available for subordinate individuals.	7	46.7	5	33.3	3	20	46.7
5.	There is no coordination among the various television programs in order to achieve goals.	5	33.3	7	46.7	3	20	46.7
6.	Having multiple functions, the heads have no time to oversee the programs.	9	60	4	26.7	2	13.3	60
7.	There is no organizational structure to define the relationship between individuals.	5	33.3	7	46.7	3	20	46.7
8.	There are no regulations for work : A-Purchases	4	26.7	8	53.3	3	20	53.3
9.	B- Sponsors	5	33.3	7	46.7	3	20	46.7
10.	C- Resources	3	20	10	66.7	2	13.3	66.7
11.	D- Finance	6	40	6	40	3	20	40
12.	E – Reception	6	40	7	46.7	2	13.3	46.7
13.	F- Implementation	5	33.3	9	60	1	6.7	60
14.	Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him.	3	20	12	80	0	0	<b>80</b>
15.	Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies.	4	26.7	7	46.7	4	26.7	46.7
16.	There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.	8	53.3	5	33.3	2	13.3	53.3
17.	There is no regulation within the scope of program supervision.	8	53.3	7	46.7	0	0	53.3

According to the table number 5 that the statements, there are no positions available for appropriate individuals as senior management, got the highest percentage of the opinions for the head sports departments, that has the percentage of %73.3, then Having multiple functions, the heads have no time to oversee the programs, the percentage was %60 then ,the work will not be divided based on specialization , the percentage was %53.3 and then, there is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons the percentage was %53.3, then There is no regulation within the scope of program supervision , the percentage was %53.3, and while the lowest percentage statements that there are no regulations for work c- resources, the percentage was %20.

3. The percentage of the views of the heads of sports departments of the sports programs in the third axis" Guidance Obstacles ":

**Table 6:** The percentage and highest percentage of the opinions of the heads of sports departments of the sports programs in the Guidance Obstacles

N=15		Third: Guidance Obstacles						
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Individuals with experiences will not be guided.	9	60	6	40	0	0	60
2.	Individuals with academic qualifications will not be guided.	8	53.3	5	33.3	2	13.3	53.3
3.	No continuation of the orientation process within the sports programs on a regular basis.	6	40	7	46.7	2	13.3	46.7
4.	The guidance is not made into satellite channels based on facts and logic.	5	33.3	8	53.3	2	13.3	53.3
5.	The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.	5	33.3	9	60	1	6.7	60
6.	There is not a new system of communication for the implementation of the guidance process.	8	53.3	7	46.7	0	0	53.3
7.	The guidance does not aim to develop the administrative process.	4	26.7	9	60	2	13.3	60
8.	The guidance does not aim to bring down and reduce errors.	3	20	6	40	6	40	40
9.	The satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs.	4	26.7	7	46.7	4	26.7	46.7
10.	The monthly budget of sports programs does not include special items for rehabilitation of:: A - Heads of sports departments	7	46.7	6	40	2	13.3	46.7
11.	b-producers	8	53.3	7	46.7	0	0	53.3
12.	c-Preparers	7	46.7	8	53.3	0	0	53.3
13.	d- Presenters	8	53.3	6	40	1	6.7	53.3
14.	The satellite channels' officials do not have leadership qualifications.	3	20	12	80	0	0	80
15.	Sports programs are unable to guide the athletic street because of their interests in the global sports.	7	46.7	7	46.7	1	6.7	46.7
16.	Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels.	7	46.7	8	53.3	0	0	53.3
17.	There is no system to transfer information and decisions from top to bottom and vice versa.	8	53.3	6	40	1	6.7	53.3
18.	Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results.	7	46.7	5	33.3	3	20	46.7
19.	No salaries and rewards will be paid to workers because of their performance and well working.	10	66.7	4	26.7	1	6.7	66.7

According to the table number 6 statements that, no salaries and rewards will be paid to workers because of their performance and well working, that has the percentage of %66.7, then , Individuals with experiences will not be guided , has the percentage of %60, then Individuals with academic qualifications will not be guided , the percentage was %53.3, then there is not a new system of communication for the implementation of the guidance process, the percentage was %53.3 , then the Satellite channels do not put the list of incentives for distinct from b- directors and d- Presenters ,the percentage was %53.3 then there is no system to transfer information and decisions from top to bottom and vice versa , the percentage was %53.3, and while the lowest percentage statements that, the satellite channels' officials do not have leadership qualifications., the percentage was %20.



4. The percentage of the views of the heads of sports departments of the sports programs in the fourth axis" Controlling Obstacles ":

**Table 7:** The percentage and highest percentage of the opinions of the heads of sports departments of the sports programs in the Controlling Obstacles

N=15		Fourth: Controlling Obstacles						
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Censorship within the sports programs is not considered a means of freedom, creativity and innovation.	9	60	4	26.7	2	13.3	60
2.	Censorship in sports programs does not reveal all the challenges and obstacles.	8	53.3	6	40	1	6.7	53.3
3.	Supervision does not contribute to the development of sports programs.	10	66.7	4	26.7	1	6.7	66.7
4.	There are no specialists to control the work of prepared sports programs.	11	73.3	3	20	1	6.7	73.3
5.	There is no applied time program to observe.	10	66.7	4	26.7	1	6.7	66.7
6.	Identifying distractions and error will not be done found as quickly as required.	10	66.7	4	26.7	1	6.7	66.7
7.	Censorship does not correct errors.	8	53.3	3	20	4	26.7	53.3
8.	Not addressing problems that may lead to errors and distractions.	6	40	9	60	0	0	60
9.	Lack of objective existence in the censorship and utilization self-passion.	7	46.7	6	40	2	13.3	46.7
10.	Lack of established criteria through which the censorship process on the progress of work is followed.	10	66.7	3	20	2	13.3	66.7
11.	There are no punishments against individuals who commit mistakes.	8	53.3	7	46.7	0	0	53.3
12.	There is no development in the methods of censorship.	13	86.7	1	6.7	1	6.7	<b>86.7</b>
13.	The use of standardized methods to evaluate the number of staff in the administration of sports programs.	10	66.7	4	26.7	1	6.7	66.7
14.	Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.	11	73.3	3	20	1	6.7	73.3
15.	Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.	9	60	6	40	0	0	60
16.	There are no sports program achievements according to the modern methods and media calendar certified.	9	60	3	20	3	20	60
17.	There is no follow up the progress and plans of sports programs on a regular basis.	6	40	6	40	3	20	40

According to the table number 7 statements that, there is no development in the methods of censorship , that has the percentage of %86.7, then, there are no specialists to control the work of prepared sports programs, has the percentage of %73.3, then having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision, the percentage was %73.3, then Supervision does not contribute to the development of sports programs, there is no applied time program to observe , Identifying distractions and error will not be done found as quickly as required, lack of established criteria through which the censorship process on the progress of work is followed, the use of standardized methods to evaluate the number of staff in the administration of sports programs , the percentage was %73.3, and while the lowest percentage statements that, Not addressing problems that may leads to errors and distractions, There is no follow up the progress and plans of sports programs on a regular basis, the percentage was %20.

#### 4.2. Results of the views of producers of the sports programs:

1. The percentage of the views of the producers of the sports programs in the first axis "Planning Obstacles":

**Table 8:** The percentage and highest percentage of the opinions of the producers of the sports programs: in the Planning Obstacles

N=22		First: Planning Obstacles						
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Lack of clarity administrative work goals.	11	50	8	36.6	3	13.4	50
2.	Goals are not complying with the capabilities that are currently available.	13	59.9	6	27.7	3	13.4	59.9
3.	Objectives of administrative work do not commensurate with the objectives of the employees.	8	36.6	11	50	3	13.4	36.6
4.	The plan of sports programs does not offer the viewer all that is required.	10	45.5	11	50	1	4.5	45.5
5.	There are no specific periods of time for all sports and specialized programs.	14	63.4	5	22.3	3	13.4	63.4
6.	The monthly budget of sports programs does not include special items for rehabilitation of: : A - Heads of sports departments	16	72.3	5	22.3	1	4.5	72.3
7.	b-producers	18	81.2	3	13.4	1	4.5	81.2
8.	c-Preparers	17	77.7	4	18.8	1	4.5	77.7
9.	d- Presenters	16	72.3	3	13.4	3	13.4	72.3
10.	The employees do not participate in the general planning of programs.	9	40	11	50	2	9.1	50
11.	Participants do not have experience in the planning process.	10	45.5	11	50	1	4.5	50
12.	The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.	12	54.5	8	36.6	2	9.1	54.5
13.	Sports work does not need people who have experience in the preparation of programs.	2	9.1	8	36.6	12	54.5	54.5
14.	There is no self-financing system to increase financial resources for sports programs.	17	77.7	4	18.8	1	4.5	77.7
15.	There's no plan available in the flexibility of the sports programs when facing unexpected changes that may ocur	11	50	8	36.6	3	13.4	36.6
16.	There are no rules controlling the behavior of employees.	8	36.6	8	36.6	6	27.7	36.6
17.	There will be no commitment to the implementation of the plans and programs.	12	54.5	5	22.3	5	22.3	54.5
18.	It is not guaranteed that sports programs are going according to plan schedules.	7	31.2	13	59.9	2	9.1	59.9
19.	It is not guaranteed that financial policy is pursued according to the prescribed plan.	14	63.4	6	27.7	2	9.1	63.4
20.	The sports programs do not plan to publish the required sporting culture in the community.	8	36.6	6	27.7	8	36.6	36.6
21.	The presence of few employees for implementing the various aspects of program channels.	11	50	8	36.6	3	13.4	50
22.	The budgets needed for each program are not available.	16	72.3	5	22.3	1	4.5	72.3
23.	Lack of tools and equipment for all programs.	14	63.4	7	31.2	1	4.5	63.4

According to the table number 8 statements that, the monthly budget of sports programs does not include special items for rehabilitation of: b- producers , got the highest percentage of the opinions for the producers of the sports programs , that has the percentage of %81.2, then the monthly budget of sports programs does not include special items for rehabilitation of: c- Preparers , there is no self-financing system to increase financial resources for sports programs, equally that has the percentage of %77.7, then there is no self-financing system to increase financial resources for sports programs, then the budgets needed for each program are not available ,The budgets needed for each program are not available. Has the percentage of %72.3, then the monthly budget of sports programs does not include special items for rehabilitation of: d- Presenters the percentage was %72.3 ,then there are no specific periods of time for all sports and specialized programs ,then It is not guaranteed that financial policy is pursued according to the prescribed plan, lack of tools and equipment for all programs, the percentage was %64.3 then and while the lowest percentage statements that Sports work does not need people who have experience in the preparation of programs ,the percentage was %9.1.

2. The percentage of the views of the producers of the sports programs in the second axis Organizational Obstacles:

**Table 9:** The percentage and highest percentage of the opinions of the producers of the sports programs: in the Organizational Obstacles

N=22		Second : Organizational Obstacles						
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	The work will not be divided based on specialization.	15	68.8	5	22.3	1	4.5	68.8
2.	The work will not be divided based on the available time	10	45.5	12	54.5	0	0	54.5
3.	There are no positions available for appropriate individuals as senior management.	13	59.9	8	36.6	1	4.5	59.9
4.	There are no lower positions available for subordinate individuals.	11	50	8	36.6	3	13.4	50
5.	There is no coordination among the various television programs in order to achieve goals.	10	45.5	10	45.5	2	9.1	45.5
6.	Having multiple functions, the staffs have no time to oversee the programs.	12	54.5	8	36.6	2	9.1	54.5
7.	There is no organizational structure to define the relationship between individuals.	13	59.9	7	31.2	2	9.1	59.9
8.	There are no regulations for work : A-Purchases	14	63.4	5	22.3	3	13.4	63.4
9.	B- Sponsors	13	59.9	6	27.7	3	13.4	59.9
10.	C- Resources	12	54.5	8	36.6	2	9.1	54.5
11.	D- Finance	13	59.9	5	22.3	4	18.8	59.9
12.	E – Reception	8	36.6	12	54.5	2	9.1	54.5
13.	F- Implementation	10	45.5	6	27.7	6	27.7	45.5
14.	Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him.	11	50	6	27.7	4	18.8	27.7
15.	Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies.	4	18.8	12	54.5	6	27.7	54.5
16.	There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.	10	45.5	9	40.1	3	13.4	45.5
17.	There is no regulation within the scope of program supervision.	12	54.5	8	36.6	2	9.1	54.5

According to the table number 9 statements that, the work will not be divided based on specialization , got the highest percentage of the opinions for the producers ,that has the percentage of %68.8 , then There are no regulations for work a-Purchases , has the percentage of %68.8,then there are no positions available for appropriate individuals as senior management., the percentage was %59.9 ,then ,there is no organizational structure to define the relationship between individuals, the percentage was %59.9,then there are no regulations for work b-Sponsors, the percentage was %59.9,then There are no regulations for work d- Finance , the percentage was %59.9,and while the lowest percentage statements that satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies, the percentage was %18.8 .

3. The percentage of the views of the producers of the sports programs in the third axis "Guidance Obstacles":

**Table 10:** The percentage and highest percentage of the opinions of the producers of the sports programs: in the Guidance Obstacles

N=22		Third: Guidance Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Individuals with experiences will not be guided.	16	72.3	6	27.7	0	0	72.3
2.	Individuals with academic qualifications will not be guided.	13	59.9	8	36.6	1	4.5	59.9
3.	No continuation of the orientation process within the sports programs on a regular basis.	14	63.4	7	31.2	1	4.5	63.4
4.	The guidance is not made into satellite channels based on facts and logic.	6	27.7	14	63.4	2	9.0	63.4
5.	The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.	13	59.9	5	22.3	4	18.8	59.9
6.	There is not a new system of communication for the implementation of the guidance process.	11	50	8	36.6	3	13.4	50
7.	The guidance does not aim to develop the administrative process.	8	36.6	11	50	3	13.4	50
8.	The guidance does not aim to bring down and reduce errors.	7	31.2	12	54.5	3	13.4	54.5
9.	The satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs.	11	50	8	36.6	3	13.4	50
10.	The Satellite channels do not put the list of incentives for distinct from :	10	45.5	11	50	1	4.5	50
11.	A- Sports of sports departments.							
11.	B- producers	11	50	10	45.5	1	4.5	50
12.	C- Prepares	10	45.5	10	45.5	2	9.0	45.5
13.	D- Presenters	9	40	10	45.5	3	13.4	45.5
14.	The satellite channels' officials do not have leadership qualifications.	11	50	9	40.1	1	4.5	50
15.	Sports programs are unable to guide the athletic street because of their interests in the global sports.	12	54.5	5	22.3	5	22.3	54.5
16.	Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels.	11	50	10	45.5	1	4.5	50
17.	There is no system to transfer information and decisions from top to bottom and vice versa.	11	50	5	22.3	6	27.7	50
18.	Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results.	9	40.1	9	40.1	4	18.8	40.1
19.	No salaries and rewards will be paid to workers because of their performance and well working.	10	45.5	10	45.5	2	9.0	45.5

According to the table number 10 statements that, Individuals with experiences will not be guided, got the highest percentage of the opinions for the producers of the sports programs, that has the percentage of %72.3 , then No continuation in the orientation process within the sports programs on a regular basis that has the percentage of %63.4 , then individuals with academic qualifications will not be guided , The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs , has the percentage of %59.9 , then Sports programs are unable to guide the athletic street because of their interests in the global sports , the percentage was %54.4,then and while the lowest percentage statements the guidance is not made into satellite channels based on facts and logic ,the percentage was %27.7 .



4. The percentage of the views of the producers of the sports programs in the fourth axis "Controlling Obstacles":

**Table 11:** The percentage and highest percentage of the opinions of the producers of the sports programs: in the Controlling Obstacles

N=22		Fourth: Controlling Obstacles						
Number	STATEMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Censorship within the sports programs is not considered a means of freedom, creativity and innovation.	12	54.5	7	31.2	3	13.4	54.5
2.	Censorship in sports programs does not reveal all the challenges and obstacles.	14	63.4	8	36.6	0	0	63.4
3.	Supervision does not contribute to the development of sports programs.	14	63.4	4	18.8	4	18.8	63.4
4.	There are no specialists to control the work of prepared sports programs.	14	63.4	3	13.4	5	22.3	63.4
5.	There is no applied time program to observe.	15	68.8	4	18.8	3	13.4	68.8
6.	Identifying distractions and error will not be done found as quickly as required.	9	40.1	8	36.6	5	22.3	40.1
7.	Censorship does not correct errors.	10	45.5	9	40.1	3	13.4	45.5
8.	Not addressing problems that may lead to errors and distractions.	11	50	10	45.5	1	4.5	50
9.	Lack of objective existence in the censorship and utilization, self-passion.	12	54.5	7	31.2	3	13.4	54.5
10.	Lack of established criteria through which the censorship process on the progress of work is followed.	13	59.9	8	36.6	1	4.5	59.9
11.	There are no punishments against individuals who commit mistakes.	10	45.5	7	31.2	5	22.3	45.5
12.	There is no development in the methods of censorship.	17	77.7	3	13.4	2	9.0	77.7
13.	The use of standardized methods to evaluate the number of staff in the administration of sports programs.	9	40.1	12	54.5	1	4.5	54.5
14.	Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.	16	72.3	5	22.3	1	4.5	72.3
15.	Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.	15	68.8	6	27.7	1	4.5	68.8
16.	There are no sports program achievements, according to the modern methods and media calendar certified.	12	54.5	10	45.5	0	0	54.5
17.	There is no follow up the progress and plans of sports programs on a regular basis.	15	68.8	6	27.7	1	4.54	68.8

According to the table number 11 statements that, there is no development in the methods of censorship, got the highest percentage of the opinions for the producers sports programs, that has the percentage of %77.7, then having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision, that has the percentage of %72.3, then there is no applied time program to observe ,Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality, has the percentage of %68.8, then Censorship in sports programs does not reveal all the challenges and obstacles, Supervision does not contribute to the development of sports programs, There are no specialists to control the work of prepared sports programs, the percentage was %63.4 ,then and while the lowest percentage statements Identifying distractions and error will not be done found as quickly as required, the use of standardized methods to evaluate the number of staff in the administration of sports programs, the percentage was %40.1 .

### 4.3. Results of the views of preparers of the sports programs:

1. The percentage of the views of the Preparers of the sports programs in the first axis "Planning Obstacles":

**Table 12:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Planning Obstacles

N=24		First: Planning Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Lack of clarity administrative work goals.	10	41.7	10	41.7	4	16.7	41.7
2.	Goals are not complying with the capabilities that are currently available.	15	62.5	8	33.3	1	4.7	62.5
3.	Objectives of administrative work do not commensurate with the objectives of the employees.	9	37.5	10	41.7	5	20.3	41.7
4.	The plan of sports programs does not offer the viewer all that is required.	15	62.5	6	25	3	12.5	62.5
5.	There are no specific periods of time for all sports and specialized programs.	14	58.3	5	20.3	5	20.3	58.3
6.	The monthly budget of sports programs does not include special items for rehabilitation of: : A - Heads of sports departments	12	50	7	29.7	5	20.3	50
7.	b-producers	11	45.3	10	41.7	3	12.5	45.3
8.	c-Preparers	7	29.7	15	62.5	2	8.3	62.5
9.	d- Presenters	8	33.3	12	50	4	16.7	50
10.	The employees do not participate in the general planning of programs.	11	45.3	9	37.5	4	16.7	45.3
11.	Participants do not have experience in the planning process.	6	25	13	54.7	5	20.3	54.7
12.	The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.	13	54.7	8	33.3	3	12.5	54.7
13.	Sports work does not need people who have experience in the preparation of programs.	4	16.7	8	33.3	12	50	50
14.	There is no self-financing system to increase financial resources for sports programs.	15	62.5	9	37.5	0	0	62.5
15.	There's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur	12	50	10	41.7	2	8.3	50
16.	There are no rules controlling the behavior of employees.	5	20.3	9	37.5	10	41.7	41.7
17.	There will be no commitment to the implementation of the plans and programs.	5	20.3	10	41.7	9	37.5	41.7
18.	It is not guaranteed that sports programs are going according to plan schedules.	10	41.7	8	33.3	6	25	41.7
19.	It is not guaranteed that financial policy is pursued according to the prescribed plan.	17	70.3	3	12.5	4	16.7	70.3
20.	The sports programs do not plan to publish the required sporting culture in the community.	7	29.7	10	41.7	7	29.7	41.7
21.	The presence of few employees for implementing the various aspects of program channels.	9	37.5	12	50	3	12.5	50
22.	The budgets needed for each program are not available.	16	66.7	6	25	2	8.3	66.7
23.	Lack of tools and equipment for all programs.	11	45.3	9	37.5	4	16.7	45.3

According to the table number 12 statements that, It is not guaranteed that financial policy is pursued according to the prescribed plan, got the highest percentage of the opinions for the Preparers of the sports programs, that has the percentage of %70.3 , then , the budgets needed for each program are not available, that has the percentage of %66.7, then , goals are not comply with the capabilities that are currently available , that has the percentage of %62.5 , then the plan of sports programs does not offer the viewer all that is required , that has the percentage of %62.5 , then there is no self-financing system to increase financial resources for sports programs , that has the percentage of %62.5 , then, there are no specific periods of time for all sports and specialized programs , has the percentage of %58.3 , then the Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs , the percentage was %54.7,then , the monthly budget of sports programs does not include special items for rehabilitation of: A - Heads of sport departments , There's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur , the percentage was %50 ,then , The monthly budget of sports programs does not include special items for rehabilitation of: b- Directors , the employees do not participate in the general planning of programs , Lack of tools and equipment for all programs, the percentage was %45.3 ,then and while the lowest percentage statements that Sports work does not need people who have experience in the preparation of programs , the percentage was %16.7 .

2. The percentage of the views of the Preparers of the sports programs in the second axis "Organizational Obstacles":

**Table 13:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Organizational Obstacles

N=24		Second: Organizational Obstacles						
Number	STATEMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	The work will not be divided based on specialization.	15	62.5	6	25	3	12.5	62.5
2.	The work will not be divided based on the available time	11	45.3	10	41.7	3	12.5	45.3
3.	There are no positions available for appropriate individuals as senior management.	15	62.5	6	25	3	12.5	62.5
4.	There are no lower positions available for subordinate individuals.	11	45.3	10	41.7	3	12.5	45.3
5.	There is no coordination among the various television programs in order to achieve goals.	10	41.7	12	50	2	8.3	50
6.	Having multiple functions, the staffs have no time to oversee the programs.	11	45.3	8	33.3	5	20.3	45.3
7.	There is no organizational structure to define the relationship between individuals.	8	33.3	12	50	4	16.7	50
8.	There are no regulations for work : A-Purchases	13	54.7	8	33.3	3	12.5	54.7
9.	B- Sponsors	13	54.7	9	37.5	2	8.3	54.7
10.	C- Resources	15	62.5	8	33.3	1	4.7	62.5
11.	D- Finance	14	58.3	7	29.7	3	12.5	58.3
12.	E – Reception	9	37.5	8	33.3	7	29.7	37.5
13.	F- Implementation	10	41.7	10	41.7	4	16.7	41.7
14.	Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him.	13	54.7	9	37.5	2	8.3	54.7
15.	Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies.	8	33.3	10	41.7	6	25	41.7
16.	There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.	15	62.5	9	37.5	0	0	62.5
17.	There is no regulation within the scope of program supervision.	10	41.7	13	54.7	1	4.7	54.7

According to the table number 13 statements that, the work will not be divided based on specialization, got the highest percentage of the opinions for the Preparers of the sports programs, that has the percentage of %62.5 , then ,there are no positions available for appropriate individuals as senior management , that has the percentage of %62.5 , then , there are no regulations for work : C- Resources , that has the percentage of %62,3 , then , there is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons, that has the percentage of %62.3 , then, there are no regulations for work: D- Finance , that has the percentage of %58,3 , then , there are no regulations for work: A- Purchases and B- Sponsors , that has the percentage of %54.7 , then, Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him, has the percentage of %54.7 , then , the work will not be divided based on the available time the percentage was %45.3 , then ,There are no lower positions available for subordinate individuals , the percentage was %45.3, then , Having multiple functions, the staffs have no time to oversee the programs , the percentage was %45.3, then , and while the lowest percentage statements that there is no organizational structure to define the relationship between individuals , the percentage was %33.3 , Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies , the percentage was %33.3 .

3. The percentage of the views of the Preparers of the sports programs in the third axis "Guidance Obstacles":

**Table 14:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Guidance Obstacles

N=24		Third : Guidance Obstacles						
Number	STATEMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Individuals with experiences will not be guided.	13	54.7	10	41.7	1	4.7	54.7
2.	Individuals with academic qualifications will not be guided.	12	50	11	45.3	1	4.7	50
3.	No continuation of the orientation process within the sports programs on a regular basis.	11	45.3	10	41.7	3	12.5	45.3
4.	The guidance is not made into satellite channels based on facts and logic.	9	37.5	10	41.7	5	20.3	41.7
5.	The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.	12	50	8	33.3	4	16.7	50
6.	There is not a new system of communication for the implementation of the guidance process.	9	37.5	12	50	3	12.5	50
7.	The guidance does not aim to develop the administrative process.	11	45.3	9	37.5	4	16.7	45.3
8.	The guidance does not aim to bring down and reduce errors.	5	20.3	11	45.3	8	33.3	45.3
9.	The satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs.	10	41.7	9	37.5	5	20.3	41.7
10.	The Satellite channels do not put the list of incentives for distinct from A- Sports of sports departments.	9	37.5	9	37.5	6	25	37.5
11.	B- producers	13	54.7	9	37.5	2	8.3	54.7
12.	C- Prepares	14	58.3	8	33.3	2	8.3	58.3
13.	D- Presenters	11	45.3	8	33.3	5	20.3	45.3
14.	The satellite channels' officials do not have leadership qualifications.	13	54.7	9	37.5	2	8.3	54.7
15.	Sports programs are unable to guide the athletic street because of their interests in the global sports.	15	62.5	8	33.3	1	4.7	62.5
16.	Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels.	8	33.3	13	54.7	3	12.5	54.7
17.	There is no system to transfer information and decisions from top to bottom and vice versa.	13	54.7	5	20.3	6	25	54.7
18.	Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results.	8	33.3	10	41.7	6	25	41.7
19.	No salaries and rewards will be paid to workers because of their performance and well working.	12	50	8	33.3	4	16.7	33.3

According to the table number 14 statements that, sports programs are unable to guide the athletic street because of their interests on the global sports, got the highest percentage of the opinions for the Preparers of the sports programs, that has the percentage of %62.5 , then ,the Satellite channels do not put the list of incentives for distinct from : C- Prepares , that has the percentage of %58.3 , then ,Individuals with experiences will not be guided , that has the percentage of %54,7 , then , the Satellite channels do not put the list of incentives for distinct from: B- Directors , that has the percentage of %54.7 , then, there is no system to transfer information and decisions from top to bottom and vice versa , that has the percentage of %54.7 , then , Individuals with academic qualifications will not be guided , that has the percentage of %50 , then , the satellite channels do not regulate the informational sessions to develop the level of staff preparation programs, has the percentage of %50 , then ,No salaries and rewards will be paid to workers because of their performance and well working, the percentage was %50 , then ,No continuation in the orientation process within the sports programs on a regular basis. , the percentage was %45.3, then ,The guidance does not aim to develop the administrative process , the percentage was %45.3, then , The Satellite channels do not put the list of incentives for distinct from: D- Presenters , the percentage was %45.3, and while the lowest percentage is statements that , the guidance does not aim to bring down and reduce errors , the percentage was %20.3 .



4. The percentage of the views of the Preparers of the sports programs in the fourth axis "Controlling Obstacles":

**Table 15:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Controlling Obstacles

N=24		Fourth: Controlling Obstacles						
Number	Statements	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Censorship within the sports programs is not considered a means of freedom, creativity and innovation.	13	54.7	7	29.7	4	16.7	54.7
2.	Censorship in sports programs does not reveal all the challenges and obstacles.	12	50	10	41.7	2	8.33	50
3.	Supervision does not contribute to the development of sports programs.	8	33.3	9	37.5	7	29.7	37.5
4.	There are no specialists to control the work of prepared sports programs.	13	54.7	7	29.7	4	16.7	54.7
5.	There is no applied time program to observe.	13	54.7	10	41.7	1	4.7	54.7
6.	Identifying distractions and error will not be done found as quickly as required.	9	37.5	13	54.7	2	8.3	54.7
7.	Censorship does not correct errors.	6	25	10	41.7	8	33.3	41.7
8.	Not addressing problems that may lead to errors and distractions.	8	33.3	10	41.7	6	25	41.7
9.	Lack of objective existence in the censorship and utilization self-passion.	11	45.3	10	41.7	3	12.5	41.7
10.	Lack of established criteria through which the censorship process on the progress of work is followed.	11	45.3	11	45.3	2	8.3	45.3
11.	There are no punishments against individuals who commit mistakes.	9	37.5	4	16.7	11	45.3	45.3
12.	There is no development in the methods of censorship.	15	62.5	7	29.7	2	8.3	62.5
13.	The use of standardized methods to evaluate the number of staff in the administration of sports programs.	15	62.5	9	37.5	0	0	62.5
14.	Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.	14	58.3	9	37.5	1	4.7	58.3
15.	Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.	15	62.5	8	33.3	1	4.7	62.5
16.	There are no sports program achievements according to the modern methods and media calendar certified.	12	50	9	37.5	3	12.5	50
17.	There is no follow up the progress and plans of sports programs on a regular basis.	12	50	7	29.7	5	20.3	50

According to the table number 15 statements that, there is no development in the methods of censorship, got the highest percentage of the opinions for the Preparers of the sports programs, that has the percentage of %62.5, then, the use of standardized methods to evaluate the number of staff in the administration of sports programs, that has the percentage of %62.5, then, Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality. that has the percentage of %62,5 , then , having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision , that has the percentage of %58.3 , then, Censorship within the sports programs is not considered a means of freedom, creativity and innovation , that has the percentage of %54,7, then , there are no specialists to control the work of prepared sports programs ,that has the percentage of %54.7 , then , there is no applied time program to observe , that has the percentage of %54.7 , then, Censorship in sports programs does not reveal all the challenges and obstacles , has the percentage of %50, then ,there are no sports program achievements according to the modern methods and media calendar certified , the percentage was %50 , then ,there is no follow up the progress and plans of sports programs on a regular basis , the percentage was %50, then , lack of objective existence in the censorship and utilization self-passion , the percentage was %45.3, then , lack of established criteria through which the censorship process on the progress of work is followed , the percentage was %45.3, then , and while the lowest percentage is statements that censorship does not correct errors , the percentage was %25 .

#### 4.4. Results of the views of Presenters of the sports programs:

1. The percentage of the views of the Presenters of the sports programs in the first axis "Planning Obstacles":

**Table 16:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Planning Obstacles

N=29		First: Planning Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Lack of clarity administrative work goals.	8	27.9	15	51.3	6	20.7	51.3
2.	Goals are not complying with the capabilities that are currently available.	18	62.2	10	34.2	1	3.2	62.2
3.	Objectives of administrative work do not commensurate with the objectives of the employees.	14	48.7	14	48.7	1	3.2	48.7
4.	The plan of sports programs does not offer the viewer all that is required.	17	58.6	9	31.6	3	10.9	58.6
5.	There are no specific periods of time for all sports and specialized programs.	16	55.9	5	17.1	8	27.9	55.9
6.	The monthly budget of sports programs does not include special items for rehabilitation of : A - Heads of sports departments	17	58.6	7	24.3	5	17.1	58.6
7.	b-producers	15	51.3	10	34.2	4	13.5	51.3
8.	c-Preparers	20	68.4	7	24.3	2	6.4	68.4
9.	d- Presenters	17	58.6	9	31.6	3	10.9	58.6
10.	The employees do not participate in the general planning of programs.	17	58.6	9	31.6	3	10.9	58.6
11.	Participants do not have experience in the planning process.	13	44.1	12	41.4	4	13.5	44.1
12.	The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.	21	72.1	5	17.1	3	10.9	72.1
13.	Sports work does not need people who have experience in the preparation of programs.	3	10.9	8	27.9	18	62.2	62.2
14.	There is no self-financing system to increase financial resources for sports programs.	18	62.2	10	34.2	1	3.2	62.2
15.	There's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur	12	41.4	14	48.7	3	10.9	48.7
16.	There are no rules controlling the behavior of employees.	9	31.6	9	31.6	11	37.8	37.8
17.	There will be no commitment to the implementation of the plans and programs.	11	37.8	12	41.4	6	20.7	41.4
18.	It is not guaranteed that sports programs are going according to plan schedules.	12	41.4	12	41.4	5	17.1	41.4
19.	It is not guaranteed that financial policy is pursued according to the prescribed plan.	14	48.7	12	41.4	3	10.9	48.7
20.	The sports programs do not plan to publish the required sporting culture in the community.	13	44.1	7	24.3	9	31.6	44.1
21.	The presence of few employees for implementing the various aspects of program channels.	17	58.6	10	34.2	2	6.4	58.6
22.	The budgets needed for each program are not available.	22	75.7	6	20.7	1	3.42	75.7
23.	Lack of tools and equipment for all programs.	13	44.1	14	48.7	2	6.4	48.7

According to the table number 16 statements that, The budgets needed for each program are not available , that has the percentage of %75.7 , then ,The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs , that has the percentage of %72.1 , then ,The monthly budget of sports programs does not include special items for rehabilitation of: c-Preparers , that has the percentage of %68,4 , then , Goals are not comply with the capabilities that are currently available , that has the percentage of %62.2 , then, there is no self-financing system to increase financial resources for sports programs , that has the percentage of %62,2 , then , the plan of sports programs does not offer the viewer all that is required , The monthly budget of sports programs does not include special items for rehabilitation of: A - Heads of departments , d- Presenters , the employees do not participate in the general planning of programs , the presence of few employees for implementing the various aspects of program channels , that has the percentage of %58.6 , then, There are no specific periods of time for all sports and specialized programs , has the percentage of %55.9 , then ,The monthly budget of sports programs does not include special items for rehabilitation of: b-Directors , the percentage was %51.3, then ,Objectives of administrative work do not commensurate with the objectives of the employees., the percentage was %48.7, then , It is not guaranteed that financial policy is pursued according to the prescribed plan., the percentage was %48.7, then Participants do not have experience in the planning process, the percentage was %44.1, then , The sports programs do not plan to publish the required sporting culture in the community , the percentage was %44.1 and while the lowest percentage statements that sports work does not need people who have experience in the preparation of programs , the percentage was %10.9 .

2. The percentage of the views of the Presenters of the sports programs in the second axis "Organizational Obstacles":

**Table 17:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Organizational Obstacles

N=29		Second: Organizational Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	The work will not be divided based on specialization.	21	72.1	5	17.1	3	10.9	72.1
2.	The work will not be divided based on the available time	16	55.9	11	37.8	2	6.4	55.9
3.	There are no positions available for appropriate individuals as senior management.	16	55.9	12	41.4	1	3.2	55.9
4.	There are no lower positions available for subordinate individuals.	18	62.2	10	34.2	1	3.2	62.2
5.	There is no coordination among the various television programs in order to achieve goals.	15	51.3	12	41.4	2	6.4	51.3
6.	Having multiple functions, the staffs have no time to oversee the programs.	20	68.4	8	27.9	1	3.2	68.4
7.	There is no organizational structure to define the relationship between individuals.	12	41.4	13	44.1	4	13.5	44.1
8.	There are no regulations for work	13	44.1	12	41.4	4	13.5	44.1
9.	A-Purchases							
10.	B- Sponsors	13	44.1	9	31.6	7	24.3	44.1
11.	C- Resources	15	51.3	9	31.6	5	17.1	51.3
12.	D- Finance	17	58.6	8	27.9	4	13.5	58.6
13.	E – Reception	14	48.7	11	37.8	4	13.5	48.7
14.	F- Implementation	15	51.3	9	31.6	5	17.1	51.3
15.	Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him.	9	31.6	17	58.6	3	10.9	58.6
16.	Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies.	13	44.1	9	31.6	7	24.3	44.1
17.	There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.	16	55.9	8	27.9	5	17.1	55.9
18.	There is no regulation within the scope of program supervision.	17	58.6	11	37.8	1	3.2	58.6

According to the table number 17 statements that, the work will not be divided based on specialization , that has the percentage of %72.1, then , having multiple functions, the staffs have no time to oversee the programs , that has the percentage of %68.4 , then ,there are no lower positions available for subordinate individuals , that has the percentage of %62,2 , then ,there are no regulations for work: D- Finance, There is no regulation within the scope of program supervision , that has the percentage of %58.6 , then, the work will not be divided based on the available time , there are no positions available for appropriate individuals as senior management , There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons , that has the percentage of %55,9 , then , there is no coordination among the various television programs in order to achieve goals , there are no regulations for work : C- Resources , F- Implementation , that has the percentage of %51.1 , then, there are no regulations for work : E - Reception , has the percentage of %48.7 , then ,there are no regulations for work: A-Purchases , B- Sponsors , the percentage was %44.1 , then , Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies , the percentage was %44.1, then , and while the lowest percentage statements that Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him , the percentage was %31.6 .

3. The percentage of the views of the Presenters of the sports programs in the third axis "Guidance Obstacles ":

**Table 18:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Guidance Obstacles

N=29		Third : Guidance Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Individuals with experiences will not be guided.	14	48.7	13	44.1	2	6.4	48.7
2.	Individuals with academic qualifications will not be guided.	20	68.4	7	24.3	2	6.4	68.4
3.	No continuation of the orientation process within the sports programs on a regular basis.	17	58.6	10	34.2	2	6.4	58.6
4.	The guidance is not made into satellite channels based on facts and logic.	12	41.4	15	51.3	2	6.4	51.3
5.	The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.	13	44.1	11	37.8	5	17.1	44.1
6.	There is not a new system of communication for the implementation of the guidance process.	14	48.7	10	34.2	5	17.1	48.7
7.	The guidance does not aim to develop the administrative process.	11	37.8	12	41.4	6	20.7	41.4
8.	The guidance does not aim to bring down and reduce errors.	6	20.7	10	34.2	13	44.1	44.1
9.	The satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs.	12	41.4	9	31.6	8	27.9	41.4
10.	The Satellite channels do not put the list of incentives for distinct from A- Sports of sports departments.	17	58.6	9	31.6	3	10.9	58.6
11.	B- producers	18	62.2	9	31.6	2	6.4	62.2
12.	C- Prepares	18	62.2	10	34.2	1	3.2	62.2
13.	D- Presenters	19	65.8	7	24.3	3	10.9	65.8
14.	The satellite channels' officials do not have leadership qualifications.	15	51.3	12	41.4	2	6.4	51.3
15.	Sports programs are unable to guide the athletic street because of their interests in the global sports.	20	68.4	9	31.6	0	0	68.4
16.	Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels.	16	55.9	13	44.1	0	0	55.9
17.	There is no system to transfer information and decisions from top to bottom and vice versa.	14	48.7	11	37.8	4	13.5	48.7
18.	Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results.	12	41.4	13	44.1	4	13.5	44.1
19.	No salaries and rewards will be paid to workers because of their performance and well working.	21	72.1	5	17.1	3	10.9	72.1

According to the table number 18 statements that, No salaries and rewards will be paid to workers because of their performance and well working, that has the percentage of %72.1, then , Individuals with academic qualifications will not be guided , Sports programs are unable to guide the athletic street because of their interests in the global sports , that has the percentage of %68.4 , then ,the Satellite channels do not put the list of incentives for distinct from : D- Presenters that has the percentage of %65.8 , then , the Satellite channels do not put the list of incentives for distinct from : B- Directors , C- Prepares , that has the percentage of %62.2 , then , No continuation of the orientation process within the sports programs on a regular basis , The Satellite channels do not put the list of incentives for distinct from: A- Sports department managers , that has the percentage of %58.6, then, work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels , that has the percentage of %55.9, then , the satellite channels' officials do not have leadership qualifications , that has the percentage of %51.3 , then , Individuals with experiences will not be guided , there is not a new system of communication for the implementation of the guidance process , there is no system to transfer information and decisions from top to bottom and vice versa. has the percentage of %48.7 , then , the satellite channels do not regulate the informational sessions to develop the level of staff preparation programs , the percentage was %44.1 , then , the guidance is not made into satellite channels based on facts and logic , the satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs , Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results , the percentage was %41.4 and while the lowest percentage statements that the guidance does not aim to bring down and reduce errors , the percentage was %20.7 .



4. The percentage of the views of the Presenters of the sports programs in the fourth axis "Controlling Obstacles":

**Table 19:** The percentage and highest percentage of the opinions of the Preparers of the sports programs: in the Controlling Obstacles

N=29		Fourth: Controlling Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Censorship within the sports programs is not considered a means of freedom, creativity and innovation.	16	55.9	7	24.3	6	20.7	55.9
2.	Censorship in sports programs does not reveal all the challenges and obstacles.	17	58.6	10	34.2	2	6.4	58.6
3.	Supervision does not contribute to the development of sports programs.	14	48.7	8	27.9	7	24.3	48.7
4.	There are no specialists to control the work of prepared sports programs.	20	68.4	6	20.7	3	10.9	68.4
5.	There is no applied time program to observe.	20	68.4	8	27.9	1	3.2	68.4
6.	Identifying distractions and error will not be done found as quickly as required.	13	44.1	11	37.8	5	17.1	44.1
7.	Censorship does not correct errors.	11	37.8	12	41.4	6	20.7	41.4
8.	Not addressing problems that may lead to errors and distractions.	14	48.7	12	41.4	3	10.9	48.7
9.	Lack of objective existence in the censorship and utilization self-passion.	19	65.8	6	20.7	4	13.5	65.8
10.	Lack of established criteria through which the censorship process on the progress of work is followed.	19	65.8	8	27.9	2	6.4	65.8
11.	There are no punishments against individuals who commit mistakes.	19	65.8	4	13.5	6	20.7	65.8
12.	There is no development in the methods of censorship.	15	51.3	11	37.8	3	10.9	51.3
13.	The use of standardized methods to evaluate the number of staff in the administration of sports programs.	16	55.9	11	37.8	2	6.4	55.9
14.	Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.	21	72.1	7	24.3	1	3.2	72.1
15.	Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.	18	62.2	10	34.2	1	3.2	62.2
16.	There are no sports program achievements according to the modern methods and media calendar certified.	15	51.3	11	37.8	3	10.9	51.3
17.	There is no follow up the progress and plans of sports programs on a regular basis.	17	58.6	7	24.3	5	17.1	58.6

According to the table number 19 statements that, Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision , that has the percentage of %72.1 , then , there are no specialists to control the work of prepared sports programs , there is no applied time program to observe , that has the percentage of %68.4 , then , lack of objective existence in the censorship and utilization self-passion , lack of established criteria through which the censorship process on the progress of work is followed , there are no punishments against individuals who commit mistakes , that has the percentage of %65,8 , then , Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality , that has the percentage of %62.2 , then, Censorship in sports programs does not reveal all the challenges and obstacles , There is no follow up the progress and plans of sports programs on a regular basis , that has the percentage of %58,6 , then , Censorship within the sports programs is not considered a means of freedom, creativity and innovation , The use of standardized methods to evaluate the number of staff in the administration of sports programs , that has the percentage of %55.9 , then, there is no development in the methods of censorship , there are no sports program achievements according to the modern methods and media calendar certified , has the percentage of %51.3 , then , Supervision does not contribute to the development of sports programs , Not addressing problems that may leads to errors and distractions , the percentage was %48.7 , then , Identifying distractions and error will not be done found as quickly as required , the percentage was %44.1 , then , the percentage was %45.3, then , and while the lowest percentage statement that Censorship does not correct errors , the percentage was %37.8 .

#### 4.5. Results of the views of research sample:

1. The percentage of the views of the research sample in the first axis "Planning Obstacles":

**Table 20:** The percentage and highest percentage of the opinions of the research sample: in the Planning Obstacles

N=90		First: Planning Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Lack of clarity administrative work goals.	33	36.7	41	45.6	16	17.8	45.6
2.	Goals are not complying with the capabilities that are currently available.	58	64.4	27	30	5	5.6	64.4
3.	Objectives of administrative work do not commensurate with the objectives of the employees.	35	38.9	46	51.1	9	10	51.1
4.	The plan of sports programs does not offer the viewer all that is required.	49	54.4	34	37.8	7	7.8	54.4
5.	There are no specific periods of time for all sports and specialized programs.	51	56.7	23	24.4	16	17.8	56.7
6.	The monthly budget of sports programs does not include special items for rehabilitation of: A - Heads of sports departments	58	64.4	20	22.2	12	13.3	64.4
7.	b- producers	55	61.1	27	30	8	8.9	61.1
8.	c-Preparers	55	61.1	30	33.3	5	5.6	61.1
9.	d- Presenter	51	56.7	29	32.2	10	11.1	56.7
10.	The employees do not participate in the general planning of programs.	43	47.8	34	37.8	13	14.4	47.8
11.	Participants do not have experience in the planning process.	38	42.2	41	45.6	11	12.2	42.2
12.	The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.	59	65.6	23	25.6	8	8.9	65.6
13.	Sports work does not need people who have experience in the preparation of programs.	10	11.1	27	30	53	58.9	58.9
14.	There is no self-financing system to increase financial resources for sports programs.	62	68.8	25	27.8	3	3.3	68.8
15.	There's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur	41	45.6	40	44.4	9	10	45.6
16.	There are no rules controlling the behavior of employees.	22	24.4	37	41.1	31	34.4	41.1
17.	There will be no commitment to the implementation of the plans and programs.	31	34.4	37	41.1	22	24.4	41.1
18.	It is not guaranteed that sports programs are going according to plan schedules.	35	38.9	41	45.6	14	15.6	45.6
19.	It is not guaranteed that financial policy is pursued according to the prescribed plan.	53	58.9	28	31.1	9	10	58.9
20.	The sports programs do not plan to publish the required sporting culture in the community.	33	36.7	28	31.1	29	32.2	36.7
21.	The presence of few employees for implementing the various aspects of program channels.	41	45.6	38	42.2	11	12.2	45.6
22.	The budgets needed for each program are not available.	68	75.6	18	20	4	4.4	75.6
23.	Lack of tools and equipment for all programs.	50	55.6	33	36.7	7	7.8	55.6

According to the table number 20 statements that, the budgets needed for each program are not available, that has the percentage of %75.6, then, there is no self-financing system to increase financial resources for sports programs, that has the percentage of %68.8, then, the Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs. that has the percentage of %65.6 , then , goals are not complying with the capabilities that are currently available , The monthly budget of sports programs does not include special items for rehabilitation of: A - Heads of departments , that has the percentage of %64.4 , after then, The monthly budget of sports programs does not include special items for rehabilitation of: b- Directors , c-Preparers , that has the percentage of %61.1, then ,It is not guaranteed that financial policy is pursued according to the prescribed plan , that has the percentage of %58.9 , next , there are no specific periods of time for all sports and specialized programs , The monthly budget of sports programs does not include special items for rehabilitation of: d- Presenters , has the percentage of %56.7 , then , lack of tools and equipment for all programs , the percentage was %55.6, then ,the plan of sports programs does not offer the viewer all that is required , the percentage was %54.4, then ,the employees do not participate in the general planning of programs , the percentage was %47.8, then ,there's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur , The presence of few employees for implementing the various aspects of program channels , next the percentage was %45.6 and while the lowest percentage statements that , sports work does not need people who have experience in the preparation of programs , the percentage was %11.1 .

2. The percentage of the views of the research sample in the second axis "Organizational Obstacles":

**Table 21:** Percentage The percentage and highest percentage of the opinions of the research sample: in the Organizational Obstacles

N=90		Second : Organizational Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	The work will not be divided based on specialization.	59	65.6	23	25.6	7	7.8	65.6
2.	The work will not be divided based on the available time	43	47.8	43	45.6	6	6.7	45.6
3.	There are no positions available for appropriate individuals as senior management.	55	61.1	30	33.3	5	5.6	61.1
4.	There are no lower positions available for subordinate individuals.	47	52.2	33	36.7	10	11.1	52.2
5.	There is no coordination among the various television programs in order to achieve goals.	40	44.4	41	45.6	9	10	45.6
6.	Having multiple functions, the staffs have no time to oversee the programs.	52	57.8	28	31.1	10	11.1	57.8
7.	There is no organizational structure to define the relationship between individuals.	38	42.2	39	43.3	13	14.4	43.3
8.	There are no regulations for work: A-Purchases	44	48.9	33	36.7	13	14.4	48.9
9.	B- Sponsors	44	48.9	31	34.4	15	16.7	48.9
10.	C- Resources	45	50	35	38.9	10	11.1	50
11.	D- Finance	50	55.6	26	28.9	14	15.6	55.6
12.	E - Reception	37	41.1	38	42.2	15	16.7	42.2
13.	F- Implementation	40	44.4	34	37.8	16	17.8	44.4
14.	Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him.	37	41.1	44	48.9	9	10	48.9
15.	Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies.	29	32.2	38	42.2	23	25.6	42.2
16.	There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.	49	54.4	31	34.4	10	11.1	54.4
17.	There is no regulation within the scope of program supervision.	47	52.2	39	43.3	4	4.4	52.2

According to the table number 21 statements that, the work will not be divided based on specialization , that has the percentage of %65.6, then , there are no positions available for appropriate individuals as senior management , that has the percentage of %61.1, then , Having multiple functions, the staffs have no time to oversee the programs , that has the percentage of %57.8 , then , there are no regulations for work: D- Finance , that has the percentage of %55.6, then, there is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons , that has the percentage of %54.4 , then , there are no lower positions available for subordinate individuals , There is no regulation within the scope of program supervision , that has the percentage of %52.2, then, there are no regulations for work: C- Resources , has the percentage of % 50, then , there are no regulations for work : A-Purchases , B- Sponsors , the percentage was %48.9, then , The work will not be divided based on the available time , the percentage was %47.8, then , there is no coordination among the various television programs in order to achieve goals , the percentage was %44.4, then , and while the lowest percentage statements that Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies , the percentage was %32.2 .

### 3. The percentage of the views of the research sample in the third axis "Guidance Obstacles":

**Table 22:** The percentage and highest percentage of the opinions of the research sample: in the Guidance Obstacles

N=90		Third: Guidance Obstacles						
Number	STATEMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Individuals with experiences will not be guided.	52	57.8	35	38.9	3	3.3	57.8
2.	Individuals with academic qualifications will not be guided.	53	58.9	31	34.4	6	6.7	58.9
3.	No continuation of the orientation process within the sports programs on a regular basis.	48	53.3	34	37.8	8	8.9	53.3
4.	The guidance is not made into satellite channels based on facts and logic.	32	35.6	47	52.2	11	12.3	52.2
5.	The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.	43	47.8	33	36.7	14	15.6	47.8
6.	There is not a new system of communication for the implementation of the guidance process.	42	46.7	37	41.1	11	12.2	46.7
7.	The guidance does not aim to develop the administrative process.	34	37.8	41	45.6	15	16.6	45.6
8.	The guidance does not aim to bring down and reduce errors.	21	23.3	39	43.3	30	33.3	43.3
9.	The satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs.	37	41.1	33	36.7	20	22.2	41.1
10.	The Satellite channels do not put the list of incentives for distinct from	43	47.8	35	38.9	12	13.3	47.8
	A- Sports department managers							
11.	B- producers							
12.	C- Prepares							
13.	D- Presenters	47	52.2	31	34.4	12	13.3	52.2
14.	The satellite channels' officials do not have leadership qualifications.	44	48.9	41	45.6	5	5.6	48.9
15.	Sports programs are unable to guide the athletic street because of their interests in the global sports.	54	60	29	32.2	7	7.8	60
16.	Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels.	42	46.7	44	48.9	4	4.4	48.9
17.	There is no system to transfer information and decisions from top to bottom and vice versa.	46	51.1	27	30	17	18.9	51.1
18.	Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results.	36	40	37	41.1	17	18.9	41.1
19.	No salaries and rewards will be paid to workers because of their performance and well working.	53	58.9	27	30	10	11.1	58.9

According to the table number 22 statements that ,Sports programs are unable to guide the athletic street because of their interests in the global sports., gotten the highest percentage of the opinions for the research sample , that has the percentage of %60 , then , Individuals with academic qualifications will not be guided , No salaries and rewards will be paid to workers because of their performance and well working that has the percentage of %58.9 , then , Individuals with experiences will not be guided. that has the percentage of %57.8 , then ,the Satellite channels do not put the list of incentives for distinct from : B- Directors that has the percentage of %55.6 , then, the Satellite channels do not put the list of incentives for distinct from: C- Prepares that has the percentage of %54.4 , then , No continuation in the orientation process within the sports programs on a regular basis , that has the percentage of %53.3 , then, the Satellite channels do not put the list of incentives for distinct from: D- Presenters, has the percentage of % 52.2 , then , there is no system to transfer information and decisions from top to bottom and vice versa , the percentage was %51.1 , then , the satellite channels' officials do not have leadership qualifications , the percentage was %48.9 , then , the satellite channels do not regulate the informational sessions to develop the level of staff preparation programs , The Satellite channels do not put the list of incentives for distinct from: A- Sports department managers , the percentage was %47.8, then , there is not a new system of communication for the implementation of the guidance process , Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels ,the percentage was %46.7 and while the lowest percentage statements that The guidance does not aim to bring down and reduce errors, the percentage was %23.3



4. The percentage of the views of the research sample in the fourth axis "Controlling Obstacles":

**Table 23:** The percentage and highest percentage of the opinions of the research sample: in the Controlling Obstacles

N=90		Fourth: Controlling Obstacles						
Number	STATMENT	Agree	Percent %	Neutral	Percent %	Disagree	Percent %	The highest %
1.	Censorship within the sports programs is not considered a means of freedom, creativity and innovation.	50	55.6	25	27.8	15	16.7	55.6
2.	Censorship in sports programs does not reveal all the challenges and obstacles.	51	56.7	34	37.8	5	5.6	56.7
3.	Supervision does not contribute to the development of sports programs.	46	51.1	25	27.8	19	21.1	51.1
4.	There are no specialists to control the work of prepared sports programs.	58	64.4	19	21.1	13	14.4	64.4
5.	There is no applied time program to observe.	58	64.4	26	28.9	6	6.7	64.4
6.	Identifying distractions and error will not be done found as quickly as required.	41	45.6	36	40	13	14.4	45.6
7.	Censorship does not correct errors.	35	38.9	34	37.8	21	23.3	38.9
8.	Not addressing problems that may lead to errors and distractions.	39	43.3	41	45.6	10	11.1	45.6
9.	Lack of objective existence in the censorship and utilization self-passion.	49	54.4	29	32.2	12	13.3	54.4
10.	Lack of established criteria through which the censorship process on the progress of work is followed.	53	58.9	30	35.5	7	7.8	58.9
11.	There are no punishments against individuals who commit mistakes.	46	51.1	22	24.4	22	24.4	51.1
12.	There is no development in the methods of censorship.	60	66.7	22	24.4	8	8.9	66.7
13.	The use of standardized methods to evaluate the number of staff in the administration of sports programs.	50	55.6	36	40	4	4.4	55.6
14.	Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.	62	68.9	24	26.7	4	4.4	68.9
15.	Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.	57	63.3	30	33.3	3	3.3	63.3
16.	There are no sports program achievements according to the modern methods and media calendar certified.	48	53.3	33	36.7	9	10	53.3
17.	There is no follow up the progress and plans of sports programs on a regular basis.	50	55.6	26	28.9	14	15.6	55.6

According to the table number 23 statements that , Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision , gotten the highest percentage of the opinions for the research sample , that has the percentage of %68.9, then ,there is no development in the methods of censorship , that has the percentage of %66.7 , then , there are no specialists to control the work of prepared sports programs , there is no applied time program to observe. that has the percentage of %64.4 , then , Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality , that has the percentage of %63.3 , then, lack of established criteria through which the censorship process on the progress of work is followed , that has the percentage of %58.9 , then , censorship in sports programs does not reveal all the challenges and obstacles , that has the percentage of %56.7 , then, Censorship within the sports programs is not considered a means of freedom, creativity and innovation , The use of standardized methods to evaluate the number of staff in the administration of sports programs , There is no follow up the progress and plans of sports programs on a regular basis , has the percentage of % 55.6 , then , lack of objective existence in the censorship and utilization self-passion , the percentage was %54.4 , then , there are no sports program achievements according to the modern methods and media calendar certified , the percentage was %53, then , Supervision does not contribute to the development of sports programs , There are no punishments against individuals who commit mistakes the percentage was %51.1, then , Identifying distractions and error will not be done found as quickly as required , the percentage was %45.6 and while the lowest percentage statements that censorship does not correct errors , the percentage was %38.9 .

## 5. DISCUSSION

### 5.1. Opinions of heads of departments of the sports programs:

From the previous display it shows that a higher percentage of the views of the head of the sports department of sports programs in the planning obstacles were (93.3%), while in the regulation it was (%73.3), and in the obstacles guidance (%66.7), and in control obstacles (%73.3)

1. Planning Obstacles: It is seen from the table 4 that the phrase number 22 got the highest percentage of the opinions for the head sports programs, departments, in the planning constraints, namely (The budgets needed for each program are not available) at the rate of (93.3%).

This is in line with (daved & mashel, 2002)'s study where he pointed out that the sports programs get funding from the material sponsoring partners with good planning for sports programs.

The researcher believes that the lack of the yearly budget , the suggested sponsored for the sport programs, the excess of that sponsored at the beginning of the season, lead to a better planning for satellite channels TV, therefor not achieving the goals reflect on the inability of the channels, to develop the sports programs in Iraq Kurdistan region.

2. Organizational Obstacles: It is seen from the table 5 that the phrase number 3 got the highest percentage of the opinions for the head sports programs departments , in the Organizational constraints, namely (there are no positions available for appropriate individuals as senior management) at the rate of (%73.3).

This is consistent with (Silven veil, 2001)'s study, where he mentioned that the lack of specialized personnel commensurate with the various aspects of physical activity, and material resources available do not match the quality and quantity with the already implemented tools and devices that are not sophisticated programs may be the cause.

The researcher believes that the sports programs underlying strength potential of both Chairman of the Department, presenters, contagious or tools, and it must be the full exploitation

of this potential so that the athletic programs to achieve their objectives with minimal effort and less cost.

3. Guidance Obstacles: It is seen from the table 6 that the phrase number 19 got the highest percentage of the opinions for the head sports programs, departments, in the Guidance constraints, namely (No salaries and rewards will be paid to workers because of their performance and working well) at the rate of (%66.7).

This goes with the study of (Jone, 1989) where the study showed that the significant weakness in the disbursement of rewards and incentives in exchange for overvoltage, as well as the salary of staff sports programs adversely affect the sports programs in satellite channels.

And the researcher explains that incentives to be given to distinguished employees is an important factor for them, as the material support in the form of transfer or incentives instead of looking at the nature of the work, increases the physical management of income, and thus provides a decent life, which gives him the incentive to work to the best effort to achieve the best Results.

4. Controlling Obstacles: It is seen from the table 7 that the phrase number 12 got the highest percentage of the opinions for the head sports programs, departments, in the Controlling constraints, namely (there is no development in the methods of censorship) at the rate of (%%86.7).

The researcher believes that the need for follow-up committees and the link between administrative personnel and the leadership that will work on the arrival of periodic reports promptly and properly with the leaders and this is what leads to the development of the methods of control.

## **5.2. Opinions of producers of the sports programs:**

From the previous display it shows that a higher percentage of the views of producers for sports programs in the planning obstacles was (81.2%), while in the organizational Obstacles it was (%68.8), and in the obstacles guidance (%72.3), and in control obstacles (%77.7)

**1. Planning Obstacles:** It is seen from the table 8 that the phrase number 7 got the highest percentage of the opinions for the producers, sports programs, in the planning constraints, namely (the monthly budget of sports programs does not include special items for rehabilitation of: b- producers) at the rate of (%81.2).

This incorporates with the study (Pavel Gecko, 2002) which pointed out that the monthly budgets in place to prevent the optimal planning to achieve the objectives of the project buds and discover talented school football in the Czech Republic, which will build a strong base to be the basis for a Renaissance of Czech football.

The researcher thinks that there is a lack of goals and good planning for the monthly budget shortages assessments for the sports programs, and the arrival of these budgets after the beginning of the agreement with the partner sponsors and this is not something good in the planning within the channels.

**2. Organizational Obstacles:** It is seen from the table 9 that the phrase number 1 got the highest percentage of the opinions of the producers, sports programs, in the Organizational constraints, namely (the work will not be divided based on specialization) at the rate of (%68.8).

The researcher agrees that there must be a division of labor based on specialization because many of the presenters sports programs do not know anything about the other sports, only have information about football and this affects the development of programs and sports news in Kurdish satellite channels.

**3. Guidance Obstacles:** It is seen from the table 10 that the phrase number 1 got the highest percentage of the opinions for the producers, sports programs, in the Guidance constraints, namely (Individuals with experiences will not be guided) at the rate of (%72.3).

The researcher concludes that individuals experienced with the ability to develop sports programs, but do not take advantage of their experience and this leads to the identification of administrative positions as a result of their experience in this area and the lack of full visualization of these positions.

**4. Controlling Obstacles:** It is seen from the table 11 that the phrase number 12 got the highest percentage of the opinions for the producers sports programs, in the Controlling constraints, namely (there is no Development in the methods of censorship) at the rate of (%77.7).

The researcher believes that the need for follow-up committees and the link between the photographers and filmmakers, leadership is the responsibility of the sports programs that will work on the arrival of periodic reports promptly and correctly to the leaders, and this is what leads to the development of methods of control.

### **5.3. Opinions of Preparers of the sports programs:**

From the previous display it shows that a higher percentage of the views of Preparers of the sports programs in the planning obstacles were (%70.3), while in the organizational, guidance and in control obstacles they were equal (%62.5)

**1. Planning Obstacles:** It is seen from the table 12 that the phrase number 19 got the highest percentage of the opinions for the Preparers sports programs, in the planning constraints, namely (It is not guaranteed that financial policy is pursued according to the prescribed plan) at the rate of (%70.3).

The researcher considers that the lack of the yearly budget, the suggested sponsored for the sport programs, the excess of that sponsored at the beginning of the season, lead to a better planning for satellite channels, therefore, not achieving the goals reflects on the inability of the channels to develop the sports programs in Iraq Kurdistan region.

**2. Organizational Obstacles:** It is seen from the table 13 that the phrase number 1 got the highest percentage of the opinions for the Preparers sports programs sports programs, in the Organizational constraints, namely (the work will not be divided based on specialization) at the rate of (%62.5).

The researcher believes that there must be a division of labor based on specialization because the producers and preparers agree with this Statement that there are presenters of sports programs that do not know anything about other sports, he has just information about football, and this affects the development of programs and sports news on satellite channels Kurdish.

**3. Guidance Obstacles:** It is seen from the table (14) that the phrase number (15) got the highest percentage of the opinions for the Preparers sports programs, in the Guidance constraints, namely (sports programs are unable to guide the athletic street because of their interests in the global sports) at the rate of (%62.5).

The researcher agrees on that there are a large number of local channels covering world sports more than Kurdish sports, and this leads to guide the athlete street to identify the global stars such as RONALDO and MESSI and the number of many stars, but do not know the players Kurdish and do not look to League of Kurdistan because he does not broadcast on Kurdish channels well or continuously.

**4. Controlling Obstacles:** It is seen from the table 15 there are three equal paragraphs 12-13-15 got the highest percentage of the opinions for the Preparers sports programs, in the Controlling constraints, namely (there is no development in the methods of censorship, the use of standardized methods to evaluate the number of staff in the administration of sports programs, Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality) at the rate of (%62.5).

This in line with the study of (Miguez Lawrence et al , 1992) who pointed out that the lack of a calendar program to measure the performance of Employees channels French culture leads to a lack of knowledge of the problems and distractions, leading to the lack of access to achieve the goals of the channels.

And it refers both (John.Hardy & deny lenke, 1996) that the calendar is the process by using scales, and purpose of the standards is the collection of data, and in the evaluation process interprets the data to determine the levels so that it can make a decision, and it seems clear that the success of the calendar is directly dependent on the value of accumulated data, If the measurements are inaccurate or honest, the calendar will be impossible and non-objective.

#### **5.4. Opinions of Presenters of the sports programs:**

From the previous display it shows that a higher percentage of the views of Presenters of the sports programs in the planning obstacles were (%75.7) while in the organizational, guidance and in control obstacles they were equal (%62.5).

**1. Planning Obstacles:** It is seen from the table 16 that the phrase number 22 got the highest percentage of the opinions for the Presenters sports programs, in the planning constraints, namely (The budgets needed for each program are not available) at the rate of (75.7%).

The researcher assumes that the head of sports sections and providers agree with this paragraph, however, the researcher believes they sponsor programs, but not planning and this leads to failure to achieve the objectives because of the inability of channels to develop sports programs in the Kurdish region of Iraq.

**2. Organizational Obstacles:** It is seen from the table 17 that the phrase number 1 got the highest percentage of the opinions for the Presenters sports programs, sports programs, in the Organizational constraints, namely (the work will not be divided based on specialization) at the rate of (%72.1).

The researcher agrees on that there must be a division of labor based on specialization in the satellite channels because each of the producers, preparers and Presenters of sports programs agree with this paragraph, and this shows that many of the staff at satellite channels do not work on his specialty and this affects the development of programs and sports news on satellite channels Kurdish.

**3. Guidance Obstacles:** It is seen from the table 18 that the phrase number 19 got the highest percentage of the opinions for the Presenters sports programs, sports programs, in the Guidance constraints, namely (No salaries and rewards will be paid to workers because of their performance and working well) at the rate of (%72.1).

This is in line with the study of (Moliin & rinke et al, 1999) which brought up that the lack of appropriate incentives only for Presenters and preparers and producers who represent sports programs for TV channels with the turnout and that these channels could provide the necessary funds to him.



The researcher explains that if given incentives to employees will work well it works if in his personal work and vice spectrum will be working on the time spent on work and incentives for workers is important for them, as the material support or incentives or the nature of the work increases the physical management of income and therefore a decent offer life they have, and that gives him the incentive to work for the best possible effort to achieve the best results that he wants the employer.

**4. Controlling Obstacles:** It is seen from the table 19 that the phrase number 14 got the highest percentage of the opinions for the Presenters sports programs sports programs, in the Controlling constraints, namely (Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision) at the rate of (%72.1).

### **5.5. Opinions of the research sample:**

From the previous display it shows that a higher percentage of the views of the research sample in the planning obstacles was (75.6%), while in the organizational Obstacles it was (%65.6), in the obstacles guidance (%60), and in control obstacles (%68.9)

**1. Planning Obstacles:** It is seen from the table 20 that the phrase number 22 got the highest percentage of the opinions the research sample, in the planning constraints, namely (the budgets needed for each program are not available) at the rate of (%75.6).

The researcher considers that with the exception of heads of sports departments and Presenters out that the majority of the study respondents agree on this statement, where he explained, Before that, he indicates the majority of respondents to the lack of necessary budget for each program inhibits the action sports programs and it suggests a lack of sports programs cares by TV channels, however, the researcher believes that there are care programs, but do not plan and this leads to a failure to achieve the goals of the channels inability to develop sports programs.

**2. Organizational Obstacles:** It is seen from the table 21 that the phrase number 1 got the highest percentage of the opinions the research sample, in the Organizational constraints, namely (the work will not be divided based on specialization) at the rate of (%65.6).

The researcher assumes that there must be a division of labor based on specialization in satellite channels because the majority of the study respondents attest to and consistent with this statement.

**3. Guidance Obstacles:** It is seen from the table 22 that the phrase number 15 got the highest percentage of the opinions for the research sample sports programs, in the Guidance constraints, namely (No salaries and rewards will be paid to workers because of their performance and working well) at the rate of (%60).

Researcher occurs in advance of this paragraph, there are a large number of local channels covering world sports more than Kurdish sports, and this leads to guide the athlete street to identify the global stars such as Ronaldo and messi and the number of many stars, but do not know the players Kurdish and do not look to League of Kurdistan because he does not broadcast on Kurdish channels well or continuously.

**4. Controlling Obstacles:** It is seen from the table 23 that the phrase number 14 got the highest percentage of the opinions for the research sample sports programs, in the Control constraints, namely (Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision) at the rate of (%68.9).

The researcher thinks that censorship is a key requirement to ensure that the work carried out what was planned, and the detection of deviations in the performance of satellite channels, which is a necessary process for the integration of administrative components such as planning, organization, and guidance.

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

1. All the studies looked at the administrative obstacles and ways to resolve 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 four axis a administrative obstacles and ways to overcome them

## **6: CONCLUSION AND RECOMMENDATIONS**

### **6.1. CONCLUSION:**

In light of the goal of the research, and through data and constraints the information available to the researcher at the entire scope of the research sample and was reached the following results:

**1.** The administrative obstacles, most commonly met during the planning of sports programs on the satellite channels are:

1. The budgets needed for each program are not available.
2. There is no self-financing system to increase financial resources for sports programs.
3. The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.
4. Goals are not complying with the capabilities that are currently available.
5. The monthly budget of sports programs does not include special items for rehabilitation of Heads of sports departments, producers, Preparers and Presenters.
6. It is not guaranteed that financial policy is pursued according to the prescribed plan.
7. There are no specific periods of time for all sports and specialized programs.
8. Lack of tools and equipment for all programs.
9. The plan of sports programs does not offer the viewer all that is required.
10. The employees do not participate in the general planning of programs

**2.** The administrative obstacles most commonly met during the Organizational of sports programs in the satellite channels are :

1. The work will not be divided based on specialization.
2. There are no positions available for appropriate individuals as senior management.
3. Having multiple functions, the staffs have no time to oversee the programs.
4. There are no regulations for work: Purchases, Sponsors, Resources and Finance.
5. There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.
6. There are no lower positions available for subordinate individuals.
7. There is no regulation within the scope of program supervision.

**3.** The administrative obstacles most commonly met during the Guidance of sports programs in the satellite channels are :

1. Sports programs are unable to guide the street athletic because of their interests in the global sports.
2. Individuals with academic qualifications will not be guided.
3. No salaries and rewards will be paid to workers because of their performance and working well.
4. Individuals with experiences will not be guided.
5. The Satellite channels do not put the list of incentives for distinct from: Sports department managers, producers, Prepares and Presenters
6. No continuation in the orientation process within the sports programs on a regular basis.
7. There is no system to transfer information and decisions from top to bottom and vice versa
8. The satellite channels' officials do not have leadership qualifications.
9. The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.

**4.** The administrative obstacles most commonly met during the controlling of sports programs on the satellite channels are:

1. Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.
2. There is no development in the methods of censorship.
3. There are no specialists to control the work of prepared sports programs.
4. There is no applied time program to observe.
5. Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.
6. Lack of established criteria through which the censorship process on the progress of work is followed.
7. Censorship in sports programs does not reveal all the challenges and obstacles.
8. Censorship within the sports programs is not considered a mean of freedom creativity and innovation.
9. The use of standardized methods to evaluate the number of staff in the administration of sports programs
10. There is no follow up the progress and plans of sports programs on a regular basis.
11. Lack of objective existence in the censorship and utilization, self-passion.
12. There are no sports program achievements, according to the modern methods and media calendar certified.
13. There are no punishments against individuals who commit mistakes.

## **6.2. RECOMMENDATIONS:**

Through previous analysis results can recommend the following:

### **1.Planning recommendations**

1. Necessity budgets needed for each program are available,
2. Necessity self-financing system to increase financial resources for sports programs.
3. The Satellite channels must hire on the expertise and opinions of specialists when developing the annual plan for sports programs,
4. Goals are necessary complying with the capabilities that are currently available.
5. The monthly budget of sports programs, it is necessary to include special items for rehabilitation of: A - Heads of sports departments, b- producers, c-Preparers, d- Presenters.
6. It is Necessary that financial policy is pursued according to the prescribed plan.
7. Necessary specific periods of time for all sports and specialized programs.
8. The tools and equipment necessary for all programs.
9. It is necessary to plan for sports programs; it provides all that is required viewers.
10. It is necessary the staff participate in the general planning of programs

### **2.Organizational recommendations.**

1. Necessity the work be divided based on specialization.
2. Necessity positions available for appropriate individuals as senior management.
3. Necessity the heads have time to oversee the programs.
4. Necessity regulations for work: A-Purchases, B- Sponsors, C- Resources, D- Finance.
5. Necessity all channels do not prevent all athletes from appearing in sports programs.
6. Necessity available for subordinate individuals.
7. Necessary regulation within the scope at program supervision.

### **3.Guidance recommendations.**

1. It is necessary to have sports programs able to guide street sports.
2. It is necessary to be guided by individuals with academic qualifications.
3. It is necessary to have payment of salaries and bonuses for employees, which works well.
4. Necessary to be guided by individuals with expertise.
5. Is necessary to put the satellite channel list of incentives for distinct, the Heads of sports departments, Directors, Preparers and Presenters.
6. The necessary guidance in the process of sports programs continues on a regular basis
7. It is necessary to have a system to transfer information and decisions from top to bottom and vice versa
8. It should possess satellite channels Officials qualified leadership
9. It is necessary to regulate satellite channels, informational sessions to develop the level of staff preparation programs.

### **4.Controlling recommendations**

1. It is Necessary that there should be time to evaluate the assessment of administrative efficiency in making the right decision.
2. It is Essential that there should be the development of methods of control.
3. It is essential for their specialists to control the work of prepared sports programs.
4. It Is a necessity that there should be applied time program to observe.
5. Necessary to use the means of scientific objectivity calendar on the calendar in sports programs and impartiality.
6. Necessary they have consistent standards through control over the workflow process followed.
7. Necessity the control in sports programs revealed all the challenges and obstacles.
8. Necessity the control within the sports programs is considered a mean of freedom, creativity and innovation.
9. Necessity follows up the progress and plans of sports programs on a regular basis.
10. Necessity objective existence in the censorship and utilization, self-passion.
11. It is Necessary to certify sports program achievements, according to the modern methods and media calendar.
12. Necessity punishments against individuals who commit mistakes.

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**Appendix.1:** List of Kurdish-language Satellite channels Kurdistan region of Iraqi

NO	Satellite channels	Place	funded channel
1.	KTV	Erbil	Political channel
2.	RUDAW TV	Erbil	Political channel
3.	K24 TV	Erbil	Political channel
4.	WAAR TV	Duhok	Political channel
5.	ZAGROS TV	Erbil	Political channel
6.	KURD SAT	Sulaymaniya	Political channel
7.	KURD SAT NEWS HD	Sulaymaniya	Political channel
8.	GK	Sulaymaniya	Political channel
9.	BADENAN	Duhok	Political channel
10.	Kirkuk TV	Kirkuk	Political channel
11.	NRT News	Sulaymaniya	Independent channel
12.	NRT2	Sulaymaniya	Independent channel
13.	NRT ARABIC	Sulaymaniya	Independent channel
14.	KNN TV	Sulaymaniya	Political channel
15.	REGA	Erbil	Political channel
16.	NET TV	Erbil	Economic channel
17.	SPEDA TV	Erbil	Political channel
18.	JAMAWAR TV	Erbil	Political channel
19.	AMOZHGARY	Sulaymaniya	Islamic channel
20.	BANGAWAZ	Sulaymaniya	Islamic channel
21.	KURDMAX	Erbil	Independent channel
22.	KURDMAX PEPULE	Erbil	Kids channel
23.	PELISTANK TV	Erbil	Kids channel
24.	Max TV	Erbil	Music channel
25.	VIN TV	Erbil	Music channel
26.	KOREK TV	Erbil	Music channel
27.	KANAL 4	Erbil	Music channel
28.	Al Hurria TV	Erbil	Political channel
29.	GEM KURD	Erbil	Entertainment TV channel
30.	Payam tv	Sulaymaniya	Islamic channel

## Appendix (2)



### Questionnaire

Experts saw a survey form about functions of the administration

Prof. Dr. (.....)

Greeting...

The researcher / SARKAFT RASHED SULAIMAN to conduct a study within the requirements for obtaining a master's degree in physical education and theme

"Administrative obstacles facing the sports programs in satellite channels

Due to the intensity of the search to identify the elements of management, With reference to previous studies has been reached to some of the proposed themes from the perspective of the researcher, according to reached by searching reference.

It is known that Your Excellency experienced in this area so that the researcher hopes to express your opinion about the elements of management and all of the elements and please suggest what is suitable and you can delete or add any other element.

Thank you very much....

Name: \_\_\_\_\_ Age: \_\_\_\_\_ Gender: Male / Female

E- mail: \_\_\_\_\_ Education: \_\_\_\_\_

NO	Functions	Agree	Disagree	Relative importance
11.	Planning	9	0	%100
12.	Organizing	9	0	% 100
13.	Staffing	4	5	%44.44
14.	Controlling	8	1	%88.89
15.	Guidance	7	2	%77.78
16.	Commanding	2	7	%22.22
17.	Coordinating	1	8	%11.11
18.	Follow-up	3	6	%33.33
19.	writing reports	0	9	0
20.	Budgeting	1	8	%11.11

Researcher

SARKAFT RASHED SULAIMAN

Master's student

Near East University

### Appendix.3: Functions of the questionnaire and statement:-

First: Planning Obstacles				
Number	Statements	Agree	Delete	Editing
1.	Objectives administrative work is clear.			
2.	Staff involved in the development of the general plan of the programs.			
3.	Participants in the planning process of people with experience and scientific study.			
4.	The sports programs need the experiences in the work.			
5.	The satellite channels benefit from the views of experts and specialists when developing the annual plan for sports programs.			
6.	Commensurate administrative work goals with the goals of workers.			
7.	There are rules governing the actions of employees.			
8.	Objectives consistent with the possibilities that currently available.			
9.	There's a time for all sports programs and other.			
10.	There are programs Time clear and specific.			
11.	Monthly Programs budget include provisions for the rehabilitation of the leaders (Section managers - Presenter - Directed by - Preparation the programs).			
12.	The monthly budget of the programs sufficient to achieve the goals.			
13.	Difficult to find guest programs.			
14.	The guest speaker puts the programs in trouble Because he does not speak much.			
15.	Financial budget for programs to bring in an item known Sponsors include outstanding.			
16.	There is a self-financing system to increase the financial resources for programs.			
17.	Available flexibility in the plan to address the non-anticipated software that may occur during sports.			
18.	There is a commitment to implement the plans and programs.			
19.	The sports programs required role to the fullest to spread awareness of sports.			
20.	The plan of the Sports programs does not offer everything you need scenes.			
21.	The times that broadcasts sports programs unsuitable for broadcasts.			
22.	Sports programs are not consistent with games and sports tendencies and desires of the viewer.			
23.	Some sports programs raises aggressive tendencies to watch.			
24.	Sports programs to the needs of the viewer is not linked.			
25.	The diversity of Sports programs to include all needs and tendencies.			
26.	The Presenter of the sports programs using a clear method of information delivery.			
27.	Sports programs do not clarify the relationship between sports practice and disease prevention.			
28.	Sports programs do not clarify the relationship between sports practice and community.			
29.	Sports programs do not clarify the role of sports practice in achieving psychological adjustment.			
30.	Sports programs provide useful information.			
Second obstacles regulation				
Number	Statement	Agree	Delete	Editing

1. The division of labor based on specialization.
2. The division of labor according to the time available.
3. The division of labor on the basis of efficiency achievement.
4. The availability of suitable individuals senior managerial positions
5. Availability of subordinates to the lower position.
6. Provide the necessary budgets for each program.
7. The availability of tools and equipment for all programs.
8. There is an organizational structure defines the relationship between individuals.
9. There is coordination between the various television programs in order to achieve the goals.
10. There is a system for the transfer of information and decisions from top to bottom and versa.
11. Human potential sufficient to implement the best programs various in the channels.
12. Duties of officials multiple channels degree does not allow them the right to oversee the full-time programs.
13. Take into account the satellite channels to identify the departments and sections that are the organizational structure and are necessary to achieve its objectives.
14. Satellite channels provides a list of the organization of work and clarification of duties and responsibilities of the regions and bodies
15. There are regulations to work (purchases - Sponsors - resources - financial - reception – implementation)
16. Authorities for all specific responsible or administrative for satellite channels that are commensurate with the responsibility entrusted to him.
17. The continuity of staff accountability for the use of resources and capabilities that put at their disposal and their results.
18. When the staff gets a salary or incentives that push them to a better motivated performance at work.
19. Some athletes refrain from appearing in the programs because of administrative reasons.
20. The inability to put all topics in the programs for fear of his job.
21. Get a picture and video of all sporting events easy.
22. Sports gain public process for certain programs because of wearing the technical level required.
23. Hosting guests non-specialists in the field of sports.
24. There is a full-time reporter and field for internal reports.
25. Location change programs affect the sports programs.

Thirdly obstacles guidance				
Number	Statement	Agree	Delete	Editing
1.	Guidance staff with experience and seniority.			
2.	There guidance to individuals with rehabilitation and academic preparation.			
3.	There is instability in the guidance process.			
4.	There is lack of organization within the scope of supervision of the programs.			
5.	Supervision is built on facts and logic.			
6.	The satellite channels open media sessions to raise the level of staff programs.			
7.	Puts satellite channels list of distinct incentives for directors and writers of the presenters and editors.			
8.	Satellite channels leaders has the ingredients of leadership.			
9.	Guidance includes all aspects of the elements of the plan.			
10.	Confirms that the sports programs going according to plan schedules set by the channel.			
11.	Guidance the length of the implementation of the plan will continue according to schedule.			



12. The satellite channels provides a good system of communication between officials and administrative positions and individuals working in the sports program
13. Guidance is intended to correct and improve and develop the path of the administrative process.
14. Guidance and follow-up aims to catch the errors.
15. The officials satellite channels examining reports submitted to it by the technical staff for sports programs
16. Officials in the satellite channels of the study and resolve complaints made to them by the cadres of the programs.
17. Sports programs are not able to guide public opinion because of their attachment to the world of sport.
18. The Sports programs provides sports information interesting and attractive way
19. Sports programs affect the public culture
20. Sports programs sufficient time to acquire and absorb the sports information

Fourthly obstacles control				
Number	Statement	Agree	Delete	Editing
1.	Control is a restriction on the freedom and creativity and innovation.			
2.	The control reveal all the distractions and obstacles			
3.	Control contribute to the improvement of performance			
4.	There are control specialists to work and plans.			
5.	There are time-programs for observation.			
6.	We do not know the deviations and errors as quickly as required.			
7.	There is no report on deviations quickly			
8.	Control does not lead to correct errors			
9.	Failure to address the problems that lead to errors and deviations.			
10.	Lack of objectivity in the control and exploitation of self-whims.			
11.	Not to develop in control with the methods of work style			
12.	The lack of consistent standards through which control over the workflow process followed.			
13.	There are sanctions and appropriate sanctions to individuals who prove their deviations.			
14.	It is to make sure that fiscal policy is disposed of in accordance with the prescribed plan.			
15.	The follow-up workflow plans and sports programs on a regular basis.			
16.	The evaluation of the achievements of sports programs, according to the latest methods of evaluation.			
17.	Lack of modern methods of evaluation.			
18.	There is no different methods to evaluate the management of administrators			
19.	It is not goals and calendar contents during implementation.			
20.	There is no goals Calendar and its contents after the investigation			
21.	Lack of time allotted for the calendar adversely affect the assessment of administrative efficiency in decision-making			
22.	The scarcity of the use of scientific Calendar adversely affect the objectivity of the calendar in sports programs and impartiality			

**Appendix.4:** The names of experts and specialists according to research procedures

N	Name	specialization	Place of work	Identify the Function of administrati on	Identify the Statement of questionna ire
1.	Assoc. Prof. Dr. ABULLHAKEM.M. RASUL	Management and Administration	Salahaddin University -Erbil	-----	-----
2.	Assoc. Prof. Dr. AZEZ S. ESMAEEL	Management and Administration	Salahaddin University -Erbil	-----	-----
3.	Assoc. Prof. Dr. KHALID M. AZEZ	Management and Administration	University of Zakho	-----	-----
4.	Assoc. Prof. Dr. TAHSEN.A.SHERWANE	Management and Administration	Salahaddin University Erbil		-----
5.	IHSAN H.ZUBER	Sports journalist	WAAR TV Duhok		-----
6.	JAMEEL KH.RASHEED	Sports journalist	WAAR TV Duhok		-----
7.	PRO.DR. FALIH JAAZ SHILISH	Measurement and Evaluation	soran university		-----
8.	Prof. Dr. BASMAN M.AYUB	Management and Administration	A teacher training institute- Mosul		-----
9.	Prof. Dr. DARMAN S.SADIQ	Public Administration	University of duhok	-----	-----
10.	Prof. Dr. HADE KH. ESMAEEL	Public Administration	University of duhok	-----	-----
11.	Prof. Dr. HUSEN A. HUSEN	Public Administration	University of duhok	-----	-----
12.	Prof. Dr. SAAAD F.ABAS	financial management	University of duhok	-----	-----
13.	Prof. Dr. SARTEP U. ULLA	Management and Administration	Salahaddin University -Erbil	-----	-----
14.	Prof. Dr. WALEED KH.HUMAMA	Management and Administration	University of Mosul	-----	-----
15.	REBWAR M.NURE	Sports journalist	Rudaw TV Erbil		-----

## Appendix (5)

### Questionnaire

Near East University

Faculty of Physical Education

Prof. Dr.\Experts

(.....)

Greetings,,,

The researcher / SARKAFT RASHED SULAIMAN to conduct a study within the requirements for obtaining a master's degree in physical education and theme

#### **Administrative obstacles facing the sports programs in satellite channels**

#### **(Iraq Kurdistan region)**

Due to the intensity of the work to take advantage and use the views of the people with scientific and practical experience, you're an expert and experienced in this area is to book with an expert to judge the paragraphs for each axis in terms of planning, organizing, directing and controlling, hope you read paragraphs carefully and you can (delete, and modify and add) what you think is appropriate for this Search

Thank you very much,,,,,

Date: .....

Name: .....

Function: .....

Degree: .....

The number of years of experience: .....

First: Planning Obstacles				
N	STATMENT	YES	NO	Edit
	1. Objectives administrative work is clear .			
	2. Staff involved in the development of the general plan of the programs.			
	3. Participants in the planning process of people with experience and scientific study.			
	4. sports programs need the experiences in the work.			
	5. the satellite channels benefit from the views of experts and specialists when developing the annual plan for sports programs.			
	6. Commensurate administrative work goals with the goals of workers.			
	7. There are rules governing the actions of employees.			
	8. Objectives consistent with the possibilities that are currently available.			
	9. There's a time for all sports programs and other.			
	10. There are programs Time clear and specific.			
	11. Monthly Programs budget include provisions for the rehabilitation of the leaders (Section managers - Presenter - Directed by - Preparation the programs).			
	12. The monthly budget of the programs sufficient to achieve the goals.			
	13. Financial budget for programs to bring in an item known Sponsors include outstanding.			
	14. Available flexibility in the plan to address the non-anticipated software that may occur during sports.			
	15. There is a commitment to implement the plans and programs.			
	16. The sports programs required role to the fullest to spread awareness of sports.			
	17. The plan of the Sports programs does not offer everything you need scenes .			
	18. The times that broadcasts sports programs unsuitable for broadcasts.			
	19. Sports programs are not consistent with games and sports tendencies and desires of the viewer .			
	20. Some sports programs raises aggressive tendencies to watch .			
	21. The diversity of Sports programs to include all needs and tendencies.			
	22. The Presenter of the sports programs using a clear method of information delivery.			
	23. Sports programs do not clarify the relationship between sports practice and disease prevention .			
	24. Sports programs do not clarify the relationship between sports practice and community .			
	25. Sports programs do not clarify the role of sports practice in achieving psychological adjustment .			
	26. Sports programs sufficient time to acquire and absorb the sports information .			
	27. Sports programs provides sports information interesting and attractive way .			
	28. I request to you Other proposals to added in this axis:			
	.....			

Second : Organizational Obstacles				
N	STATEMENT	YES	NO	Edit
1.	The division of labor based on specialization .			
2.	The division of labor according to the time available.			
3.	The division of labor on the basis of efficiency achievement .			
4.	The availability of suitable individuals senior managerial positions .			
5.	Availability of subordinates to the lower position .			
6.	Provide the necessary budgets for each program .			
7.	The availability of tools and equipment for all programs .			
8.	There is an organizational structure defines the relationship between individuals			
9.	There is coordination between the various television programs in order to achieve the goals .			
10.	There is a system for the transfer of information and decisions from top to bottom and versa.			
11.	Human potential sufficient to implement the best programs various in the channels .			
12.	Duties of officials multiple channels degree does not allow them the right to oversee the full-time programs .			
13.	Take into account the satellite channels to identify the departments and sections that are the organizational structure and are necessary to achieve its objectives .			
14.	Satellite channels provides a list of the organization of work and clarification of duties and responsibilities of the regions and bodies .			
15.	There are regulations to work (purchases - Sponsors - resources - financial - reception – implementation ) .			
16.	Authorities for all specific responsible or administrative for satellite channels that are commensurate with the responsibility entrusted to him .			
17.	The continuity of staff accountability for the use of resources and capabilities that put at their disposal and their results .			
18.	When the staff gets a salary or incentives that push them to a better motivated performance at work .			
19.	Some athletes refrain from appearing in the programs because of administrative reasons.			
20.	The inability to put all topics in the programs for fear of his job.			
21.	Get a picture and video of all sporting events easy.			
22.	Sports gain public process for certain programs because of wearing the technical level required .			
23.	I request to you Other proposals to added in this axis:			
	.....			
	.....			

Third: Guidance Obstacles				
N	STATEMENT	YES	NO	Edit
	1. Guidance staff with experience and seniority.			
	2. Their guidance to individuals with rehabilitation and academic preparation.			
	3. There is instability in the guidance process.			
	4. There is a lack of organization within the scope of supervision of the programs.			
	5. Supervision is built on facts and logic.			
	6. The satellite channels open media sessions to raise the level of staff programs.			
	7. Puts satellite channel list of distinct incentives for directors and writers of the presenters and editors.			
	8. Satellite channels, leaders have the ingredients of leadership.			
	9. The guidance includes all aspects of the elements of the plan.			
	10. Confirms that the sports programs going according to plan schedules set by the channel.			
	11. Guidance the length of the implementation of the plan will continue according to schedule.			
	12. Satellite channels provide a good system of communication between officials and administrative positions and individuals working in the sports program.			
	13. Guidance is intended to correct and improve and develop the path of the administrative process.			
	14. Guidance and follow-up aims to catch the errors.			
	15. The officials satellite channels examining reports submitted to it by the technical staff for sports programs.			
	16. Officials in the satellite channels of the study and resolve complaints made to them by the cadres of the programs.			
	17. Sports programs are not able to guide public opinion because of their attachment to the world of sport.			
	18. I request to you Other proposals to added in this axis:			
	.....			
	.....			

Fourth: Controlling Obstacles				
N	STATEMENT	YES	NO	Edit
	1. Control is a restriction on the freedom and creativity and innovation.			
	2. The control reveal all the distractions and obstacles.			
	3. Control contribute to the improvement of performance.			
	4. There are control specialists to work and plans.			
	5. There are time-programs for observation.			
	6. We do not know the deviations and errors as quickly as required.			
	7. There is no report on deviations quickly			
	8. Control does not lead to correct errors			
	9. Failure to address the problems that lead to errors and deviations.			
	10. Lack of objectivity in the control and exploitation of self-whims.			
	11. Not to develop in control with the methods of work style			
	12. The lack of consistent standards through which control over the workflow process followed.			
	13. There are sanctions and appropriate sanctions to individuals who prove their deviations.			
	14. It is to make sure that fiscal policy is disposed of in accordance with the prescribed plan.			
	15. The follow-up workflow plans and sports programs on a regular basis.			
	16. The evaluation of the achievements of sports programs, according to the latest methods of evaluation.			
	17. Lack of modern methods of evaluation.			
	18. There is no different methods to evaluate the management of administrators.			
	19. It is not goals and calendar contents during implementation.			
	20. There is no goals Calendar and its contents after the investigation.			
	21. Lack of time allotted for the calendar adversely affect the assessment of administrative efficiency in decision-making.			
	22. The scarcity of the use of scientific Calendar adversely affect the objectivity of the calendar in sports programs and impartiality.			
	23. I request to you Other proposals to added in this axis:			
	.....			

## Appendix (6)



Near East University  
Faculty of Physical Education

Mr.: .....

As part of the study "**Administrative Obstacles Facing Sports Programs on Satellite Channels in Iraq-Kurdistan Region**" and since you are specialists at Satellite Channels on Sport Programs in Kurdistan Region-Iraq please see the following paragraphs and read them carefully then answer them with your opinions and review, in order to answer accurately on the paragraph's scales please see the following notes:

- 1- Write your occupation.
- 2- If you've answered the questions you'll have your own privacy and nobody will take any look at it.
- 3- You must answer very honestly and accurately on the Statement's scales.
- 4- Avoid skipping any question without answer.
- 5- You are kindly requested to answer by ticking (✓) the appropriate box.
- 6- Answers will be used only for scientific research purposes.

Thank you for your kind cooperation in the conduct of this study.

Education:

Occupation: (Manager, Director, Presenter, Preparers)

Place of work:

Province:

Phone number:

E-mail:

Researcher

SARKAFT RASHED



First: Planning Obstacles				
N	Statement	Agree	Neutral	disagree
1.	Lack of clarity administrative work goals.			
2.	Goals are not comply with the capabilities that are currently available.			
3.	Objectives of administrative work do not commensurate with the objectives of the employees.			
4.	The plan of sports programs does not offer the viewer all that is required.			
5.	There are no specific periods of time for all sports and specialized programs.			
6.	The monthly budget of sports programs does not include special items for rehabilitation of: A - Heads of sports departments			
7.	b- producers			
8.	c-Preparers			
9.	d- Presenters			
10.	The employees do not participate in the general planning of programs.			
11.	Participants do not have experience in the planning process.			
12.	The Satellite channels do not hire on the expertise and opinions of specialists when developing the annual plan for sports programs.			
13.	Sports work does not need people who have experience in the preparation of programs.			
14.	There is no self-financing system to increase financial resources for sports programs.			
15.	There's no plan available in the flexibility of the sports programs when facing unexpected changes that may occur			
16.	There are no rules controlling the behavior of employees.			
17.	There will be no commitment to the implementation of the plans and programs.			
18.	It is not guaranteed that sports programs are going according to plan schedules.			
19.	It is not guaranteed that financial policy is pursued according to the prescribed plan.			
20.	The sports programs do not plan to publish the required sporting culture in the community.			
21.	The presence of few employees for implementing the various aspects of program channels.			
22.	The budgets needed for each program are not available.			
23.	Lack of tools and equipment for all programs.			

Second : Organizational Obstacles				
N	Statement	Agree	Neutral	disagree
1.	The work will not be divided based on specialization.			
2.	The work will not be divided based on the available time			
3.	There are no positions available for appropriate individuals as senior management.			
4.	There are no lower positions available for subordinate individuals.			
5.	There is no coordination among the various television programs in order to achieve goals.			
6.	Having multiple functions, the staffs have no time to oversee the programs.			
7.	There is no organizational structure to define the relationship between individuals.			
8.	There are no regulations for work			
	A-Purchases			
9.	B- Sponsors			
10.	C- Resources			
11.	D- Finance			
12.	E – Reception			
13.	F- Implementation			
14.	Identified authorities do not fit for each director or administrative of satellite TV with the responsibilities entrusted to him.			
15.	Satellite channels do not provide a list of the organization of work and clarify the duties and responsibilities of the regions and their related bodies.			
16.	There is a system for some channels that prevents some athletes from appearing in sports programs for administrative reasons.			
17.	There is no regulation within the scope of program supervision.			

Third : Guidance Obstacles				
N	Statement	Agree	Neutral	disagree
1.	Individuals with experiences will not be guided.			
2.	Individuals with academic qualifications will not be guided.			
3.	No continuation in the orientation process within the sports programs on a regular basis.			
4.	The guidance is not made into satellite channels based on facts and logic.			
5.	The satellite channels do not regulate the informational sessions to develop the level of staff preparation programs.			
6.	There is not a new system of communication for the implementation of the guidance process.			
7.	The guidance does not aim to develop the administrative process.			
8.	The guidance does not aim to bring down and reduce errors.			
9.	The satellite channels' officials do not study the reports submitted to them by the technical staff of sports programs.			
10.	The Satellite channels does not put the list of incentives for distinct from A- heads of Sports department.			
11.	B- producers			
12.	C- Prepares			
13.	D- Presenters			
14.	The satellite channels' officials do not have leadership qualifications.			
15.	Sports programs are unable to guide the athletic street because of their interests on the global sports.			
16.	Work to resolve complaints and problems related to staff programs with a cooperative spirit of the officials from satellite channels.			
17.	There is no system to transfer information and decisions from top to bottom and vice versa.			
18.	Staff will not be questioned constantly about using of resources and capabilities that have put at their disposal and their results.			
19.	No salaries and rewards will be paid to workers because of their performance and working well.			

Fourth: Controlling Obstacles				
N	Statement	Agree	Neutral	disagree
1.	Censorship within the sports programs is not considered a means of freedom, creativity and innovation.			
2.	Censorship in sports programs does not reveal all the challenges and obstacles.			
3.	Supervision does not contribute to the development of sports programs.			
4.	There are no specialists to control the work of prepared sports programs.			
5.	There is no applied time program to observe.			
6.	Identifying distractions and error will not be done found as quickly as required.			
7.	Censorship does not correct errors.			
8.	Not addressing problems that may leads to errors and distractions.			
9.	Lack of objective existence in the censorship and utilization self-passion.			
10.	Lack of established criteria through which the censorship process on the progress of work is followed.			
11.	There are no punishments against individuals who commit mistakes.			
12.	There is no development in the methods of censorship.			
13.	The use of standardized methods to evaluate the number of staff in the administration of sports programs.			
14.	Having no special time for calendar negatively affects the assessment of administrative efficiency in making the right decision.			
15.	Rare usage of scientific calendar negatively affects the objectivity of the calendar in the sports programs and impartiality.			
16.	There are no sports program achievements according to the modern methods and media calendar certified.			
17.	There is no follow up the progress and plans of sports programs on a regular basis.			

**Appendix 7:** The names of the team who helped the researcher

NO	Team Names	Character	Workplace
1.	DR. ABAD MASUUD KITANE	Professor. Dr.	University of Duhok
2.	Dr. KHALEED MOHAMED SHABAN	Professor. Dr	University of Duhok
3.	DR.SURA HANNA	Professor Dr	University of Duhok
4.	MR. DEYAR RAMADAN	Professor.	University of Duhok
5.	MR.ARSHAD RASHED	Professor.	Dohuk
6.	MR.FARSAT RASHED	Teacher	Dohuk
7.	MR.HARMAN MOHAMED SALIH	Master student	University of Duhok
8.	MR.JAMEEL AL NAJAAR	Professor	University of Duhok
9.	MR.KHALEED REKANE	Professor.	University of Duhok
10.	MR.REGER AHMEED	Teacher	Duhok
11.	MR.SHERZAD OMER	Teacher	Duhok
12.	MR.SIZAR SILEMAN	Teacher	Duhok
13.	Mrs. WALAT S.W.S	Teacher	Duhok
14.	MR.SHAWKAT M.SALIH	Teacher	Duhok
15.	MR.SHIVAN M.YOUSOF	Teacher	Duhok

**Appendix 8:** The names of experts and specialists who conducted a researcher with personal interviews

N	Name	specialization	Workplace	Date	Time of the interview
1.	ABDUL HAKEM RASOL	Management and Organization	Salahaddin University	8.3.2016	16:30
2.	ALAN HUSEEN	Media	K24 .TV	22.1.2016	11:20
3.	DAWED ESHAQ	Media	NRT ARABIC	11.1.2016	14:00
4.	FALAH SAADON	Management and Organization	DUHOK University	2.2.2016	10:15
5.	HOGER MOHAMED TAHER	Media	DUHOK .TV	4.3.2016	15:00
6.	IHSAN HASAN	Media	WAAR.TV	7.1.2016	17:10
7.	JAMEEL KH. RASHEED	Media	WAAR.TV	16.1.2016	18:45
8.	MOHAMED KOCHER	Media	SPEDA .TV	27.1.2016	17:40
9.	SHIVAN MOHAMED	Media	WAAR.TV	5.1.2016	22:10
10.	ZAVAR MAMAND	Media	BADENAN SAT	4.4.2016	20:30

Plagiarism Scan Report	
Summary	
Report Genrated Data	07 Aug, 2016
Plagiarism Status	93.975% Unique
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Total Duplicate or Cloned Worde	2326
Total Words	38783

