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THE ROLE OF DECISION-MAKING IN UPGRADING HEALTH AND SPORTS INSTITUTIONS WITHIN PRIVATE INSTITUTES AND UNIVERSITIES

Ahmed Sami Aliwa - Ahmed Abdel Rahman Al-Shatouri - Hassan Fareej Abdel Fattah - Mohamed Tahseen Musa

Faculty of physical education, Arish university, Egypt

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Abstract: The study aims to identify the problems facing decision makers within health and sports institutions within private institutes and universities, and to develop a future vision for the development of health and sports institutions within private institutes and universities. The sample were selected from the study community of managers and specialists, and the study sample amounted to (100) individuals for the basic sample of the research community, with (15 directors of youth care offices, 65 sports male specialists, 20 sports female specialists). The most important results were the following:

- Lack of good interest in health and sports institutions within private institutes and universities in terms of capabilities
- Lack of interest by officials of health and sports institutions in private institutes and universities to develop the institution, and vice versa, most of the interest is in material gain and academic education at the expense of health and sports institutions.
- Weakness of officials of health and sports institutions in the content that can be implemented within institutes and universities.
- Lack of interest in the plan presented by health and sports departments in institutes, which led to a defect in the implementation of these programs.
- The inability of officials in health and sports institutions to be aware of the general health of participating students and the inability to solve health problems within the program.
- The researcher noted that most officials in health institutions are not graduates of physical education, which leads to difficulty in implementing any health and sports program within private institutes and universities.

Conclusion. There must be harmony and agreement between supervisors and agreement in capabilities to perform tasks because the nature of these tasks is of a special nature to avoid failure and delay in completing these tasks so that their expertise in their field of specialization can be utilized to achieve the goals of the institution.

Keywords: *Decision-Making, Health and Sports Institutions, Private Institutes and Universities*

Introduction

Institutions are spending large sums of money to attract competent human resources, especially those who manage them. The manager and sports specialist are considered one of the most important human resources they possess, and one of the main features that can be used to distinguish between successful and unsuccessful institutions, due to their impact on the course of events. The success of institutions in achieving their goals and continuing their growth and prosperity depends to a large extent on the quality of these people, or in other words, on the availability of leadership traits and skills among them, and their ability to influence employees and direct their efforts towards achieving goals.

The effectiveness of the administrative leader is measured by many indicators, the most important of which is his ability to make effective decisions. Decision-making is considered one of the essential tasks of every specialist, the axis of the organizational process, and the starting point for all actions and activities that take place inside and outside the health institution. Institutions attach great importance to the decision-making process, as they begin their life with a decision and continue with a decision as long as there are unachieved goals. Wrong decisions also have their costs, as any wrong decision may cost them to exit the market.

The decision is considered a product, the quality of which is affected by the extent of the specialist's awareness and knowledge of the stages and steps that the decision-making process goes through, and its quality is also affected by many factors, including the characteristics and skills of the specialist (decision maker). The importance of this factor is more evident in the small and medium-sized enterprise, which is considered the basic tool that developed and developing countries rely on to achieve economic and social development at the present time, as its manager relies on his personal characteristics, special skills, technical knowledge and efforts to manage the institution, and the owner of this type of institution is often its manager, and thus he is directly responsible for the results achieved, which leads him to make most of the decisions related to the institution himself, and from here the necessity of having various leadership skills appears in order to be able to make decisions characterized by effectiveness. Sports institutions are a system with a well-thought-out structure and coordination that includes individuals and groups that possess skills and talents specific to the field of providing services related to sports activities and competitions and work together to achieve a common set of goals with effective efficiency. (2)

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The importance of this factor is more evident in the small and medium-sized enterprise, which is considered the basic tool that developed and developing countries rely on to achieve economic and social development at the present time, as its manager relies on his personal characteristics, special skills, technical knowledge and efforts to manage the institution, and the owner of this type of health and sports institutions in private institutes and universities is often its manager, and thus he is directly responsible for the results achieved, which leads him to make most of the decisions related to the institution himself, and from here the necessity of having various leadership skills appears so that he can make effective decisions.(1)

The researcher points out that the rapid developments in societies in general and the sports community in particular, and the transformations and expansion in the size of sports institutions, have led to the weakness of the mechanisms of supervision and control over the performance of these sports institutions and their boards of directors, and many of them have fallen into crises that have negatively affected their performance. The poor quality of information has also led to the obstruction of supervision and control, and thus the spread of corruption and lack of trust. Governance is an essential response to achieving good governance for sports institutions to support their competitiveness and capabilities in achieving sustainable development. (3)

Health and sports institutions in private institutes and universities are a system with a well-thought-out structure and coordination that includes individuals and groups that possess skills and talents specific to the field of providing services related to sports activities and competitions and work together to achieve a common set of goals with effective efficiency.

The researcher points out that the rapid developments in societies in general and the sports community in particular, and the transformations and expansion in the size of health and sports institutions within private institutes and universities, have led to weak mechanisms for supervising and monitoring the performance of these health and sports institutions in private institutes and universities, and many of them have fallen into crises that have negatively affected their performance. The poor quality of information has also hindered supervision and monitoring, and thus the spread of corruption and lack of trust. Governance is an essential response to achieving good governance for sports institutions to support their competitiveness and capabilities in achieving sustainable development.

Hassan El Shafei (2009) points out that the governance of health and sports institutions determines the distribution of rights, responsibilities and duties among the various members of the health and sports institution, such as the General Assembly, the Board of Directors, the Executive Office, committees emanating from the Board of Directors, stakeholders and other beneficiaries. It also clarifies the rules and procedures that must be taken to make decisions regarding the health and sports institutions in private institutes and universities that achieve their goals.

This is confirmed by **Moamen Abdel Aziz and Ahmed Fathi (2009)** who said that one of the recent modern administrative methods for managing various health and sports institutions was governance, which aims to establish rules and controls that work to achieve transparency, justice and equality, grant the right to question boards of directors, and emphasize the importance of achieving protection for members and parties involved in performance. (4)

Whereas in every university and private institute there is a specialized body responsible for the health and sports institution and through what it provides in terms of health and sports care in services, activities and programs to invest in the energies of students and their ability to confront the health and sports problems they face to build their energy and their participation in situations and activities similar to what they will experience in the future, and the interest of private universities and institutes in caring for students has become to establish health and sports institutions in universities because they are responsible for establishing students' feet on the path of knowledge and preparing them for life through their participation in planning various health and sports activities, including (fitness halls, playgrounds and health rehabilitation centers) in private institutes and universities in preparation for effective participation in making decisions related to their lives and future, and caring for their physical health plays an effective role in discovering the students' abilities and tendencies and confidence in their talents and providing them with the opportunity to excel and innovate through participation in health and sports activity programs that suit their talents and abilities.

Although practicing health and sports activities is a means that helps build the health and sports aspect in humans, that is, it is an important part within the health and sports institution in private institutes and universities, it also works to provide the appropriate climate to achieve creativity and innovation in health, physical and sports aspects with different levels of students, and this is what we seek in the movement to develop education in these recent times and Egypt's vision 2030 by paying attention to physical fitness and sports health.

Thus, the study aims to identify the problems facing decision makers within health and sports institutions within private institutes and universities, and to develop a future vision for the development of health and sports institutions within private institutes and universities.

Methods

Participations

The sample were selected from the study community of managers and specialists, and the study sample amounted to (100) individuals for the basic sample of the research community, with (15 directors of youth care offices, 65 sports male specialists, 20 sports female specialists).

Procedures

Data collection tools:

In addition to the secondary data sources that were used in this study to cover the office or documentary aspect, a questionnaire was designed as one of the tools for collecting data and information through which the research objectives can be achieved. The researcher adopted the following method in designing the mentioned forms:

- 1- Determine the questionnaire axes through content analysis and references.
- 2- Display the phrases of each axis.
- 3- Put the phrases of each axis.
- 4- Put the evaluation scale.
- 5- Show the phrases and the evaluation scale to experts to determine their suitability for measuring each axis.
- 6- Show the questionnaire in its initial form to a sample to identify:
 - The suitability of the phrases' wording to the sample's level of understanding.
 - Ensure that there are no phrases that are not understood.
 - Determine the time of matching the scale.
 - Identify any difficulties in the application process.
 - Calculate the moderation of the distribution of phrases.
 - Find stability.

The data collection tools included the questionnaire in two sections:

- The first section included the personal characteristics of the study items (name - academic qualification - job title - name of the institute or university - and number of years of experience)
- The second section of the questionnaire, which included 100 phrases to reach the role of governance in upgrading health and sports institutions within private institutes and universities

A binary estimation scale was developed for the questionnaire phrases:

- Yes = three degrees
- No = two degrees
- To some extent = one degree

Scientific transactions for the questionnaire form:

It included both (validity and reliability):

First, validity:

The researcher used the validity of internal consistency by finding the relationship between the phrases and the axes belonging to it, thus achieving the validity of the individual composition of the questionnaire. The following is a presentation of the results reached by the researcher:

Validity of the individual composition:

- **Internal consistency:**

The validity of the questionnaire was verified by using the validity of internal cohesion as an indicator of the validity of the scale by finding the binary correlation between the degree of each phrase and the total degree of the axis to which it belongs by applying the questionnaire on 30 individuals and Table (1) shows these results Table (1)

Correlation coefficients between the phrase scores and the total score

No.	R	No.	R	No.	R
1	0.487	11	0.372	21	0.553
2	0.597	12	0.408	22	0.665

3	0.572	13	0.578	23	0.778
4	0.461	14	0.655	24	0.506
5	0.383	15	0.593	25	0.542
6	0.514	16	0.639	26	0.543
7	0.726	17	0.683	27	0.458
8	0.576	18	0.514	28	0.532
9	0.399	19	0.406	29	0.477
10	0.491	20	0.426	30	0.644

It is clear from Table (1) that the value of the correlation coefficients between the phrases of the role of governance in upgrading health and sports institutions within private institutes and universities and the total score were all statistically significant at the level of (0.05), which indicates that the axis has an acceptable degree of validity.

To achieve the stability of the questionnaire, the researcher used the Alpha coefficient, and the results of the stability coefficients were as follows:

Table (2)

Alpha coefficient values for the questionnaire axes

Dimension	Name Dimension	Value
1	Governance Principles for Youth Care Private Institutes and Universities	0.799
2	Health and Sports Institutions within Private Institutes and Universities	0.877

It is clear from Table No. (6) that the values of the stability coefficients using the alpha method range between (0.799, 0.877). This indicates that the questionnaire has an acceptable degree of stability.

Statistical treatments.

After collecting and recording the data, appropriate statistical treatments were carried out using the statistical program EXCEL and the statistical program SPSS, and the following were calculated:

- 1- Arithmetic means.
- 2- Standard deviation.
- 3- Pearson correlation coefficient.
- 4- Frequencies and percentage.
- 5- Chi-square value

Results.

Table (3)

Frequencies, percentages and Chi-square of the research sample responses

N.	Variables	YES		NO		TSD		total	Q
q	There are clear accountability mechanisms for decision makers within private institutes and universities	23	13.5	198	73.3	49	18.1	365	206.2
2	Accountability mechanisms are available for members of the Youth Care Administration by various supervisory bodies in private institutes and universities	75	441	95	35.2	100	37.0	520	113.9

3	Members of the Youth Care Administration are held accountable regarding results in private institutes and universities	124	72.9	85	31.5	61	22.6	579	54.5
4	Members of the Youth Care Administration are questioned regarding performance periodically in private institutes and universities	52	30.6	189	70.0	29	10.7	403	134.3
5	The Youth Care Administration in private institutes and universities allows students to answer questions and inquiries during various activities	43	25.3	192	71.1	35	13.0	391	153.8
6	There is a clear chain of accountability within the organizational structure of the administration in private institutes and universities	94	55.3	111	41.1	65	24.1	523	52
7	The Youth Care Department expedites investigations during the practice of activity in private institutes and universities	96	56.5	123	45.6	51	18.9	513	41.4
8	The competencies of the employees in the Youth Care Department and their clear and limited responsibilities during the practice of activity in private institutes and universities	113	65.9	60	33.2	98	36.3	592	123.1
9	The governance of private institutes and universities for youth care provides an effective administrative structure.	114	37.1	82	30.4	47	27.4	572	68
10	Authorizing private institutes and universities to the Youth Care Administration to act freely without referring to it when any problems occur with the previously established plans	118	29.4	98	36.3	54	20.0	560	41.8
11	Employees in the Youth Care Administration are clearly aware of their job duties and the consequences of violating them within private institutes and universities	134	96.5	53	19.6	53	19.6	651	107.3
12	The responsibility for activities lies entirely with the Youth Care Administration in private institutes and universities	137	98.2	23	8.5	80	29.6	684	186.9
13	Images of direct communication channels between the administration	51	30.0	188	69.6	31	11.5	403	134.3

	and students in private institutes and universities								
1 4	The Youth Care Administration facilitates obtaining and viewing any student data in private institutes and universities	86	50.6	74	27.4	110	40.7	552	137.5
1 5	The administration's disclosure of expenses and budget in the private institute and university for health and sports institutions	28	16.5	189	70.0	53	19.6	379	182.8
1 6	Announces to the administration seminars on health and sports activities for health and sports institutions in private institutes and universities	64	37.6	113	41.9	93	35.4	590	109.5
1 7	The Youth Care Administration facilitates obtaining health and sports data for students in private institutes and universities	62	36.5	111	41.1	97	35.9	491	118.3

Table (4) shows that the percentage of responses of the research sample on the role of decision-making in upgrading health and sports institutions within private institutes and universities declined between (43.3% - 86%). The Chi-square value was statistically significant at the level of (0.05) on the statement's numbers (3-8-9-10-11-12) and in the direction of responding with (yes). The Chi-square value was statistically significant on the statement's numbers (2 and 14) and in the direction of responding with (to some extent). The Chi-square value was statistically significant at the level of (0.05) on the statement's numbers (1-4-5-6-7-13-15-16-17) and in the direction of responding with (no).

Discussion.

The results of the current study agree with what 8- Saad Shalaby (2006) (8) explained that administrative transparency means complete clarity in decision-making and drawing up plans and policies for officials of health and sports activities within private institutes and universities and presenting them to the parties concerned with monitoring these plans and subjecting health and sports practices to policy and continuous accountability is the evaluation of developing information and plans appropriate to the program. This study also agrees with Nahal Abu Al-Ela (2018) (7) that time plans must be set for implementing projects accurately and carefully, and the Human Resources Department designs the organizational structure of the health and sports institution to clarify the environmental relationship between all administrators within the health and sports institution. Administrators must review the systems and instructions periodically and keep pace with positive developments, whether in health activities or sports activities. The results of this study are consistent with the study of Mahmoud Abdel Hadi (2021), which concluded that there is an approved administrative structure in health and sports institutions in institutes and universities, which leads to an improvement in health and sports performance within the institution. There are also some obstacles that hinder specialists and administrators within the health institution:

- Failure to empower specialists by heads in administrative dealings.
- There are no clear criteria for evaluation at the university level.
- Lack of seriousness in work and in implementing plans.
- Weak interest in internal evaluation of youth care.

- Neglecting administrative transparency between student care offices within private institutes and universities.

Conclusion.

Through the presentation and discussion of the results of the research sample, the researcher reached the following:

- 1- Lack of good interest in health and sports institutions within private institutes and universities in terms of capabilities.
- 2- Lack of interest by officials of health and sports institutions in private institutes and universities to develop the institution, and vice versa, most of the interest is in material profit and academic education at the expense of health and sports institutions.
- 3- Weakness of officials of health and sports institutions in the content that can be implemented within institutes and universities.
- 4- Lack of interest in the plan presented by health and sports departments in institutes, which led to a defect in the implementation of these programs.
- 5- The ability to solve health problems within the program.

The researcher noted that most of the officials in health institutions are not graduates of physical education, which leads to difficulty in implementing any health and sports program within private institutes and universities.

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