

The degree to which the regulatory environment of sports organizations provides some governance principles

درجة توفر البيئة التنظيمية للمنظمات الرياضية على بعض مبادئ الحوكمة

Bourenane Khalil ^{*1}, Laidi Abderrahim ²

^{1,2} laboratory of motor learning and control, Institute of Sciences and Techniques of Physical and Sports Activities, Mohamed Boudiaf University, PO Box 166 Ichebilia, 28000 M'sila, Algeria.

khalil.bourenane@univ-msila.dz ; abderrahim.laidi@univ-msila.dz

Received: 2024-08-13

Accepted: 2025-01-13

Published: 2025-02-22

Abstract:

The aim of this study is to determine how closely the organizational environments of sports organizations align with governance principles. This will be achieved through two specific objectives: first, to assess how well the organizational culture in sports organizations incorporates transparency and discipline; and second, to evaluate how effectively the laws and regulations in these organizations promote accountability and justice. Following the study's methodological procedures, which included data collection and statistical and objective analysis, several key findings were obtained:

- The Directorate of Youth and Sports and some of its affiliated facilities have an organizational culture that significantly contributes to achieving the elements of transparency and discipline in the workplace among employees in sports administrations.
- The laws and regulations contribute to a moderate degree in achieving and applying the principles of accountability and justice within the Directorate of Youth and Sports of Souk Ahras and some of its affiliated facilities, also these findings highlight the importance of fostering a strong organizational culture that promotes transparency and discipline, as well as ensuring that the legal and regulatory framework effectively supports the implementation of accountability and justice principles within sports organizations. By adhering to these governance principles, sports organizations can enhance their performance, maintain integrity, and contribute positively to the communities they serve.

Keywords: Regulatory environment - Sports organizations - Governance.

ملخص:

تهدف الدراسة الحالية للتعرف على درجة توفر البيئة التنظيمية للمنظمات الرياضية على مبادئ الحوكمة، وسيتم الوصول إلى هذا الهدف من خلال الأهداف الجزئية التالية: معرفة درجة توفر الثقافة التنظيمية للمنظمات الرياضية على مقومات الشفافية والانضباط في العمل، ومعرفة درجة مساهمة القوانين واللوائح التنظيمية للمنظمات الرياضية في تحقيق المساءلة والعدالة في العمل، وبعد القيام بالإجراءات المنهجية للدراسة من جمع البيانات من عينة الدراسة والقيام بالتحليل الإحصائي والموضوعي تم التوصل إلى النتائج التالية:

- ان مديرية الشباب والرياضة وبعض المنشآت التابعة لها تتوفر على ثقافة تنظيمية تساهم بدرجة كبيرة في تحقيق مقومات الشفافية والانضباط في العمل لدى العاملين في الإدارات الرياضية، كما ان القوانين واللوائح التنظيمية تساهم بدرجة متوسطة في تحقيق وتطبيق مبدأ المساءلة والعدالة بمديرية الشباب والرياضة لولاية سوق أهراس وبعض المنشآت التابعة لها، كما ان هذه النتائج تسلط الضوء على أهمية تعزيز ثقافة تنظيمية قوية تعزز الشفافية والانضباط، فضلاً عن ضمان دعم الإطار القانوني والتنظيمي بشكل فعال لتطبيق مبادئ المساءلة والعدالة داخل المنظمات الرياضية. ومن خلال الالتزام بمبادئ الحوكمة هذه، يمكن للمنظمات الرياضية تحسين أدائها والحفاظ على النزاهة والمساهمة بشكل إيجابي في المجتمعات التي تخدمها.

الكلمات الدالة للدراسة: البيئة التنظيمية - المنظمات الرياضية - الحوكمة.

I. Introduction:

Various organizations currently face numerous challenges and stakes in their pursuit of achieving their goals. Most of these challenges stem from the organization's regulatory environment, also known as the work environment. It is well-known that the work environment has various variables and determinants that influence it in one way or another (**Mohammed bin Dulaim Al-Qahtani, 2019, p05**). Here, the distinction of a successful organization emerges in its ability to manage these variables within its work environment. As employees perceive the characteristics that make up the organizational environment differently, their behaviors and attitudes towards their organizations also vary.

One of the main objectives of management science, or administrative management, is the ability and efficiency to optimally utilize the various components of the work environment. This is achieved by finding the optimal way for the different components of the work environment to interact in order to reach the best results with the least effort and cost. From here, management scientists and those interested in the work and management of various organizations have sought to find ways and solutions that remove the obstacles and problems that hinder organizations from reaching their goals.

Governance is a contemporary topic that is currently being discussed among interested parties. Organizations are governed by achieving principles such as justice, transparency, equality, and discipline in work (**Abdul Azim bin Mohsen Al-Hamdi, 2020, p01**), among other principles. These principles provide a sound environment for the organization and enable it to achieve its goals in the best possible ways. Among the organizations that have become significantly important in our contemporary lives are sports organizations, which manage a very vital sector in various communities. This is due to the economic, social, and cultural roles that sports now play. Consequently, those responsible for managing sports affairs must keep pace with the various developments that other organizations in different sectors are experiencing in management. Given the complexity and intersection of sports with many fields, controlling and defining the work environment within it becomes exceedingly complicated. This complexity has led many sports and international bodies to seek guidance and implement governance principles to achieve optimal management.

Sports organizations in Algeria are not different from other sports organizations worldwide, especially since many federations and national Olympic committees are subject, even if indirectly, to the rules and regulations of other sports governing bodies that oversee them.

The rise of sports as a significant economic sector can greatly boost national economic prosperity. Since 1994, the European Commission has highlighted sports in its White Paper on the "labor market" as a crucial driver of employment and economic growth. Although this shift brings many benefits, it also presents challenges and negative impacts that threaten the integrity of sports. Issues like match-fixing and doping are increasingly common, emphasizing the need for strong governance in sports organizations to combat corruption. This study seeks to explore how well the organizational environment within sports organizations adheres to governance principles, by examining the following central question:

1- General Question:

- To what extent does the organizational environment in sports organizations align with governance principles?

1-1- From this question, the following sub-questions arise:

- How well does the organizational culture in sports organizations reflect transparency and discipline in the workplace?

- To what degree do the laws and regulations in sports organizations support accountability and fairness in the work environment?

1-2- Study Hypotheses: To answer the above questions, we propose the following hypotheses:

1-2-1- General Hypothesis:

The organizational environment within sports organizations, specifically within the Directorate of Youth and Sports of Souk Ahras, shows a moderate level of adherence to governance principles.

1-2-2- Partial Hypotheses:

- The organizational culture in these sports organizations demonstrates a moderate commitment to transparency and discipline.

- The laws and regulations in place contribute to fostering accountability and fairness in the workplace.

1-3- Objectives of the Study:

The study aims to assess how effectively the organizational environment in sports administrations aligns with key governance principles. This objective will be pursued through the following specific goals:

1- To examine the degree to which the organizational culture in sports organizations, especially the Directorate of Youth and Sports of Souk Ahras, demonstrates transparency and discipline.

2- To evaluate how well the laws and regulations within these sports organizations, including the Directorate of Youth and Sports of Souk Ahras, support accountability and justice in the workplace.

1-4- Importance of the Study:

This study is important because it examines a critical issue in sports management: "the organizational environment within sports organizations and its adherence to governance principles." This is a particularly relevant and current topic in the field of sports management.

1-5- Setting study terms:

1-5-1- Organizational Environment:

1-5-1-1- Definition of Organization: In a technical sense, Linel Abrouik defines organization as the process of identifying areas of activity to achieve goals and arranging them into groups to assign to various individuals. It is an organized process that follows a specific format (Abdelkader Habiter, 2021, p18).

1-5-1-2- Definition of Organizational Environment: The organizational environment refers to the internal environment—both tangible and intangible—in which an individual operates (Amjad Abdul Rahman Al-Ahdal, 2011, p05).

1-5-2- Sports organizations:

1-5-2-1- Definition of Organization: Technically, an organization is a system made up of various subsystems, each of which depends on the others.

(Challali Mohamed, Bouskara Ahmed, 2019, p. 134).

1-5-2-2- Definition of Sports Organizations: Sports organizations, or sports bodies, are entities consisting of individuals, legal entities, or a combination of both, with the goal of offering sports services and related activities.

(Ismail Hashim, Manat Allah, Mohamed Rabi, 2020, p11).

1-5-3- Definition of Governance:

- Governance is defined through multiple interpretations, each reflecting the perspective adopted by that definition (Saadi Cheikh, Laousin Suleiman, 2022, p. 237).

Here are some of those definitions:

- Governance is a cohesive framework of financial and non-financial controls used to manage a company.
- It involves a set of management practices designed to help investors achieve reasonable profitability.
- The Cadbury Committee Report of 1992 described governance as a system that enables shareholders to oversee, manage, and monitor their institutions. It also involves structuring the rights and responsibilities of various stakeholders related to the institution or company, using mechanisms that reconcile economic and social objectives with both individual and collective goals. (Khawla Freiz Al-Nubani, Abdullah Sadiqi, 2016, p. 16).

1-6- Previous Studies:

1-6-1- First Study: In 2011, Amjad Abdul Rahman Al-Ahdal carried out a study titled "The Impact of the Organizational Environment on the Job Performance of Employees in the Jordanian Tobacco Company." Master's thesis in the Department of Business Administration at the University of Jordan.

This study aimed to examine how the organizational environment affects employee performance at the Jordanian Tobacco Company. A validated questionnaire was developed to gather and analyze data and test hypotheses. The study included a sample of 116 employees from a total of 250 employees across four companies, covering all functional levels. Key findings from the study include:

- The organizational environment significantly impacts employee job performance in Jordanian tobacco companies.
- Empowerment, leadership style, and teamwork have a statistically significant effect on employee performance.
- The study ranked the dimensions of the organizational environment in terms of their impact on job performance as follows: teamwork, empowerment, and leadership style.

1-6-2- Second Study: Lounas Abdullah and Mansouri Nabil conducted a study titled "Organizational Culture and Its Relationship with Social Relationship Patterns within the University and Their Role in Improving Higher Education and Enhancing University Quality - A Field Study at Bouira University - 2022."

The degree to which the regulatory environment of sports organizations provides some governance principles

This study aimed to explore the connection between organizational culture and social relationship patterns, and their impact on improving higher education and enhancing the quality of university education. Using a descriptive analytical approach, the researchers examined a sample of 180 professors from Bouira University. Key findings from the study include:

A strong organizational culture exists within the university.

There is a significant correlation between the prevailing organizational culture and social relationship patterns at the university, which plays a role in improving higher education and thereby enhancing educational quality.

1-6-3- Third Study: By its authors Mamri Mohamed and Rabii Mohamed, titled "Organizational Culture and Its Role in Enhancing Administrative Creativity in Sports Organizations" (2022).

The study aimed to understand the role played by organizational culture in enhancing administrative creativity among employees in sports organizations. The results of the study showed that:

Employee participation in decision-making has a positive impact on improving performance or productivity.

Employees put forward proposals that contribute to solving work problems in new ways.

Competitive methods are used in the work environment that encourage creativity.

1-6-4- Fourth Study: By its author, Menad Ali, titled "The Role of Corporate Governance in Institutional Performance - A Panel Data Study in Algeria," a doctoral thesis in Development Economics at Abou Bakr Belkaid University, Telemcen, 2013/2014.

This study sought to determine how adopting corporate governance practices affects institutional performance in Algerian public joint-stock companies, within the framework of a conducive institutional environment and the promotion of social responsibility ethics. The study concluded that corporate governance functions as an integrated system featuring modern and effective measures for enhancing performance. It includes oversight mechanisms designed to prevent any affiliated party from negatively impacting the company's activities, thus ensuring the responsible use of resources and serving the interests of all stakeholders fairly, while positively contributing to the company's success for its owners.

II. Practical Aspect:

2-1- Methodology of the Study

2-1-1- Method Used: The methodology refers to the approach used by the researcher to explore the research problem and uncover the truth and answers to the questions posed by the research topic. The nature and type of the research determine the appropriate methodology to address the problem effectively.

(Ghaidi Abdelkader, 2017, p. 256).

- In our study, we relied on the descriptive methodology due to its suitability for the study topic.

2-1-2- Study Sample: It is defined as a subset of individuals or phenomena drawn from the original study population. This group is selected in a specific manner for the purpose of the study, with the intention of generalizing the findings to the entire original population.

(Obaidat, 1999, pp. 83-84).

- The study sample consisted of 31 administrators from the Directorate of Youth and Sports of Souk Ahras, as well as from affiliated sports facilities.

2-1-2-1- Personal and Professional Characteristics of the Sample:

A. Characteristics of the Study Sample by Age:

Table 1: Distribution of the sample members by age variable:

Age Range	Frequencies	Percentage %
18 to 30 years	1	3.2%
30 to 40 years	18	58.1%
40 to 50 years	9	29.0%
Over 50 years	3	9.7%
Total	31	100%

Analysis of Table 1: The results show that the majority of the study sample falls within the age range of [30 years, 40 years [at a rate of 58.1%. This is followed by those aged between [40 years, 50 years [at 29.0%. The percentage of individuals over 50 years is 9.7%, while those aged between [18 years, 30 years [account for 3.2%.

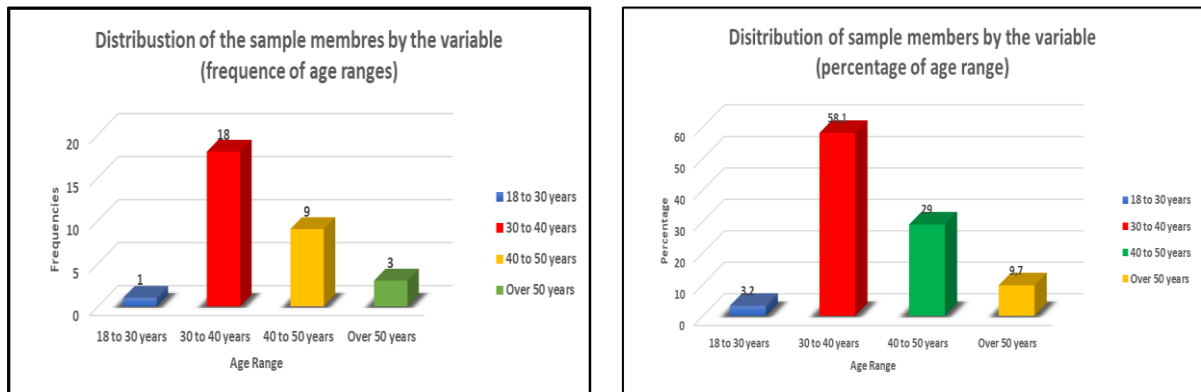


Figure 1: Distribution of the sample members by (Frequency and Percentage of age range).

B. Characteristics of the Study Sample by Years of Experience:

Table 2: Distribution of the sample members by years of experience:

Years of Experience	Frequencies	Percentage %
Less than 6 years	1	3.2%
6 to 12 years	17	54.8%
12 to 18 years	8	25.8%
Over 18 years	5	16.1%
Total	31	100%

Analysis of Table 2: The results show that there is a diversity in the experience levels of employees at the Directorate of Youth and Sports and its affiliated facilities. The table shows that those with less than 6 years of experience represent 3.2%, while those with experience between 6 to 12 years represent more than half at 54.8%. The group with experience ranging from 12 to 18 years constitutes 25.8%, while those with over 18 years of

The degree to which the regulatory environment of sports organizations provides some governance principles

experience account for 16.1%. This indicates that the employees possess sufficient experience in their field of work.

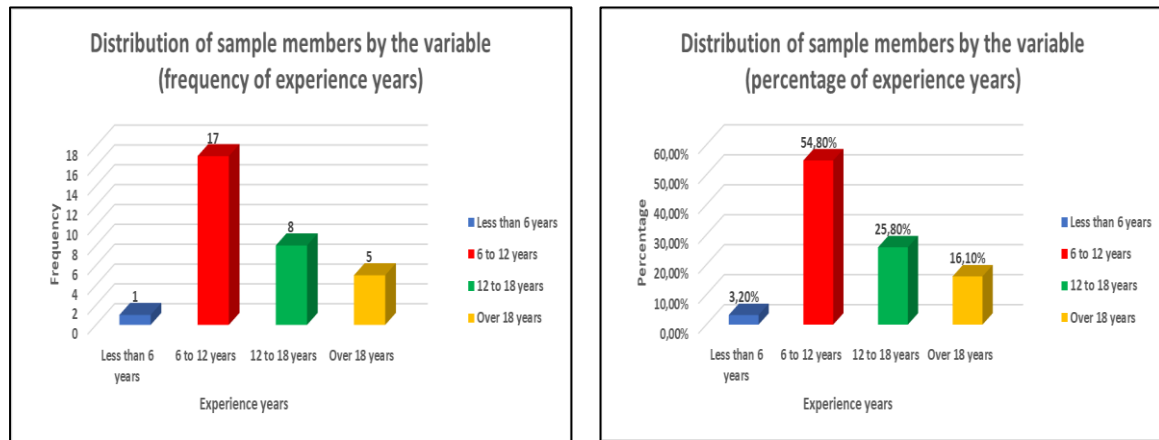


Figure 2: Distribution of the sample members by (Frequency and Percentage of experience).

C. Characteristics of the Study Sample by Educational Qualification:

Table 3: Distribution of the sample members by educational level:

Educational Level	Frequencies	Percentage %
Primary	00	0,0%
Intermediate	00	0,0%
Secondary	8	25,8%
University	20	43,8%
Postgraduate	3	9,7%
Total	31	100%

Analysis of Table 3: Table 03 displays the individuals in the sample categorized by their educational qualifications. The highest percentage in the study sample is those with a university level of education, accounting for 43.8%. This is followed by individuals with a secondary education level at 25.8%. Meanwhile, the number of those holding postgraduate degrees is 3 individuals, which represents 9.7%. There are no individuals with intermediate or primary education levels in the sample.

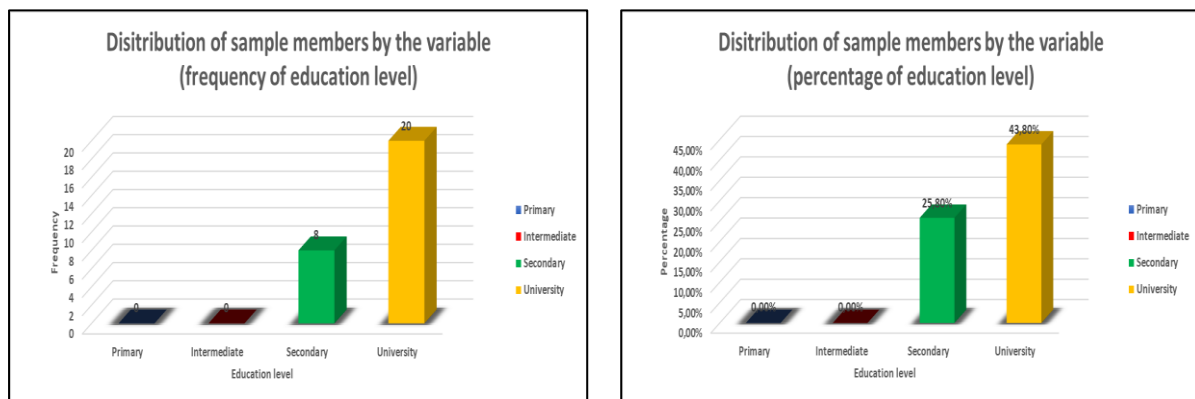


Figure 2: Distribution of the sample members by (Frequency and Percentage of education level).

2-1-3- Study Tool: A questionnaire was prepared through the following stages:

- Reviewing previous studies and the literature on the topic.
- Defining the axes of the questionnaire based on the study hypotheses.
- Formulating statements for each axis in an objective manner that aligns with the indicators of each axis.
- Including demographic variables for the study sample, such as age, experience, and educational level.
- Presenting the questionnaire to experienced reviewers for final adjustments.

III. Presentation and Analysis of Study Results:

Table 4: Shows the percentage estimates, mean, and (SD) for each statement from the first dimension, "The Role of Organizational Culture in Achieving Transparency in the Workplace."

Stat No.		Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Mean $\pm$ SD	SK
1	N	15	14	1	1	0	4.39 $\pm$ 0.715	-1.326
	%	48.4	45.2	3.2	3.2	0		
2	N	14	13	3	1	0	4.29 $\pm$ 0.783	-1.023
	%	45.2	41.9	9.7	3.2	0		
3	N	13	8	7	2	1	3.97 $\pm$ 1.110	-0.871
	%	41.9	25.8	22.6	6.5	3.2		
5	N	2	13	13	2	1	3.42 $\pm$ 1.068	-0.608
	%	6.5	41.9	41.9	6.5	3.2		
6	N	2	10	13	6	0	3.26 $\pm$ 0.884	-0.043
	%	6.5	32.3	41.9	19.4	0		
4	N	2	12	8	7	2	3.16 $\pm$ 0.855	-0.142
	%	6.5	38.7	25.8	22.6	6.5		
Overall Mean for the Dimension							3.74 $\pm$ 3.632	-0.722
Total							22.5	
Notes : Sta : Statement ; SD : Standard Deviation ; SK : Skewness								

Analysis of Table (04): Table 4 shows the mean and standard deviation of responses from the sample members about the role of organizational culture in achieving workplace transparency within sports organizations. The overall mean for this dimension is calculated at 3.74, which falls within the approval range of [3.40-4.19]. This indicates that most sample members agree that organizational culture helps achieve transparency in the workplace. This is further confirmed by the mean scores of the six statements in this dimension, all of which fall within the approval range. The statement with the highest mean score is Statement 1, which reads, "A policy of disclosing information is practiced for all employees according to their needs," with a mean of 4.39. This score is within the "strongly agree" range of [4.20, 5], indicating strong agreement from 15 individuals, or 48.4% of the sample. The standard deviation for this statement is 0.715, indicating that the responses are concentrated around the mean. Following this, Statement 2, which states, "Discussing mistakes and failures openly so that everyone can learn from them," has a mean of 4.29 and a standard deviation of 0.783. Statement 3 ranks third with a mean of 3.97, indicating that most members of the study sample believe that organizational culture enhances their ability to set clear and achievable goals. In contrast, Statement 5, which states, "There is credibility in

The degree to which the regulatory environment of sports organizations provides some governance principles

management's implementation of the decisions agreed upon," ranks fourth with a mean of 3.42, with 13 individuals agreeing with its content. The standard deviation of 1.068 shows a wider spread of responses, with only 10% of the sample disagreeing with it. Following this, Statement 6, which states, "Internal organizational rules and procedures help create an environment that encourages organizational advancement," has a mean of 3.26. Lastly, Statement 4, which states, "Upper management allowed employees to discuss sensitive issues in the organization," has a mean of 3.16, with a total of 20 individuals agreeing with its content. It is noteworthy that the skewness coefficients for all statements fall within the normal distribution range of [+3, -3].

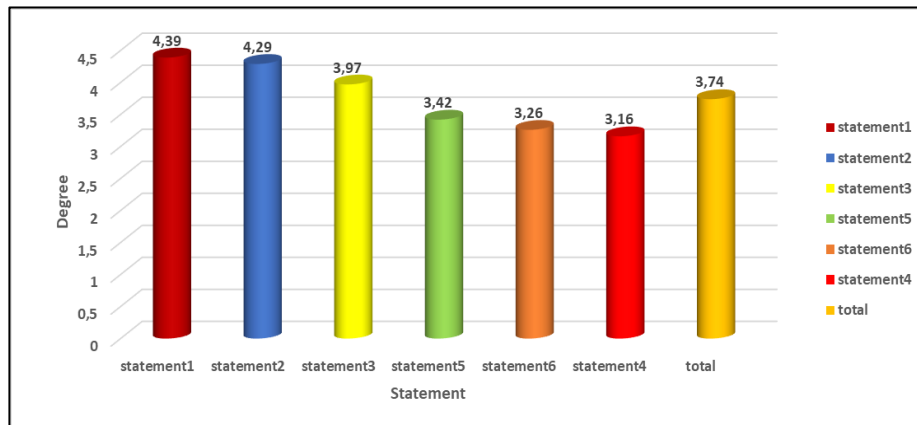


Figure 3: Shows mean for each statement from the first dimension, "The Role of Organizational Culture in Achieving Transparency in the Workplace."

Table 5: Shows the percentage estimates, mean, and (SD) for each statement from the second dimension, "The Role of Organizational Culture in Achieving Discipline in the Workplace."

Stat No.		Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Mean ± SD	SK
9	N	10	9	7	5	0	3.77 ± 1.087	-0.351
	%	32.3	29	22.6	16.1	0		
11	N	8	12	8	1	2	3.74 ± 1.094	-0.914
	%	25.8	38.7	25.8	3.2	6.5		
7	N	9	6	13	3	0	3.68 ± 1.013	-0.097
	%	29	19.4	41.9	9.7	0		
8	N	5	14	7	4	1	3.58 ± 1.025	-0.629
	%	16.1	45.2	22.6	12.9	3.2		
10	N	4	13	9	3	2	3.45 ± 1.060	-0.674
	%	12.9	41.9	29	7.9	6.5		
12	N	1	14	11	4	1	3.32 ± 0.871	-0.705
	%	3.2	45.2	35.5	12.9	3.2		
Overall Mean for the Dimension							3.74 ± 3.632	-0.673
Total							21.55	

Notes : Sta : Statement ; SD : Standard Deviation ; SK : Skewness

Analysis of Table (05): From Table 5, it is evident that all statements in this dimension fall within a normal distribution, as indicated by the skewness values for all statements, which

are within the range of [-3, +3]. The skewness values range from -0.914 for Statement 11 to -0.351 for Statement 9, allowing us to use parametric statistics. The results reveal that the sample members largely agreed with the statements in the second dimension, "Organizational Culture," as indicated by the overall mean score of 3.59. The statement with the highest mean is Statement 9, which addresses "The impact of discipline in the workplace on the evaluation process, bonuses, and promotions," and has a mean score of 3.77. This average is close to the "strongly agree" range, reflected by the 10 individuals who strongly agreed, representing 32.3% of the sample. The standard deviation for this statement is 1.087, indicating that the responses are centered around the mean. Following this, Statement 11, which states, "The work environment encourages you to complete your tasks outside official working hours," has a mean of 3.74 and a standard deviation of 1.094. The third statement, Statement 7, has a mean of 3.68, indicating that most members of the study sample believe that employees recognize their responsibility to improve their performance without the need for supervisory intervention. In contrast, Statement 8, which states, "I accept any work assigned to me by the organization's management to ensure its continuity and my work within it," ranks fourth with a mean of 3.58, with 14 individuals agreeing with its content. The standard deviation of 1.025 shows a concentration of responses around this statement, with only 16.1% of the sample disagreeing with it. Following these statements, Statement 10, which states, "Employees take the initiative to enroll in technical training courses to understand technological developments related to their work," has a mean of 3.45. The last statement, Statement 12, has a mean of 3.32, which states, "The organization relies on specific laws and regulations for employee discipline."

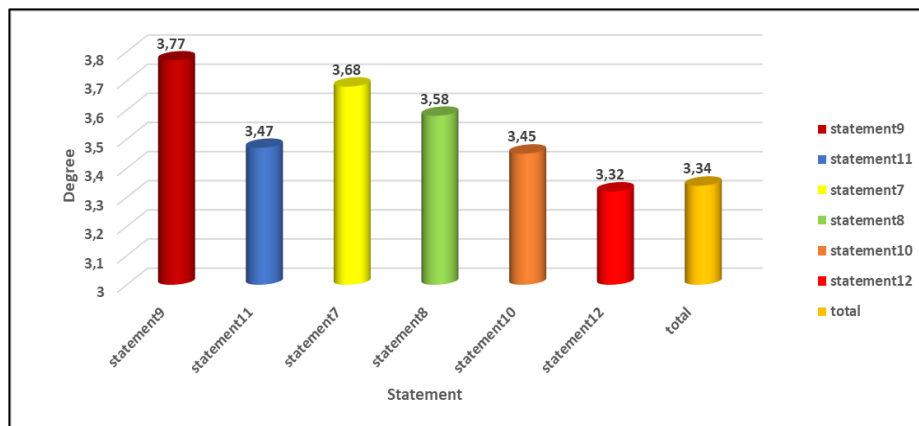


Figure 3: Shows mean for each statement from the second dimension, "The Role of Organizational Culture in Achieving Discipline in the Workplace."

The degree to which the regulatory environment of sports organizations provides some governance principles

Table 6: Shows the percentage estimates, mean, and standard deviation for each statement from the fifth dimension, "The Role of Laws and Regulatory Frameworks in Achieving Accountability in the Workplace."

Stat No.		Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Mean $\pm$ SD	SK
27	N	4	16	6	2	3	3.52 $\pm$ 1.122	1.028
	%	12.9	51.6	19.4	6.5	9.7		
25	N	3	14	8	6	0	3.45 $\pm$ 0.925	-0.254
	%	9.7	45.2	25.8	19.4	0		
23	N	4	10	12	4	1	3.39 $\pm$ 0.989	-0.217
	%	12.9	32.3	38.7	12.9	3.2		
24	N	4	12	4	9	2	3.35 $\pm$ 1.082	-0.274
	%	12.9	38.7	12.9	29	6.5		
26	N	4	12	7	7	1	3.23 $\pm$ 1.203	-0.220
	%	12.9	38.7	22.6	22.6	3.2		
Overall Mean for the Dimension							3.38 $\pm$ 4.242	-0.218
Total							16.94	
Notes : Sta : Statement ; SD : Standard Deviation ; SK : Skewness								

Analysis of Table (06): Table 6 illustrates the mean and (SD) of responses from the sample concerning the role of laws and regulatory frameworks in promoting accountability in the workplace. The overall mean for this dimension is 3.38, which falls within the "somewhat agree" range of [2.60-3.39]. This suggests that most respondents somewhat agree that laws and regulations contribute to workplace accountability. This finding is supported by the mean scores of the five statements in this dimension, all of which are within the "somewhat agree" range. Statement 27, which says, "Administrative accountability mechanisms focus on enhancing responsibility among employees," has the highest mean score of 3.52. This indicates agreement, as 20 individuals (42.6% of the sample) agreed or strongly agreed with it. The standard deviation for this statement is 1.122, showing that responses are clustered around the mean. Statement 25, which states, "Implementing administrative accountability procedures based on reliable information," follows with a mean of 3.45 and a standard deviation of 0.925. Statement 23, with a mean of 3.39, suggests that most respondents believe laws and regulations aid in achieving workplace accountability. On the other hand, Statement 24, which reads, "Labor laws help apply the specified accountability mechanisms to everyone without discrimination and with objectivity and integrity," ranks fourth with a mean of 3.35, with 12 respondents agreeing. Its standard deviation of 1.082 indicates that responses are concentrated around this mean.

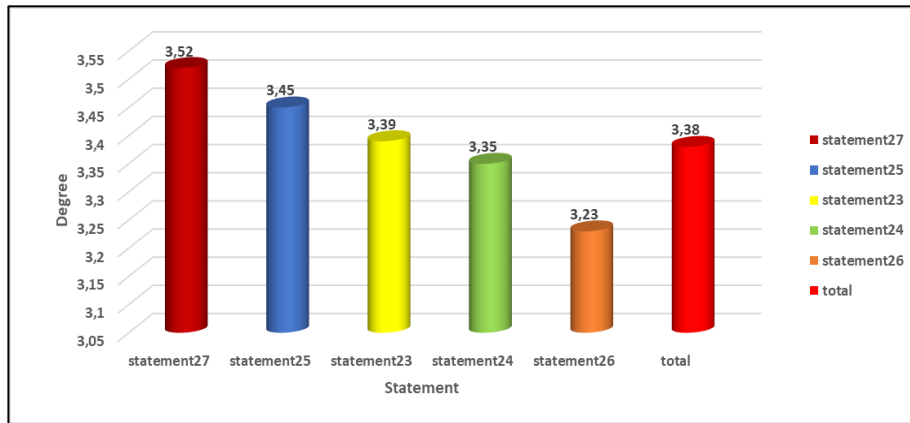


Figure 4: Shows mean for each statement from the fifth dimension, "The Role of Laws and Regulatory Frameworks in Achieving Accountability in the Workplace."

Lastly, Statement 26, which says, "Employees are required to provide explanations for their decisions and actions that violate the laws," has the lowest mean score of 3.23. It is also noteworthy that the skewness coefficients for all statements are within the normal distribution range of $[-3, +3]$.

Table 7: Shows the percentage estimates, mean, and (SD) for each statement from the sixth dimension, "The Role of Laws and Regulatory Frameworks in Achieving Justice in the Workplace."

Stat No.		Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Mean $\pm$ SD	SK
28	N	13	6	6	5	1	3.81 $\pm$ 1.250	-0.595
	%	41.9	19.4	19.4	16.1	3.2		
30	N	6	10	9	5	1	3.48 $\pm$ 1.092	-0.285
	%	19.4	32.3	29	16.1	3.2		
31	N	5	9	13	3	1	3.45 $\pm$ 0.995	-0.183
	%	16.1	29	41.9	9.7	3.2		
29	N	8	5	11	5	2	3.39 $\pm$ 1.230	-0.124
	%	25.8	16.1	35.5	16.1	6.5		
32	N	6	9	7	8	1	3.35 $\pm$ 1.170	-0.092
	%	19.4	29	22.6	25.8	3.2		
33	N	5	8	9	7	2	3.23 $\pm$ 1.175	-0.520
	%	16.1	25.8	29	22.6	6.5		
34	N	03	08	08	05	07	2.84 $\pm$ 1.319	0.075-
	%	9.7	25.8	25.8	16.1	22.6		
Overall Mean for the Dimension							3.36 $\pm$ 5.709	-0.056
Total							23.55	
Notes : Sta : Statement ; SD : Standard Deviation ; SK : Skewness								

Analysis of Table (07): Table 7 shows the mean and (SD) of the responses from the sample members about the role of laws and regulatory frameworks in achieving workplace justice. The overall mean for this dimension is calculated at 3.36, which falls within the somewhat agree range of $[2.60-3.39]$. This indicates that the majority of the sample members

The degree to which the regulatory environment of sports organizations provides some governance principles

somewhat agree that laws and regulations contribute to achieving justice in the workplace. This is further supported by the mean scores of the six statements in the dimension, all of which fall within the somewhat agree range. The statement with the highest mean score is Statement 28, which states, "Legislations and laws are characterized by complete clarity that is not subject to interpretation," with a mean of 3.81. This average is near the "strongly agree" range, as indicated by the 19 individuals who agreed or strongly agreed, making up 61.3% of the sample. The standard deviation for this statement is 1.250, suggesting that the responses are closely grouped around the mean. Following this, Statement 30, which states, "Raising awareness and educating all employees about the relevant laws and regulations," has a mean of 3.48 and a standard deviation of 1.092. The third statement, Statement 31, has a mean of 3.45, indicating that most members of the study sample believe that laws and regulations contribute to achieving justice in the workplace. In contrast, Statement 29, which states, "Applying laws, regulations, and administrative instructions at all administrative levels without bias," ranks fourth with a mean of 3.39, with 13 individuals agreeing with its content. The standard deviation of 1.230 shows a concentration of responses around this statement. Following these statements, Statement 32, which states, "Fair performance evaluation and accurate judgment of achievement levels," has a mean of 3.35, with 15 individuals agreeing or strongly agreeing with its content. The penultimate statement, Statement 33, has a mean of 3.23, indicating that the distribution of responses shows some variation, with 5 individuals strongly agreeing and 8 agreeing with its content. Finally, the last statement, Statement 34, which states, "Procedures are strict and punitive when mistakes are made by all employees and at all levels without bias or discrimination," has the lowest mean of 2.84 and the highest standard deviation of 1.319 among the statements, suggesting a broader range of responses. Specifically, 12 individuals disagreed or strongly disagreed with the statement, while 19 individuals agreed or strongly agreed. It is important to note that the skewness coefficients for all statements fall within the normal distribution range of $[-3, +3]$.

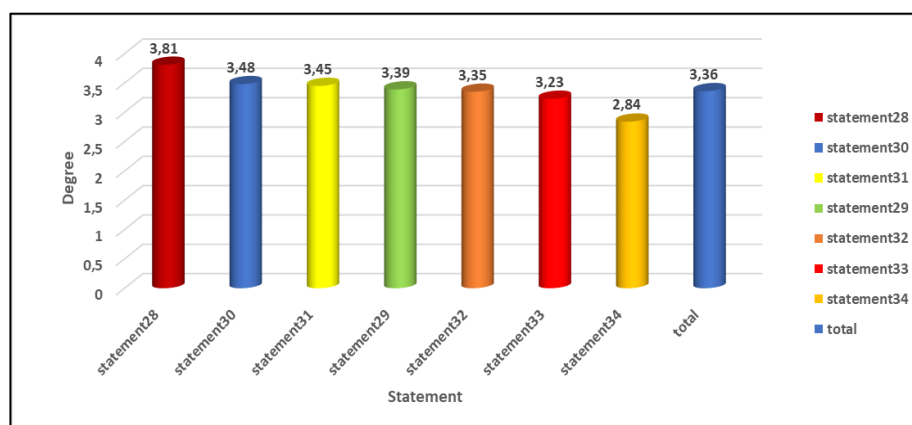


Figure 5: Shows mean for each statement from the sixth dimension, "The Role of Laws and Regulatory Frameworks in Achieving Justice in the Workplace."

IV. Discussion of Results in Light of the Study Hypotheses:

After presenting and analyzing the study results using descriptive and analytical statistics based on the responses from the study population, we will discuss these results in light of the proposed hypotheses:

4-1- Discussion and Interpretation of the First Hypothesis:

Hypothesis Statement: The organizational culture within sports organizations shows a moderate alignment with the principles of transparency and discipline in the workplace. As shown in Table 7, the overall mean for this dimension is 3.74, indicating general agreement among sample members with the statements in this dimension. Individual statement means range from 4.39 to 3.16, suggesting that the organizational culture notably supports transparency among employees in the Directorate and its affiliated facilities. Supporting this assertion is the result of Statement 1, which ranked highest with a mean of 4.39, stating, "A policy of disclosure and transparency about information is practiced for all employees according to their needs." Moreover, the results for Statement 2 further affirm the role of organizational culture in promoting transparency, with 93.6% of the sample members either strongly agreeing or agreeing that "mistakes and failures are discussed openly so that everyone can learn from them". Furthermore, the results in Table 8 show that the overall mean for the second dimension reached 3.59, indicating that the majority of the sample members believe that organizational culture significantly contributes to achieving discipline in the workplace. This enhances employees' ability to perform their tasks effectively, benefiting from evaluation processes, bonuses, and promotions. This is corroborated by the mean values of Statements 13 and 14, which were 3.77 and 3.74, respectively. These findings are consistent with Boujaine Mustafa's research, which highlights a connection between organizational culture and enhanced job performance among employees in the Wilaya of Djelfa and Ouargla. On the other hand, Chouaib Din's study points to organizational culture as a crucial factor in the success or failure of organizations. The results from the first and second dimensions of this study's hypothesis underscore the important role that organizational culture plays in fostering transparency and discipline in the workplace. Therefore, it can be concluded that organizational culture significantly supports the principles of transparency and discipline among employees in the Directorate of Youth and Sports of Souk Ahras and its affiliated facilities.

4-2- Discussion and Interpretation of the Results of the Second Hypothesis

Hypothesis Statement: The laws and regulatory frameworks of sports organizations play a key role in ensuring accountability and justice in the workplace. To test this hypothesis, we developed six statements that, together, form the fifth dimension. As presented in Table 11, the responses to these statements fall within the "somewhat agree" range, with an overall mean of 3.38. The leading statements in this dimension are Statements 27 and 25, with mean scores of 3.52 and 3.45, respectively. These statements underscore that laws and regulations are instrumental in enforcing administrative accountability based on documented information, thereby improving employee responsibility.

The remaining statements in this dimension further support the positive impact of laws and regulations on accountability in sports administrations. To validate the third hypothesis, we created a dimension with seven statements focusing on how laws and regulatory frameworks aid sports organizations in achieving workplace justice. Respondents rated their agreement with each statement on a five-point Likert scale. The results, summarized in Table 12, reveal several significant findings:

The degree to which the regulatory environment of sports organizations provides some governance principles

- The overall mean for this dimension is 3.36, falling within the "somewhat agree" range, and Most participants agree that legislation, laws, and regulatory frameworks provide a degree of clarity that is not open to interpretation and contribute moderately to achieving justice. This is supported by the mean values of Statements 29, 32, 33, and 34, which are all within the "somewhat agree" range [2.60-3.39].
- Laws and regulations somewhat align with the organization's strategy to ensure justice and accountability for all employees. From this, it is clear that while laws and regulatory frameworks do support sports organizations in achieving accountability and justice for their employees, their impact is less pronounced compared to principles of transparency, discipline, and responsibilities. This conclusion is reinforced by the findings of the third and fourth dimensions related to the study's third hypothesis, which indicate that laws and regulatory frameworks contribute moderately to upholding the principles of accountability and justice in the workplace for all employees within the Directorate of Youth and Sports of Souk Ahras and its affiliated facilities.

V. Conclusions and suggestions:

In this study, we sought to explore the nature of the organizational environment, emphasizing how well it aligns with governance principles in sports organizations. We concentrated on key elements such as organizational culture, structure, and laws and regulations. Our investigation led to the following key findings:

- The Directorate of Youth and Sports and some of its affiliated facilities exhibit an organizational culture that significantly contributes to achieving the elements of transparency and discipline in the workplace for employees in sports administrations.
- Organizational culture plays an important and effective role within sports administrations, enabling all employees to perform their tasks with dedication and creativity in order to benefit from evaluation processes, bonuses, and promotions.
- Laws and regulations moderately contribute to the achievement and implementation of accountability and justice within the Directorate of Youth and Sports of Souk Ahras and its affiliated facilities.

The study's results led us to conclude that the organizational environment is a key factor in shaping a governance system that aligns with the internal structure of sports administrations. This is accomplished by encouraging positive interactions between the institution and its employees, which fosters loyalty, a strong sense of belonging, and enhanced job satisfaction among staff.

VI. References:

6-1- Arabic books:

1. Khawla Freiz Al-Nubani, Abdullah Sadiqi (2016): Governance of Islamic Financial Institutions, Research Grant Program at the SABIC Chair for Financial Market Studies (Project No. 27-11), Imam Muhammad bin Saud Islamic University, Published Study.
2. Mohammed bin Dulaim Al-Qahtani (2019): Work Environment of Companies, 1st Edition, British Company registered as e.Kutub-Ltb.
3. Mohsen Abdel Azim (2020): Corporate Governance, 1st Edition, Dar Al-Kitab, Sana'a, Yemen.

4. Obaidat et al. (1999). *Methodology of Scientific Research: Rules, Stages, and Applications*, 2nd Edition. Dar Wael for Printing and Publishing, Amman, Jordan.

6-2- Theses:

1. Abdelkader Habiter (2021): *The Organizational Environment and Its Relationship with the Effectiveness of Algerian Institutions*, Doctoral Thesis, Faculty of Humanities, Mohamed Khider University of Biskra, Algeria.
2. Amjad Abdul Rahman Al-Ahdal (2011): *The Impact of the Organizational Environment on the Job Performance of Employees in Jordanian Tobacco Companies*, Master's Thesis, Faculty of Business, Middle East University for Graduate Studies, Jordan.
3. Ghaidi Abdelkader (2017). *Occupational Stress and Its Relationship with Psychological Energy Depletion among Physical Education and Sports Teachers and Its Reflections on the Implementation of Educational Programs within the New Curricula*. Doctoral Thesis, Mohamed Boudiaf University of M'sila, Algeria.
4. Menad Ali (2014): *The Role of Corporate Governance in Institutional Performance - A Panel Data Study in Algeria*, Doctoral Thesis, Abou Bakr Belkaid University, Tlemcen, Algeria.
5. Ismail Hashim, Manat Allah, Mohamed Rabi (2020): *Sports Organizations*, Lecture No. 03, Faculty of Physical Education, Beni Suef University, Egypt.

6-3- Articles :

1. Chleli Mohamed, Bouskra Ahmed (2019): *Training as an Approach to Organizational Development for Sports Organizations*, *Journal of Sports Creativity*, Volume 10, Issue 02, pp. 127-151.
2. Fouad Bouzeid, Firoz Aziz (2019): *The Role of Governance Principles in Enhancing Employee Performance in Sports Institutions*, *Journal of Sports Performance Sciences*, Issue 1, pp. 127-142.
3. Lounas Abdullah, Mansouri Nabil (2022): *Organizational Culture and Its Relationship with Social Relationship Patterns within the University and Their Role in Improving Higher Education and Enhancing University Quality*, *Journal of the Sports System*, Volume 09, Issue 02, pp. 494-506.
4. Mamri Mohamed, Rabii Mohamed (2022): *Organizational Culture and Its Role in Enhancing Administrative Creativity in Sports Organizations*, *Journal of the Sports System*, Volume 09, Issue 02, pp. 595-606.
5. Saadi Cheikh, Laousin Suleiman (2022): *The Importance of Implementing Some Governance Principles within Sports Organizations*, *Journal of the Sports System*, Volume 09, Issue 02, pp. 234-250.