

## The Reality of applying co- management as an entry for managing the crisis of sport clubs

\* Dr/ Hany Gamal Yousef

**The introduction& research problem:**

Management is an essential function in every society and necessary to direct its resources and important to achieve its luxury and progress. Different production resources remain useless without exploitation and without benefit for the community until being grouped together, directed and exploited. Management with its vocabularies has become a science for being based on principles, rules and accurate scientific approach. These indicators gave the attention to the management in the field of sports as the administrative process has become a necessary for to lead and manage individuals and groups (14:2) (1:73).

The concept of co-management is one of the newest management forms and methods which interested in the human element, which was not accidentally, it was a logical result of the technical,

administrative and social development witnessed in this century. So we find that the process of participation does not represent a modern management to streamline management imposed by the institutions, and the challenges faced in the vicinity which knows the radical changes, in addition to the changes that are known to work the same lineup and only the labor force conditions (27:3) (8:12).

The idea of participation is based on that individuals feel the desire to contribute in identifying the objectives of the organization, and therefore it makes workers in a better psychological state, where their role is not limited to just the submission and obedience to the orders and instructions of the administration, but they are doing a positive role constituting the work systems and procedures that affect

---

\*Lecturer at Sport Management dep., Faculty of Physical Education. Minia University.

them and their interests (12:346).

Participation is a method of consultation between the head and their subordinates President in order to look for a solution to the problems that can be encountered in the organization. Participation carries the meaning of human relations and respect for workers trying to take advantage of their opinions. It is asserted that participation verify compliance by employees and here is a difference between the obligation and commitment (9:89)(10:32).

The method of participation is the invitation of the head to his subordinates and meet with them to discuss the administrative problems faced by and analyze them trying to reach the best possible solutions to them, achieving their confidence to engage their head in putting the appropriate solutions to the administrative problems (15:182).

The concept of the crisis becomes widespread concept in contemporary societies and touches every aspect of life. If the crises of

the sport institutions is the bug that threatens the basic components and threat the entire body at all, therefore it was necessary to work on the face of crises in these institutions and work to avert crisis in sports institutions as the severity of the crisis does not affect only on the administrative entity of the institution, but sometimes extends to the surrounding community organization, but also extends in some cases to include the entire state (6:13) (4:9).

When the crisis is managed in the field of sports, we must address the border and sites that can affected by the crisis. The dimensions of the crisis may be within the limits of the state only, such as the crises that occur in Egypt through local interior Egyptian sport activity. The crisis may exceed the internal dimension to Arab dimension. Also they may surpass the Arab dimension to the African and the African continental level may surpass to the global level when the activity exposed to a crisis within the activities and standards of the international federations of the Games so as

to reach through the modern means of communication to most countries in the world. This dimension resembles to the crisis at the Olympics, where its borders reach to all countries of the world (4:23).

Sport clubs are clubs which have a voluntary character played by members of the community. Where any club consists of a group of individuals who bear alone all publicity measures , as well as carrying the burden of its creation, preparing its facilities needed to practice its activities as well as they provide the necessary financial resources to fund its activities as well (5:115).

Through the above, the researcher believes that working within the boards of sport clubs departments depends on applying the administrative bureaucracy, the complexity centralization in the management; as it leads to not achieve the administrative democracy and does not improve the level of work within the club because the followed administrative methods within the boards of clubs departments are traditional methods that rely on

complex outdated regulations and laws , resulting in a lack of desire of many members of the boards of clubs departments to take responsibility and encourage them to passivity and disability to achieve the tasks . So the majority of board members don't participate in working within the clubs leading to lower their enthusiasm towards achieving the goals and down the work level.

Managing by participation is one of the factors influencing to increase the effectiveness of boards of sport clubs administrations and increase their ability to achieve its objectives. The development of the capacities of member of the board must take adequate importance because the human element is the main engine for the wheel of production. Any sport club can not achieve its objectives even if it has the latest and best material resources only through understand human element who is able to deal with that technological innovations and able to think creatively in order to reach the sport club to the highest level.

The majority of crises lead to expensive costs besides what caused the psychological burden, as the officials in the club ,who crisis touched them directly, suffer by tensions following the crisis. They live the crisis over and over again and show symptoms of anxiety and stress, which significantly affects their management of the clubs and thus resorting to taking other views and try to share all dealers with the club as an institution of the members of the General Assembly and the staff of the club. So it becomes easier for the officials to manage this crisis and these people become supporting to them, which allows them to address the crisis and try to develop solutions to them.

Hence the researcher believes that there are shortcomings in the participation of all the members of the boards of clubs departments in developing the plans, the programs and the policies for the civil sport clubs, which decrease the link between the member of the Board of Directors and his club. As well as the low practices and policies from the co management, which leads to

down levels of administrative work and reduces the level of achievement of the desired goals.

Through the studies and previous research which the researcher has looked for as a study of "Ahmed Mohsen" (2012), "Baker" (2010), "Park Rhokeum" (2007), "Mohamed Mandour" (2009), "Nasser al-Yahya" ( 2004), and "Wageh Mohammed Abdullah Al Nada" (2000).

#### **Aim of the research :**

The current research aims to recognize the reality of applying the co- management as an entry point for managing the crisis of Civil sport clubs at the governorates of northern upper Egypt.

#### **Research questions :**

- 1-What are the early warning signals of civil sport clubs at the governorates of Northern upper Egypt?
- 2-What are the causes and the beginning of the crisis of civil sport clubs at the governorates of Northern upper Egypt?
- 3-What are the steps to prepare for managing the crisis of civil sport clubs governorates of the Northern upper Egypt?
- 4-What are the procedures of containing the crisis at the civil

sport clubs at the governorates of Northern Upper Egypt?

5- What is the nature of the analysis of the information and the facts at the civil sport clubs at the governorates of Northern Upper Egypt?

6- How to settle the crisis at the civil sport clubs at the governorates of Northern Upper Egypt?

7-What are the advantages of the crisis the civil sport clubs at the governorates of Northern Upper Egypt?

8- What is the reality of using the scientific method to participate actively in crisis management at the civil sport clubs at the governorates of Northern Upper Egypt?

#### **Research Methodology :**

The researcher used the descriptive approach (survey style), as it is the appropriate approach to the nature of this research.

#### **Research society& sample:**

The research community represented in the board members of the civil sport clubs departments clubs at the governorates of Northern Upper Egypt which number was (62)clubs with (682) board members. The research sample was chosen randomly from the

board members of the civil clubs departments" under consideration" which number was (19) clubs with (163) board Members.

#### **Data collection tools :**

The researcher used in collecting the research data the following:

#### **First : Meeting :**

Through Meeting with the officials of sport clubs "under consideration" in order to identify the research and full the data forms.

#### **Second: Analysis the content and records :**

The researcher has collected and analyzed the studies, and reached the theoretical framework of the appropriate reference to the nature of the research in order to achieve its objectives, and to identify the nature and size of the community and the sample of the research that can be applied within the records.

#### **Third : The questionnaire of the Reality of applying the co- management as an entry for managing the crisis of sport clubs (prepared by the researcher):**

The researcher had designed a questionnaire to the Reality of applying the co-

management as an entry for managing the crisis of sport clubs. Some of axes have been determined (Appendix 2); then the researcher has shown them on a group of experts (Appendix 1) in the field of sport management whose number was seven (7) experts in order to express its suitability. The axes which got more than (70%) from the total expert opinions have been selected. According to the opinions of experts, all axes of the questionnaire have been approved.

Then, the researcher developed a set of phrases for each axis of the final axes of the questionnaire, which number was (53) three and fifty phases distributed on the questionnaire axes (Appendix 3). They have been shown on a group of experts, and the phrases that got less than (70%) of experts agreement have been deleted. The phases which have been deleted were (3) three phrases to become the final image of the questionnaire (Appendix 4) consisting of (50) phrase. To correct the questionnaire, the researcher used the balance of a three-evaluation. The expressions have been corrected as follows:

- Agree (3 degrees) - Agree to some extent (2degree) - Disagree (1 degree).

### **Scientific transactions of the questionnaire:**

The researcher calculates the scientific processing of the questionnaire as follows :

#### **A: sincerity:**

To calculate the sincerity of the questionnaire, the researcher used the following methods :

#### **(1) The sincerity of Content :**

The researcher has shown the questionnaire on a group of experts in the field of sport management whose number was (7) seven experts (Appendix 1) in order to express the opinion in the suitability of the questionnaire both in its axes and their phrases, The percentage of expert opinions about the phrases of questionnaire ranged between (43% : 100%). Thus, phrases no ( 7, 21, 42) have been deleted as they get less than 70% for experts opinions. The final phrases of the questionnaire become consists of (50) phrases.

#### **(2) sincerity of the internal consistency:**

To calculate the sincerity of the internal consistency of the questionnaire, the researcher

applied it on a sample of (20) individuals from the research community and out the original sample of the research. The correlation coefficients between the degree of each phrase and the total score for the axis to which they belong have been calculated. As well

as the correlation coefficients between the degree of each questionnaire phrases and its total score of the questionnaire, and between the degree of each axis and the total score of the questionnaire have been calculated. Tables (1) (2) (3) show the result:

**Table (1)**

**Correlation coefficient between the degree of each phrase and the total degree of its axis (N=20)**

Axis	Phrases							
	Phrase number	1	2	3	4	5	6	7
Early warning signals	Correlation	0.88	0.76	0.90	0.92	0.69	0.83	0.88
	Phrase number	8	9	10	11	12	13	14
Beginning& occurring of the crisis	Correlation	0.70	0.92	0.65	0.94	0.88	0.61	0.68
	Phrase number	15	16	17	18	19	20	21
Preparing to manage the crisis	Correlation	0.83	0.93	0.75	0.93	0.73	0.88	0.83
	Phrase number	22						
Containing the crisis	Correlation	76%						
	Phrase number	23	24	25	26	27	28	29
Analysis the information& facts	Correlation	0.66	0.84	0.87	0.71	0.91	0.78	0.92
	Phrase number	30	31					
settling the crisis	Correlation	0.73	0.69					
	Phrase number	32	33	34	35	36	37	
Take advantage of the crisis	Correlation coefficient	0.69	0.82	0.82	0.65	0.63	0.67	
	Phrase number	38	39	40	41	42	43	44
	Correlation	0.68	0.68	0.77	0.70	0.70	0.80	0.71
	Phrase number	45	46	47	48	49	50	
	Correlation	0.64	0.84	0.78	0.73	0.63	0.72	

Tabled (R) value at the significant level (0,05)= 0,444

Table (1) shows the following : The Correlation coefficients between the degree of each phrase and the total degree of its axis ranged between (0,61:0,94) and they

are statistically correlation coefficient, which refer to the sincerity of the internal consistency of the questionnaire.

**Table (2)**  
**Correlation coefficient between the degree of each phrase and the total degree of the questionnaire (N= 20)**

Phrase number	Correlation								
١	0.68	١١	0.79	٢١	0.71	٣١	0.68	٤١	0.60
٢	0.64	١٢	0.72	٢٢	0.55	٣٢	0.57	٤٢	0.63
٣	0.69	١٣	0.71	٢٣	0.61	٣٣	0.73	٤٣	0.79
٤	0.70	١٤	0.57	٢٤	0.70	٣٤	0.75	٤٤	0.73
٥	0.62	١٥	0.67	٢٥	0.71	٣٥	0.67	٤٥	0.76
٦	0.75	١٦	0.72	٢٦	0.67	٣٦	0.61	٤٦	0.81
٧	0.68	١٧	0.70	٢٧	0.74	٣٧	0.66	٤٧	0.66
٨	0.65	١٨	0.76	٢٨	0.74	٣٨	0.69	٤٨	0.54
٩	0.74	١٩	0.72	٢٩	0.69	٣٩	0.66	٤٩	0.61
١٠	0.67	٢٠	0.71	٣٠	0.69	٤٠	0.66	٥٠	0.62

Tabled (R) value at the significant level (0,05)= 0,444

Table (2) shows the following :The Correlation coefficients between the degree of each phrase and the total degree of its axis ranged between (0.54:0,81) and they

are statistically correlation coefficient, which refer to the validity of the internal consistency of the questionnaire.

**Table (3)**  
**Correlation coefficient between the degrees of each axis and the total degree of the questionnaire (N= 20)**

N	Axis	Correlation
١	Early warning signals	0.81
٢	Beginning& occurring of the crisis	0.91
٣	Preparing to manage the crisis	0.83
٤	Containing the crisis	0.88
٥	Analysis the information& facts	0.91
٦	settling the crisis	0.90
٧	Take advantage from the crisis	0.92

Tabled (R) value at the significant level (0,05)= 0,444

Table (3) shows the following :

The Correlation coefficients between the degrees of each axis and the total degree of the questionnaire between (0.81:0.92) and they are statistically correlation coefficient, which refer to the validity of the internal consistency of the questionnaire.

### B- Stability:

To calculate the stability of the questionnaire, the researcher used Cronbach's alpha coefficient by applying it on a sample of (20) twenty members of the research community and from outside the original sample, the following table (4) shows that

**Table (4)**  
**Stability coefficient using cronbach's alpha for questionnaire**

Axis	Alpha coefficient
Early warning signals	0.92
Beginning& occurring of the crisis	0.86
Preparing to manage the crisis	0.93
Containing the crisis	0.92
Analysis the information& facts	0.80
settling the crisis	0.86
Take advantage from the crisis	0.81
Total degree	0.94

Table (4) show :

that Alpha coefficients of the questionnaire were between (0.80: 0.94) and these are statistically correlation coefficients, which refers to the stability of the questionnaire.

### Research steps:

The researcher conducted a prospective study of data collection tools in the period from 02/01/2016 to 14/01/2016 . After determining the sample and the test of data

collection tools and ensuring its validity and reliability, the researcher applied it on all the individuals of sample "under consideration" on the period from 23- 1-2016 to 27-2-2016.

### Interpretation& discussion the results:

The researcher will review the results of the research according to the following arrange:

The answer to the first question, which states: at the governorates of Northern upper Egypt?

**1-What are the early warning signals of the civil sport clubs**

**Table (5)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis1 : early warning signals N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
1-The Board of Directors coordinating with its members controls all the activities of the club as an attempt to detect the deviations that occur as an indicator of the occurrence of crises in the future.	2	44	117	211	43.15	124.65
2- The Board of Directors reveals to the members of the General Assembly with the expected crisis in the first meeting, trying to find the proposals that would avert a crisis.	-	38	125	201	41.10	151.15

**Follow Table (5)**

**The relative weight and the percentage chi square for the opinions  
of the sample for phrases of axis1 : early warning signals N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
3- Administration Council opens the channels of communication between its members to prevent the occurrence of anticipated crises	6	82	75	257	52.56	64.94
4-It is recognized that there is a crisis which may be occurred, if the warning signals, that are traded in general ,confirmed that it exist.	14	40	109	231	47.24	88.72
5-The solutions are preventive alternatives have been proposed which can be get benefits from through the active participation among members to prevent crises.	3	86	74	255	52.15	74.07

**Follow Table (5)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis1 : early warning signals N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
6-Studying all the opinions that reflect different attitudes towards the expected crisis.	7	119	37	296	60.53	123.73
7-The Board of Directors is keen on the participation of member states through increasing their awareness about the expected crisis, making them do not represent public opinion stressing on them when the crisis occurs.	49	69	45	330	67.48	6.09
Total degree of axis				1781	52.03	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (5) shows the following : The percentage of the Opinion of the sample in the first axis phrases: early warning signals ranged between (41.10%: 67.48%); as

the phrase (board of directors is keen on the participation of members through increasing their awareness about the expected crisis, making them do not represent public opinion

stress them when a crisis occur) come in the first range. While the phrase: (the board of Directors reveal to members of the General Assembly the expected crisis in the first meeting, trying to find proposals that would avert the crisis)

There are also significant differences between the opinions of sample research in the phrases no. (3, 5, 6 , 7) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (1.,2 , 4) and in the direction of "disagree"

The researcher attributes that result to that the boards of administrations participate the members in the expectation of occurring the future crises that may face clubs during the meetings so that members of the General Assembly become strong side near to the Board of Directors and do not represent stress on the board of administrations to

stand up to the crises without pressure. As well as the boards of administration study and analyze all of the available opinions and trends by the members of the General Assembly to expect the crises in the future, while they don't reveal the expected crisis to the members of the general assembly at its first meeting to participate their members in finding solutions to avoid the crisis. They also don't participate their members on the control of the activities of the clubs trying to detect and expect early to the crisis expected to occur in the future, and this was confirmed by the study of "Ahmed Mohsen". (2012)

**The answer to the second question, which states:**

**2-What are the causes and the beginning of the crisis of civil sport clubs at the governorates of Northern upper Egypt?**

**Table (6)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis2 : Beginning & occurring of the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
8- The Board of Directors conveys a true image of the crisis, taking into account the distance about the inflation or the sizing.	23	73	67	282	57.67	27.44
9-The Board of Directors explains the general framework where every member moves when the crisis occurs.	8	83	72	262	53.58	60.38
10-The Board of Directors can form an opinion supported him towards addressing the sport crises.	7	132	24	309	63.19	169.19

**Follow Table (6)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis2 : Beginning & occurring of the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
11-The Board of Directors relies on who have experiences in the field of sports to help him in providing an appropriate solutions when the crisis occurs.	-	80	83	243	49.69	81.58
12- The Board of Directors explains the pros and cons of the proposed solutions to contain the crisis.	7	98	58	275	56.24	76.58
13-The Board of Directors provides studies and comparisons with the current crisis and other crises similar to providing solutions that help them to cope	3	65	95	234	47.85	81.03

**Follow Table (6)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis2 : Beginning & occurring of the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
14- The Board of Directors provides an atmosphere of mutual understanding between its members and the General Assembly when the crisis occurs.	28	71	64	290	59.30	19.60
Total degree of axis				1895	55.36	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (6) shows the following: The percentage of the Opinion of the sample in the second axis phrases: beginning and occurring of the crisis ranged between (47.85%: 63.19%); as the phrase (board of directors can form a general opinion supporting him towards addressing the sports crises) come in the first range. While the phrase: (the board of Directors provides studies and comparisons with the current crisis and other similar crises

to help provide solutions that address them)

There are also significant differences between the opinions of sample research in the phrases no. (8,9,10,12,14) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (11,13) and in the direction of "disagree"

The researcher attributes that result to that the boards of administrations can create a wide range of views

and positive attitudes supported her to face the crisis by persuading large groups of Members, the public and the media, making it able to respond to crises. It can also put set of positives and negatives for the alternatives suggested solutions to confront, contain and control the crisis. But they don't do studies, analyzes and comparisons with the crises that faced with them in the past and in the current time to gain experience and access to

appropriate solutions helping them to respond to the crisis. Also the boards of directors do not depend on the high expertise in the field of Sport to provide assistance and appropriate solutions when the crisis occurs.

**The answer to the third question, which states:**

**3-What are the steps of preparing for managing the crisis of civil sport clubs at the governorates of Northern upper Egypt?**

**Table (7)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 3 : preparing to manage the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
15- The different roles have been determined within the Governing Council, which works to manage the crisis in all its aspects	10	128	25	311	63.60	151.89
16- The use of experts in the field of dealing with the crisis faced by the club.	7	60	96	237	48.47	73.78

**Follow Table (7)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 3 : preparing to manage the crisis**

**N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
17- A specific and clear strategy has been offered to response to the crisis	3	51	109	220	44.99	103.71
18- Members of the club listen to different opinions to take advantage of them in facing the crisis	28	86	49	305	62.37	31.74
19-The proposed budget allocation by the Board helps to find quick solutions to the crisis.	36	97	30	332	67.89	50.59
20-The Board of Directors takes into account in his preparing for the crisis management to provide a quick solution to avoid the development of the crisis.	32	96	35	323	66.05	48.01

**Follow Table (7)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 3 : preparing to manage the crisis**

**N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
21- A proposal to members of the General Assembly is shown to the provide the financial or moral support as a quick solution to the crisis.	35	38	90	271	55.42	35.20
22-The Board of Directors in coordination with various agencies help to find ways to remedy the crisis.	47	84	32	341	69.73	26.37
Total degree of axis				2340	59.82	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (7) shows the following: The percentage of the Opinion of the sample in the third axis phrases: preparing to manage the crisis between (44.99%: 69.73%); as the phrase (the board of directors coordinate with different bodies that help it to

find means in order to treat the crisis) come in the first range. While the phrase: (specific strategy is offered to provide a clear response to the crisis) There are also significant differences between the opinions of sample research in the phrases no. (15, 18, 19, 20,

22) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (16,17, 21) and in the direction of "disagree"

The researcher attributes that result to that the boards of administrations coordinate with different bodies that provide them with the necessary assistance for them in order to face the crisis. The roles are distributed to members of boards of administrations, which works to respond to crises of all aspects by the members of the boards of directors within the clubs. While they don't design

and prepare specific and clear strategies in a scientific way to face the crisis faced by the clubs and do not display and offer suggestions and opinions of various members of the general assemblies in providing and creating material and moral support to find quick solutions to the crises faced by the clubs, that's what confirmed by the study "Park Rhokeum". (2007)

**The answer to the fourth question, which states:**

**4-What are the procedures of containing the crisis of civil sport clubs at the governorates of Northern upper Egypt?**

**Table (8)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 4 : containing the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
23- The Board of Directors uses all available means of the communication between members and the General Assembly in an attempt to contain the crisis	52	76	35	343	70.14	15.62

**Follow Table (8)**

**The relative weight and the percentage chi square for the opinions  
of the sample for phrases of axis 4 : containing the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
24-The Board of Directors provides flexibility by amending decisions that may show problems among its members on how to deal with the crisis	46	95	22	350	71.57	50.96
25- The Board of Directors seek the opinions of members of the club about its strategy in dealing with crises to measure the responses of Members when you begin the procedures to deal with the crisis.	8	39	116	218	44.58	113.83
26- All of the proposed solutions posed by the members of the Council are studies when dealing with the study of the crisis.	26	137	-	352	71.98	194.88

**Follow Table (8)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 4 : containing the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
27- The crisis is ignored by the Council members if they dealt with all the different circles.	104	59	-	430	87.93	100.13
28- It is to stop dealing with the crisis if the views of the General Assembly ceased to discuss the crisis.	73	63	27	372	76.07	21.55
29- Stopping the campaigns directed to the Board of Directors by members of the club for the crisis is an indicator of the success of the Board of Directors in containing the crisis.	88	55	20	394	80.57	42.56

**Follow Table (8)**

**The relative weight and the percentage chi square for the opinions  
of the sample for phrases of axis 4 : containing the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	Disagree			
30- The Board of Directors is interested in explaining and interpreting the decisions that have been taken through the collective discussions within the club.	7	140	16	317	64.83	203.35
31- Take into account when choosing the right solution to tackle the crisis, to be among the solutions that have been discussed so as not to be subjected to criticism and attack by the Members.	51	80	32	345	70.55	21.51
Total degree of axis				3121	70.91	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (8) shows the following: The percentage of the Opinion of the sample in the fourth axis phrases: containing the crisis ranged between (44.58%: 87.93%); as the phrase (the crisis isn't ignored by the Council members if they dealt with all the different circles ) come in the first range. While the phrase: (the board of directors seek the views of members of the club about its strategy in dealing with crises to measure Members ` response when they begin in the procedures of dealing with the crisis)

There are also significant differences between the opinions of sample research in the phrases no. (27,28,29) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (23,24,26,30,31) and in the direction of "disagree". There are also statistically significant differences in the phrase no. (25) and in the direction of disagree.

The researcher attributes that result to that the boards of sports clubs are get attention to the crises that occur and dealt with all the different quarters, including the media and the public. The boards of directors also ignore the crisis and stop dealing with them immediately when the members of the general assembly ignore to discuss the crisis. While they don't conduct a survey of the attitudes of the clubs about the plans and management strategies in dealing and confrontation crises to measure the reaction and the views of Member in the procedures and plans for dealing with the crises. They don't care to explain and interpret the decisions and solutions that have been accessed within clubs.

**The answer to the fifth question, which states:**

**5- What is the nature of the analysis of the information and the facts at the civil sport clubs at the governorates of Northern Upper Egypt?**

**Table (9)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 5 : analyzing the information and facts N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
32- A comprehensive database of all the activities associated with each club's information is prepared.	8	123	32	302	61.76	135.47
33-A dedicated team of crisis-related information both inside and outside the club is formed.	8	122	33	301	61.55	132.16
34- The Board of Directors takes into account the quantitative analysis of information in order to access semantics and statistics help in finding the appropriate solutions to the crisis.	10	82	71	265	54.19	55.37

**Foloow Table (9)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 5 : analyzing the information and facts N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
35- Taking into account the accuracy of the information obtained so as not to aggravate the crisis as a result of misinformation.	50	102	11	365	74.64	76.72
36- The Board of Directors is interested in continuing to provide the information about the crisis according to the developments of the situation in the event of crisis.	41	51	71	296	60.53	8.59
37- Making sure the source of the information and the extent of confidence to ensure the use of such information in the treatment of crisis.	48	104	11	363	74.23	80.70
Total degree of axis				1892	64.48	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (9) shows the following: The percentage of the Opinion of the sample in the fifth axis phrase: analyzing the information and facts of the crisis ranged between (54.19%: 74.64%); as the phrase (taking into account the accuracy of the obtained information so as not to aggravate the crisis as a result of the erroneous) come in the first range. While the phrase: (the board of Directors takes into account the quantitative analysis of information in order to access semantics and statistics help in finding appropriate solutions to the crisis)

There are also significant differences between the opinions of sample research in the phrases no. (32,33,34,35,37) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (36) and in the direction of "disagree".

The researcher attribute that result that the obtained information coped with the crises is taken care in order to use in facing and treating the crises and reaching to the high levels of accuracy in these information in order not to increase the negative impact rate of the crisis due to false information with the possibility of development and establishment of complete database with the activities and information on the clubs to be used at any time to respond to the crises. While they don't analysis the obtained information scientifically in terms of quantity and quality for using in solving the cisis, and this has been confirmed by a study of " Baker" (2010).

**The answer to the fifth question, which states:**

**6- How to settle the crisis at the civil sport clubs at the governorates of Northern Upper Egypt?**

**Table (10)**  
**The relative weight and the percentage chi square for the opinions  
of the sample for phrases of axis 6 : settling the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
38- The Board of Directors prepares the club members to accept the decisions made to resolve the crisis.	8	106	49	285	58.28	89.17
39- It is highlighting the value and role of the Board of Directors at the time of the crisis, which increase the club members to accept their views and ideas.	46	83	34	338	69.12	24.01
40-The Board of Directors explains and interprets the decisions of the members of the club after the settlement of the crisis.	61	95	7	380	77.71	72.49

**Follow Table (10)**

**The relative weight and the percentage chi square for the opinions  
of the sample for phrases of axis 6 : settling the crisis N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
41- The poll of club members is done in order to measure their acceptance of the solutions to resolve the crisis.	10	82	71	265	54.19	55.37
42-The Board of Directors presents the strengths and weaknesses of the solutions that have been taken towards resolving the crisis.	21	51	91	256	52.35	45.40
43- The general assembly meetings provide the legal validity of the solutions that have been implemented in the settlement of the crisis.	20	129	14	332	67.89	154.25

**Follow Table (10)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 6 : settling the crisis N=163**

<b>Phrases</b>	<b>Response</b>			<b>Relative weight</b>	<b>percentage</b>	<b>Chi-squared value</b>
	<b>Agree</b>	<b>To some extent</b>	<b>disagree</b>			
44- The Board of Directors takes into account the disposal of all the implications of the occurrence of the crisis and for all from all sides.	33	75	55	304	62.17	16.25
Total degree of axis				2160	63.10	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (10) shows the followings: The percentage of the Opinion of the sample in the sixth axis phrases: settling the crisis ranged between (52.35%: 77.71%); as the phrase (The Board of Directors explain and interpret the decisions of the members of the club after the settlement of the crisis ) come in the first range. While the phrase: (the Board of Directors displays the strength and weakness points of the solutions that have been taken towards the settlement of the crisis)

There are also significant differences between the opinions of sample research in the phrases no. (38,39,40,41,43,44) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (42) and in the direction of "disagree".

The researcher attribute that result that there is a detailed explanation and logical explanation from the analysis of the boards of directors of the club members about the decisions that have been issued and that helped in finding solutions and settlement for the crisis. There

is an explanation of the value and role of the board members in facing the crisis within the club, helping to convince the members of the clubs to the views and ideas of members boards of directors. While they don't clarify the strengths and weaknesses points of the decisions that have been released to cope with the crises. They also don't conduct studies and public opinion polls after the settlement of the crisis to measure the

receptivity of the members of the clubs with the decisions that have been issued and the solutions that have been implemented to confront and resolve the crisis, and this has been confirmed study "Baker" (2010).

**The answer to the fifth question, which states:**

**7-What are the advantages of the crisis the civil sport clubs at the governorates of Northern Upper Egypt?**

**Table (11)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 7 : take advantage of the crisis**

**N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
45- Different solutions and alternatives are presented to avoid similar crises again.	47	77	39	334	68.30	14.77
46- The Board of Directors provides for club members an analyze and draw lessons learned from the crisis.	7	67	89	244	49.90	66.31

**FollowTable (11)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 7 : take advantage of the crisis**

**N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
47- The Board of Directors is interested in the decisions which led to the successful management of the crisis and forms models are utilized in similar crises.	40	123	-	366	74.85	144.90
48- The Board of Directors presents the negative effects resulting from the occurrence of the crisis and offers the solutions for how to overcome them in the future.	50	95	18	358	73.21	55.08

**Follow Table (11)**

**The relative weight and the percentage chi square for the opinions of the sample for phrases of axis 7 : take advantage of the crisis**

**N=163**

Phrases	Response			Relative weight	percentage	Chi-squared value
	Agree	To some extent	disagree			
49- Take into account the allocation of financial item among the basic items in the budget used in the emergency crises.	8	64	91	243	49.69	65.98
50- A specialized team from among the members of the club is formed aims to detect and deal with the expected crisis.	8	50	105	229	46.83	87.10
Total degree of axis				1774	60.46	

Tabled (chi) value at freedom degree (2) and significant level (0,05)= 5.99

Table (11) shows the following : The percentage of the Opinion of the sample in the seventh axis phrase: get benefits from the crisis ranged between (46.83%:74.85%); as the phrase (The Board of Directors is interested in the decisions which led to the successful management of the crisis forming models are utilized in a similar crisis) come in the first range. While the phrase: ( a specialized team has been formed among the members of the club aiming to

detect and deal with the expected)

There are also significant differences between the opinions of sample research in the phrases no. (45, 47,48) and in the direction of "agree to some extent", and there are significant differences in the phrases no. (46,49,50) and in the direction of "disagree". The researcher attribute that result that the boards of clubs departments concerned with the opinions and decisions that have been taken and helped in overcoming the crises suffered by the clubs and helped in the success of crisis management focusing on these decisions to be the model which help in confronting the similar crises in the future as well as they display the negative aspects that have occurred because of the crisis to benefit from them

in the future. While they don't prepare any group , committee or groups of members of sports clubs specialized in detecting or dealing with the crises and obstacles that are expected to occur in the sport clubs in the future. They don't analysis, interpret or draw to the crises that have occurred in the past or to explain how to use them in overcoming them if they occur again in the future or to try to avoid it to happen again, and this was confirmed by the study "Mohamed Mandour" (2009).

**The answer to the fifth question, which states:**

**8- What is the reality of using the scientific method to participate actively in crisis management at the civil sport clubs at the governorates of Northern Upper Egypt?**

**Table (12)**

**The relative weight and the percentage and arrangement of axes reality application management questionnaire to participate as an introduction to crisis management at the sports clubs N= 163**

N	Axes	The relative weight	The percentage	arrangement
1	Early warning signals	1781	52.03%	7
2	Beginning& occurring of the crisis	1895	55.36%	6
3	Preparing to manage the crisis	2340	59.82%	5
4	Containing the crisis	3121	70.91%	1

### Follow Table (12)

**The relative weight and the percentage and arrangement of axes reality application management questionnaire to participate as an introduction to crisis management at the sports clubs N= 163**

N	Axes	The relative weight	The percentage	arrangement
5	Analysis the information& facts	1892	64.48%	2
6	settling the crisis	2160	63.10%	3
7	Take advantage from the crisis	1774	60.46%	4
	Total degree	14963	60.88%	

Table (12) shows the following: The percentage of the opinions of the research sample in questionnaire axes of applying the management by participation as an introduction to crisis management at sport clubs ranged between (52.03%: 70.91%). The axis of (contain the crisis) came at the first arrange according to the reality of using the scientific method to participate actively in crisis management at civil sport clubs at the governorates of Northern Upper Egypt. The axis of (analyzing information and facts) came in the second arrange; then the axis of(the settlement of the crisis) came

at the third arrange. The axis of (take advantage of the crisis) came as forth arrange. The axis of (setup management crisis) came at the fifth arrange. The axis of (the beginning and the occurrence of the crisis) came at the sixth arrange. Finally, the axis of (early warning signals) came at the seventh arrange.

The researcher attribute that result that there are many shortcomings in the use of the scientific method to participate actively in crisis management at the civil sport clubs at governorates of upper Egypt; as they don't deal with the crises that are exposed

according to the steps prospectively but they deal randomly and without planning, causing many blunders faced by councils clubs departments, which would weaken its position within the club and decrease the confidence among members of the general assembly of the club, which may cause a vote of confidence in the current board for its inability to good planning for crises and deal with them, and this was confirmed by the study " Ahmed Mohsen" (2012).

### **Conclusions:**

1-not to put scientific steps to set up and manage the crisis of civil sports clubs at the governorates of Northern Upper Egypt and the absence of reliance on the curriculum and the proper scientific method in dealing with crises.

2- weakness of the given information and facts at the civil sport clubs at the governorates of northern upper Egypt to the officials and the

lack of mechanisms to analyze information that may help to avoid the crisis early.

3-inability of the officials of civil sports clubs at the governorate of northern upper Egypt to the correct settlement of the crisis and to run it properly to avoid confusion occurred within the club.

4-Low fact of using the scientific method to participate actively in crisis management at the civil sport clubs at the governorates of Northern Upper Egypt

### **Recommendations**

1-invite the officials of sports clubs to use the scientific method to participate actively in crisis management.

2-Using participatory management approach through the development of periodicals include crisis management approach and response in sports clubs and so as to provide full knowledge about what you can contribute to the success of the sports crisis management.

3-forming a working group to respond to the crises of sport clubs which their function represented in training and preparation to meet the sporting crisis in terms of the principle of participatory management.

## References

### **First : The Arabic references**

**1-Ahmad Said Ahmad:** sports federations: Journal of Physical Education, Volume no 11, Issue IV, Faculty of Physical Education, University of Baghdad, 2002 management

**2- Ahmed Mohsen Abdel Moneim:** co management as an input to improve the performance of employees level directorates of youth and sports in northern of upper Egypt, unpublished Master Thesis, Faculty of Physical Education, Minia University, 2012

**3-Ahmed Mohamed Ghoneim:** Contemporary administrative entrances to update the organizations, Faculty of Commerce Library, Mansoura University, 2004

### **4- Ismail Hamid Othman:**

Sport crisis management, book publishing center, Cairo, 1998

**5-Ashraf Abdel Moez:** evaluating the economics of the Egyptian sports clubs, unpublished PhD thesis, Faculty of Physical Education for Boys, Helwan University, 1996

**6-Mr. Aliyu:** crises and disaster prevention are methods and Solutions management, a series of decision-making guide, Cairo, 1997

**7- National Sports Council:** Slate statute for sports clubs, Information and Documentation Centre, Cairo, 2008

**8- Salem bin Saeed Al-Qahtani:** the willingness of managers to use teams in government agencies, prospective study on the administrative organs, 2007

**9-Talat Asaad Abdel-Hamid:** Business Administration (future development of the entrance), Mansoura University Library, 2008

10-Ali Ahmed Ali: human relations and its active role in

business organizations, Faculty of Commerce, Suez Canal University, 2003

**11- Fahim Ibrahim Alzaher:** crisis management, the world of modern books, Cairo, 2009.

**12- Mohamed Rabie Zenati, Yasser Qasrawi:** the behavior of individuals and groups in organizations, Faculty of Commerce Library, Tanta University, 2006

**13-Ghazi Mohammed Mandur Mandur:** The role of management to participate in the preparation of future management talent Directorate of Youth and Sports Gharbia Governorate, unpublished Master Thesis, Faculty of Physical Education, Tanta University, 2009.

**14-Nasser Al-Yahya Abbas:** Method participate in making strategic decisions between different administrative levels at the major sport clubs in Alexandria process, unpublished Master Thesis, Faculty of Physical Education for Girls, Alexandria University, 2004.

**15- Nawaf Kanaan:** administrative leadership, the

Faculty of Law, Jordan University Press, 2008.

**16- J. Mohammed Abdullah Al Nada:** the design of some models to prepare for the anticipated sporting crisis in Egypt, Ph.D. thesis is published, the Faculty of Physical Education-Boys, Helwan, 2000.

**17- Ministry of Youth:** Law for Youth and Sports bodies and regulations of the statute, Information and Documentation Centre, Cairo, 2001.

#### **Second: English References:**

**18-Diane, F. Baker:** Enhancing group decision making: An exercise to reduce shared information bias, Journal of Management education, Thousand Oaks. Vol. 34, Iss.2, pp 249 - 255, 2010.

**19- Park Rhokeum:** Proquest Dissertation and Theses. Section .190, part. 454129 Pages: (PHD dissertation) United states - New jersey: Rutgers the university of New jersey - New Brunswick, 2007.