



TC

TOKAT GAZIOSMANPAŞA UNIVERSITY

GRADUATE EDUCATION INSTITUTE

**STUDY OF SPORTS CRISIS MANAGEMENT
IN THE YOUTH SPORTS CENTERS IN ARBIL CITY**

DEPARTMENT OF PHYSICAL EDUCATION AND SPORTS

MASTER'S PROGRAM

Master's Thesis

by

Ari Bapir Hamad

TOKAT

September, 2021



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SCIENTIFIC ETHICS PAGE

According to the thesis writing guide of the Graduate Institute of Tokat Gaziosmanpaşa University, I declare that all the information in this thesis “ **STUDY OF SPORTS CRISIS MANAGEMENT IN THE YOUTH SPORTS CENTERS IN ARBIL CITY**” has been collected and presented in accordance with academic rules and ethical principles, and as required by these rules and principles, I refer to all data, thoughts and results that do not belong to me in the study and indicate its source.

(... /... / 200...)

The Student Who Prepared the

Thesis

Ari Bapir Hamad

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Signature

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Summary

The purpose of our research is to know what the crisis means and where it came from and how it is defined? And what are the characteristics, types, qualities, stages, and solutions of the crisis? And what is the purpose of managing the crisis?

While presenting a number of important and necessary issues about the crisis, which are based on a number of scientific sources, we can understand the meaning of the word crisis, which has an impact on all aspects of life, and there are other terms that are similar to crises such as “problems, shocks, disasters, events... Etc.” at the same time, the crisis will be divided into several parts and branches, what are the characteristics? It has been discussed and revealed that when we face a crisis, we must be able to manage the crisis to solve it with the least time and harm and gain a good experience to benefit us if we facing another crisis, or to prevent other crises.

Every institution that consists of a management system faces many different crises, institutions, clubs, centers and sports centers, like any administrative institution, but what makes it self-sufficient in the face of the crisis is that the institution's administrative system is able to withstand and solve the crisis, which makes the institution better and stronger, so in this research I've put my doubts on managing sports crises.

The researcher here, apart from the theoretical aspect of a detailed study of the crisis, has been field-based through a survey considering the scientific criteria conducted among youth sports centers in Erbil, with the participation of 169 leaders and employers at the management, administration and members of these sports centers, All the data has been passed through a number of important and necessary analysis to ensure the correct answers and be able to get the results correctly, like (Reliability statistics), (frequency table) and (factor analysis).

The results showed that youth sports centers in Erbil city faced severe financial and technical crises, and considering the results of the data analysis, the study concluded:

1- The specified budget should be added to youth sports centers, and other financial resources should be provided to them.

2- Opening development courses and strengthening for president, members and employees of sports centers in the field of management and administration.

3- Improving the capabilities and equipment of the youth sports centers in Erbil city.

Özet

Araştırmamızın amacı krizin ne anlama, geldiğini, nereden geldiğini ve nasıl tanımlandığını bilmektir. Krizin özellikleri, türleri, nitelikleri, aşamaları ve çözümleri nelerdir? Krizi yönetmenin amacı nedir? sorularına cevap aramaktır.

Krizle ilgili bir takım bilimsel kaynaklara dayanan önemli ve gerekli konuları açıklamaya çalışırken, hayatın her alanında etkisi olan kriz kelimesini anlamak önemlidir. Kriz kelimesi ile paralel olarak "sorunlar, şoklar, felaketler, olaylar vs." gibi başka terimler de kullanılmaktadır. Aynı zamanda, krizin birkaç bölüme ve dallara ayrılacak, özellikleri bulunmaktadır.

Bu çalışmada bir krizle karşılaştığımızda, krizi en az zaman ve zararla çözmek için nasıl yönetmemiz gerektiği belirtilmeye çalışılmıştır. Ayrıca bu çalışmada krizlerle karşı karşıya kalındığında bize fayda sağlayacak bilgiyi kazanmamız ve krizleri önlememiz için neler yapılacağı tartışılmış ve ortaya konmuştur.

Bir yönetim sisteminden oluşan her idari kurum birçok farklı krizle, kurumla, kulüple, merkezle ve spor merkeziyle karşı karşıya kalmaktadır. Ancak krizler karşısında bunu kendi kendine yeterli kılan şey, kurumun idari sisteminin krize dayanabilmesi ve çözebilmesidir. Bu durum kurumu daha iyi ve güçlü kılar. Bu çalışmada spor krizlerini yönetme konusundaki bilgi düşünceler ortaya konulmaya çalışılmıştır.

Bu araştırma, çalışmanın teorik yönü dışında, Erbil'deki gençlik spor merkezleri arasında, yürütülen bilimsel kriterleri göz önünde bulundurarak, spor merkezlerinin yönetimi, ve üyelerinin katılımıyla yapılmıştır. Bu çalışmada SPSS programı aracılığıyla veri analizleri yapılmıştır, Tüm veriler, doğru cevapları sağlamak ve sonuçları doğru bir şekilde alabilmek için (Reliability statistics), (frequency table) ve (factor analysis) gibi bir dizi önemli ve gerekli analizden geçirilmiştir.

Bu çalışmada elde edilen sonuçlar, Erbil kentindeki gençlik spor merkezlerinin ciddi anlamda mali ve teknik krizlerle karşı karşıya kaldığını göstermektedir. Yapılan veri analizinin sonuçları göz önüne alındığında, çalışmada şu sonuca varılmıştır.

1- Gençlik spor merkezlerine gerekli bütçe eklenmeli, bunlara ek olarak diğer mali kaynaklar sağlanmalıdır.

2- Yönetim ve idare alanında spor merkezlerinin başkan, üye ve çalışanlarına yönelik gelişim kursları açılmalı ve güçlendirilmelidir.

3- Erbil şehrindeki gençlik spor merkezlerinin yetenek ve donanımları geliştirilmelidir.

Thanks.

First, unlimited Thanks to God who has provided us with everything and given us life and opportunities so that we can serve the environment, society and humanity, and we must be a good reason for developing science, giving information and improving life...

So much thanks the advisor Dr. Yavuz Selim Ağaoğlu for his support, supervision, efforts and learning to made this research successfully done.

Thanks very much for my friend Dr. Farhad Ali who helped me to do this research.

Thanks very much to all others who helped me even with a single word.



Dedication

I present this study to my dear father and beloved sister, who have rested in peace.

I Present to my dear mother, who has always Support me.

I Present to my beautiful wife, that has always given me love.

I Present to my dear son.

I Present to my sisters, brothers and my whole family.

I present this study to my dear friend Raber Hormzyar, who was rested in peace.



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PART I

INTRODUCTION

Problem

Today, sports are not only for spending time and fun, but now a number of other aspects have been mixed, such as social, economic, business, political and cultural, which has led to a wide progress in concepts, principles, directions, purposes and all other aspects of sports. While this development has caused a number of problems and crises, making it possible for institutions, organizations, experts and special people to manage or solve the problems and crises among the centers and institutions. Various sports, so we must continue to look at improving the central administrative system and sports institutions.

Considering the situation we mentioned earlier, the continuous renewal and development of administrative institutions should be one of the previous tasks of the directors, employees, members of these centers and sports institutions. Which unfortunately one of the problems facing these centers and sports institutions is the lack of research on crisis management causes and solutions, another problem facing this research was the weakness of responding to the researchers' demands that made it more time required to complete this research.

Purpose of research

- 1- Highlighting the crises facing sports centers in Erbil, and how to solve the crisis.
- 2- The subjects in this research are one of the most important issues in sports, which researchers research in a modern way.
3. Facing crises and solving them will be a reason for the development of sports in the area.
4. This research will investigate the crisis and solve them in general.

Importance and the reasons for this research

- 1- Having a lot of types of crises in sports centers.
- 2- Lack of a comprehensive system for solving crises.
3. Lack of an academic center to help sports centers when there is a crisis.
- 4- Lack of research in this field in the area.

Research Style

1- Theoretical and practical side:

The researcher has gathered and organized several topics related to the definition of crisis, crisis types, crisis management, crisis styles, crisis causes, the impact of crisis on management, the good and bad effects of the crisis and many other important issues.

The researcher conducted a survey and collected information based on the survey among sports centers using scientific analysis based on the SPSS program to make numbers data and results and goals.

2- Limitations

The study was conducted on the level of sports, administration and technical departments of sports centers, and some of the presidents, members, employees and players of sports centers participated.

Keywords

Crisis, Crisis Management, Sport Crisis Management, Youth Sports Centers, Arbil City

PART 2

GENERAL INFORMATION

Crises are one of the issues that have occupied man since ancient times, and these crises accompanied the human being in its periods of development and expressed the nature of societies, and were a contributing factor in advancing development and change for its role in destroying capabilities on the one hand and a catalyst for confrontation, challenge and development on the other. Therefore, the world today is the world of crises because of the nature of the multiple variables and the real challenges facing institutions and organizations in all respects, making them vulnerable to crises that result mainly from unpredictability and planning their treatment.

(Santana 1998) pointed out that today's world is a world of surprises and change, which made the possibility of a crisis possible and expected at all times and places, and that any organization or institution is subject to the necessary needs no matter how different their type, size or management method. Contemporary organizations and institutions, as indicated (Daqamsa 1998) face many sudden changes, whether social, political or cultural, leading to the occurrence of multiple types of crises that differ in the causes of their occurrence, levels, frequency and severity of their impact.

(Al-Razim, 1990) pointed out that institutions in the public and private sectors are subjected to sudden tremors that cause confusion, material and human losses because of the failure to draw appropriate plans. However, (Abbas 2006) points out that the interest of intellectuals in crises is not because it is a reality but because humans may have a role in these crises can be avoided before they occur or reduce their seriousness and the losses caused by them.

(Pauchant & Mitroff 1992) pointed out by saying that it is individuals who influence the preparedness and resistance to crises in their institutions and organizations, and although crises have a serious impact on states, organizations and individuals, most administrative leaders deal with them inadequately and inappropriately. This may be due to a serious lack of good studies and research in this area that can help institutions prevent and deal with crises through effective applications in this area (Phelps 1993).

The interest in crisis management, as (Muhanna, 2006) points out, was in response to the current challenges faced by countries in several types, and many countries around the world have established crisis and disaster management centers that develop appropriate policies and strategies to address emergency events, coordinate with all sectors and organs of the state and mobilize human resources to facilitate crisis management processes. Therefore, facing crises and awareness of them is very important to avoid further losses, and this is only done by establishing a scientific approach to crisis management, which is one of the modern humanities, which includes predicting crises, planning to deal with them, preparing to face them and how to manage them efficiently and effectively.

Since crises occur in all areas of life and various public, private organizations and institutions, the sports field is also vulnerable to many different crises related to sports activity as noted (Osman 1998) such as making some decisions from the government administration affecting the democratic construction of sports institutions or the failure of clubs, teams and federations to make decisions affecting the public association of these sports institutions and riots and intolerance and bankruptcy of sports institutions and others. Therefore, sports institutions may be exposed to many different crises, which affect the obstruction of administrative work and achieving goals, and create confusion in the plans they seek to implement such as lack of funding, mistakes in organizing tournaments, miscalculation, injuries to players, bigotry and stadium riots, all of which lead to an unregulated crisis, leading to confusion in decision-making and sometimes conflict, excessive use of financial and human resources and inadequate confrontation methods.

Therefore, sports institutions and organizations are required to have the necessary skills to respond to and deal with such crises in order to improve their readiness to deal with potential crises, Dealing with crises is one of the main subjects that shows the efficiency of management in dealing with difficult situations significantly and the knowledge with experience of administrators in dealing with those positions, and therefore the excellence achieved by the advanced sports institutions in the world in addressing crises was the result of relying on distinguished and specialized teams to manage these crises through the ability to predict crises and successfully plan to find the proposed solutions for each crisis and overcome the negative effects And to use it as practical experience for future planning to solve other crises, This research looking to identify the most important of these crises and their causes and treat and face them if they occur, and to identify the most important strengths and weaknesses found in these sports centers and strengthen strengths and address weaknesses if possible.

What Are the Words Related to The Concept of Crisis?

Before going into a review of the concepts and definitions of the crisis, we must distinguish between the concept of crisis and the mixed other administrative concepts that are similar in some characteristics and terms:

1- The problem: It is a stage of crisis and serves as a prelude to the emergence of a crisis, but it represents a crisis in all its aspects, which is undesirable and leads to a state of tension and dissatisfaction. (Fathi 2001)

2- Conflict: It is a term that comes very close to the term crisis because it is a struggle of two forces and opposes their interests, and it entails calming and disturbance but does not reach the point of challenging the main assumptions underlying the system. (Al-Hadidi and Mohammed 2007)

3- Disaster: It is a devastating event that results in risks, damages and material and human losses affecting a sector of society or society as a whole, which is one of the

most common concepts associated with the crisis and confuses them and disasters may be the cause of the crisis but it is not the crisis itself. (Hawash 2005).

4- Shock: It is a sudden feeling that occurs as a result of an order, a situation, or an expected event and may be one of the symptoms of crises, or one of the consequences that arose when they occurred without knowledge or warning (Osman 1998).

5- Accident: It is a sudden defect that physically affects the system, or a particular institution or entity, and it is done quickly and ends without extension and its symptoms fade and do not continue and lead to the suspension of production until the completion of repairs. (Hawash 2005)

6- Dispute: The disagreement reflects the concept of antagonism and mismatch, which may be a manifestation of the crisis but does not fully reflect it. (Osman 1998)

In short, the crisis is mixed with a range of different administrative concepts and terminology, and some of them may be used mutually with the crisis. These concepts may be the necessary results and some of them symptoms, some of them causes, and sometimes the crisis overlaps in its manifestations and some of its results with these administrative concepts, which leads to confusion between them and the crisis and this confusion may often lead to an incorrect understanding of the situation by the decision maker whether administrative or director in various organizations and institutions, and often this confusion and misunderstanding leads to improper administrative treatment of each of them, the error in diagnosis leads to errors in treatment, which requires clarifying the concept of each of them and demonstrating its differences from the concept of crisis.

The Concept of Crisis

The concept of crisis originated in its beginnings in the scope of medical sciences, referring to the Greek term (Kipview), and means a turning point in which the patient turns to the worst or the best during a certain period (Kamil 2003). Lindman was the first to study crises in the last century when he studied the impact of the massive fire (1994) in Boston and its bad impact on those affected, and stressed that crises existed from ancient times, and that they accompany the human being who dealt with it according to his experiences, and possibilities in order to reduce their damage and reduce them. His study laid the most important theoretical foundations for the contemporary crisis and the basic rules for the treatment of these crises. (Ali 1990)

The crisis is an old word, due to Greek medicine, meaning a "turning point", it is launched to indicate a fundamental and sudden change in the human body, and then the word moved to various human science, and became a set of circumstances and sudden events that involve a clear threat to the current situation stable by the nature of things. The media encyclopedia defines the crisis as: a disabled position that constitutes an important turning point for the organization, requires decisive change and requires a quick and decisive decision, as well as the creation of quick and new methods and activities to face the new circumstances (Adel 2006).

The definition of the crisis varies according to the guidance and scientific specialization, in the administrative perspective: a critical moment concerning the fate of the administrative entity becomes difficult for the decision maker to make him very confused and does not know any decision taken. The crisis in the social perspective is a challenge to the prevailing social customs and behavior (Macawry 2005)

The concept of crisis is a vague concept that is difficult to define, and like other concepts in the social sciences, there is no agreement between scientists and political analysts and strategists on a specific definition of it, the concept of crisis raises many difficulties, problems and controversy among researchers and analysts in the field of crisis study, although this does not prevent them from agreeing on the existence of common or general features characterized by crises of different types (Saudi 2006).

(Vogelaar 2005) defines the crisis as unexpected events that disrupt the daily lifestyles routine of organizations, while (Al-Anzi 2004) sees it as a critical point facing the organization or the state in one aspect or in all these aspects, and is characterized by surprise, threatening values, threatening prevailing values and limited time to make a decision capable of effectively dealing with its various negative and positive repercussions.

Although there are many different concepts of the crisis from different perspectives, management scientists agree that the crisis has the following characteristics (Al-Jundi 2003):

1- Threat: It means events or acts emanating from a particular individual or system, whether by reference or action.

2- Surprise: The speed of choosing the right place and time to blow up the crisis means the nature of time and is divided into: (A) A sudden event that does not allow sufficient time to quick respond to it, because of its complexity and threat to interests. (B) A sudden event that allows the right time to make the right decision about the crisis, and may be short for some decision makers, and insufficient for others.

There have been several opinions and studies, which dealt with the meaning of the word crisis and each of them was addressed from a different perspective due to its multiplicity of uses in different fields, where the crises and related aspects need to be fully clarified and analyzed and fully measured their components since their inception and dealt with logic and rationality, since the correct understanding of the science of crisis management as (Shaaban 2005) points out comes from the understanding and good understanding of the meaning and concept of the crisis and its types, causes, characteristics and cycle of life. And its classification, its impact and the methods of dealing with it. Therefore, recognizing the existence of crises requires that the crisis be more present in the awareness, thought and management of all systems and institutions understanding "absorption", analysis, diagnosis, "prevention and treatment", and the definitions associated with the crisis have multiplied and differed according to the scientific views adopted by researchers in the fields of various political, economic, psychological, social and sports sciences.

The term crisis in administrative literature, a broad term that begins with the crisis of trust that occurs between two people and ends with a devastating international crisis (Al-Baridi 1999). (Webster 1913) defines the meaning of the crisis as a critical and unstable period leading to the expectation of something crucial and important, anguish or a particular dysfunction (Al-Razi 2001) defines it as distress, drought or crisis and every narrow road between two mountains, (Al-Khudhairi, 2003) pointed out that the crisis reflects the position (Situation), the state of affair, the process and the case faced by the decision-maker in one of the administrative entities where the events follow and the causes overlap with the results and the decision maker loses his ability to see clearly when colliding with them at first glance.

(Jamis & Gilliland 1997) believes that the crisis is a concept that reflects an intolerable situation or situation that can cause serious impact and different functional behaviors. On the other hand, (Dubrovoski 2004) defines it as a short-term unwelcome and undesirable critical condition due to internal matters that directly threaten the organization's existence. However, (Fink 1986) defines it as a turning point in the organization's life for the worse, or better, and leads to instability and results in desirable and undesirable things, and (Al-Hadidi and Mohammed 2007) know the crisis as a situation and a tangled situation of high heat in which the causes and consequences conflict and things mix and get complicated. At first glance, the decision-maker in the administrative entity and the correct vision of events may lose control, beside that (Reyndols & Seeger 2005) defines it as a state of uncertainty and a chaotic situation and defines the crisis as an unstable situation that may lead to decisive change and highly unfavorable results or, on the contrary, the results may be very favorable and desirable. (Fink 2002)

(Muhanna 2006) knows that the crisis is a threatening, surprising and time-limited situation facing the decision-maker in the administrative entity, and (Shadoud 2002) defines it as "a critical and decisive moment that may be sudden and confronts the state, the international community, the community, the institution or the individual." However, (Allen 2003) defines it as an event or circumstance that creates a temporary state of disorganization in the organization that makes it difficult for individuals to adapt to that situation.

The crisis is a severe shock that has all the characteristics of the problem, but to a greater and greater extent, affects the system with disability and inertia, and it is necessary to resort to seeking assistance and aid according to the type of crisis (Kamil 2003). But (Phelps 1986) refers to the definition of the crisis as a sudden event that leads to a malfunction in the organization's work and damage to its competitive position, which calls for prompt attention. The crisis is a situation of direct threat to the interests of the institution, and has shaken its image in front of the masses, which calls for quick decisions to correct its situation to the right track. (Abbi 2009)

As (Al-Ammari 1993) points out, the crisis "is the critical point and the crucial moment at which the fate of a development is determined either for the worse or the better, Life or death, war or peace to find a solution to a problem". Beside that (Al-Serfi 2007) defines the crisis as "an event that endangers the organization and at the very least

creates enormous pressure on the organization's energies, resources, capabilities and management".

The crisis is every situation or moment that leads to a sharp change in the results as a result of the accumulation of a set of events, affecting the system of the institution or part of it (Al-Razim 1990), This results in crises that force organizations to manage them efficiently and effectively and in order to reduce their negative results and benefit from their positive results (Sami 2013), The crisis is a critical and decisive moment related to the fate of the administrative entity that is infected, and a problem that represents a severe difficulty for the decision maker makes him very confused so that any decision he makes within a circle of uncertainty, lack of knowledge and mixing of causes with the results and successive collapse that increases the degree of unknown in the developments of what may result from the crisis. (Jad 2010)

In another definition, the crisis is a sudden shift from normal behavior, which means that a series of interactions have arisen, resulting in a sudden situation that poses a direct threat to the fundamental values or interests of the State, necessitating the need for quick decisions in a short time and in uncertain circumstances so that the crisis does not explode (Barton 1993). The crisis is a flaw that physically affects the entire system, threatens the main assumptions underlying it, and the crisis is often characterized by elements of surprise, time constraints and lack of information as well as material and human threat factors. (Rajab 2000)

(Pearson & Mitroff 1991) defined it as a process involving five basic stages:

- 1- Detecting early warning signals.
- 2- Preparing for crisis prevention.
- 3- Risk containment.
- 4- Reducing negative effects, increasing positives.
- 5- Restoring activity and eventually learning and gaining experience.

While the crisis is defined in Webster's dictionary (Webster 1999) as a position that represents a turning point for the worse or better, this position confronts states, individuals, groups and organizations of all kinds. However, the crisis is a constant reality of life, and internal and external challenges are taken care of by governing regimes that strive to manage crises arising from threats and challenges successfully that end up avoiding, resolving or mitigating their consequences. (Amin 1993), But (Al-Bazaz 2001) defines it as an unstable time. Or the seriousness of the affairs of the individual, or the group, and its results have a decisive impact, whether for the worse or the better, and it is a few crises that represent the degree of surprise. And (Shrivastava 1993) defined the crisis as a serious situation that threatened the organization's high priority and objectives.

According to (Abdul Jabbar 2016), sports crises are related to sports activity such as the defeat of the most popular clubs, riots and intolerance, or the decisions of the

government administration affecting the democratic construction in sports bodies, the failure of the national team in the most popular games, the failure of clubs to achieve their goal, or decisions made by sports federations or clubs to affecting public association and public opinion in these institutions. In sports crises, all kinds of crises are present within sports activity. He added that sports crises are also linked to the Olympic position if the event is held at the Olympic games held every four years, or in the world championships every year, two years or four years or in regional or continental championships, and sports crises are also linked to any defect in the main components of any sports body, whether federations, clubs or youth centers.

From the above, we find that there are clear differences in the definition of crisis among researchers. There is no comprehensive and unified definition of the crisis, where some definitions focused on the effects of the crisis, some on the practical aspect of the crisis, others focused on the side of decision-making in crisis circumstances and through a review of the previous definitions necessary we believe that they share similar factors and elements and be the picture and general features of the crisis in different areas of life. A number of general characteristics contained in the definitions of the crisis can also be drawn as follows:

- 1- A situation and a critical situation and a threat to the administrative entity.
- 2- The crisis affects all areas of life and at the level of individuals, organizations and states.
- 3- You need to take swift, sound and orderly action to deal with crises.
- 4- There is a great deal of doubt about the decisions put forward.
- 5- Surprise and the speed with which it occurs and may occur without the element of surprise.
- 6- A turning point that does not have to be characterized by bad and carry with it degrees of risk and uncertainty.
- 7- The significance of the crisis varies from organization to organization depending on the risk and the possibility of achieving the objectives of the organization.
- 8- Loss of control over the course of events.
- 9- Lack of information, ambiguity and lack of clarity of managers.
- 10- A direct and significant threat to interests and objectives.
- 11- The emergence of a state of fear and panic sometimes.

Through a review of the overall characteristics of the crisis and a statement of its most important dimensions can be established to understand more accurately and deeply the crisis and think and work to prevent it and manage it in scientific ways by studying

previous crises and drawing lessons and lessons, identifying the stages of crises in general, and planning to manage them, which allows the rooting of crisis management science as a branch of knowledge and specialized management and expanding its scientific and practical base to allow and enable effective and efficient handling of crises.

Types of Crises

(Othman 1998) and (Al-Serfi 2009) point out that there are many types of general crises that occur in all different areas of life, including:

- 1- Natural crises: such as fires. Floods, earthquakes and volcanoes.
- 2- Social crises: such as intolerance and sectarianism against a particular gender, or color or Religion.
- 3- Political crises: piracy, assassinations, kidnapping, assault, terrorism.
- 4- Military crises: world wars, the cold war and internal revolutions that affect the internal security of the state.
- 5- Economic crises such as high prices of food and oil derivatives, and economic inflation. Low salaries and bonuses for employees.
- 6- Technical crises: such as literary thefts, infringement of copyright or decision-making and artistic positions affecting public association with art, literature and journalism.
- 7- Sports crises: "They are related to events related to sports activity such as: defeating the most popular club, or riots. Or intolerance, or making sports decisions from the government administration that affect the democratic construction in sports bodies. Or the failure of the most popular national team, or the failure of clubs to achieve what is required of them, or the decisions made by sports federations or clubs that affect public association and public opinion with these institutions. In sports crises, there are also all other types of crises within sports activity". (Osman 1998)

The Basis for Classifying the Types of Crises

The variety of crises and the differences between them according to several foundations, as many researchers in this field point out, and these foundations can be highlighted, through which crises can be classified as (Shaaban 2005) pointed out among the most important foundations and criteria:

1- Classifying crises in terms of the source of the crisis (The reason or the cause of the crisis):

A- Crises caused by human being: crises for which the human being is the main cause, such as wars, Demonstrations and terrorism.

B- Crises caused by nature: such as natural disasters (earthquakes and volcanoes) that occur without direct intervention of human activity.

2- Classification of crises in terms of the subject of the crisis:

A- Material: They are economical, material, quantitative, measurable and can be studied and dealt with, such as a sharp decline in sales. The food crisis, the crisis, the debt, the lack of liquidity in the organization.

B- Moral: These are crises of a psychological and personal nature and cannot be easily captured and cannot be seen or heard, but can be felt, such as the crisis of trust, the deterioration of loyalty and resentment, dissatisfaction and low morale.

C- Combines materialism and morality: It is a combination of the two previous types, where the crisis includes both material and moral aspects.

3- Repetition rate criterion:

A- Periodic crises: These are crises characterized by periodicity and repetition. It occurs in certain seasons, or cycles and is predictable. Examples include the low demand for a commodity or soft drink in winter, the lack of labor in agricultural harvests and the frost crisis that threatens crops.

B- Non-periodic (random) crises: They are sudden, non-periodic and non-recurring crises, and it is difficult to predict their occurrence, and there are usually reasons beyond our control for their occurrence, such as: drought that leads to losses, and extreme heat leads to fire.

4- Classifying the crisis in terms of the depth of the crisis:

A- Superficial crises: These are crises that occur suddenly. It does not constitute a seriousness, it is a crisis without roots that occurs and ends without having an impact such as: crises that occur as a result of a false rumor (supply crisis, crisis of misunderstanding).

B- Deep crises: It is considered a serious crisis because it is linked to the remaining administrative entity to which it occurred and its risk and impact depend on its depth and may lead to the collapse of the organization if left untreated (the crisis of treason).

5- Classification of crises in terms of the risk degree of Size:

A- Normal: It is a crisis of light impact and easy to deal with immediately and quickly. Examples of these crises are the strike of workers in one of the departments, or a malfunction in the production line of one of the institutions.

B- Medium: It is a medium-impact crisis, and it needs to be addressed by the director of the organization for fear of moving to the next stage, which is the acute stage, and dealing with it through appropriate administrative tools to mitigate and eliminate its

effects, such as the resignation of the director of the internal rumors department and an act of sabotage in some parts of the organization.

C- sharp: They are crises that are characterized by severity, violence, and oppression of the administrative entity. Examples of these crises are a comprehensive strike by all members of the organization, and public demonstrations in all cities of the country, an attack from a foreign country.

6- Classification of crises in terms of time:

A- Sudden crises: And be frightening like plane crashes and fires.

B- Emergency crises with tangible preludes: They are crises that have clear signs that can be remedied by decisive decisions before they reach advanced stages such as the workers' strike and the high rate of absenteeism at work or study.

C- Chronic crises: They are crises that last for long periods despite the administrative efforts to confront them.

7- Classifying the crisis in terms of the nature of the threats: The crisis of an external threat and the crisis of malfunctions and failure. Crisis of a threat directed against the organization's economy, crises of heavy losses, psychological crises, crises of occupational diseases.

8- Classification of the crisis in terms of the scope of the crisis: Such as economic, media, sports, political and environmental crises. There may be sub-crises within each field.

9- Classification of crises in terms of geographical level: Local crises, national crises, international crises.

As (Al-Serfi 2007) classifies the crisis from the perspective of the size of the risk to the administrative entity and the ability to control it, as shown in Figure (1):

1- First degree crisis: in which the crisis is of high severity, and the ability to control is at its lowest.

2- Second degree crisis: in which the crisis is of high risk and the ability to control is high.

3- Third degree crisis: in which the crisis is of low severity, and the ability to control is weak.

4- Fourth degree crisis: in which the crisis is of low risk and the high ability to control it.

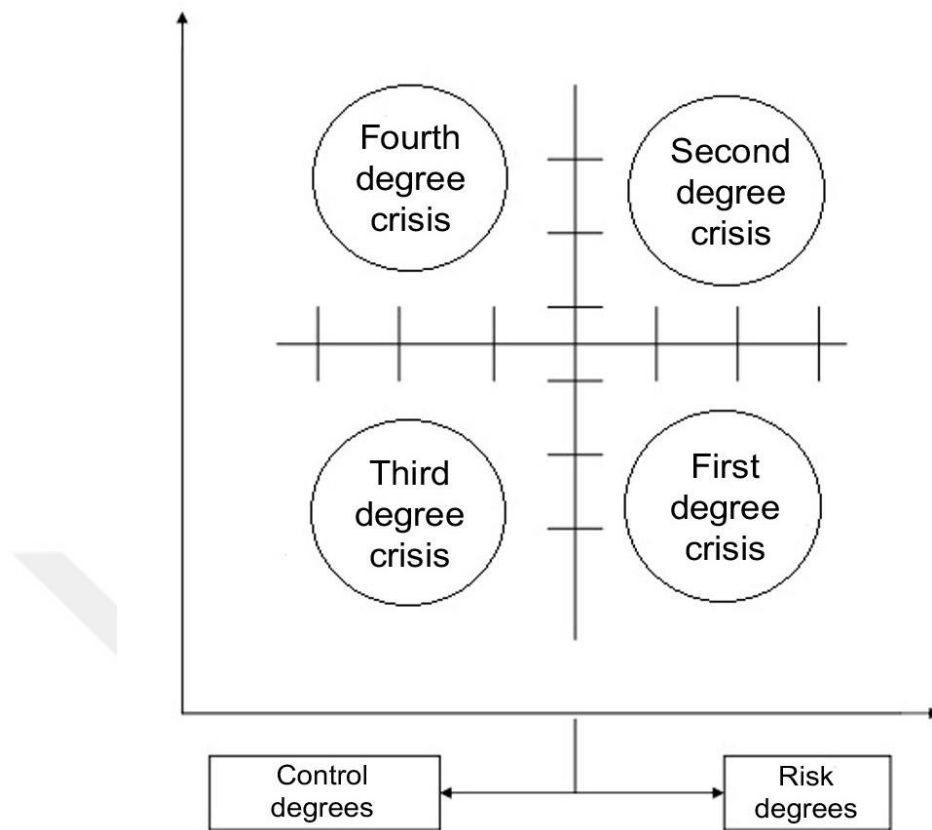


Figure (2-1) Crisis classification in the context of the risk size of the administrative entity, (Al-Serfi 2007)

It should be noted from the above that the types of crises need special attention and treatment, so that if the crisis occurs you need to be properly categorized according to the correct foundations in order to be easily identified and dealt with properly. Any mistake in diagnosing a crisis leads to serious errors in treatment at a time when the decision maker has no room to remedy these errors. Previous classifications of crises also contain a great deal of overlap, and any classification of them can not inform all aspects of the crisis, which requires the development of more than one standard or classification to determine the types of crisis, the crisis, whatever its nature and areas, its effects overlap and branch out so that the crisis can be the cause of another crisis or the result of others.

Causes of Crises

Maher (2009), Al-Hadidi and Mohammed (2007), Abdesalam (2000) and Fathi (2001) are provided with evidence of their occurrence. Any reasons for the crisis to be worse and these reasons as in the (figure 2) can be the result:

1- Misunderstanding: One of the most important reasons for the emergence of crises as a result of a lack of information or haste to make decisions, or a mistake in receiving and understanding the information available about the crisis, where this leads to random and unregulated dealing with crises, the management of crises shifts from

managing its task of mobilization and confrontation to managing its task of justifying and shirking responsibility and constantly changing its decisions.

2- Misperception: Perception represents the stage of understanding the information obtained and the discretion of the matters presented. If the perception is not right. Or as a result of an interference in vision, it leads to the insecurity of the direction taken by the leader or manager.

3- Miscalculation, evaluation and false optimism: These are the most causes of crises in all areas through two aspects: exaggeration and excessive self-confidence in confronting the others, miscalculation of the strength of the others, and underestimating it, and therefore the result is underestimating it at a time when it is increasing, and its danger increases. In the absence of full knowledge of it, there is inaction that the other side is exploiting.

4- Irrational chaotic management: This type works not only as a cause and cause of crises, but as a destroyer of the administrative entity, random management is based on ignorance, encouraging deviation, and relying on personal orientations for the future vision.

5- Ordering and blackmailing: This motive is based on controlling the decision maker, putting him under psychological and material pressure to force him to take very wrong actions, and uses this method by making crises to make unfair gains.

6- Despair and frustration: It is the loss of hope in solving problems and disasters, or the frustration and unwillingness of the decision maker to face problems, as a result of the deterioration in administrative systems and a sense of injustice, low income, salary, and administrative repression, if the person is infected with this despair and despair as a result of the unwillingness and motivation to work, development and improvement in performance, the psychological or behavioral crisis that is always followed by other crises eat everything.

7- Rumors: It is one of the most important sources of crises where the rumor is launched in a certain way after its employment and is harnessed through honest facts that have already occurred, and concrete from a large number of those who listen to it with a halo of false and misleading statements and exploit them in a particular event, to erupt the crisis without warning.

8- Power displays: This is called the practice of force and the exploitation of conditions of superiority over others. Whether as a result of gaining new power, or as a result of weakness on the other side. This method is done by large entities, and ambitious to reduce the role and effectiveness of small entities when they have some elements of power and want to measure their reaction or test and test their impact on smaller entities, where events accelerate, results accumulate and crisis occurs.

9- Human mistakes: It is clear that many crises are caused by negligence, incompetence, inability to manage projects efficiently and efficiently, laxity, lack of motivation, inaction, sabotage and internal terrorism.

10- Planned crises: It is to create problems and crises to camouflage larger and real crises in an attempt to gain benefits immorally at the expense of others. As a result of the lack of religious and moral dissension and mistrust of others.

11- Opposing objectives: Differences of vision, differences of ambition, personal ambitions, different objectives, and hopes among the parties to the administrative decision will often be in crisis.

12- Conflict of interest: It is an important cause of crises, both on an individual scale. Or institutional, domestic and even international, if interests conflict, the motives for the emergence of crises arise, where each party of opposing interests works to find what strengthens what it demands even if the crisis continues.

13- Various administrative reasons: - Wrong financial policies such as high costs, complexity of accounting systems, and weak financial control.

- Inappropriate marketing policies such as: A- Demand has changed by rising or declining. B- Weakness and decline of marketing efforts. C- Intensified competition. D- Ill-considered expansion of the markets.

- Improper strategic policies such as: A- The size of the institution and its sagging. B- Poor administrative communications. C- Lack of good planning. D- Random or authoritarian management. E- Not adapting to the surrounding environment.

- Wrong individual policies such as: A- Not hiring properly. B- Weakness, or prohibition of business authorization. C- Absence of motivation, or inequality. D- Leniency with human mistakes. E- Lack of clarity of tasks and duties. F- Not working as a team. G- The organizational structure is unclear.

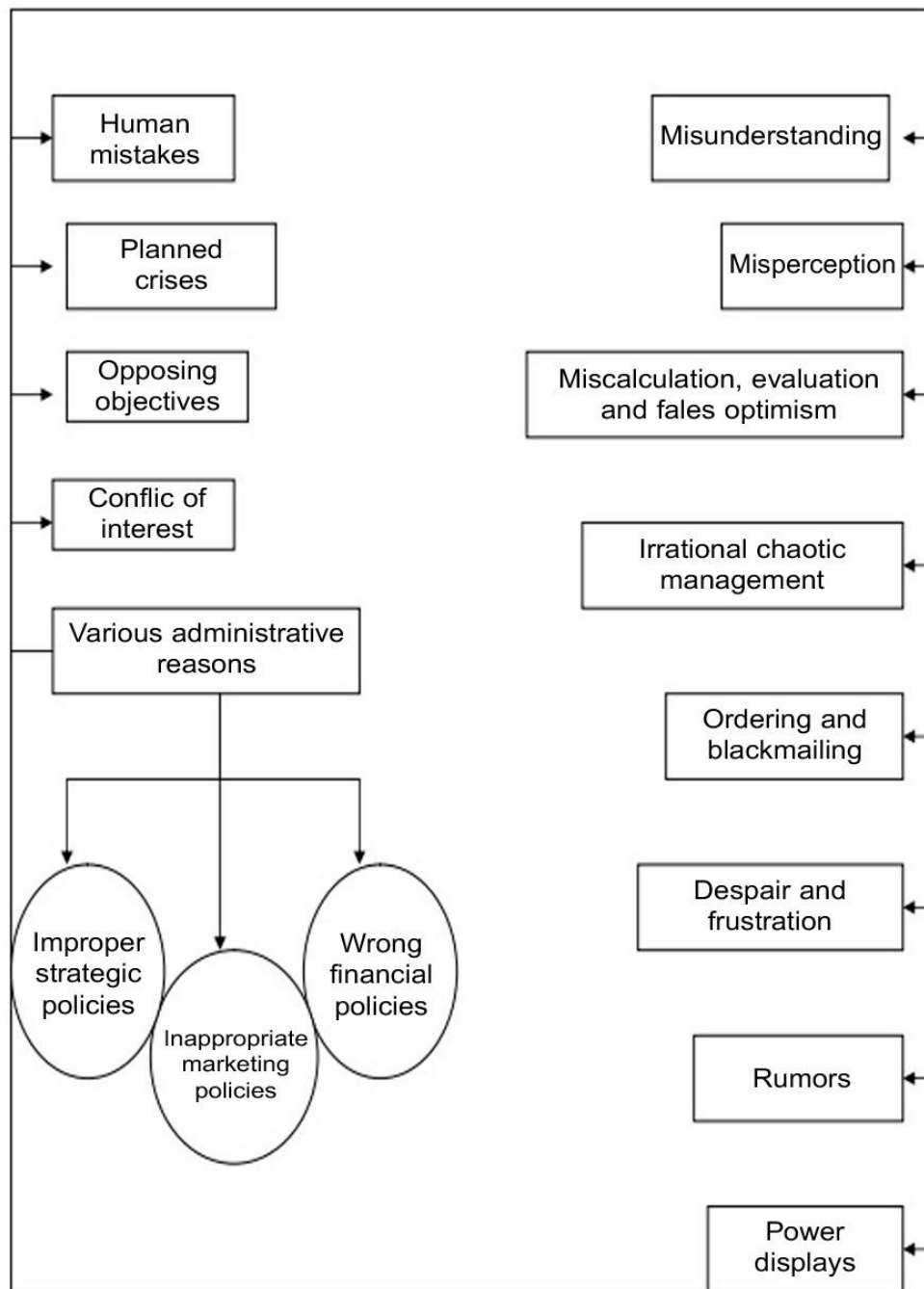


Figure (2-2) Causes of crises, (Fathi 2001)

(Phelps 1993) identifies the causes of crises as follows:

1- A serious lack of good studies in the field of crisis management, which can give effective applications in this area.

2- Lack of appropriate management tools and methods that can help institutions prevent or deal with crises.

3- The absence of references that can provide managers, communications officials and decision makers with the necessary information in the field of crisis and management.

(Abbouy 2009) asserts that organizations are exposed to various threats as a result of a range of reasons leading to the crisis, and these reasons can be divided into:

- 1- Reasons due to mistrust.
- 2- Reasons due to the haste to make decisions.
- 3- Reasons due to the weakness of the leaders.
- 4- Reasons beyond the will of man.
- 5- Reasons due to the weakness of material, technological and human potential.
- 6- Reasons due to the underestimation of crises.
- 7- Reasons due to outside human ability.
- 8- Reasons due to the ineffectiveness of communications.
- 9- Reasons due to the rigidity of administrative systems.
- 10- Reasons due to the weakness of informal organizations.
- 11- Reasons due to the lack of interest in training.
- 12- Reasons due to the lack of attention to the humanitarian aspects of the workers.

The causes of the emergence and occurrence of crises resulting from mismanagement at organizational levels can be summarized as stated by (Turner 1994) as follows:

- 1- Reassurance by excluding the possibility of problems
- 2- Lack of important information
- 3- Failure to read information, or incompetence in individuals to read information well and therefore not realizing its importance.
- 4- Strict sterile gradient, which prevents the smooth flow of relevant information.
- 5- Neglecting the alarm signals. When things go wrong.

- 6- Immobility and repetition.
- 7- Internal and external pressures.
- 8- Misjudge positions in not understanding the critical signals of a crisis.
- 9- Being drawn into the trap of disability by repeating the wrong practice but better.
- 10- Overlook the simple events that come together, grow and develop to promote the failure of the system.

(Ibrahim 2000) (Abbouy 2009) were classified causes of crises within the authority and outside the body as follows:

A- The causes of crises inside the body:

- 1- Crises that occur because of mistakes or defects in the technical aspects.
- 2- Crises that occur because of errors or imbalances in the administrative aspects.
- 3- Crises that occur as a result of human mistakes.
- 4- Crises related to the diseases of management underdevelopment, deviation, hypocrisy and bureaucracy.

B- The causes of crises outside the body:

- 1- Crises that occur as a result of natural disasters.
- 2- Crises that occur as a result of changes in rules, laws and regulations (legislation).
- 3- Crises orchestrated by competitors (planned crises).
- 4- Crises resulting from intentional or unintentional rumors.

There are a number of indicators indicating the possibility of nearby crises, as indicated by (Al-Bazaz 2001) are:

- 1- Low efficiency of senior management and lack of effective control over the executive director.
- 2- Loss of the necessary management skills at the operational management levels.
- 3- Devoting resources to the development of new business while neglecting the main work.

- 4- Conflicting decisions and lack of strategic thinking.
- 5- Rumors among the workers.
- 6- Weak management strategies and complete loss of meaning"
- 7- Weak financial control and lack of reliance on financial reports for decision-making.

Crisis Life Cycle

The crisis, like any living being going through a cycle of life, and this session represents the utmost importance of the decision-maker, the sooner the attention is to the beginning of the crisis, the more successful the decision taken to treat the crisis and deal with it efficiently, and no matter how different the views in the names of the components of the stages of the emergence of the crisis, there is no disagreement in the content (Fathi 2001) (Al-Hawari 1998) (Al-Khudhairi 1990) are identified the life cycle of the crisis in five stages and these stages are:

1- The stage of the crisis birth: The crisis is appearing vaguely for the first time at this stage, and a vague sense of something is on the horizon. And worried that there was something alarming. All this is due to the lack of sufficient information about the crisis, if the decision maker has the ability and experience to deal and absorb this stage, then he has the ability to eliminate the crisis in its birth, and the focus of this dealing is to vent the crisis, and to lose the foundations of growth, and then freeze it or eliminate it.

2- The stage of growth and expansion of the crisis: When the decision maker does not pay attention to the seriousness of the crisis at the birth stage, it grows and enters the stage of growth and expansion through a feeder and internal source. It is a nutrient and an external source that adds new impetus to growth and expansion, and at this stage the sense of crisis is growing and felt by many, and the decision maker cannot deny its existence or ignore it because of the entry of new parties to the conflict because the danger has affected these parties. Or because they are afraid of its consequences, and therefore for the sake of their interests they alert the decision maker of the existence of the crisis, and the crisis can be eliminated at this stage, by not allowing its development any more, and stop its growth at this level, by isolating external nutrients to it, and fixing the crisis by correcting the imbalances and images that led to its emergence and reducing the elements of corruption that it has carried out.

3- The stage of the peak maturity of the crisis: The crisis reaches this stage when the administrative decision maker is highly ignorant, arrogant, backward and tyrannical in his opinion, and closes it to himself, so that the crisis becomes of a high destructive force, reaching its maximum strength, violence and impossible to control afterwards. However, the crisis can be eliminated in one way by turning the direction of the crisis and with all its cruelty towards a scapegoat that bears all the previous consequences to an irreversible level again.

4- The stage of the decline and contraction of the crisis: The crisis reaches this stage, when it achieves the goal of violent collision, and then begins to recede, shrink and bounce back, but it is not finished yet as it is still like weak waves, it can rise and renew its new momentum if there are sources to feed and derive its strength, and these waves will not end and settle unless the crisis ends and she's in her next and final phase.

5- The stage of the disappearance of the crisis: The crisis reaches this stage, when it loses the momentum generated by it, begins to fade, disappears irreversibly, and the receding crisis is a motive for the administrative entity in which the crisis occurred. To rebuild and restore the entity, effectiveness, and immunity. And the experience of dealing with the causes and consequences of this type of crisis.

(Fink 1986) divided the stages of the crisis into:

1- Warning stage (prodromal crisis stage): It is a pre-crisis warning phase, the warning may be clear and direct and understandable, and may be indirect and more difficult to perceive, sometimes the warning is evidence, but no action is taken. The crisis is taking way.

2- Crisis stage: This stage is called the point of no return, where the warning ends, and the crisis phase is reached. This is one of the shortest stages. But because of its intensity it makes you feel like the longest stage.

3- The stage of addiction (continuing crisis stage): The causes of the crisis are ascertained, harm and damage are assessed, and liability is determined, the smart manager uses this stage wisely, in order to plan and analyze what happened, and to take appropriate action, and this stage is a period of turmoil in the organization, and may last a long time. But good crisis management planning can reduce the time of this phase.

4- Solution stage: If the director of the crisis management can understand the warning at the beginning, he will find a solution to the crisis, but if the warning passes without the attention of the crisis manager, he performs the next stages (crisis and addiction) to supervise these stages, think about ways that accelerate these stages, solve the crisis appropriately, and pass the crisis and develop in the form of a cycle, or ring as in (figure 3).

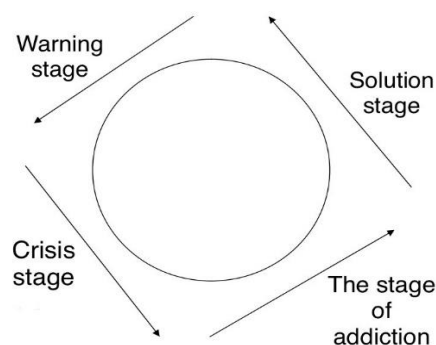


Figure (2-3) The stage of the disappearance of the crisis, (Fink 1986)

The Impact of the Crisis on the Administrative Entity

The impact of the crisis on the administrative entity includes a set of dimensions. (Al-Hadidi and Mohammed 2007) and (Abdeslam 2000) also pointed out:

1- The functional impact of the crisis: The crisis affects the activities and functions of the administrative entity in which it occurred, thereby affecting the content and the underlying objective of the organization. The administrative entity, whatever its nature, is divided into a set of functions within which it is exercised and when a crisis occurs, it affects these functions.

2- The performance effect of the crisis: Each crisis has a certain behavior that it is going through, and has the performance and impact it has within the organization, and this performance ranges from intensity to violence, simplicity and weakness, speed, and slowness.

3- The structural impact of the crisis: The structure of the administrative entity is affected by crises as a result of the administrative entity's reliance in its work on the mechanism, and the routine automaticity, which lends a rigidity to the movement of projects in organizations and causes them to be underdeveloped, rigid and severely petrified, and weakens their flexibility mechanisms as well as errors resulting from miscalculation of future factors and variables surrounding the organization.

4- The content effect of the crisis: The crisis is characterized by the fact that it has a central content through which it works to achieve and devote its objectives, and without this content becomes marginal and worthless influence. The content of the crisis relates to the main issue that the crisis has singled out or taken as its focus, the focus of the crisis may be to increase income and raise the level of wages to suit the high cost of living and high prices and the successful leader is the one who discovers the initial signals of the content of the crisis and deals with it in an appropriate scientific way and overcome it and destroy it.

From the above, we find that the crisis has multidimensional and multifaceted effects. because the crisis is an influential element in the surrounding environment, and is influenced by the factors that are active to the environment, thus becoming a cause and a result at the same time, both of which are destructive to the administrative entity in which they occurred if they continue, and by reviewing the pre-crisis effects on the administrative entity in general, the crisis has an impact on the sports administrative entity represented by all its sports institutions and organizations (Olympic Committee, federations, sports clubs and the sport centers) The crisis affects all aspects of the organization. And on their performance, activities and working methods, and components of different committees and departments, this effect may extend to different types of organizations and institutions, where sports federations are represented by their boards of directors, a regulatory structure in which it appears in particular and clarity, lines of authority and responsibility and committees and their size and nature whether executive, advisory or legislative by identifying departments, committees and their departments, the scope of supervision and the council of these federations consists of a group of individuals by election and appointment, who form the boards of directors of these federations.

Negative Effects of Crises

- 1- The crisis may threaten the strategic objectives of the organization on which it was built under normal circumstances. (Al-Abadila 2003).
- 2- The crisis may extend to unexpected aspects, affecting "new" parties with their negatives. (Cynthia 2005)
- 3- The crisis may impose an atmosphere of conflict of interest, dissociation of relations, uncertainty and certainty. (Augustine 1995)
- 4- The crisis sometimes feeds the seed of fear and terror, and pressure among workers, which affects their ability to make the right decisions, and the loss of control. (William 1986)

Positive Effects of Crises

- 1- Crises prompt the development of early warning systems, to send warning signs of an upcoming danger and before the crisis occurs long enough to prepare. (Pearson & Rondineli 1998)
- 2- Reveal the flaws, weakness and shortcomings, as well as aspects of strength and excellence. (Hemdon 2002)
- 3- Crises are opportunities that are not available under normal circumstances, by alerting all the potential of progress, flight, growth and development. (Al-Tawil, 2009).
- 4- The crisis acts as a catalyst to develop and direct the organization's energy, discovering the advantages of teamwork and team building. (Jeffery & Russell 2005)
- 5- The emergence of creative ideas in crisis circumstances, and a review of old plans. (Fatic 2002)
- 6- The emergence of highly qualified leaders, who can deal with difficult circumstances. (Abdullah 1990)
- 7- Confronting the underlying problems. (Fink 1986)

Crisis Management

The crisis management term has been strongly associated with public administration, crisis management is a purposeful activity based on research and obtaining the necessary information that enables the department to predict the places and trends of the expected crisis, and to create the right situation to deal with it, by taking the necessary measures to control and eliminate the expected crisis or change course for the benefit of the organization. (Bundy 2017)

There is no doubt that crisis management is science and art, but in practice it is art rather than science, because it relates to the talent of leadership that can be gained by knowledge, and the purpose of managing the crisis is to change the fait accompli while avoiding fighting if the crisis develops into a fight that considers the administration failure. (Amin 1993)

It is known (Al-Serfi 2003) as the management methodology in dealing with crises in light of the readiness, knowledge, awareness, available capabilities, skills and management patterns prevailing, but (Edert & Griffin 2005) defines crisis management as the ways in which the organization's management uses to deal with emergencies and tragic events. Beside that (Shadoud 2002) defines crisis management as science and art based on a set of sound actions, and continuous rational decisions, based on broad knowledge, and comprehensive awareness of the crisis in its internal and external dimensions.

(Jad 2010) points out that crisis management science is one of the most important modern humanities of our time, which has witnessed many strange variables to the extent of miracles, both internationally, regionally and nationally, however (Alywa 1997) said that the concept of crisis management has been defined as "basically means how to overcome crises with different scientific and administrative tools and avoid their disadvantages and take advantage of their positives". on the other hand, (Farouq 1998) defines it is to take emergency measures under various and multiple pressures and internal tension to solve problems that have been psychologically affected by either the result or export of another side or by accumulating the effects and disadvantages of bureaucracy and neglect through the consequences of the crisis or disaster losses, and (Misse 2017) said that it is an ongoing administrative process that is concerned with predicting potential crises by sensing and monitoring the internal and external environmental variables generating the crisis and mobilizing the resources and capabilities available to prevent or deal with crises as efficiently as possible and to minimize damage to the organization, the environment and staff while ensuring a return to normalcy as soon as possible, to (Herndon 2002) it is an attempt to control as much as possible for the unexpected.

Crisis management as (al-Khudhairi 2003) defines it as the appropriate way in which the crisis is overcome in accordance with sound scientific administrative methods, take advantage of its positives and avoid its negative effects, and (Shaaban 2005) defines it as "an administrative process, based on planning and training, with the aim of predicting crises, identifying their internal and external causes, identifying the actors, influencing them and using all available possibilities, and means available to prevent crises, or successfully confront them in order to achieve stability. Avoid threats and risks while drawing lessons and gaining new experiences that will improve the way we deal with crises in the future", but (Abbouy 2009) defines it as a crisis management methodology by applying different administrative processes and searching for the causes of the crisis in the light of the knowledge, awareness, capabilities and skills available to reach appropriate solutions, but (Al-Baridi 1999) refers to the definition of crisis management as confronting the crisis and finding appropriate solutions, so that as many goals as possible can be achieved and the desired results.

(Fathi 2001) defines it as an administrative process based on predicting potential crises by monitoring the necessary internal and external environmental variables, and studying the reasons and preparations to deal with them by mobilizing available resources and capabilities, however (Al-Ammari 1993) defines it as working to prevent a shift in conflict into an all-out conflict and not to sacrifice any interest, by halting a radical shift in relations to the worst such as divorces, dismissals of workers and strained relations between two states.

By reviewing previous definitions of crisis management, we find that this management is working to overcome the crisis, with scientific management tools, avoid its disadvantages and benefit from its positives through:

- 1- Preventing the crisis by predicting it, before it occurs whenever possible.
- 2- Confronting the crisis effectively when it occurs.
- 3- Analysis of the crisis after it occurs, and use it in preventing similar crises in the future.
- 6- Organizing efforts through the institutional framework along with investing in individual unregulated efforts
- 5- Eavesdropping, analysis and assessment of risks and potential crises, depending on the likelihood of occurrence. The severity of the risk and the degree of control by the community to face the crisis.
- 6- The importance of minimizing losses to the end of the overall development.
- 7- Eliminating a great deal of randomness, confusion and emotion of the moment that accompanies crises.
- 8- Need to deal with the crisis by initiative, not by reaction
- 9- Develop an integrated approach to reducing crises.

Stages of Crisis Management

There are three types and five stages of crisis management (Maher 2009) (Al-Hamlawi 1990), (Pearson & Mitroff 1993) as indicated in figure (4) and these stages are:

1- Initiative management:

a- The stage of detecting warning signals: It is intended to monitor, record and analyze signals that predict the imminent occurrence of a crisis, and the crisis usually sends a series of early warning signals or symptoms that are predicted to occur.

b- The stage of preparedness and prevention: The organization must have the appropriate readiness, preventive methods and the possibilities to avoid crises, and

manage them better. Organizations that are prepared to face crises are those that study and analyze. And examine their processes, and administrative structures, before things go wrong. This phase involves doing the utmost to avoid crises and better preparedness for crises.

2- Management by reacts:

a- The phase of containment of damages: At this stage the effects of the crisis are contained, and its treatment is addressed by reducing the losses in the organization resulting from the crisis.

b- Restoring activity: Institutions prepared to face crises prepare and implement ready-made (already tested) short and long-term programs. It enables them to resume work by restoring enthusiasm and solidarity in the face of danger.

3- Effective management:

At this stage the organization learns important lessons, from the events that took place, and from its previous experiences. Other organizations that have gone through certain crises. As well as continuous learning and re-evaluation, to improve what has been achieved.

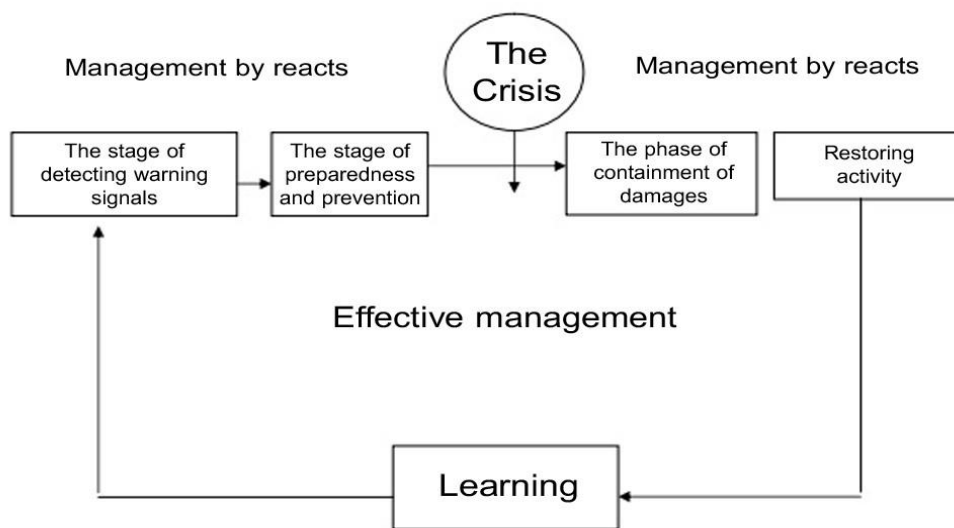


Figure (2-4) Stages of crisis management, (Pearson & Mitroff 1993)

Through the previous division of crisis management stages, we find that if the organization succeeds in detecting warning signals or prevention, it has carried out the so-called "necessary initiative management" that prevents many crises, as it carries the containment or reduction of damages, and the restoration of activity the character of reaction or the so-called (reactive management) where the activities covered are carried out, after the crisis occurs, and (learning) refers to the so-called (effective management

for the crisis) which if the organization is managing the crisis at the highest levels of performance, or what we call the necessary successful management, and learning acquires the ability to deal effectively with crises from the recurrence of crisis response, analysis and learning lessons from them.

Stages of Crisis Management in Sport

According to (Osman 1998) that he divides the stages of crisis management in a scientific way in the field of sports into seven stages in the following points:

1- Avoiding the crisis: This requires the leader of the work in the government sports sector, or in Non-governmental sports sector, not to consider himself in control of matters, or the body that manages it, and this requires:

A- Identify the problems facing the administration, the body or the players. and crises, and studying these crises. The problems in his administration, whether in the Olympic Committee, sports federations, or clubs, choose the right time to find the right solutions for them.

B- The leader's interest in all the sectors that follow him, the coach can one or one player can cause a major crisis of behavior, or a particular style. Therefore, attention to all degrees of management is a stage of avoiding crisis.

2- Preparing for crisis management: Therefore, all leaders in the sports sectors and fields must draw up plans to address crises, such as action plans. Communication plans, public relations plans, plans to deal with stadium riots, and plans to counter public opinion. This requires the sports leader to look for the exact details, in order to avoid the bad consequences. Therefore, he has to choose members of his team, called the Crisis Management Team, to help manage the organization's sports crises.

3- Confession of a crisis: This stage requires recognition of the existence of the crisis. This is the real challenge for the leader, as well as to create good relations with the parties and to use the members of the organization to find solutions. Also do not ignore important press news, especially those that are linked to the honesty, honesty and seriousness of the administration or body in the work, and listen to all members of the organization, to provide sufficient information about the crisis, as well as to be attended of the transition of the crisis to other places, and that the interest of work has priority and lead within the organization.

4- Containing the crisis: This stage requires the leader to set priorities in which he must make difficult decisions. And firm, fast, even if only a limited amount of information is available.

- The leader must be honest in everything he does, because credibility is the decisive stage in containing the crisis, both for the media and in his dealings with the crisis.

- Listen to the advisors and the leader evaluates the issues and meanings immediately and announces the appropriate ones.

- To declare to everyone the responsibility of this leadership for the crisis, and then to find solutions to it.

- A successful leader should not only attribute to success himself in containing the crisis. But he must talk about all with his staff in containing the crisis and finding solutions to it.

5- Analysis of information and facts: The experienced leader studies and analyzes all information, documents and facts. The dimensions of this information, its impact on the administration or the authority as well as the use of previous global expertise in this field, even in part.

6- Resolving the crisis: The importance of quick decision making at this stage.

- The Knowledge of different opinions and points of view.

- This stage should be short-lived, once the analysis and study are completed. Work immediately to resolve the crisis and return things to normal before the crisis occurs, with the least possible losses.

7- Taking advantage of the crisis: These are require starting to reform the issues that have been lost, following the recommendations and proposals contained in all previous stages, as well as not relying on luck. But first you must plan and design, then comes luck and advice that must be given to each leader which is to take care to get (your club or union) into crisis, but if there is a crisis you must be yourself as the leader of the union or the club to detect the crisis according to the appropriate steps that have already been clarified in the previous seven stages.

The stages of crisis management in the field of sports were mentioned at (Jouida 2006) as follows:

1- The stage of analysis of information and facts: Information is an early warning signal in the event of a crisis.

2- The stage of recognizing the existence of a crisis: Must be recognize that there is a crisis before trying to avoid it and preparing for confrontation.

3- The stage of preparing for crisis management: This is the crisis that has already occurred.

4- The stage of containing the crisis: Information must be available first so we can contain the crisis.

5- The stage of resolving the crisis: An attempt is made to return to a situation similar to the pre-crisis situation.

6- The stage of taking advantage of the crisis: the stage of learning from lessons of the crisis to avoid similar crises.

Crisis management in the field of sports: it is dealing immediately with the event to stop any escalation or complications or growth and with the aim of full control of the goal (Barghouthy 2013).

Types of Crises in the Field of Sports

There have been many crises in the field of sports due to the entry of most different sports in the field of professionalism and crises in the field of sports can be identified in four areas:

- 1- Technical crisis: it is linked to defeats and sports setbacks.
- 2- Administrative crises: which are related to administrative irregularities, problems and disputes between departments.
- 3- Financial crises: they are related to fiscal deficits or financial deviations.
- 4- Medical crises: which are related to steroids and the treatment of players.
- 5- Natural crises: they are related to natural disasters that occur in sports places (Abdul Jabbar 2016).

Crisis Management Method (Darwesh 2004)

- 1- Easing the crisis.
- 2- Preparing to manage the crisis.
- 3- Recognizing the existence of the crisis.
- 4- Containing the crisis.
- 5- Analysis of information and facts.
- 6- Resolving the crisis.
- 8- Taking advantage of the crisis.

Crisis Prevention

The crisis prevention system is based on the following foundations as stated by (Shadoud 2002):

- 1- Speed in the facing crisis, and detect it through knowledge, and a comprehensive understanding of the variables that lead to it.

2- Understanding the dimensions of the crisis at all levels.

3- Flexibility in dealing with the crisis, reducing the pressures that accompany it, and preventing the crisis from worsening.

4- Interacting with the crisis. And its developments, reducing its disadvantages, and taking advantage of the pros.

5- Reducing the factors that are escalating the crisis and trying to contain it.

6- The existence number of solutions, options, and alternatives through prior planning to deal with different crises, and identify the means that work to deal with the crisis.

7- Control and effectiveness of bodies and organizations.

Crisis Management Process

No crisis suddenly arises. Each crisis has its own risks and advances that threaten the possibility of an end, if the organization's leadership is not prescible to its system and the changes in its environment, and if these leaders do not develop in their sensory capacity for what is happening in their system, the situation becomes more dire." The success of facing any crisis is accompanied by successful management, the provision of potential, the mobilization of energies, the provision of positive climates, the creation of the right atmosphere and conditions, the preparation of competencies, and their training all need disciplined management, which invests and employs all the visible potential, with high efficiency to achieve the best results. (Sand Voal 1991) adds in this regard that facing crises needs a scientific method, which is considered the most secure method of controlling the crisis, and directing it to the interest of the administrative entity, so that the methods of diligence, and enthusiasm alone are not enough to deal with modern crises, to complicate them, and to intertwine them, and there is no longer any escape from following scientific methods and innovative thinking in the facing crisis.

Steps to Deal with Crises

Dealing with crises may be characterized by a kind of anxiety and tension, it is almost dealing with "virtual reality rather than reality" and dealing with the crisis can go through several steps, the most important of that which is: (Al-Tawil 2009)

1- Accepting the idea of a crisis: This is related to the system that frames the work of the administrative entity and its culture in absorbing changes and transformations. And its ability to monitor the signs of imbalance. The departure from the expected and agreed performance paths, and the acceptance of the administrative entity with the idea of crisis, is the first step of treatment, since the belief of the administrative entity that it is not isolated and free from imbalance based on the assumption of the permanence of the impossible situation, which gives the opportunity in permanent readiness, preparation in advance, and absorbing changes and developments outside the framework of shock and surprise.

2- To be eager to deal with the crisis and take cloud positions: This could exacerbate the crisis, the scope of its impact to become the idea of snow growing in this case often resort to the administrative entity to migrate the crisis or be content with formal makeup procedures, while maintaining the comfortable routine. This could plunge the entity into a series of crises. It is a ring that is inescapable.

3. Denying a crisis: Pretending not to feel its existence and working to hide it to cover up feelings of fear, or distrust of the ability to confront them. This type is used by weak and meager administrative entities that promote deceptive trust, fragile tranquility, which returns to a state of pathological relaxation, which increases the magnitude of the surprise, after things reach the point of undeniable crisis, or hide it, and causes a loss of confidence in the entity and its ability to face the explosive crisis, fall into the trap of disability, and the inability to do anything, after things have reached the point of no return. The crisis has become larger than the administrative entity and its ability to deal with its data and interactions.

4- Resorting to indictment: Resorting to accusatory positions and blaming others will not solve the problem, address the situation or deal with the crisis, and the administrative entity that resorts to such a situation is part of the crisis and the problem, and the mentality of the administrative entity will not be able to determine the coordinates of the crisis and its interactions or deal with the data of the crisis and its consequences.

Obstacles to the Success of Crisis Management

(Phelps 1986) points out that the crisis management process faces a range of constraints:

a- Humanitarian constraints:

- 1- Failure to take into psychological and social dimension of the workers.
- 2- Failure to understand the dangers trends and objectives of the crisis.
- 3- Not taking into differential individual and cultural between the workers.
- 4- Failure to verify the accuracy and credibility of employer's data and information.
- 5- Not developing worker's capabilities and preparations to withstand the pressures.
- 6- Workers' lack of understanding of their roles during and after the crisis.
- 7- The poor interest of workers in the efforts of decision makers towards crisis management.
- 8- The lack of appropriate scientific qualifications by the crisis management team.

b- Regulatory constraints:

- 1- Lack of interest on the part of senior management in crisis management.
- 2- Poor familiarity and coordination between senior management and departments.
- 3- Reducing the role of administrative leaders during crises.
- 4- The tendency of organizations to be centralized in decision-making during crisis.
- 5- The weakness of having a clear definition of the tasks and responsibilities of the crisis manager.
- 6- Weak rehabilitation and training policies in crisis management.

c- Information and communication constraints, as reported by (Abbas 2006):

- 1- Limited use of modern communication systems to deal with crises.
- 2- Lack of a sophisticated communication system to provide customers with information.
- 3- Over-displaying information or its scarcity, especially in times of crisis.
- 4- Poor ability to diagnose the accuracy of information. It comes from in crisis-related circumstances.
- 5- Failure to train the crisis management team in communication skills.

From the above, it is clear that obstacles play a central role in disrupting the objectives of crisis management. It is therefore absolutely necessary to take into principles and methods that would eliminate or mitigate the risks of obstacles.

Crisis Management Conditions and Requirements

Dealing with situations produced by the crisis, or indicating the possibility of a crisis using several advanced management methods that work to achieve the right climate to deal with the crisis and provide the possibility of organized action and avoid randomness, or improvisation in dealing with crises, where (Ludwing 2005) refers in this regard to a set of requirements for crisis management:

- 1- Creating a specialized and sophisticated management system, enabling the organization to identify and analyze problems and find solutions to them, in cooperation and coordination with the competent competencies in the management of the organization, in addition to strengthening commitment to the objectives of the

organization, by working towards achieving these goals. or the speed with which to respond to the circumstances and changes surrounding the crisis.

2- Emphasizing the need for an effective early warning system in organizations in order to prevent crises before they occur and to be prepared to deal with them.

3- Needs to have a trained team to manage crises in the event of their occurrence, and to exploit the crisis at various stages and turn it positively for the benefit of the organization.

4- Work to make the crisis planning process an important "essential" part of the strategic planning process and the component key of the organization's overall plan.

5- Needs to work to find a central body to coordinate the organization's information system, in order to prevent fragmentation and duplication of decisions. The transmission of information, especially in circumstances that indicate a crisis.

The Importance of Crisis Management Training

Training is an important way to deal with crises through preparation and rehabilitation, facing emergency conditions and making appropriate decisions, and focuses training on the following skills and abilities as noted by (Shadoud 2002):

1- How to analyze the crisis.

2- How to take the necessary measures in crises.

3- How to deal with crises.

4- How to solve crises.

5- How to explain the different phenomena associated with them.

6- Identifying the different causes that led to the emergence of the crisis.

7- Issuing appropriate decisions to address the crisis.

PART 3

METHOD

This chapter describes the method and procedures followed by the researcher in achieving the objectives of the study, where it included a description of the study community and its sample and the tool of the study and ways to verify its sincerity and stability and the variables of the study and statistical treatments used by the researcher in answering the questions of the study.

Curriculum

The researcher used the descriptive approach by following the method of survey studies with his scientific steps and procedures appropriate to the nature of this study.

Community Study

The study community is one of all (169) employees for the first study tool in (Youth Sports Centers in Arbil City) (presidency and management), distributed to (7) Sports Centers.

Collecting the Study Sample

The researcher chose the sample of the study in the deliberate way from the study community, where the first sample of (169) workers in (Youth Sports Centers) representing the heads and board members (Youth Sports Centers) collective and individual in (Arbil city) and representing 100% of the original study community.

Study Tool

To achieve the objectives of the study, a survey was designed to collect data and information related to crisis management in (Youth Sports Centers), according to the following steps:

The First Study Tool (Identifying The Causes of Crises)

Administrative section	9
Financial section	7
Legal section	7
Technical section	9

Table (3-1) The first survey

In light of the results of the survey, the researcher was able to identify the most important crises facing (Youth Sports Centers), where they were classified in the fields of administrative, financial, technical and legislative, after reading research, studies, books and scientific references related to the subject of crisis management, the section

and paragraphs of the first survey were identified in its initial form, within the following sections: administrative section, financial section, technical section, legislative section, and then the survey was built in its initial form where the number of paragraphs reached the number of paragraphs The first survey (32) paragraphs distributed on the study section as table above.

To ensure the validity of the questions of survey, the researcher asked questions to a group of specialists they had a lot of experience in this field, those are (32) of specialists with their workplace.

Number	Sections	Number of Questions
1	Administrative section	9
2	Financial section	7
3	Legal section	7
4	Technical section	9

Table (3-2) Explains the tools of the study in their final form

The researcher asked the specialists to express their opinions on the validity of each paragraph and its appropriateness for the sections to which it belongs and to modify, add or delete any paragraphs they consider appropriate to it, and then the opinions of the specialists were emptied where the paragraph that obtained the approval (24) of the arbitrators was taken as a minimum (by a percentage) and more taking into account the addition and deletion according to the opinion of the experts and adopted the ratio of agreement (75%) and above the opinions of the arbitrators where (Bloom 1983) refers to this regard if it occurs in this regard if it occurs The paragraph on the ratio of agreement between the arbitrators (75%) or more can be satisfied with the sincerity of the test. After revising the questionnaires of the study in their final form, they became made up of (32) paragraphs distributed on the sections of the study as shown by the Table (3-2).

Questions have been evaluated by specialists and all questions have been answered, whether accepted or not accepted, or need to changes.

The answers to the questions are set at a percentage, and it seems that all questions are accepted by (75%) or more, which assures us to take the questions to the survey stage and send to the participants to get answers.

The Study Tools Were Made Up of Two Main Parts

Part 1: It specializes in general information for the members of the sample of the study tools of presidents and board members of youth centers (years of administrative experience, administrative positions and scientific qualification).

Yes, at a very high rate	Yes, at high rate	Yes, moderately	Yes, at a limited rate	Yes, at a low rate
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Table (3-3) five-degree Likert

Yes, at a very high rate	Yes, at high rate	Yes, moderately	Yes, at a limited rate	Yes, at a low rate	No
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Table (3-4) six-degree Likert

Part 2: It specializes in the sections of the study tools, namely (administrative, financial, technical, legislative).

- The response ladder on the paragraphs of the study survey shall be five degrees according to a measure of (five-degree Likert) as in table (3-3) as above.

But we need to consider that some participants may answer questions by (No), so we need to count (No) with (five-degree Likert), which will be (six-degree Likert) as shown in the table above.

Levels	Percent	Acceptance Degree
From 1 to 2.49	Less than %50	Accepted at a low rate
From 2.5 to 3.49	%50 to %69	Accepted moderately
From 3.5 to 5	%70 to %100	Accepted at high rate

Table (3-5) Three levels of crisis management in sports federations

Through the researcher's review of previous research and studies such as an (Al-Musaed 2002), (Al-Abadila 2003), (Al-Qatawna 2000), (Al-Nawaysa 2009) three levels of crisis management in sports federations, and table No. (3-5) explains this.

Study Variables

The study included the following variables:

First: Independent variables

Scientific qualification and its (7) levels: (Primary, Middle, preparatory, Diploma, Bachelor, MSc., PhD)

Administrative position in in sports centers, it has two levels: (Leadership, Administrative).

Experience: It has three levels, (1-4 years/ 1 session), (5-8 years / 2 sessions) and (6 years and above/ 3 sessions and more).

Second: Dependent variables:

Causes of crises in Youth Sports Centers:

It is expressed in the calculations of the estimates of the members of the sample of the study on the paragraphs and areas of the causes of crises, and includes the topics of the survey about causes of crises, namely: (administrative section, financial section, technical section, legislative section).

Personal data analysis:

After the survey forms were sent through the Google Form program to a group of selected people within the youth sports centers, the answers reached us as shown in next part.

PART 4

ANALYSIS

After the survey forms were sent through the Google Form program to a group of selected people within the youth sports centers, the answers reached us as follows.

First: the gender of the participants

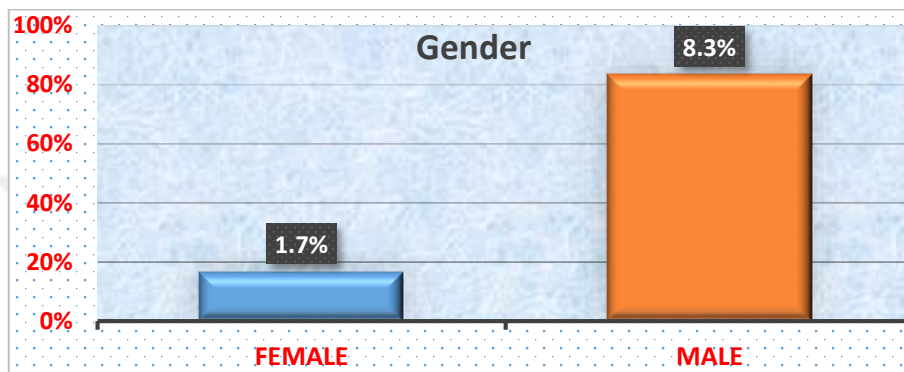


Figure (3-1) of the percentage of participation on the gender level.

The following figure (3-1) determines the gender of participants, which is a total of 169 participants, 83.4% male, 141 people and 16.6% female which is 28 people, as explained in the figure above.

Second: the age of the participant

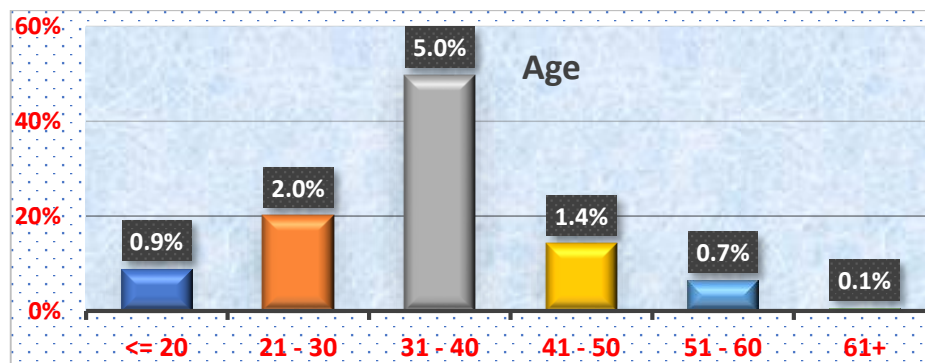


Figure (3-2) The Participants' Age Table

Regarding the age of the participants according to the answers we received in the form, we can distribute the participants' age to (6) different levels as follows:

20 years old or less, (15) of the participants are 20 years old or less, with a total of 8.9%. and ages between 21 and 30, (34) of the participants are between 21 and 30 years

old, with a total of 20.1%, and ages between 31 and 40, (84) of the participants were between 31 and 40 years old, with a total of 49.7%, and ages between 41 and 50, (24) of the participants were between 41 and 50 years old, with a total of 14.2%, and ages between 51 and 60, (11) of the participants were between 51 and 60 years old, with a total of 6.5%, and ages from 61 years old or above, (1) of the participants is 61 years old, with a total of 0.6%.

Third: Education level

Level Education	preparatory	23	13.6%
	Bachelor	79	46.7%
	Diploma	27	16.0%
	PhD	1	0.6%
	Primary	5	3.0%
	MSc.	6	3.6%
	Middle	28	16.6%

Table (3-6) Level of study

The study level of participants is divided into 7 basic levels, including all study levels (Primary, Middle, Preparatory, Diploma, Bachelor, MSc., PhD),

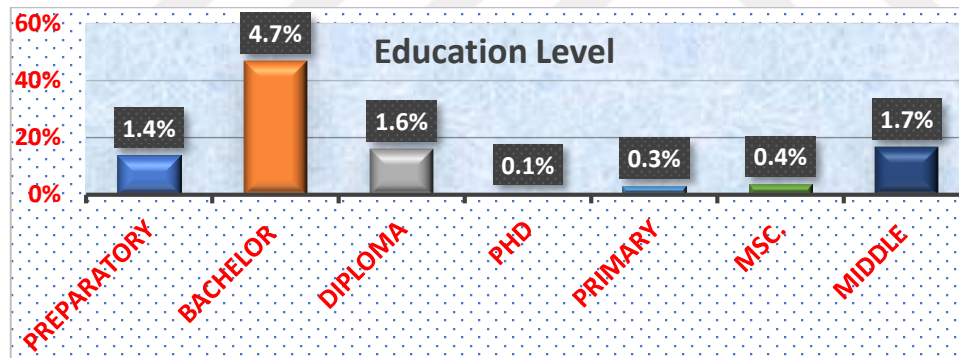


Figure (3-3)

According to selecting the level of participants, we will reach this following classification

Primary level, (5) Of the participants are at this level of secondary education, which totals 3%, and middle level, (28) of the participants are at this level of study, which totals 16.6%, and preparatory level, (23) of the participants are at this level of study, which totals 13.6%, and diploma Level, (27) of the participants are at this level of study, which totals 16%, and bachelor level, (79) of the participants are at this level of study, which totals 46.7%. and master level, (6) of the participants are at this level of study, which totals 3.6%, and PhD level, (1) of the participants are at this level of study, which totals 0.06%

Fourth: Work position

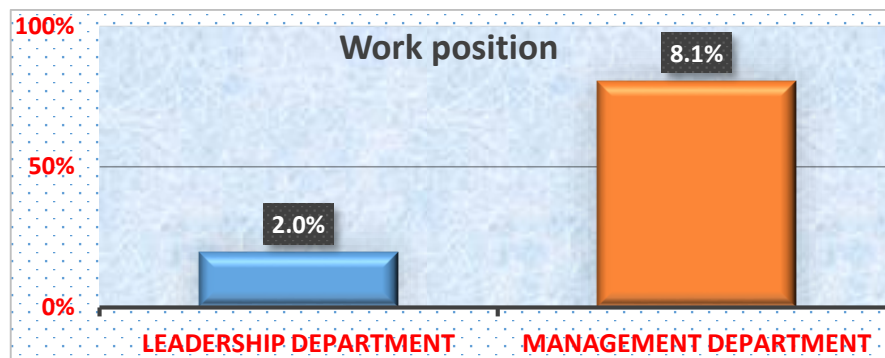


Figure Number (3-4) position in youth sports centers

We generally divided the participants into two main categories, the leadership and the management department, (33) people at the leadership level, which is 19.5% of the total number of participants, and (139) people at the management level, which is 80.5% of the total participants as explained in the figure above.

Fifth: Answering questions

The answers of all four main sections is clearly explained below.

N	About the reason for the administrative crises please answer these questions	No	Yes, by a small rate	Yes, at a certain rate	Yes, at an average rate	Yes, at a high rate	Yes, at a very high rate
1	lack of management experience by the president and members of the sports center	28	61	32	32	4	11
2	Lack of cooperation between the president and members of this sports center	25	37	42	28	18	18
3	lack of justice in decision-making	29	51	37	25	15	11
4	Misimplementing decisions by the relevant parties	21	44	44	28	18	13
5	Putting inappropriate seasonal plans and programs that make the duties of the sports center difficult	15	46	39	33	22	13
6	Creating conflicts between the center's administrative units	32	19	39	33	27	18
7	Making decisions that are difficult to implement	27	22	38	29	27	25
8	Lack of cooperation	20	35	49	29	16	19
9	Lack of administrative training	16	47	47	27	18	13

Table (3-7): The reasons for the administrative crisis in the sports centers

N	About the reason for the financial crises please answer these questions	No	Yes, by a small rate	Yes, at a certain rate	Yes, at an average rate	Yes, at a high rate	Yes, at a very high rate
1	Lack of stable financial resources	79	40	21	17	7	5
2	The weakness of financial support for sports centers	80	39	20	16	8	6
3	The weakness of financial rewards for members and administrative units	64	33	35	19	8	10
4	Spending a lot of unnecessary money such as travel, reward, gifts	51	28	38	12	12	28
5	misuse and corruption in financial resources	66	33	29	14	10	17
6	The weakness of returning marketing money and advertising to the sports center	53	43	31	10	10	22
7	The lack of forgiveness of the relevant parties in the taxes and financial obligations of the sports center	29	36	33	27	20	24

Table (3-8): The reasons for the financial crisis in the sports centers

N	About the reason for the legal crises please answer these questions	No	Yes, by a small rate	Yes, at a certain rate	Yes, at an average rate	Yes, at a high rate	Yes, at a very high rate
1	Weakness in implementing the rules of the sports center	34	37	43	21	11	23
2	Violating the rules of the sports center	19	41	48	20	13	28
3	Continuous changes in laws and lack of legal stability	16	31	46	30	23	23
4	A discourse and uncertainty in some of the provisions of the sports center's rules	17	31	40	32	26	23
5	Lack of renewal of the rules of the sports center	32	48	36	25	16	12
6	Issuing special and professional sports laws before preparing and organizing the sports centers	28	39	43	26	20	13
7	The weakness of the sports center's participation in developing sports rules in the area	32	34	42	27	17	17

Table (3-9): The reasons for the legal crisis in the sports centers

N	About the reason for the technical crises please answer these questions	No	Yes, by a small rate	Yes, at a certain rate	Yes, at an average rate	Yes, at a high rate	Yes, at a very high rate
1	Members of the sports center council intervene in the technical aspects	28	25	51	25	13	27
2	Lack of psychiatrists in the sports center	52	29	35	27	12	14
3	Lack of courses and training of selected employees	49	36	28	33	14	9
4	Decreasing the technical level of the sports center	28	41	40	28	14	18
5	Lack of headquarters and suitable places to manage the sports centers	33	31	35	24	16	30
6	The incompatibility of the activities of the sports center with the financial resources it has	48	27	41	30	12	11
7	Lack of equipment for training and technical activities	66	31	31	26	8	7
8	Lack of renovation and repair of instruments, stadiums, halls, and courtyards of sports centers	67	33	33	17	13	6
9	Lack of halls, stadiums, sports and training places	59	28	36	21	14	11

Table (3-10) : The reasons for the technical crisis in the sports centers

Statistical processing

After setting up data and using the SPSS software, data will pass through a set of specific analysis to analyze and get results. The following is a set of data analyzing that we explain one by one.

1- Reliability Statistics

Items	Cronbach's Alpha	N of Items
Administrative	0.907	9
Finance	0.769	7
Legal	0.860	7
Technical	0.829	9
Overall	0.932	32

Table (3-11) Reliability statistics

To show how stable our data is, we analyze data based on reliability statistics and the results were as shown as above, according to Cronbach's Alpha stable, the results are stable for each section alone and for the total because the achieved rate is greater than 0.6, administrative questions is 0.907, and economic questions is 0.769, and legal questions is 0.860, and technical questions is 0.829, and total questions in all sections 0.932, these results prove that the tables, questions and data we used are very stable and suitable for analyzing.

2- Frequency Table

Administrative	4.00
Finance	4.42
Legal	3.80
Technical	4.18

Table (3-12) frequency table

According to frequency table analysis, according to the average responses, the results of each part have been published in this way, which is very strong for the reality of tables and the results are as above, it means the average response of participants in the section of administrative questions is (4) means the average answer is (yes, at an average rate), and about the economy is the average of the answers is (4.42), meaning that the average response is between the answer (yes, at an average rate) and (yes, at a high rate), and about the legal questions, the average response is (3.80) meaning the answer (yes, at a certain amount) and (yes, at an average rate), finally, the average answer to technical

questions is (4.18), meaning that it is between the answer (yes, at an average rate) and (yes, at a high rate) as shown in the following picture.

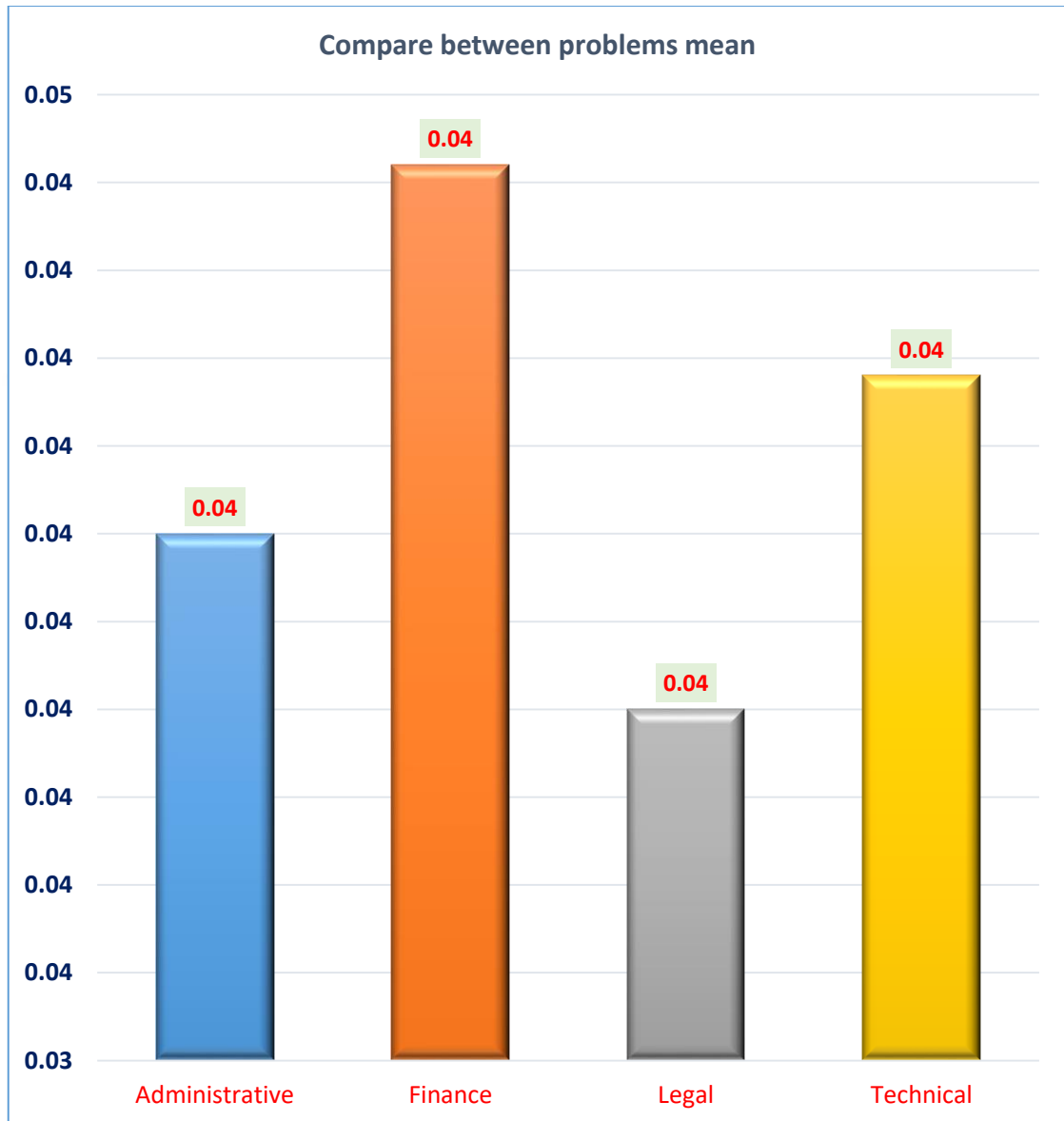


Figure (3-5) Compare between problems

But if we consider answers to questions in each section one by one, the table is as detailed as next.

Problems		No		Yes, by a small rate		Yes, at a certain rate		Yes, at an average rate		Yes, at a high rate		Yes, at a very high rate		Mean	SD	% Agreement
		Coun	%	Count	%	Count	%	Coun	%	Count	%	Count	%			
Administrative	X1.1	28	16.7%	11	6.5%	4	2.4%	32	19.0%	32	19.0%	61	36.3%	4.26	1.84	71.03%
	X1.2	25	14.9%	18	10.7%	18	10.7%	28	16.7%	42	25.0%	37	22.0%	3.92	1.74	65.38%
	X1.3	29	17.3%	11	6.5%	15	8.9%	25	14.9%	37	22.0%	51	30.4%	4.09	1.83	68.15%
	X1.4	21	12.5%	13	7.7%	18	10.7%	28	16.7%	44	26.2%	44	26.2%	4.15	1.69	69.15%
	X1.5	15	8.9%	13	7.7%	22	13.1%	33	19.6%	39	23.2%	46	27.4%	4.23	1.59	70.44%
	X1.6	32	19.0%	18	10.7%	27	16.1%	33	19.6%	39	23.2%	19	11.3%	3.51	1.66	58.53%
	X1.7	27	16.1%	25	14.9%	27	16.1%	29	17.3%	38	22.6%	22	13.1%	3.55	1.66	59.13%
	X1.8	20	11.9%	19	11.3%	16	9.5%	29	17.3%	49	29.2%	35	20.8%	4.03	1.66	67.16%
	X1.9	16	9.5%	13	7.7%	18	10.7%	27	16.1%	47	28.0%	47	28.0%	4.29	1.61	71.53%
	Total													4.00	1.70	66.72%
Finance	X2.1	5	3.0%	7	4.1%	17	10.1%	21	12.4%	40	23.7%	79	46.7%	4.90	1.36	81.66%
	X2.2	6	3.6%	8	4.7%	16	9.5%	20	11.8%	39	23.1%	80	47.3%	4.88	1.40	81.36%
	X2.3	10	5.9%	8	4.7%	19	11.2%	35	20.7%	33	19.5%	64	37.9%	4.57	1.49	76.13%
	X2.4	28	16.6%	12	7.1%	12	7.1%	38	22.5%	28	16.6%	51	30.2%	4.06	1.80	67.65%
	X2.5	17	10.1%	10	5.9%	14	8.3%	29	17.2%	33	19.5%	66	39.1%	4.47	1.67	74.56%
	X2.6	22	13.0%	10	5.9%	10	5.9%	31	18.3%	43	25.4%	53	31.4%	4.31	1.70	71.89%
	X2.7	24	14.2%	20	11.8%	27	16.0%	33	19.5%	36	21.3%	29	17.2%	3.73	1.66	62.23%
	Total													4.42	1.58	73.64%
Legal	X3.1	23	13.6%	11	6.5%	21	12.4%	43	25.4%	37	21.9%	34	20.1%	3.96	1.63	65.98%
	X3.2	28	16.6%	13	7.7%	20	11.8%	48	28.4%	41	24.3%	19	11.2%	3.70	1.59	61.64%
	X3.3	23	13.6%	23	13.6%	30	17.8%	46	27.2%	31	18.3%	16	9.5%	3.51	1.51	58.58%
	X3.4	23	13.6%	26	15.4%	32	18.9%	40	23.7%	31	18.3%	17	10.1%	3.48	1.54	57.99%
	X3.5	12	7.1%	16	9.5%	25	14.8%	36	21.3%	48	28.4%	32	18.9%	4.11	1.49	68.54%
	X3.6	13	7.7%	20	11.8%	26	15.4%	43	25.4%	39	23.1%	28	16.6%	3.94	1.49	65.68%
	X3.7	17	10.1%	17	10.1%	27	16.0%	42	24.9%	34	20.1%	32	18.9%	3.92	1.56	65.29%
	Total													3.80	1.54	63.38%
Technical	X4.1	27	16.0%	13	7.7%	25	14.8%	51	30.2%	25	14.8%	28	16.6%	3.70	1.62	61.64%
	X4.2	14	8.3%	12	7.1%	27	16.0%	35	20.7%	29	17.2%	52	30.8%	4.24	1.60	70.61%
	X4.3	9	5.3%	14	8.3%	33	19.5%	28	16.6%	36	21.3%	49	29.0%	4.27	1.52	71.20%
	X4.4	18	10.7%	14	8.3%	28	16.6%	40	23.7%	41	24.3%	28	16.6%	3.92	1.54	65.38%
	X4.5	30	17.8%	16	9.5%	24	14.2%	35	20.7%	31	18.3%	33	19.5%	3.71	1.74	61.83%
	X4.6	11	6.5%	12	7.1%	30	17.8%	41	24.3%	27	16.0%	48	28.4%	4.21	1.52	70.22%
	X4.7	7	4.1%	8	4.7%	26	15.4%	31	18.3%	31	18.3%	66	39.1%	4.59	1.46	76.53%
	X4.8	6	3.6%	13	7.7%	17	10.1%	33	19.5%	33	19.5%	67	39.6%	4.63	1.46	77.12%
	X4.9	11	6.5%	14	8.3%	21	12.4%	36	21.3%	28	16.6%	59	34.9%	4.38	1.57	72.98%
	Total													4.18	1.56	69.72%

Table (3-13) frequency table

Here in the (Mean row), the average number of answers to each question is shown attached to the standard division in particular, but our standard division results are smaller than 2, indicating that the level of thinking and response of participants is close to each other and the average of each sections are below.

Administration = 1.7, Finance = 1.58, Legal = 1.54, Technical = 1.56

3- Factor Analysis

Factor analysis has been used to construct the new affective factors for the student admission and their interests in the specialization. Moreover, the goal of factor analysis is to reduce the redundancy among the variables by using a smaller number of factors and principal component methods are used to analyze the correlation matrix to show the significance of each variable on the basis of the relationship between the variables, a correlation matrix should be used in the process of factor analysis it is displaying the correlation or relationships between a single variable and every other variable in the investigation. So, the table (appendix correlation table) has presented the correlation matrix for 32 variables.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Adequacy.	Sampling	0.890
Bartlett's Test of Sphericity	Approx. Chi-Square	3032.238
	df	496
	Sig.	0.000

Table (3-14) KMO and Bartlett's Test

The first step of the factor analysis is to measure the adequacy of the data, KaiserMeyer-Olkin (KMO), which measures the appropriateness of the data for the factor analysis, the value of (KMO) is greater than 0.5, the more appropriate data for factor analysis. Additionally, the (KMO) is the partial correlation between the questions to ensure that there is a strong association between all or most of the questions, not only among a few of them. Bartlett's test of Sphericity will be used to test the strength of these correlations. The null hypothesis of this test is that there are no correlations between the questions. Therefore, the factor analysis requires the rejection of this hypothesis to make the data suitable for this analysis.

The Kaiser-Meyer-Olkin (KMO) measure should be greater than 0.50 and is inadequate if less than 0.50, the KMO test tells us whether or not enough questions are predicted by each factor. Therefore, for these data, the value is 0.890, which is acceptable so that is good. The Bartlett test of sphericity should be significant (i.e., a significance value of less than .05); this means that the questions are correlated highly enough to provide a reasonable basis for factor analysis. In addition, in this case (p-value is less than .05, indicating that the correlation matrix is significantly different from an identity matrix), which shows that the data is suitable for factor analysis.

Extraction Method: Principal Component Analysis.

Total Variance Explained			
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	10.682	33.381	33.381
2	3.753	11.729	45.111
3	1.728	5.401	50.512
4	1.598	4.992	55.504
5	1.408	4.401	59.905
6	1.211	3.784	63.689
7	1.096	3.426	67.116
8	0.958	2.994	70.109
9	0.777	2.429	72.538
10	0.705	2.204	74.742
11	0.673	2.105	76.846
12	0.635	1.985	78.831
13	0.569	1.779	80.609
14	0.556	1.739	82.348
15	0.516	1.614	83.962
16	0.500	1.561	85.523
17	0.460	1.438	86.961
18	0.455	1.421	88.382
19	0.400	1.251	89.633
20	0.372	1.161	90.794
21	0.354	1.105	91.899
22	0.347	1.086	92.985
23	0.317	0.991	93.976
24	0.286	0.893	94.869
25	0.264	0.825	95.694
26	0.261	0.815	96.509
27	0.238	0.744	97.254
28	0.221	0.689	97.943
29	0.186	0.580	98.523
30	0.171	0.536	99.058
31	0.167	0.521	99.580
32	0.135	0.420	100.000

Table (3-15) Total variance explained

It is noted that the tables have shown the Eigen value of the eight to thirty-two factors, which is less than one, then the first seven factors depend on the interpretation variance ratio. In the extraction window has not based on Eigen value, it is based on fixed

number of the factors that divided into thirty-two, in terms of the number of “variable’s worth” of each variance explanations. So, first factor explains almost, Not: that 33.381% of the variance is explained by the first component after rotation, 11.729% of the variance is explained by the second component, 5.401% of the variance is explained by the third component, 4.992 % of the variance is explained by the fourth component, 4.401% of the variance is explained by the fifth component, 3.784% of the variance is explained by the sixth component, 3.426% of the variance is explained by the seventh component, when the seven factors depend on the interpretation variance ratio, the factor explains less information than a single variable would have explained.

The following figure illustrates this.

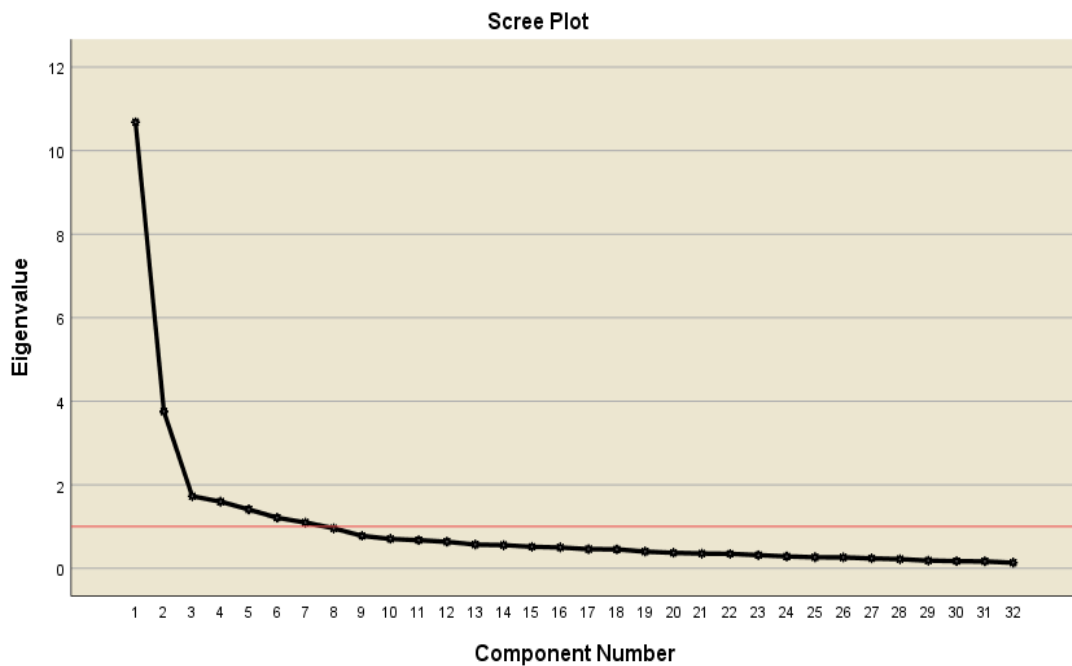


Figure (3-6) Component number

The Scree plot shows that after the first seven components are different with the Eigen values decline (the curve flattens) and they are less than (0.946) or different with the dependence on the interpretation variance ratio decline (the curve flattens). This again supports a seven component solution. It notes that both the Scree plot and the seven values support the conclusion that these (32) variables can be reduced to seven components. It notes that the Scree plot flattens out after the seven components.

Cumulative Percent of variance among variables are accounted by each factor, before and after rotation 67.116% from the variance is accounted for by the first seven factors. So, those factors are rotated are easier to interpret. Thus, the rotation makes it as much as possible,

One thing to look at in the Rotated Component Matrix of factor loadings is an extent to which simple structure is achieved. It summarizes the results in the following table:

	Rotated Component Matrix						
	1	2	3	4	5	6	7
X1.2	0.831						
X1.3	0.794						
X1.1	0.790						
X1.6	0.750						
X1.7	0.722						
X1.8	0.693						
X1.4	0.663						
X1.5	0.571						
X3.1	0.514						
X4.9		0.858					
X4.7		0.819					
X4.8		0.699					
X4.6		0.609					
X4.5							
X4.2			0.764				
X4.3			0.696				
X4.4			0.696				
X4.1			0.520				
X1.9							
X3.7							
X2.6				0.831			
X2.4				0.661			
X2.5				0.546			
X2.7				0.524			
X2.3					0.831		
X2.2					0.784		
X2.1					0.738		
X3.4						0.736	
X3.3						0.701	
X3.2						0.514	
X3.5							0.747
X3.6							0.670
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. ^a							
a. Rotation converged in 7 iterations.							

Table (3-16) Rotated Component Matrix

Note: From Previous Table that the analysis has sorted the (32) variables with size and loading more than absolute value (± 0.5) (X1.2 to X3.6) into (7) somewhat overlapping groups of variables. Then, the variables are sorted because of the variables that has the highest loading (not considering whether the correlation is positive or negative). Actually, every variable has some loading from every component, but we requested for loadings less than $|\cdot 50|$ to be excluded from the output, so there are blanks where low loadings exist. ($|\cdot 50|$ means the absolute value or value without considering the sign).

The first component, which explains the largest variance ratio containing five variables they are (x1.2 x1.3 x1.1 x1.6 x1.7 x1.8 x1.4 x1.5 x3.1), with loadings (0.831 0.794 0.790 0.750 0.722 0.693 0.663 0.571 0.514). The second component contains four variables respectively (x4.9 x4.7 x4.8 x4.6), with loadings (0.858 0.818 0.699 0.609). The third component contains four variables respectively (x4.2 x4.3 x4.4 x4.1), with loadings (0.764 0.696 0.696 0.520). The fourth component contains four variables respectively (x2.6 x2.4 x2.5 x2.7), with loadings (0.831 0.661 0.546 0.524). The fifth component contains three variables respectively (x2.3 x2.2 x2.1), with loadings (0.831 0.784 0.738). The sixth component contains three variables they are (x3.4 x3.3 x3.2), with loadings (0.736 0.701 0.514). the last component consists of (x3.5 x3.6) with loadings (0.747 0.670), the loadings resulting from an orthogonal rotation are correlation coefficients between each variable and the factor, so they range from -1.0 through 0 to $+1.0$.

Every variable has a weight or a loading within every factor, but in a “clean” factor analysis almost all of the loadings that are not selected, we have drawn on the Rotated Factor Matrix will be low (blank or less than $\cdot 50$).

X1	About the reason for the administrative crises please answer these questions
X1.1	lack of management experience by the president and members of the sports center
X1.2	Lack of cooperation between the president and members of this sports center
X1.3	Lack of justice in decision-making
X1.4	Misimplementing decisions by the relevant parties
X1.5	Putting inappropriate seasonal plans and programs that make the duties of the sports center difficult
X1.6	Creating conflicts between the center's administrative units
X1.7	Making decisions that are difficult to implement
X1.8	Lack of cooperation
X1.9	Lack of administrative training

Table (3-17) : The reasons for the administrative crisis in the sports centers

X2	About the reason for the financial crises please answer these questions
X2.1	Lack of stable financial resources
X2.2	The weakness of financial support for sports centers
X2.3	The weakness of financial rewards for members and administrative units
X2.4	Spending a lot of unnecessary money such as travel, reward, gifts
X2.5	Misuse and corruption in financial resources
X2.6	The weakness of returning marketing money and advertising to the sports center
X2.7	The lack of forgiveness of the relevant parties in the taxes and financial obligations of the sports center

Table (3-18) : The reasons for the financial crisis in the sports centers

X3	About the reason for the legal crises please answer these questions
X3.1	Weakness in implementing the rules of the sports center
X3.2	Violating the rules of the sports center
X3.3	Continuous changes in laws and lack of legal stability
X3.4	A discourse and uncertainty in some of the provisions of the sports center's rules
X3.5	Lack of renewal of the rules of the sports center
X3.6	Issuing special and professional sports laws before preparing and organizing the sports centers
X3.7	The weakness of the sports center's participation in developing sports rules in the area

Table (3-19) : The reasons for the legal crisis in the sports centers

X4	About the reason for the technical crises please answer these questions
X4.1	Members of the sports center council intervene in the technical aspects
X4.2	Lack of psychiatrists in the sports center
X4.3	Lack of courses and training of selected employees
X4.4	Decreasing the technical level of the sports center
X4.5	Lack of headquarters and suitable places to manage the sports centers
X4.6	The incompatibility of the activities of the sports center with the financial resources it has
X4.7	Lack of equipment for training and technical activities
X4.8	Lack of renovation and repair of instruments, stadiums, halls, and courtyards of sports centers
X4.9	Lack of halls, stadiums, sports and training places

Table (3-20) : The reasons for the technical crisis in the sports centers

PART 5

DISCUSSION

This chapter includes discussing the findings of the study, which aimed at identifying the types and causes of crises in (Youth Sports Centers in The City of Arbil) from the point of view of its employees, depending on the variables of the study (administrative position, administrative experience and scientific qualification), and the results will be discussed according to the questions of the study:

It is clear from the Table (3-13) that the estimates of the members of the study sample on the causes of crises in (Youth Sports Centers in Arbil) on the study sections all came between a small degree and a large degree, and the results indicate that the financial section got the first place with an average calculation (4.42) and with agreement of (73.64%), as the technical section received the second place with an average calculation (4.18) and with agreement of (69.72%) and came in third place administrative section with an average calculation (4) and with agreement of (66.72%) and came the legal section in fourth place with an average calculation (3.80) and with agreement of (63.38%).

1- The results of the study indicate that the financial section ranked first with an average calculation (4.42) and with agreement of (73.64%), which indicates a high degree of approval for the causes of crises in (Youth Sports Centers). According to the view of the sample of the study, The results indicate that the severity of the financial crises in (Youth Sports Centers) is due to the weakness of the fixed financial resources of the institutions and the poor support of sports clubs financially, the weak returns of marketing, the absence of exemption of the sports centers from customs taxes and fees in their legislation, as well as the disbursement of a large part of the financial allocations to the anchors on administrative aspects (travel, and rewards). This result shows the scarcity of financial resources (for Youth Sports Centers) where the lack of financial support (for Youth Sports Centers) is the biggest common denominator among the sports centers under study, and no sports organization can achieve its objectives without the financial support necessary for it to carry out various sports activities and achieve achievements at all local and international levels. Therefore, the estimates of the members of the sample of the study came largely on this section due to the importance of financial matters in moving the sports portfolios towards achieving their goals and providing all the necessary possibilities for these centers to promote sports activities.

The researcher believes that the financial support for sports centers represented by government support is not enough for these sports centers to carry out their activities to the fullest, and therefore these garages should look for other sources of funding such as contracting with large companies so that these centers can eventually provide them with sufficient support to carry out their duties according to the aspirations of these centers, this result is consistent with the results of the study of (Excel 2003) and (Ibrahim 2000) where they pointed out that financial crises are at first rank among the crises suffered by clubs, Centers and sports federations.

The researcher believes through the results of the questions of this section, that the weakness of the financial resources of the centers is one of the strong and large crises, and that this crisis suffers from most of the centers, and represents the biggest common denominator among these centers taking into differences in needs in which the Football Association represents the greatest financial needs, due to the popularity enjoyed by football in the world and Iraq, The non-fixed financial resources of the centers directly affect the performance and achievement of the centers as these resources suffer from weakness and irregular support dates (unprogrammed support) which may conflict and reflect on the projects and plans in terms of holding tournaments or supporting sports clubs to travel players or pay salaries to referees, coaches and other important things which has a negative impact on clubs and players and their participation.

This is confirmed by both (Al-Khalidi 1997) and (Mohammed 2000), which indicated that the weakness and lack of financial resources necessary for federations, centers and sports clubs are considered one of the most important obstacles and problems facing clubs and sports federations, the researcher also attributes this result to the weakness of the interest of the majority of the departments of the centers to contract with companies that sponsor the tournaments of the centers and finance their activities, and this is due to the absence of sports marketing for important tournaments and sports events, and therefore this leads to the absence of one of the most important financial resources that can be obtained by sports centers, namely funding from companies that can adopt and sponsor teams tournaments. It supports these teams with funds that contribute to improving the financial conditions of sports centers.

2- The results of the study indicate that the technical section occupied the second place with an average calculation (4.18) and with the agreement (69.72%), which indicates a high degree of approval for the causes of crises in sports centers. The results indicate according to the point of view of the sample of the study that the severity of the technical crises in the sports centers due to the lack of professional trainers enough, the lack of training and refinement courses of qualified coaches, the lack of training courses and refinement of qualified referees, the absence of the base of sports centers in the courses, the poor public turnout for official matches, the lack of a specialized psychotherapist for the national teams, the poor preparation of national teams and the low technical level of national teams And the intervention of the members of the Council of The Anchors in technical affairs, where the results of the study show a technical crisis in the sports centers in Arbil, this result was agreed with the results of the study of (Ibrahim 2000), (Al-Hadidi 1999), (Al-Khalidi 1997) and (Mohammed 2000), which indicated that sports federations and clubs suffer from crises, problems and obstacles in technical aspects.

This shows the extent of the lack of material support that affects progress in the technical aspect, where the process of implementing technical matters in different centers needs the availability of the necessary financial support, which in turn enables the administrators of the garages to implement sports plans and programs that work to improve the technical level, since the majority of the causes of technical crises as in the results of the study are mainly due to the lack of financial support through which a specialized psychotherapist can be provided to the teams As well as increasing the number of qualified trainers through advanced courses for qualified trainers. And to increase and

expand of the young bases in clubs, and increase the number of referees qualified to lead official matches, all this leads to the appropriate preparation of the national teams, and to the upgrading of the technical levels. Leaders in (sports centers) must believe in the importance of scientific research and conduct various studies and research that contribute to the development of the technical work, and improve the efficiency and capacity of managers, coaches and players through the preparation of plans, strategies and programs to promote work in these centers, which reflects positively on the progress of the technical level of sports teams at various levels.

3- The results of the study indicate that the administrative section occupied the third place with an average calculation (4) and with agreement (66.72%), which indicates a low degree of approval for the causes of crises in sports centers, where the questions of this section ranged from a low estimate to an average estimate, this results are opposite to the results of the study of (Excel 2003), (Mohammed 2000), (Al-Khaldi 1997) and (Al-Hodei 1999), which indicated that the administrative aspect represents the most important crises, problems and obstacles facing sports federations and clubs, the researcher attributes this difference in the result to a difference in the sample of the study, where the sample in those studies included a wide range of players, administrators and media, while the sample in this study was limited to presidents and members (sports centers in Arbil).

This is a positive indicator that the administrative aspect of sports centers in Arbil, which is represented by board members, does not constitute a crisis in the real sense that hinders the work of the centers, and this indicates the interest of sports centers in Arbil to benefit from scientific competencies and experienced in the field of sports, by taking their opinions and proposals in the process of planning and developing strategic plans. This leads to these proposals and new and creative ideas that will eventually lead to the making of the right decisions, and the development of strategic plans based on the opinions of specialists and consultants in this field.

4- The results of the study indicate that the legislative section occupied the last place with an average calculation (3.80) and with agreement (63.38%), which indicates a low degree of approval for the causes of crises in (sports centers in Arbil) where the questions of this section ranged from a small estimate to an average estimate, this result is opposite to the results of (Hussein 2006), which indicated that the legislative and legal aspect is one of the most important causes of crises in the civil sports bodies in the Arab Republic of Egypt, the researcher attributes these differences to the different sample and to the different environment in which this study was conducted, the researcher believes that this result is a positive indicator of the absence of crises in the real sense related to the legislative aspect in sports centers in both collective and individual, where the researcher believes that the commitment of sports institutions in Arbil represented by the Olympic Committee to regulations, laws and instructions and not to violate sports legislation and the development of legislation in proportion to international legislation. It is considered a preventive factor for the decisions against crises in this area and this shows the importance of taking the opinions of experienced, consultants and specialists in sports management when preparing and drafting sports legislation for the owners, because of this role in the preparation of legislation that is enforceable and contributes to achieving the desired goals reached.

The researcher sees the importance of the multiplicity and comprehensiveness of sports bodies and institutions and their participation when enacting and legislating sports laws, since inclusiveness and pluralism means to see widely and largely the various sports ideas so that it leads to the development of sports legislation and laws and that the sports federation of any game must participate in the process of legislation because it adopts and relates to sports clubs directly and therefore is realistically familiar with the needs and requirements of performance, work and success of clubs and teams. Therefore, we must believe in the important and essential role of the presence of sports centers and their participation in the process of legislating laws and excluding the centers means and excluding the needs of clubs and teams that are known to the centers accurately, and thus affect their achievement and work.



PART 6

CONCLUSIONS

In light of the objectives and questions of the study and after analyzing and discussing the data, the study reached these following conclusions:

1- Youth Sports Centers in The City of Arbil facing crises at a high level financially and technically.

2- Youth Sports Centers in The City of Arbil have crises at a low level administratively and legislatively.

3- Approval of the proposed solutions for the causes of crises facing Youth Sports Centers in The City of Arbil on the study sections, all of which came to a large extent.

4- Members of the centers of all positions, management experience and scientific qualifications have the same degree in their sense of the crises facing (Youth Sports Centers in The City of Arbil).

Recommendations

1- Needing to increase the budget allocated to the Ministry of Culture and the Youth Sports Centers by the government and the Olympic Committee in accordance with the plans and programs of each platform and its objectives and to look for other sources of funding for sports centers.

2- Work to provide the appropriate capabilities for sports centers adequately and within international standards and levels.

3- Strengthening the administrative role by qualifying administrators in sports facilities and involving them in specialized training courses to qualify them, so that they are able to participate in the enactment of legislation and laws for sports centers.

4- Relying on scientific researches to develop the work of the centers, and employing information technology in administrative, technical and legislative work and benefiting from the experiences achieved by other countries in this field.

5- Develop a plan for board members who work in sports institutions to subject them from time to time to re-education and training through seminars and workshops to develop and "renew" their ideas to keep up with the latest developments in the management of the centers.

6- Work preventive measures to face some of the expected crises in sports centers and benefiting from the consultations of experts of managements, sports managements and crisis managements.

7- Document all the crises that have occurred in all the centers and similar institutions and how to address them, and look for all the risks and threats that may face sports centers in the future.

8- Preparing a research programs on the crisis that contributes to the definition of the facts of the crisis and full inspiration in terms of its causes, risks and threats, in order to be able to choose the best way to deal with crises.



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