



Obstacles To The Application Of Electronic Management In The Boxing Federation In Misan Governorate From The Point Of View Of Administrators

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Abstract

This study aimed to identify the obstacles to the implementation of electronic management within the Boxing Federation in Iraq from the perspective of administrators and to propose appropriate solutions to facilitate its application. The study employed a descriptive methodology and was conducted among administrators working in Iraqi boxing federations. A questionnaire was used as the main data collection instrument. The findings revealed that the implementation of electronic management faces significant technical, organizational, and human obstacles. Organizational obstacles ranked first, followed by human and technical obstacles, indicating that the successful transition from traditional to electronic management requires improvements in administrative procedures, organizational support, human resources, and technological infrastructure. The results are consistent with previous studies that have identified similar barriers in sports organizations and federations. The study emphasizes the importance of strengthening electronic management because of its potential to reduce administrative effort and time, improve efficiency, facilitate communication, and enhance the quality of administrative services. Therefore, the researchers recommend increasing institutional support for digital transformation, improving technological infrastructure, providing adequate financial and technical resources, and organizing continuous training courses, workshops, and study days for administrators to develop their technical and digital competencies. These measures are expected to contribute to the effective and sustainable implementation of electronic management within the Boxing Federation in Iraq.

Keyword: Obstacles, Electronic Management, Boxing Federation.

INTRODUCTION

Today, the world is experiencing great changes in the methods and ways of managing institutions, as digital technology and smart systems have become an integral part of ensuring effective performance, improving the level of transparency, and accelerating the completion of tasks (Bilohur, Skrypchenko & Nepsha, 2022). This global development has not excluded sports institutions, and "e-management" is now considered a strategic necessity and a modern entry point for the restructuring of sports bodies, especially federations and sub-committees, which contributes to improving methods of planning, control, coordination of tournaments and management of administrative and technical data (Al-Ansari, 2023). While there are numerous benefits of a digital

workplace, the change from traditional paper-based management to integrated e-management is full of a complex set of challenges and obstacles (Dada, Oladunni & Olushola, 2024). These are: weak technology and technical infrastructure, human factors (the need to develop digital skills and resist organisational change), financial and legislative problems that may impede the progress and good implementation of this transformation (Stativka & Bodnar, 2024).

The sub-federations in Iraqi provinces (for example the Boxing Sub-Federation in Maysan Governorate) are of great importance as they play a vital role in discovering talents, managing sports activities and coordinating with the Central Federation and local clubs. The success of this role, however, depends on management's ability to keep up with the latest updates and the challenges of digital transformation. The administrators are the main elements in the organisational process and they are the direct practitioners of the administrative activities, and so comprehending their opinions and objectively assessing the obstacles is the key to accurately diagnosing the reality of the field and developing systematic solutions to overcome the difficulties, which increases the efficiency and effectiveness of the administrative and sports performance of the Boxing Federation at the governorate.

In recent years, Iraq has tended to implement many reforms in various fields and sectors, raising challenges, the most prominent of which is the use of electronic management to provide better services to citizens with quality and in a short period of time, thereby gaining their satisfaction (Khadr, 2022). These reforms also included the sports sector because of its importance and as an important part of our country's economic and societal system (Zhai, Du & Meng, 2024). It provides services to one million athletes, whether they are players, coaches, administrative staff, sports clubs, or others, and graduates work in most sectors (Chelladurai & Kim, 2022). As a result, the Iraqi Ministry of Sports and Youth has implemented electronic management in all of its activities, from registration, guidance, and access to new players to interaction among athletes, coaches, and management. Electronic management works to reduce both effort and time for both the administrator, the coach, and the player alike in achieving the goals, and this by providing material and human capabilities qualified to achieve them, but in fact, the application of electronic management of federations in general, and the Boxing Federation in particular, has not yet lived up to the required level, and this is due to many

obstacles and box We asked: What are the administrative challenges to implementing electronic management in the Boxing Federation?

The objectives of this study are to identify the implementation of electronic administration and examine its role within the Boxing Federation, particularly in relation to the obstacles encountered in applying electronic management. Furthermore, this study aims to propose several solutions and recommendations to facilitate and optimize the implementation of electronic management within the Boxing Federation. The study is based on the hypotheses that the application of electronic management in the Boxing Federation is hindered by several factors, including technical obstacles related to infrastructure and technology, regulatory obstacles associated with policies and administrative procedures, and human obstacles related to the competence, skills, and readiness of personnel to adopt and implement electronic management systems.

RESEARCH METHODOLOGY

This study was conducted during the 2024–2025 sports season and focused spatially on sports halls within boxing federations. The human scope of the study consisted of administrators working in boxing federations. The researcher employed a descriptive research methodology, as it was considered appropriate for the nature and objectives of the study. The study population comprised administrators working in boxing federations in Iraq, while the research sample consisted of 28 administrators selected from these federations. In collecting the required data, the researcher relied on various scientific sources and bibliographic references, as well as a questionnaire specifically designed and distributed to the administrators.

To ensure the scientific quality of the research instrument, the validity and reliability of the questionnaire were examined. Content validity was established by presenting the questionnaire to five qualified experts and arbitrators to evaluate the suitability of its items for the intended objectives. The experts showed an agreement rate of more than 90%, with only minor modifications suggested for the questionnaire. In addition, construct validity was examined by calculating the correlation coefficients between the questionnaire items and their respective dimensions, which indicated a strong and statistically significant relationship among the items.

The reliability or internal consistency of the questionnaire was assessed using Cronbach's alpha coefficient through the Statistical Package for the Social Sciences

(SPSS). The results showed a high level of internal consistency, with a Cronbach's alpha coefficient of 0.857 for the questionnaire administered to the administrators. For statistical data analysis, the researcher employed the Pearson correlation coefficient, Cronbach's alpha coefficient, arithmetic mean, and relative weight. All statistical analyses were conducted using SPSS, and the results of the analysis are presented in Table 1.

Table 1: The Test Adopted In The Study

Cell length	Corresponding Relative Weight	Availability	Reference
1 - 1.80	20% - 36%	Very few	Negative
Greater than 1.80 - 2.60	Greater than 36% - 52%	Few	Negative
Greater than 2.60 - 3.40	Greater than 52% - 68%	Medium	Neutral
Greater than 3.40 - 4.20	Greater than 68% - 84%	Large	Positive
Greater than 4.20 - 5	Greater than 84% - 100%	very big	Positive

RESULTS

The following section presents, analyzes, and discusses the overall results obtained from the questionnaire administered to the administrators of the Boxing Federation.

Table 2: Results Of The Questionnaire For Administrators As A Whole

Number	Obstacles	M	SD	Percentage	Ranking	Degree of Approval
1	Technical Obstacles to the Application of E-Management	3.61	0.98	72.20%	03	Large
2	Organizational Barriers to the Application of E-Management	3.78	0.73	75.60%	01	Large
3	Human Barriers to the Application of E-Management	3.71	0.69	74.15%	02	Large
Domains	All Fields	3.85	0.57	76.90%	-	Large

According to the results depicted in the table above, administrators identify organisational challenges as the primary obstacles to e-management implementation, with an average score of 3.78 and a relative weight of 75.60%, demonstrating a high degree of consensus; the work environment, coordination, work plans, and training are insufficient to create a perceived need for e-management. The human challenges to the adoption of e-management were positioned second, with an average rating of 3.71 and a relative weight

of 74.15%, demonstrating a high level of approval, as administrators contend that the human resources designated for its application are not adequately prepared regarding training, language and communication competencies, or fear of liability in the event of mistakes. The technological impediments to the utilisation of e-management were ranked third, with an average rating of 3.61. The substantial figure of 72.14% and a high level of endorsement are significant, as issues including the infrastructure of communication networks, lack of follow-up, maintenance of electronic devices, inability to keep pace with rapid technological evolution, and poor maintenance greatly impede the adoption of electronic management.

This section presents and analyzes the results of the questionnaire administered to the administrators, focusing specifically on the technical obstacles encountered in the implementation of electronic management within the Boxing Federation.

Table 3: Results Related To Technical Obstacles To The Implementation Of E-Governance

Number	Phrases	M	SD	Percentage	Ranking	Degree of Approval
1	The speed of the development of computers and their systems	3.58	0.84	71.53%	08	Large
2	Poor communication network infrastructure	3.22	0.77	64.39%	13	Medium
3	Rising prices of electronic software	3.93	0.62	78.68%	02	Large
4	Lack of follow-up for the maintenance of electronic devices	3.51	0.58	70.10%	09	Large
5	Lack of interest in following up on the development of information technology	3.36	0.91	67.25%	11	Medium
6	Inadequacy of guidelines that clarify mechanisms for implementing e-management	3.36	0.79	67.25%	11	Medium
7	Limited financial contribution allocated to support e-management applications	3.51	0.44	70.10%	09	Large

8	Lack of computer knowledge among administrators who are working to introduce this technology	3.65	0.67	72.96%	06	Large
9	Workers' fear of the disadvantages of modern technology on their interests	3.79	0.58	75.82%	05	Large
10	Shortage of Computer Maintenance Personnel	3.65	0.62	72.96%	06	Large
11	Lack of interest in standard specifications when buying computers	3.93	0.53	78.68%	02	Large
12	Poor backup system in case of a malfunction in the public order	4.01	0.92	80.10%	01	Large
13	Poor software update applied to computers	3.93	0.95	78.68%	02	Large
Phrases	All Ferries	3.61	0.70	72.29%	-	Large

The results shown in the above table indicate that the twelfth statement (the weakness of having a backup system in the event of a malfunction in the general order) came first with an arithmetic mean of 4.01 and a relative weight of 80.10% and with a high degree of approval, the electronic management requires the provision of alternative programs in the event of a malfunction, malfunction or hack in an effort to save the data, as well as not to stop the services for the beneficiaries, which is a real obstacle to its implementation. The third statement (high prices of electronic software), the 11th phrase (lack of attention to standard specifications when purchasing computers) and the 13th phrase (the weak update of the software applied to computers) came with an arithmetic average of 3.93 and a relative weight of 78.68% and with a high degree of approval also according to the managers.

The high prices of software and computers push the organization to resort to the acquisition of the lowest price at the expense of quality, as well as software modernisation requires more spending, which it cannot afford. The ninth clause (employees' fear of the negatives of modern technology on their interests) ranked fifth with an average of 3.79 and a relative weight of 75%.82% and to a large extent, as it is known that e-management needs a smaller number of employees who work on it and have special training, which makes the employee afraid of losing his position or job privileges, and thus hindering their

implementation. The eighth phrase (lack of computer knowledge on the part of the managers who are to implement this technology) and the tenth phrase (lack of employees who specialise in the maintenance of computers. It ranked sixth with an average of 3.65 and a relative weight of 72.96% of the employees who were employed before the adoption of electronic management on the basis of classical management skills and not on the basis of their knowledge of computers and their methods of work, as well as the lack of specialists in maintenance, especially after the reduction of employment opportunities due to the financial crisis that affected several sectors, such as our universities, all of which were obstacles that prevented its good application.

Eighth, the first phrase (the speed of the development of computers and their systems) has an average of 3.58 and a relative weight of 71.53% to a great extent, the rapid development of our time requires a continuous update of the knowledge and skills of employees to keep pace with it. The fourth two statements (no follow up on maintenance of electronic devices). seventh (limited financial contribution for supporting e-management applications). They finished ninth with an average of 3.51 and a relative weight of 70%.10. Maintenance and electronic applications require a great deal of dedication and provision of financial envelopes in an effort to ensure the continuity of services and keep pace with the developments that have taken place. The fifth statement (hesitancy in following up on the development of information technology). and the sixth (lack of guidelines explaining mechanisms for implementation of e-management).

They were eleventh with an average of 3.37 and a relative weight of 67.25% with a moderate degree of approval, as administrators consider that there is a moderate degree of interest on their part for the development of information technologies and the guidelines for the implementation of e-management exist, but are insufficient, although they are less of an obstacle than other ones. The second phrase (Poor communication network infrastructure) ranked thirteenth with an average of 3.22 and a relative weight of 64.39% with a moderate degree of approval, the administration of the Central Federation recently started the provision of the unions with the internet lines as a preliminary step for the electronicization of administrative processes, but the actual implementation phase has not yet begun.

The following section presents and analyzes the technical obstacles that may hinder the effective application of electronic management within the Boxing Federation.

These obstacles include limitations in technological infrastructure, inadequate availability of computers and electronic devices, weak or unstable internet connectivity, insufficient maintenance and technical support, as well as challenges related to the use and operation of electronic management systems.

Table 4: Shows the results related to the technical obstacles to the implementation of e-management

Number	Phrases	M	SD	Percentage	Ranking	Degree of Approval
1	Poor availability of a suitable work environment for the application of e-management	3.58	0.81	71.53%	11	Large
2	Lack of a strategic plan for cooperation and coordination between administrative and academic leaders for the implementation of e-management	3.72	0.70	74.39%	06	Large
3	Poor time management skill needed for electronic management	3.51	0.67	70.10%	12	Large
4	The slow response of the union administrations to the demands of change in university departments and departments	3.79	0.81	75.82%	05	Large
5	Routine administrative procedures delay the process of moving towards e-management	3.72	0.91	74.39%	06	Large
6	Weak support for union leaders in the implementation of e-management	4.01	0.67	80.10%	02	Large
7	Weakness of Media Awareness Programs to Spread the Culture of E-Management Application in Federations	3.86	0.76	77.25%	04	Large

8	Lack of follow-up on the development of the e-management application	4.01	0.59	80.10%	02	Large
9	Lack of financial incentives for e-management workers	4.15	0.76	82.96%	01	Large
10	Poor Response of the Sports Organizational Structure to the Requirements of the Application of E-Management	3.72	0.85	74.39%	06	Large
11	Lack of coordination between academic bodies and leaders related tonon-athletic activity	3.65	0.92	72.96%	10	Large
12	Lack of transparency and growing influence of private interests	3.72	0.78	74.39%	06	Large
Phrases	All Ferries	3.77	0.76	75.69%	-	Large

From the results presented in the table above, we find that the ninth phrase (lack of financial incentives for workers in the area of e-management) ranked first with an arithmetic average of 4.15 and a relative weight estimated at 82.96% and with a high degree of agreement, as financial incentives would increase the motivation and creativity of those working in the area of e-administration, which they strongly expressed thru this phrase. The second two statements were the sixth (weak support for university leaders in the application of e-management) and the eighth (lack of follow-up of the development of the e-administration application with an arithmetic average of 1.4.0 and a relative weight estimated at 80).10% with very high approval rating. The feeling of support by managers for the senior leadership is as necessary for the establishment of e-management as the continuous follow-up. The fourth phrase (weakness of media awareness programs in spreading the culture of applying e-management in the unions) came in the fourth place with an average of 3.86 and a relative weight of 77.25%, and a high degree of approval as well.

Awareness programs are always necessary for any new application. Their purpose is usually to make the employes acquainted with them, their importance, goals, benefits

and how to apply them when e-management, so that efforts are unified for a proper and correct application. The fourth phrase (the slow response of the Central Union administrations to the demands of change in the sub-union administrations) came fifth with an arithmetic average of 3.79 and a relative weight of 75.82% and with a high degree of approval. E-management requires the commitment of all levels of management to change in an effort to adapt to its requirements. The second statements came (lack of a strategic plan for cooperation and coordination between administrative and academic leaders to implement e-management), the fifth (the routine of administrative procedures delays the process of moving toward e-management) and tenth (The Federal Organisational Structure (FGM) Poor Response (e-Governance Requirements) and the twelfth (Lack of Transparency and Increasing Influence of Private Interests) with an average of 3.72 and a relative weight of 74.39% with a high degree of approval, as concerted efforts according to a clear plan, clarity of visions, and smooth administrative procedures are essential factors for the implementation of e-management.

Tenth, the eleventh phrase (lack of coordination between sports bodies and leaders related to administrative activity) had an arithmetic average of 3.72 and a relative weight of 74.39% and also a high degree of approval. Coordination among all actors in the central unions and sub-unions is a must. The first phrase (the lack of a suitable environment for the application of e-management) was in eleventh place with an average of 3.58 and a relative weight of 71.53% and with a high degree of approval, the lack of a suitable environment is a major obstacle to the implementation of e-management. The third statement (weak time management skill required by e-management) got twelfth position with the arithmetic average 3.51 and relative weight 70.10% . With a high degree of approval, the skill of time management is one of the basic skills that an employee must have in electronic management.

Technical obstacles represent one of the main factors that may hinder the effective application of electronic management within the Boxing Federation.

Table5: Shows the results related to the technical obstacles to the application of e-management

Number	Phrases	M	SD	Percentage	Ranking	Degree of Approval
1	Poor preparation and training of human cadres	3.58	0.56	71.42%	08	Large

	ready to work in e-management					
2	Lack of human efficiency in dealing with electronic management	3.72	0.84	74.28%	04	Large
3	Employees' reluctance to use computers for fear of job work	3.43	0.92	68.57%	09	Large
4	Lack of technical training programs for managers	3.72	0.91	74.28%	04	Large
5	Poor language skills among some administrative and academic leaders	3.79	0.89	75.71%	03	Large
6	Some employees fear accountability in the event of a device failure	3.72	0.91	74.28%	04	Large
7	Lack of awareness of the importance of seminars and conferences related to e-management	4.01	0.87	80.10%	02	Large
8	Hiring unqualified trainers to benefit from their expertise	3.36	0.76	67.14%	10	Medium
9	Weak means of communication between administrative structures at the university	3.65	0.73	72.85%	07	Large
10	Lack of support for human competencies that contribute to the success of e-governance	4.15	0.81	82.85%	01	Large
Phrases	All Ferries	3.71	0.82	76.92%		

Thru the results shown in the table above, we find that the tenth phrase (weak support for human competencies who contribute to the success of e-management) came first with an arithmetic average of 4.15 and a relative weight of 82.96% and a high degree of approval. As supporting competencies in all aspects would motivate them to continuous development and the success of the department. The seventh phrase (lack of awareness of the importance of seminars and conferences related to e-management) ranked second with an arithmetic mean of 4.01 and a relative weight of 80.10% and with

a high degree of approval, seminars and conferences related to e-management are necessary for its proper implementation . The fifth expression is the weakness of language skills among some administrative and academic leaders, which ranked third with an average of 3.79 and a relative weight of 75.82% with a high degree of approval, as most electronic programs require language skills by employees, which represents an obstacle to their optimal application. And the fourth (lack of technical training programs for administrators). The second phrase came (the lack of competence of the human element in dealing with electronic management). Sixth (Fear of accountability of some employees in the event of the failure of the device) with an average of 3.72 and a ratio of 74.39% with a high degree of approval, and this is due to the training they received and the training programs, as well as the lack of awareness of the employees and the lack of clarity of vision for them.

Seventh: The ninth phrase (the weakness of the communication means between the administrative structures in the unions) got an arithmetic average of 3.65 and a relative weight of 72.96% and with a high degree of approval, communication should be continuous and in different ways. The eighth place was taken by the phrase (poor preparation and training of the human cadre prepared to work in e-management) with an arithmetic average of 3.58 and a relative weight of 71.53% The qualification and training of the employee for the application of electronic management are good. The third statement (the reluctance of employees to use computers for fear of job work) came with an arithmetic average of 3.43 and a relative weight of 68.68%. With a high degree of approval, the proficient employee who works with a computer is often exposed to a lot of pressure because of the backlog, which pushes many of them to avoid using it. The eighth phrase (the use of trainers who are not qualified to benefit from their experience) came in tenth with an arithmetic average of 3.36 and a relative weight of 67.25% and with a moderate degree of approval, competent trainers are the ones who benefit from their employees and their skills.

DISCUSSION

Discussion of Results Related to the First Partial Hypothesis: There are technical barriers for the implementation of e-management in boxing federations. The results shown in Table 2 and Table 3, concerning technical obstacles to the application of e-management, revealed that the studied sample of administrators believes that there are

technical obstacles that do not affect the application of e-management in federations to a large extent, where the mean of the calculation was 3.61 and the relative weight was 72.24%. The application of electronic management is greatly hindered by the infrastructure of the communication network, the lack of follow-up for the maintenance of electronic devices, the inability to keep up with the pace of technological development, and poor maintenance. These results were consistent with a study Ghanem and Halawa (2025) where it was found that the most used obstacles to the electronic management in the development of administrative work are technical obstacles . This is in agreement with the study of Bensayah (2025) who concluded that there are technical obstacles that hinder the application of e-management, where the average phrases of this dimension reached 3.76 and 76 percent. This is consistent with the study of Choayb (2025), which found that there are technical obstacles, the most important of which is the lack of guidelines explaining the mechanisms of applying e-management. With the above you prove the validity of the first partial hypothesis.

Discussing the results related to the second partial hypothesis: There are organizational obstacles that hinder the implementation of electronic management in boxing federations. According to the administrators, the work environment, the coordination, the work plans or the training are not enough to adopt e-management, with an arithmetic average of 3 and a relative weight of 75.60% with a high degree of agreement. These results were consistent with the study by Drici (2024) which concluded that there are human obstacles that prevent the application of e-management, where the average phrases of this dimension was 4.3.8 and 76 percent.7. It is consistent with the study of Ghanem and Halawa (2025), which concluded that there are organisational obstacles, the most important of which are routine procedures that delay the process of transformation toward e-management, the weak support of the Ministry for the policies of implementing e-management, and the lack of necessary legislation for the implementation of e-management. With the above, it is possible to prove the validity of the second partial hypothesis.

Discussing the results related to the third partial hypothesis: There are human obstacles that hinder the implementation of e-management in boxing federations. The human barriers to the application of e-management came second with an average of 3.71 and a relative weight of 74%.25. With a high degree of approval, the human framework

in charge of applying it according to administrators is not yet ready for its implementation, whether in terms of training, language and communication skills, training programs, and fear of accountability in case of error. These results were in line with the study of Bensayah (2025), which concluded that there are technical obstacles to the application of e-administration, as the average phrases of this dimension reached 4.05 with a percentage of 80.9. The study of Abdulhussein (2026), which concluded that there are human obstacles, the most important of which are poor English language skills, lack of awareness of the importance of e-management, and lack of training courses.

Discussing the general hypothesis: There are technical, organizational, and human obstacles that prevent the implementation of electronic management in boxing federations. The above results came thru that there are technical, organisational and human obstacles that impede the optimal application of them in the federations, and these results came with the approval of the studies by Abdulhussein (2026) it concluded that there are obstacles to the application of e-management in the federations, organisational, technical, human and financial obstacles. The study Bensayah (2025), which concluded that there are organisational obstacles, the most important of which are routine procedures that delay the process of transformation toward e-management, the weak support of the Ministry of Policies for the implementation of e-management, and the lack of necessary legislation for the implementation of e-management.

There are also technical obstacles, the most important of which is the absence of guidelines explaining the mechanisms of implementing e-management, and there are human obstacles, the most important of which are the weakness of English language skills, the lack of awareness of the importance of e-management, and the absence of training courses. There are also financial and training barriers. There are also financial and training obstacles Guidotti (2023) pointed out that training is one of the most important ways to provide managers with information, skills and renewable methods, develop and improve their skills, and try to change their behaviour and attitudes positively, thus raising the level of performance and efficiency of working individuals. Darabi, Rahmanpour and Khosravipoor (2022) study found the existence of administrative barriers where the average reached 9.3 and the existence of human obstacles where the average reached 3.25 and technical obstacles and the arithmetic average reached 3.15 and all of them are large.

CONCLUSIONS

Based on the statistical analysis, field discussions, and responses of the administrative research sample, and following confirmation of the general hypothesis and the three sub-hypotheses, several conclusions can be drawn. The findings indicate that the implementation of digital transformation and electronic management within the Boxing Federation faces significant challenges. Overall, the obstacles recorded an arithmetic mean of 3.84 and a relative weight of 76.80%, indicating considerable difficulties in achieving comprehensive digital transformation in administrative and technical areas.

Institutional obstacles ranked first, with an arithmetic mean of 3.77 and a relative weight of 75.59%. The main institutional challenges included insufficient financial and moral support from management, the absence of continuous monitoring mechanisms, inadequate financial incentives, excessive administrative procedures, and limited organizational flexibility in responding to digital transformation. Human obstacles ranked second, with a mean of 3.70 and a relative weight of 74.14%. These obstacles included inadequate development of human resources, limited awareness of specialized training and conferences, insufficient language and technical skills among administrators, concerns about accountability for technical failures, and fear of losing employment benefits. Technical obstacles ranked third, with a mean of 3.60 and a relative weight of 72.19%. These included inadequate backup systems, high software and application costs, inappropriate device specifications, and a shortage of qualified technical personnel.

The findings are consistent with previous studies that have identified similar institutional, human, and technical challenges in implementing electronic management within sports organizations and federations. This confirms that successful digital transformation depends not only on technological infrastructure but also on organizational readiness, financial support, qualified human resources, and effective administrative policies.

Based on these findings, the Boxing Federation should simplify administrative procedures and reduce unnecessary bureaucracy while developing a clear digital transformation strategy with specific objectives and implementation timelines. The Federation should also establish financial and moral incentive systems to encourage administrators to adopt electronic management and reduce resistance to organizational

change. Continuous monitoring and evaluation should be implemented to measure progress and improve coordination among relevant institutions.

Furthermore, the Federation should strengthen technological infrastructure by establishing reliable data backup systems, purchasing equipment that meets appropriate technical standards, and allocating sufficient annual budgets for software, networks, maintenance, and system development. Human resources should be improved through continuous training in computer skills, network administration, English-language proficiency, and digital management. Employing qualified information technology personnel is also recommended to provide technical support. Finally, the Federation should create a stable and transparent working environment to increase employee confidence, reduce fear of technical failure, and encourage the effective adoption of electronic management.

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