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**ANALYSIS OF THE IMPEDIMENTS TO THE EFFECTIVE
MANAGEMENT OF MEGA SPORTING EVENTS: A CASE OF
THE FIFA 2022 WORLD CUP IN QATAR**

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Strategy

ANALYSIS OF THE IMPEDIMENTS TO THE EFFECTIVE MANAGEMENT OF MEGA SPORTING EVENTS: A CASE OF THE FIFA 2022 WORLD CUP IN QATAR

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Abstract

Purpose: This study sought to analyse the factors that impede the effective management of mega sporting events based on the FIFA 2022 World Cup in Qatar. The specific objectives of the study were: to analyse the factors that impede the effective preparation of the 2022 FIFA World Cup in Qatar; to assess the impact of the prevailing circumstances on the 2022 FIFA event management; and to suggest the best practices that can be adopted in pursuit of ensuring that the 2022 FIFA World Cup (FWC) preparations are on course and the positive impacts are long-lasting.

Methodology: The study employed a mixed-method research design consisting of cross-sectional, exploratory, descriptive and causal research designs. Primary data was collected from the respondents using structured questionnaires that were administered online after seeking the consent of the respondents. The study employed a sample size of 90 respondents who were randomly sampled from the three stakeholder bodies that would deliver the 2022 FIFA World Cup, including the Supreme committee, Ministry of Culture and Sports and the Qatar Olympic Committee (QOC). The quantitative data collected was analysed using Microsoft Excel and the SPSS version 25 for data analysis through the use of both descriptive statistics and inferential analyses. The findings of the study were presented using appropriate charts and Tables.

Findings: The conclusive findings of this study indicated that sports governance impedes the effective preparation and management of the 2022 FIFA World Cup in Qatar.

Unique contribution to theory, practice and policy: To address this, the study recommended that the Supreme Committee (SC) should balance aspects of centralisation with decentralisation in sports management. Further, SC should develop grassroots football by increasing the number of football associations participating in the organisation of the FWC event.

Keywords: *FIFA World Cup (FWC), Impediments, Mixed-Research, contingency and Institutional Theory, Prevailing Circumstances.*

1.0: INTRODUCTION

Background and Context of the Study

In December 2010, Qatar became the first Middle East country to win rights for holding the FIFA World Cup (FWC) to be held in 2022. The country also made history for being the smallest country ever to hold the FWC; with a population of about 2.7 million people.¹ A few years later UK's *The Sunday Times* accused FIFA and other political officials of irregularly receiving up to \$4 million from Mohammed bin Hamman, who was the President of the Asian Football Confederation and a member of the FIFA Executive Committee, to award these rights.² This case demonstrates how mega sporting events can easily become an arena for political competition and symbol of power, not only because of the economic benefits associated with the events, but also the prestige that they carry.

Despite the controversy surrounding the award of the FWC hosting rights, Qatar appears to be using the opportunity to develop its sports industry. The government took an important step of merging the Ministry of Culture, Arts and Heritage with the Ministry of Youth and Sports to form the Ministry of Culture of Sports, to more effectively handle sporting events. According to the Oxford Business Group, Qatar is not only developing the sports sector, but also the related industries, including sports medicine, logistics and supply chain, security, skilled labour and management of mega sporting events.³ The 2022 FWC will not be the country's first mega international sporting event. In 2006, Doha hosted the Asia games under the Auspices of the Olympic Committee of Asia. This was followed by the hosting of the World Indoor Athletics Championships in 2010, the Asian Football Confederation Cup and the Pan Arab Games both in 2011, and the IAAF World Athletics in 2019. Other international sporting events that have taken place in Qatar since 2015 include the Men's Handball Championships, International Boxing Association World Championships, International Paralympic Committee Athletics World Championships, World Bowling Championships, and the World Gymnastics World Cup.⁴ These high profile events demonstrate Qatar's potential to host a mega sporting event such as the FWC following the gradual development of the county's sporting infrastructure, roads, and hotels.

¹ Trevor Slack, Terri Byres and Alex Thurston, *Understanding Sport Organisations: Applications for Sport Managers* (Champaign, IL: Human Kinetics, 2020), 264.

² Heidi Blake and Jonathan Calvert. "Mr. Fixer's Bid for FIFA's Crown", In *The Sunday Times* (2014 June 15).

³ Oxford Business Group. *The Report: Qatar 2015* (Oxford, UK: Oxford Business Group, 2015), 272.

⁴ *Ibid*, 273

Table 1: Other international sporting events in Qatar

Event	Organiser	Date
World Boxing Championships	Qatar Boxing Federation	Oct-2015
IPC Athletics World Championships	Qatar Paralympic Committee	Oct-2015
Qatar Classic 2015 - Squash	Qatar Squash Federation	Nov-2015
Champion of Champions - Equestrian	Al Shaqab	Nov-2015
Grand Prix Epee Men and Women Qatar 2015	Qatar Fencing Federation	Dec-2015
Cycling UCI Road World Championship	Qatar Cycling Federation	Oct-2016
World Bowling Championships	Qatar Bowling Federation	Dec-2016
World Artistic Gymnastics Championships	Qatar Gymnastics Federation	Oct-2018
Athletics World Championships	Qatar Athletics Federation	Oct-2019
2022 FIFA World Cup	SC for Delivery and Legacy	Dec-2022

Source: Qatar Olympic Committee (2016)

The FWC is a multi-stakeholder event coordinated by a variety of bodies. The Qatar Olympic Committee (QOC) takes a significant role, just as it did during the FWC bidding process. Then the Ministry of Culture and Sports (MCS) comes as it is the official government representatives and one with the mandate to coordinate all the non-Olympic sports within the country. However, the government has to form another body with the responsibility of overseeing the sporting infrastructure projects, the Supreme Committee for Delivery and Legacy, simply the Supreme Committee (SC). The body will not only deliver the FWC, but also ensure that the socioeconomic benefits of the event have a lasting impact in Qatar.⁵

The concept of effective management insofar as mega sporting events are concerned implies the ability of sport managers to choose the right objectives, plan and control processes as well as people involved.⁶ Fundamentally, effective management of mega sporting events provides a professional and positive environment for all participants and stakeholders, leading to realisation of set objectives that mega sporting events aim to achieve.⁷ Therefore, effective management enhances planning and control of mega sporting events, enhancing positive outcomes and achievement of set targets. Therefore, this study sought to analyse the impediments to effective management of mega sporting events and provide policy recommendations that would enhance the successful management of the 2022 FIFA World Cup in Qatar and future mega sporting events.

The rationale of the Study

⁵ Ibid, 273

⁶ Jago, Leo, Larry Dwyer, Geoffrey Lipman, Daneel van Lill, and Shaun Vorster. "Optimising the potential of mega-events: an overview." *International Journal of Event and Festival Management* (2010).

⁷ Dolles, Harald, and Sten Söderman. "Mega-sporting events in Asia—Impacts on society, business and management: An introduction." *Asian Business & Management* 7, no. 2 (2008): 147-162.

The FIFA World Cup is one of the most significant events on the face of the earth, which unifies, pacifies and equalises people of the world. However, for this to happen, there has to be in place an elaborate event management plan of a global scale that spans almost a decade. In the case of Qatar, the plans began in 2010 when the country won the rights to host the global event, leading to a total of 12 years between the award and the happening of the actual event. There is now a fully constructed field of sports governance, which is a shift from mere international event management of a carefully calibrated process of bringing together multiple stakeholders to formulate, legitimise, and implement huge sports projects, elaborate programs and policies to ensure success.⁸ Sports governance plays a central role in the success of mega sporting events. If national entities effectively manage an international sporting event with a stature such as the FWC, it becomes a national pride and international honour to the people of that country.⁹

For a global sporting event, the researcher identified three issues that if not well handled, can impede effective management of mega sporting events. These were; sports governance, politics and centralisation versus decentralisation. These factors, and others, are analysed in the context of Qatar. It would indeed be interesting to analyse how the SC, despite the negative perception of Qatar based on bribery allegations and retrogressive labour and human rights abuses, would manage to deliver a successful FWC in 2022. In addition to the question of perception, other practical issues made the study interesting. First, with the Covid-19 pandemic, it would be valuable to see how the QOC and SC manage the delays and postponements in many projects and activities. Second, these could be economically difficult times for Qatar. Between 2014 and 2015, there was almost 16% fall in government revenues due to a reduction in oil prices¹⁰. The situation was made worse by the current pandemic, which affected oil prices, which drive the economy of Qatar. Last, Qatar is popular with sports tourism.¹¹ Therefore, it was important to find out the possible impediments that may undermine the success of the FWC in 2022.

Aim and Objectives of the Study

The overarching objective of this research was to analyse the factors that impede successful sports event management on a global scale. The specific objectives of the study are:

- i. To analyse the factors that impede the effective preparation of the 2022 FIFA World Cup in Qatar.
- ii. To assess the impact of the prevailing circumstances on the 2022 FIFA event management.
- iii. To suggest the best practices that can be adopted to ensure that the 2022 FIFA World Cup preparations are on course and the positive impacts are long-lasting.

⁸ Blanco, D, “Sports Governance: Issues, Challenges and Perspectives” In *Asia-Pacific Social Science Review* 17, no. 1(2017): 109.

⁹ Ibid, 110

¹⁰ Oxford Business Group. *The Report: Qatar 2015*, 272.

¹¹ AM Talavera, SG Al-Ghamdi and M Koc, “Sustainability in Mega-Events: Beyond Qatar 2022”. *Sustainability* 11, article no. 6407(2019): 9.

2.0: LITERATURE REVIEW

Introduction

This chapter reviewed and critically analysed the literature associated with the management of mega sporting events, with a specific interest in the upcoming 2022 FWC in Qatar. The chapter first explored the factors that act as obstacles to the adequate preparations for the 2022 FWC and then looked into the effect of circumstances during preparation and how they affect, with particular focus on the Covid-19 pandemic. Next, the chapter focused on the suggested best practices for the management of sports of global magnitude, specifically the 2022 FWC. Next, the study describes the theoretical framework to base the critical arguments of the research and the conceptual frameworks to guide the analysis.

Factors that Impede Effective Preparation of the 2022 FWC

Several factors obscure the effective management of mega sporting events. Based on Talavera and colleagues' observations, the following are some of the factors that have or might impede the effective management or preparations of the 2022 WC in Qatar.¹² First, there have been allegations of human rights violations in that the migrants working in the construction of the stadia are maltreated and their human rights abused. Apart from these allegations, the labour laws of the country have been described as unfavourable, even for the Qatari of lower socioeconomic classes. These issues, coupled with the accusations of bribery to host the FWC, affect the perceptions of the world on the quality of preparation to host the global mega event. Second, the SC has not yet reached out to all the stakeholders, which makes the achievement of the legacy a mirage – how can the positive social and economic change brought about by the FWC last for years if all the key stakeholders such as the NGOs have not yet been brought on board? The third issue is that there appears to be a clash between the proposed legacy through the FWC and the fabric of the Qatari society. While the former is premised on Western-style 'modernity', the latter is built on conservative Islamic beliefs and practices. A good example is non-consumption of alcohol among the Qatari Muslims, yet FWC events are associated with high consumption of alcoholic drinks by visitors.

According to Blanco's research, some other possible impediments include politics, the nature of sports governance and the balance between centralisation and decentralisation.¹³ In theory, sport is a profession that is separate from politics. This implies that games are a field of athletes, their managers, coaches, trainers and other related actors. However, unfortunately, this is often not the case. At the national level, sports officials have been reported quarrelling and wrestling for power, authority and control while the players are left to their peril.¹⁴ Some of these stalemates usually lead to penalties, sanctions, suspension, withdrawals of accreditations, and worst of all, bans from participation for an amount of time proportional to the illegality committed. They're, however, exists a debate as to the nature and whether sports management is political in itself.

¹² Ibid, 10

¹³ Blanco, D, "Sports Governance: Issues, Challenges and Perspectives" In *Asia-Pacific Social Science Review* 17, no. 1(2017): 107.

¹⁴ Ibid, 110.

While some analysts such as Blanco view sports management as isolated from political, others, such as Marjoribanks and Farquharson view sports and its management as political because it involves decisions, competition, resources, and favourable or unfavourable outcomes.¹⁵

Therefore, it is impossible to separate sports from politics because its nature is political. That mega sporting events are political is not the problem, but how the politics are done.¹⁶ At the international level, the political competition to stay in positions of power and leadership have almost always led to ineffective sports management. Regarding 2022 FWC, sports centralisation has been the ideal approach to governance. This is because, in centralised sports governance systems, the leaders have better control over what goes on.¹⁷ Besides, centralised sports governance leads to better access to resources. Since the FWC is an event of global importance, it makes sense to have a central planning committee, such as the SC in the case of Qatar. However, the centralisation of FWC governance has had issues in the past. According to Blanco, it often ignores the inclusivity of local communities, especially at the grassroots level.¹⁸ The second challenge of centralisation is that it also leads to leaving out of outstanding athletes, trainers and coaches due to patronage requirements. In many cases, the selection is preceded by political connections with the sports leaders. The third challenge is that FWC committees have a tendency of focusing on winning gold, but not promoting mass sports development, which is usually achievable under decentralised governance system.

Impacts of the Prevailing Circumstances on the Management of 2022 FWC

Perhaps the most impactful circumstance right now is the prevalence of the Corona Virus Disease (Covid-19). There are many ways in which the disease has, will or might affect the FWC. First of all, at the global level, some regional qualifier matches have already been delayed or postponed. As per Aljazeera's article, the Asian Football Confederation postponed the qualifier matches for the Asian region scheduled for March and June.¹⁹ The same happened in South America after the football body there also postponed FWC qualifier matches scheduled for March. The second impact of the pandemic is that it literally makes the FIFA and the QOC to reduce physical meetings and slows down some decisions and actions that require physical presence, such as the signing of documents.²⁰ At the national level, there are also significant impacts that affected the preparation of the mega event. The third impact is that the completion of infrastructure projects such as the stadia might be delayed because many construction

¹⁵ Marjoribanks, Tim and Karen Farquharson. *Sport and Society in the Global Age* (London, UK: Macmillan International Higher Education, 2011), 128.

¹⁶ Ibid, 130.

¹⁷ Blanco, D, "Sports Governance: Issues, Challenges and Perspectives" In *Asia-Pacific Social Science Review* 17, no. 1(2017): 110.

¹⁸ Ibid, 124

¹⁹ Aljazeera, "Coronavirus: What sporting events are affected by the pandemic?" (2020 May 10)

²⁰ Tovar, J, "Soccer, World War II and coronavirus: a comparative analysis of how the sport shut down." *Soccer & Society*, (2020).

employees tested positive for the virus. Although the construction works are in progress, the observance of the social and physical distance makes work move on much slower than is ideal.²¹ Lastly, due to low demand in oil, low prices led to a reduction in revenues collected by the government of Qatar to fund the infrastructure projects.²²

Other than the Covid-19 pandemic, the country's image concerning issues of labour practices and human rights violations affected the branding of the event.²³ Although the public relations and communications companies can design the messages well, the brand identity was not strong among sections of the international audiences. The country has been accused of forcing migrants to work in the construction of the stadia in deplorable conditions, human trafficking of other types of workers, especially domestic workers from Africa among other labour-related issues.

Best Practices that can be Adopted to Ensure Effective Management of Mega Sporting Event (FWC).

Talavera, Al-Ghamdi and Koc provide some general ideas on how to manage events on a global scale, with particular focus on the 2022 FIFA World Cup.²⁴ Since FIFA is usually more concerned about the business side of the event, QOC through the SC has a more significant responsibility in ensuring that it pushes the sustainability agenda in the current planning as part of the post-WC legacy. For instance, the current event management should have innovative ways of advertising the country's tourist sites so that the FWC infrastructure does not become 'white elephants' after the event end of December 2022. Although in its bid Qatar marketed the 2022 FWC as the 'most compact' one (to be held within the smallest area ever), the master plans for the transportation infrastructure should be well-executed. This is the only way that the country can achieve the other differentiator of the 2022 FWC from the others: the first-ever 'carbon-neutral' mega event. The compactness of the event implies that there will be no need for air travel between cities hence reducing carbon emissions.

Theoretical Framework

The current study has some issues that required to be tackled from different viewpoints. It is for this reason that a single theoretical orientation would not be sufficient in capturing the entire study design aspects. In general terms, the impediments to the effective management of the FWC can be tackled using several organisational theories. To begin with, the challenges in the management of mega sporting events are not static; they change in time and space. For instance, the issue of corona virus disease was not previously thought about. On this basis, some authors suggest the adoption of contingency theories to meet such impediments.²⁵ The theory, initially

²¹ The Guardian, "Covid-19 lockdown turns Qatar's largest migrant camp into 'virtual prison'" (2020 March 20)

²² Ibid, 16

²³ AM Talavera, SG Al-Ghamdi and M Koc, "Sustainability in Mega-Events: Beyond Qatar 2022". *Sustainability 11*, article no. 6407(2019): 10.

²⁴ Ibid, 19

²⁵ Dolles, H and S Söderman, "Mega-Sporting Events in Asia — Impacts on Society, Business and Management: An Introduction". *Asian Business & Management 7*(2008): 148.

propounded by Kaplan and Norton in the 1990s, argues that to avoid the negative effect of factors on mega sporting events, the organising committees should adopt to the situations of the problem faced. The organisational structure to deal with such issues is also determined by the contingencies of the challenges of the mega event in the real world.

The other subset of explanations is derived from the institutional theory. According to a 2006 study, the institutional theory argues that institutions seek to be similar to others, especially if the latter is successful.²⁶ Applied in the context of mega sporting events, it implies that the SC would strive to be as innovative as possible in solving the challenges it faces so that it can be as successful as the International Olympic Committee (IOC). For instance, the IOC has been applauded for successful management of the Olympics events for many years in a row without significant failures.²⁷ Last, the critical theory can provide a better Qatar-centric perspective to the solution of the current challenges of a global event. The theory focuses on ecological or environmental issues, cultural conservation, the respect of people's rights and the promotion of equality. The theory, as implied in its name, is critical of the capitalistic approaches in which mega sporting events benefit only a few of the top social and economic classes of the society.

Conceptualisation of the study

Based on the review of the literature and the insights from theories, the effect of impediments on the FWC preparation and management is conceived as follows;

Table 2: Conceptualisation of the study

Analysis of the Impediments to the Effective Management of Mega Sporting Events: A Case of the 2022 FIFA World Cup in Qatar

Objective	Indicators/ Hypotheses	Impediments as identified from literature review	Effect of the impediments on FWC Preparation & Management
1 factors that impede the effective preparation of the WC	H1 Sports governance	Sports governance	Completion of stadia (pre-event)
	H2 Politics	Politics	
	H3 Image	FIFA bribery allegations Human rights abuse	FWC branding (pre-event)
2 impact of the prevailing circumstances on the FWC	H4 Corona Virus Disease	Corona Virus Disease	-Qualifier matches -Completion of stadia
	H5 economic status	Economic Status	-Adequate capacity (hotels/transport system) Pre & During event
Three best practices that can be adopted to ensure effective FWC preparations/mgt	H1, H2, H3, H4, H5		Minimal effects of the impediments before, during and after WC

²⁶ Parent, MM, "Organisation theory in sport management" In P Bouchet and C Pigeassou (Eds.), *Management du sport: Actualités de la recherche et perspectives* (Clapiers, France: AFRAPS, 2006), 217.

²⁷ Ibid, 221.

From literature, there are three factors (indicators) that are affecting FWC event management: sports governance (H1), politics (H2), and image (H3) all emanating from objective 1. Because of politics on, for instance, the awarding of contracts, stadia completion was affected. The country's Image is measured by FIFA bribery allegations and human rights abuses. Image affects branding of the FWC. On the second objective, two prevailing circumstances have or will affect the FWC: Corona Virus Disease (H4) and economic status (H5). These prevailing circumstances have affected or will affect qualifier matches, completion of stadia, and infrastructural capacity for FWC visitors (hotels/transport system). On objective 3, the best practices should improve all the impediments for effectiveness.

3.0: RESEARCH METHODOLOGY

Research Design

This study used mixed designs consisting of cross-sectional, exploratory, descriptive and causal research designs. The cross-sectional research design was used to carry out data collection at a point in time, providing the so-called bird's eye view of the situation of event management for mega sporting events. The exploratory research design aimed at venturing into new topics of research or new aspects of existing research to understand what is happening.²⁸ This study adopted exploratory design because of the Covid-19 situation, as there is no adequate existing literature on the impact of such pandemics on sports management. Also, the study employed the descriptive research design to explain the known effects of some predictors of effective sports management, such as politics and the economic status of a country. Lastly, a causal research design was used to demonstrate how some factors directly impede effective sports management. In causal designs, one factor causes changes in another.²⁹ This study did not only highlighted that an effect was caused, but also described the nature of the causation.

Sources of Data and Data Collection Method

This study implemented a primary research to collect data from the employees from three stakeholder bodies in the delivery of the 2022 FWC in Qatar. These included the Supreme committee (SC), Ministry of Culture and Sports (MCS) and the Qatar Olympic Committee (QOC). The study collected quantitative data using a survey questionnaire which was designed and distributed electronically to the target organisations and employees. In each of the organisations, a senior manager was asked to provide a list of employees who were randomly selected for the survey. Once the researcher received the anonymised lists of employees from each of the implementing stakeholders, the employees were randomly selected, the chosen anonymous employee lists sent back, and the managers assisted with the distribution of the questionnaires where applicable. In each of the organisations, 30 employees were selected, leading to a sample size of 90 respondents.

²⁸ Gratton, C and I Jones, *Research Methods for Sports Studies* (Oxfordshire, UK: Taylor & Francis, 2010), 13.

²⁹ Dolles, H and S Söderman, "Mega-Sporting Events in Asia — Impacts on Society, Business and Management: An Introduction". *Asian Business & Management* 7(2008): 149.

Methods of Data Analysis

A number of descriptive and inferential analysis were applied. Descriptive analysis deals with the summarisation of data using either counts or percentages. This is the most basic form of analysis, is mainly univariate, and it does not say much about relationships between variables.³⁰ On the other hand, the analysis that investigates relationships between variables, either bivariate or multivariate, is not solely descriptive but inferential. As the name suggests, this type of analysis is geared towards making inferences about the collected data regarding relationships of special interest; including the testing of hypotheses. In this study, the two main methods of inferential analysis were correlation (or simply measures of association) and regression (the ordinary least squares). According to Dolles and Söderman, while correlation analysis can only be done on continuous variables, measures of association can be run on categorical variables.³¹ For the regression analysis, the focus was to find out the factors that were meaningful in predicting effective sports management. To be able to carry all these analyses, various computer applications were used, key among them Microsoft Excel and the Statistical Package for Social Sciences (SPSS). In both descriptive and inferential analyses, appropriate charts and tables were used to present the results. The type of chart used in each case depended on the type of data being analysed and the goals of the analysis. While SPSS was used in both descriptive and inferential analysis, Excel was used primarily for descriptive analysis.

Research Hypotheses

The following were the study alternative hypotheses:

H1: The quality of sports governance in Qatar impedes FWC preparations

H2: Qatari politics impede adequate preparations and management of the 2022 FWC

H3: The image of Qatar internationally impedes FWC branding

H4: The Corona Virus Disease impedes the preparations for the FWC

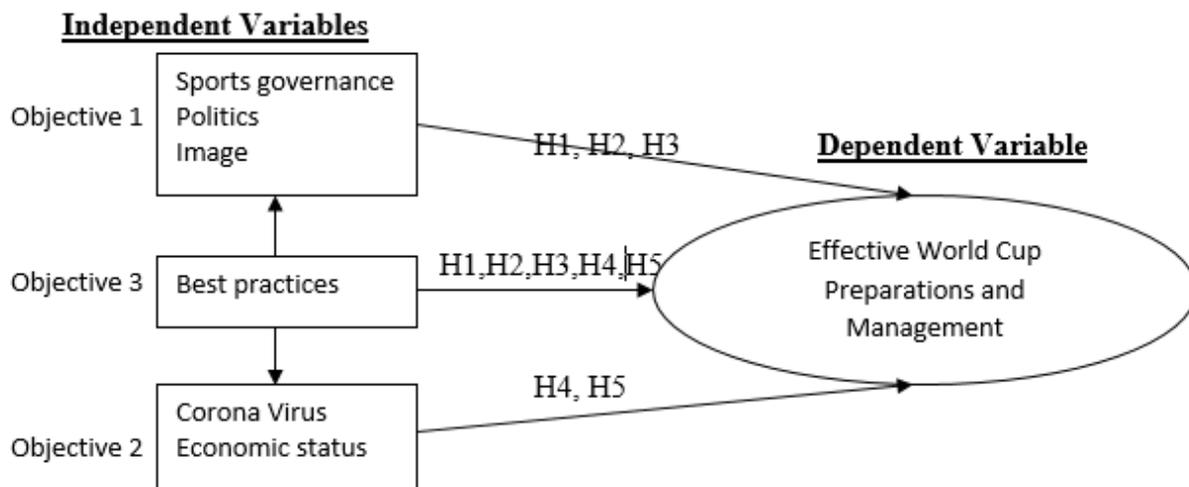
H5: The economic status of Qatar impedes the completion of FWC infrastructure

Research Model

Figure 1: The diagrammatic representation of the research model

³⁰ Ibid, 154.

³¹ Dolles, H and S Söderman, "Mega-Sporting Events in Asia — Impacts on Society, Business and Management: An Introduction". *Asian Business & Management* 7(2008): 157.



As the model shows, the dependent variable is the adequate preparations and management of the FWC while the independent variables are sports governance, politics, and image of the country, the Corona Virus Disease and the country's economic situation. Best practices mediate the impact of the impediments on effective FWC preparations and management.

4.0: ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter aimed to show how data were analysed, to present the results of the analysis and to synthesise the findings through discussions that are grounded in theory, existing knowledge and the reviewed literature. The chapter begins by performing consistency checks on the data, followed by the actual analysis. The analysis begins by describing the study respondents, descriptive analysis of the study variables, bivariate analysis and hypothesis testing. The respondents are described in terms of their demographic characteristics, while the descriptive analysis focuses on the univariate synthesis of categorical data separately from continuous data as advised by experts.³² Bivariate analysis is mainly based on the SPSS cross-tabulations that seek to assess the associations between variables. Hypothesis testing is done systematically in terms of objectives.

4.2 Data Consistency Checks

The first thing to investigate was the validity of the questionnaire and whether it accurately measured the research questions. Only three of the five questions measuring the independent variables were valid (see Appendix 1). These included the percent of national-level stakeholders (sports governance), number of complaints by migrants (image) and the number of FWC projects affected by the economy due to reduced revenues from oil sales (economic status).

Also, the three valid questions passed the reliability test, as shown under the tables below.

³² Skinner, J, A Edwards and B Corbett, *Research Methods for Sport Management* (London, UK: Routledge, 2014), 249.

Table 3: Reliability test

Case Processing Summary		
	N	%
Valid	90	100
Cases Excluded	0	0
Total	90	100

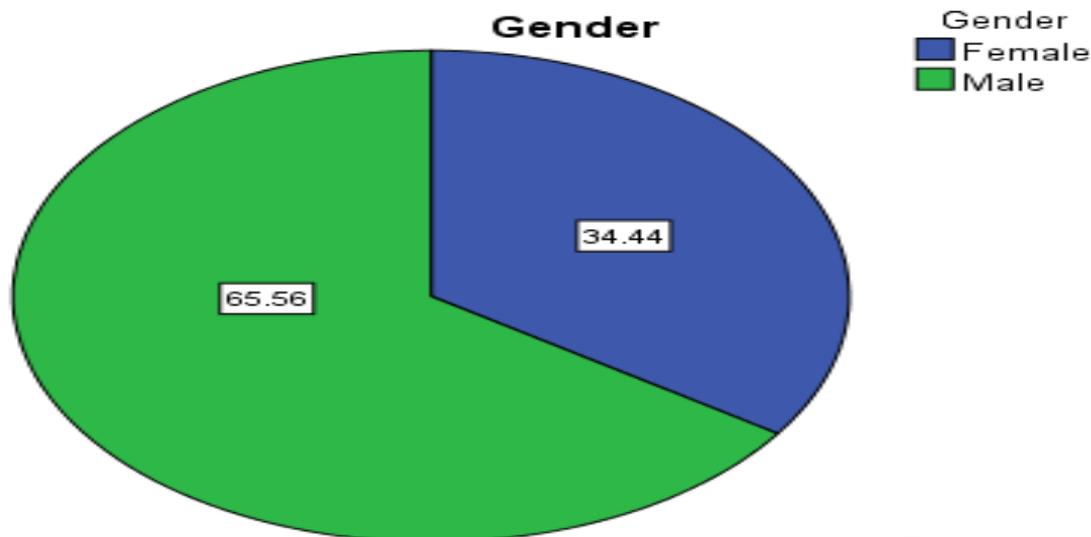
Reliability Statistics	
Cronbach's Alpha	No. of Items
0.95	3

Tests for normality were also done, and skewness of the distributions for each independent variable lay between -1 and 1. Lastly, tests for linearity between the independent variables and the dependent variable were done. It was established that all the independent variables were linearly associated with the dependent variable ($p > 0.05$).

4.3 Characteristics of the Respondents

The study established that most of the respondents were male, representing 65.56% of the entire sample.

Figure 2: Distribution of study respondents by gender



The other characteristic of the respondents that was analysed was their position. It was established that most respondents were in senior management positions across the three

organisations implementing the FWC mega event in Qatar. It was also confirmed that most respondents were employees of the SC (50%) followed by the Ministry then the QOC.

Figure 3: Distribution of study participants by position

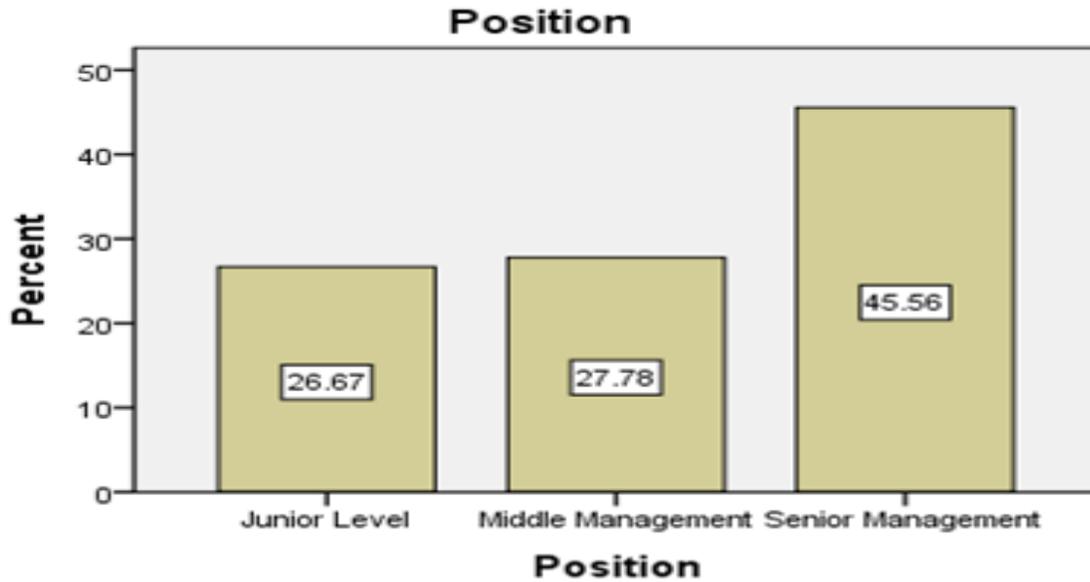
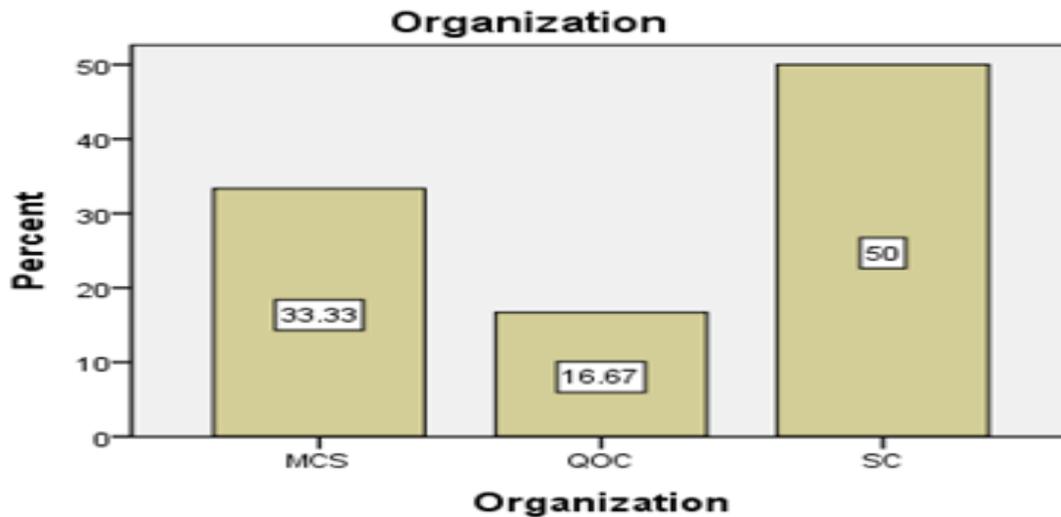


Figure 4: Distribution of study participants by organisation



4.4 Descriptive Analysis

4.4.1 Categorical data

The study sought the opinion of the respondents towards each of the indicators of interest. Below is a summary of responses from the respondents.

Table 4: The presentation of frequencies for the categorical data

Questions	Yes	
	No%	%
In your opinion, is sports governance in the context of FWC preparations implemented well in your organisation?	60.0	40.0
In your opinion, does your organisation have links with national politics or politicians?	34.4	65.6
In your opinion, did Qatar bribe to host the 2022 FWC?	76.7	23.3
In your opinion, are the labour and human rights of migrant employees constructing FWC infrastructure abused?	73.3	26.7
In your opinion, has COVID-19 slowed down preparations for the FWC?	50.0	50.0
In your opinion, is the current economic situation of Qatar affecting funding for FWC projects?	51.1	48.9

As the above table shows, there were varied responses on each of the indicators of interest. Most respondents did not think that there was effective sports governance within their organisations. However, the respondents believed that Qatar did not bribe FIFA to be awarded the rights to host the 2022 FWC (76.7%), neither does the country abuse migrants working on construction sites in various FWC infrastructure projects (73.3%). Only a slight majority (51%) who did not agree that the present economic situation of the country has affected the ability of the country to fund FWC projects. The respondents were indifferent regarding whether Corona Virus disease (Covid-19) had slowed down the preparations for the FWC (50%-50%). Interestingly, the respondents agreed (65.6%) that their organisations were affected by politics or politicians in the process of preparing for and managing the upcoming mega sporting event.

4.4.2 Continuous data

The key descriptive statistics for the continuous variables are presented below.

Table 5: Key statistics for the independent variables

	N	Mea n	Minimu m	Maximu m
Percent national-level stakeholders	90	65.22	40	80
Number of politicians linked with the organisation	90	4.40	0	11
Number of times witnessed corruption within org	90	3.38	0	7
Number of complaints by migrants	90	7.83	1	21
Number of construction employees affected by Covid19	90	3.99	0	10
Number of projects negatively affected	90	1.11	0	3
The proportion of FWC infrastructure completed within time	90	.69		1

As seen above, 65% of all the stakeholders for the FWC were at the national level, meaning that grassroots stakeholders were not involved to the same extent. On average, each organisation was linked to at least four politicians, while the respondents had, on average, witnessed corruption within the organisation four times. Also, the respondents were aware of an average of about 8

complaints from the respondents within 2019. Further, the respondents know on average four persons working on the FWC constructions who were negatively affected by the Covid-19, but knew only one project that was affected by under-funding or delayed funding due to the current economic situation in the country: reduced oil sales. Finally, the respondents were aware of at least 70% of 2022 FWC mega projects which have been completed on time.

4.5 Bivariate Analysis

The initial bivariate analysis focused on a further understanding of gender dynamics in sports management, as this could calibrate the interpretation of the later study results. It was established that in all the positions, men were the majority gender (75% junior level, 64% middle management, and 61% senior management). Nevertheless, of all the women in the sample, 51.6% were in senior management positions. This is illustrated in the table below.

Table 6: The distribution of gender by position

Gender * Position Crosstabulation

			Position			Total
			Junior Level	Middle Management	Senior Management	
Gender	Female	Count	6	9	16	31
		% within Gender	19.4%	29.0%	<u>51.6%</u>	100.0%
	Male	Count	18	16	25	59
		% within Gender	30.5%	27.1%	42.4%	100.0%
Total	Count		24	25	41	90
	% within Gender		26.7%	27.8%	45.6%	100.0%

The study also analysed how women were distributed across organisations. It was established that the Ministry of Culture and Sports (MCS) employed more women than men, and this was statistically significant ($p < 0.05$).

Table 7: The distribution of gender by organisation type

Gender * Organization Crosstabulation

			Organization			Total
			MCS	QOC	SC	
Gender	Female	Count	16	5	10	31
		% within Organization	<u>53.3%</u>	33.3%	22.2%	34.4%
	Male	Count	14	10	35	59
		% within Organization	46.7%	66.7%	77.8%	65.6%
Total	Count		30	15	45	90
	% within Organization		100.0%	100.0%	100.0%	100.0%

4.5.1 Hypothesis Testing: Ordinary Least Squares Regression

The research model was;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where;

Y= the effectiveness of FWC preparation and management

β_n = co-efficient of X_n

X_1 = sports governance

X_2 = politics

X_3 = image of the country

X_4 = Covid-19

X_5 = economic status of the country

α = constant

ε = error term

The model was run on SPSS with the collected data. The result of the analysis shows that the overall research model was statistically significant (F= 4.46, p=0.006). It accounted for 10.4% (Adjusted R Square) of variation in the dependent variable, meaning that there were other factors, over and above the ones identified in the study, that affected the adequate preparation for and management of the 2022 FWC. As for the three predictors, only the percentage of the national-level stakeholders was a statistically significant predictor variable (t=-2.06, p=0.04) as illustrated below.

Table 8: Regression results for hypothesis testing**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.594	3	.198	4.461	<u>.006^b</u>
	Residual	3.819	86	.044		
	Total	4.414	89			

a. Dependent Variable: Proportion of WC infrastructure completed within time

b. Predictors: (Constant), Number of projects negatively affected, Percent National-level Stakeholders, Number of complaints by migrants

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.885	.132		6.688	.000
	Percent National-level Stakeholders	-.004	.002	-.208	-2.060	<u>.042</u>
	Number of complaints by migrants	.001	.005	.028	.186	.853
	Number of projects negatively affected	.048	.028	.257	1.709	.091

a. Dependent Variable: Proportion of WC infrastructure completed within time

Since the other predictors were either insignificant or invalid, the new research model becomes;

$EffWCprepMgt = .885 - .004PctNtlSholder$, meaning that if the number of national stakeholders increases by 1%, there will be a .004 decline in effective preparation and management of the 2022 FIFA FWC in Qatar.

Objective 1

H1: The quality of sports governance in Qatar impedes FWC preparations

H_0 : The quality of sports governance in Qatar does not impede FWC preparations

H_A : The quality of sports governance in Qatar impedes FWC preparations

Sports governance, measured by the percentage of national 2022 FWC stakeholders (engaged by the SC, MCS and QOC), was found to be a statistically significant predictor of decline in the effectiveness of preparation and management of the 2022 FWC.

Decision: Reject the H_0 and conclude that the quality of sports governance in Qatar impedes FWC preparations (many national-level stakeholders impede the effective management and outcomes of the mega event). More local-level stakeholders should be included.

H2: Qatari politics impede the effective preparations and management of the 2022 FWC

The variable *NofPolit* (number of politicians linked with the organisation) was found to be an invalid measure of politics; hence the decision was inconclusive.

H3: The image of Qatar internationally impedes FWC branding

H₀: The image of Qatar internationally does not impede FWC branding

H_A: The image of Qatar internationally impedes FWC branding

The variable *TimesCorrupt* (number of times respondent witnessed corruption within the organisation) was found to be an invalid measure of the image; hence the decision was inconclusive.

The variable *NofCplaints* (number of complaints by migrants), though a valid measure of the image of Qatar internationally, was found to be a statistically insignificant predictor of effectiveness in FWC preparations.

Decision: Fail to reject H₀ and conclude that the image of Qatar internationally does not impede effective and adequate preparations and management of the 2022 FWC.

Objective 2

H4: The Corona Virus Disease impedes the preparations for the FWC

The variable *NofEplyees* (number of construction employees affected by Covid19) was found to be an invalid measure of the image; hence the decision was inconclusive.

H5: The economic status of Qatar impedes the completion of FWC infrastructure

H₀: The economic status of Qatar does not impede the completion of FWC infrastructure

H_A: The economic status of Qatar impedes the completion of FWC infrastructure

The variable *NofPrjects* (number of projects negatively affected), though a valid measure of the economic situation in Qatar, was found to be statistically insignificant in predicting the effectiveness in FWC preparations and management.

Decision: Fail to reject H₀ and conclude that the economic status of Qatar does not impede the completion of FWC infrastructure

Objective 3

The objective is on best practices, which cut across. The decisions from hypotheses testing are adopted here as well. For the conclusive decisions on H1, H3 and H5: the quality of sports governance in Qatar impedes FWC preparations; the image of Qatar internationally does not impede effective preparations and management of the FWC; and that the economic status of Qatar does not impede the completion of FWC infrastructure.

4.6 Discussions

The study findings are generally aligned with the established knowledge in the field of sports event management as well as about the Qatari society. The distribution of the respondents by gender is a reflection of the place of Muslim women in professional careers in general and in

sports-related jobs in particular.³³ As such, the society is still patriarchal and conservative in which women are primarily meant to remain the domestic sphere while the men are supposed to manage the public sphere. Although the study established that of all the women, about 52% were in senior management positions, the gender still remains disempowered as illustrated by the small numbers. Through the FWC and the way women from the other parts of the world would be taking various active roles in the FWC events management, it was hoped that there should be an overall enlightening impact in Qatar. Concerning MCS having more women than men in the sample, this should not be celebrated because it may not be the government-wide practice; the Phi and Cramer's V statistic were quite weak (. 293).

It made sense that SC had the most respondents in the sample. This is in tandem with its pivotal role in the delivery of the FWC not only for the sake of FIFA's duty, but also as part of a lasting legacy for the people of Qatar and the region as a whole. It also made sense that the QOC had the least respondents in the sample. The role of QOC was pivotal when applying for the bid than it is now. Nevertheless, the organisation continues to play an essential role in the delivery of the legacy together with the SC. Regarding the opinion of the respondents towards the impediments to the effective management of the mega sporting event (FWC), the findings are also in line with what the researcher expected. The respondents did not agree that sports governance was done well, and this can be traced to political influences.³⁴ This is because, on the specific issue about political influence in the preparations of the FWC, most respondents agreed. This confirms the age-old established knowledge of the effects of politics on the professional management of mega sporting events. The study's findings are corroborated by the Guardian's article that the SC, for instance, was formed mainly under the influence of the Emir, and that it reports to him on many FWC-related issues. The fact that most respondents did not agree that the country bribed FIFA or abused migrant workers is typical of countries that are not advanced in democratisation.³⁵ It is also understandable that the respondents were indifferent about the Covid-19 and economic situations because even government officials and experts in economics and health were unable to predict with certainty.

One of the key aspects of sports governance is the question of centralisation and decentralisation. As observed under literature review, for the sake of FIFA, centralisation is the best approach to sports governance.³⁶ However, centralisation does not develop grassroots football. The fact that SC has many stakeholders at the national level is a sign of more centralisation than decentralisation. This leaves the issues of the legacy of SC questionable since failure to develop

³³ Talavera, AM, SG Al-Ghamdi and M Koc, "Sustainability in Mega-Events: Beyond Qatar 2022", 21.

³⁴ Blanco, D, "Sports Governance: Issues, Challenges and Perspectives" In *Asia-Pacific Social Science Review* 17, no. 1(2017): 106.

³⁵ The Guardian, "Covid-19 lockdown turns Qatar's largest migrant camp into 'virtual prison'" (2020 March 20)

³⁶ Pedersen, PM and L Thibault, *Contemporary Sport Management*, (Champaign, IL: Human Kinetics, 2018), 171.

grassroots football while hosting FWC is not sustainable. Lastly, it is essential to establish local-level football associations as opposed to the FIFA mega level sporting associations which do not have any touch with the reality on the ground. This analysis has provided empirical evidence on why having many stakeholders at the national level could not only hinder FWC immediate outcomes but also negatively affect football development. Besides, the supposed negative image of Qatar on the international scene does not affect the FWC processes is a good thing for the world of football. The country will use the opportunity to clear and redeem any negativities that may have been out there. It is also good news that the country's current economic status does not affect the funding of projects; the country can use its savings and reserves.

5.0: SUMMARY, CONCLUSION AND RECOMMENDATIONS

Conclusions of the Study

The study was successful in answering the three research questions on the factors that impede the effective preparation and management of the Qatar FWC, the impact of the prevailing circumstances on the FWC preparations; and the best practices that can be adopted to ensure that the FWC is successful. Based on the conclusive findings of the study, the factors that impede the effective preparation of the 2022 FWC Sports governance was found to be a statistically significant predictor of decline in the effectiveness of preparation and management of the 2022 FWC; but the image of Qatar internationally was a statistically insignificant predictor of effectiveness in FWC preparations. The variable measuring politics was found to be invalid; hence the decision was inconclusive. In the prevailing circumstances, the economic situation in Qatar was found to be statistically insignificant in predicting the effectiveness in FWC preparations and management. However, the statistical decision on Corona Virus Disease was inconclusive. This means that it is difficult to tell what the result would have been if the variable was a valid measure of the indicator.

Study Recommendations

There was only one statistically significant impediment from the study model. The study found out that 65% of all the stakeholders for the FWC were at the national level, meaning that grassroots stakeholders were not involved to the same extent. This was an indication that sports management in Qatar (for the FWC) was more centralised than it was decentralised. There is a need to balance aspects of centralisation with decentralisation in sports management. For the SC to leave a lasting legacy, they need to develop grassroots football by increasing the number of football associations participating in the organisation of the FWC event. It is through this that local knowledge will be crystallised for sustainability. Although the study established that the image of Qatar internationally did not impede effective preparations and management of the 2022 FWC, the government must work on the issues that have been raised with regards to the abuse of rights of migrant workers and corruption. The government may have passed protection laws for the workers from other countries, but it has to move to the next level to implement this in practice. Since the Qatari people of lower economic and social status are the ones who propagate migrant hate, the government, since it has adequate resources, should fund civic education programs to increase awareness on the importance and need for accepting foreigners.

Outside the study model, FIFA should undertake deliberate programs to increase the active participation of women in the management of mega sporting events such as the WC, especially in patriarchal societies such as the Middle East. The distribution of the respondents by gender was a reflection of the place of Muslim women in professional careers in general and in sports-related jobs in particular. It is recommended that the government of Qatar increase the participation of women in sports management in all the FWC committees both at national and local levels.

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Appendix 1: Validity Tests

		PctNtlSholder	NofPolit	TimesCorrupt	NofCplains	NofEplyees	NofPrjects	EffWCprepMgt
PctNtlSholder	Pearson Correlation	1	-.088	-.021	-.080	.092	-.123	-.242
	Sig. (2-tailed)		.410	.845	.454	.388	.248	<u>.022</u>
	N	90	90	90	90	90	90	90
NofPolit	Pearson Correlation	-.088	1	.367**	-.129	-.121	-.068	-.099
	Sig. (2-tailed)	.410		.000	.227	.258	.522	.353
	N	90	90	90	90	90	90	90
TimesCorrupt	Pearson Correlation	-.021	.367**	1	-.046	-.022	-.012	-.131
	Sig. (2-tailed)	.845	.000		.670	.839	.910	.219
	N	90	90	90	90	90	90	90
NofCplains	Pearson Correlation	-.080	-.129	-.046	1	-.093	.741**	.235
	Sig. (2-tailed)	.454	.227	.670		.384	.000	<u>.026</u>
	N	90	90	90	90	90	90	90
NofEplyees	Pearson Correlation	.092	-.121	-.022	-.093	1	-.110	.016
	Sig. (2-tailed)	.388	.258	.839	.384		.302	.879
	N	90	90	90	90	90	90	90
NofPrjects	Pearson Correlation	-.123	-.068	-.012	.741**	-.110	1	.303**
	Sig. (2-tailed)	.248	.522	.910	.000	.302		<u>.004</u>
	N	90	90	90	90	90	90	90
EffWCprepMgt	Pearson Correlation	-.242	-.099	-.131	.235	.016	.303**	1
	Sig. (2-tailed)	.022	.353	.219	.026	.879	.004	
	N	90	90	90	90	90	90	90

Appendix 2: Correlations

Correlations

		Percent of National-level Stakeholders	Number of politicians linked with organisation	Number of times witnessed corruption within org	Number of complaints by migrants	Number of construction employees affected by Covid19	Number of projects negatively affected	The proportion of FWC infrastructure completed within time
Percent National-level Stakeholders	Pearson Correlation	1	-.088	-.021	-.080	.092	-.123	-.242*
	Sig. (2-tailed)		.410	.845	.454	.388	.248	.022
	N	90	90	90	90	90	90	90
Number of politicians linked with organisation	Pearson Correlation	-.088	1	.367**	-.129	-.121	-.068	-.099
	Sig. (2-tailed)	.410		.000	.227	.258	.522	.353
	N	90	90	90	90	90	90	90
Number of times witnessed corruption within org	Pearson Correlation	-.021	.367**	1	-.046	-.022	-.012	-.131
	Sig. (2-tailed)	.845	.000		.670	.839	.910	.219
	N	90	90	90	90	90	90	90
Number of complaints by migrants	Pearson Correlation	-.080	-.129	-.046	1	-.093	.741**	.235*
	Sig. (2-tailed)	.454	.227	.670		.384	.000	.026
	N	90	90	90	90	90	90	90
Number of construction employees affected by Covid19	Pearson Correlation	.092	-.121	-.022	-.093	1	-.110	.016
	Sig. (2-tailed)	.388	.258	.839	.384		.302	.879
	N	90	90	90	90	90	90	90
Number of projects negatively affected	Pearson Correlation	-.123	-.068	-.012	.741**	-.110	1	.303**
	Sig. (2-tailed)	.248	.522	.910	.000	.302		.004
	N	90	90	90	90	90	90	90
Proportion of FWC infrastructure completed within time	Pearson Correlation	-.242*	-.099	-.131	.235*	.016	.303**	1
	Sig. (2-tailed)	.022	.353	.219	.026	.879	.004	
	N	90	90	90	90	90	90	90

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 3: Data Collection Tool

Qn. no.	Question item	Options		
1	Case ID	_____		
2	Gender	Male	Female	
3	Age	_____		
4	Organisation	SC	MSC	QOC
5	Position	Junior	Middle	Senior
6	In your opinion, is sports governance in the context of FWC preparations implemented well in your organisation?	Yes	No	
7	The national-level stakeholders as a percent of all stakeholders	_____		
8	In your opinion, does your organisation have links with national politics or politicians?	Yes	No	
9	Number of politicians linked with organisation	_____		
10	In your opinion, did Qatar bribe to host the 2022 FWC?	Yes	No	
11	Number of times witnessed corruption within organisation	_____		
12	In your opinion, are the labour and human rights of migrant employees constructing FWC infrastructure abused?	Yes	No	
13	Number of complaints by migrants	_____		
14	In your opinion, has COVID-19 slowed down preparations for the FWC?	Yes	No	
15	Number of construction employees affected by Covid19	_____		
16	In your opinion, is the current economic situation of Qatar affecting funding for FWC projects?	Yes	No	
17	Number of projects negatively affected	_____		
18	Proportion of FWC infrastructure completed within time	_____		

Appendix 4: SPSS Outputs of Results

Descriptive Statistics				
	N	Minimum	Maximum	Mean
Age	90	21	61	42.31
Percent National-level Stakeholders	90	40	80	65.22
Number of politicians linked with organisation	90	0	11	4.40
Number of times witnessed corruption within org	90	0	7	3.38
Number of complaints by migrants	90	1	21	7.83
Number of construction employees affected by Covid19	90	0	10	3.99
Number of projects negatively affected	90	0	3	1.11
Proportion of FWC infrastructure completed within time	90	0	1	.69
Valid N (listwise)	90			