

The Role Of Governance Principles In Improving The Performance Of Employees In Sports Establishments

¹Fouad Bouzidi, ²Younes Ait Tahar, ³Belamri Yassine, ⁴Tarek Benchebha, ⁵Lorabi Radhouane, ⁶Benrached Yacine, ⁷Emammer khalifa emammer

¹Laboratory of science and practices of physical, sports and rhythmic activities, Higher Institute of Sports and Physical Education Ksar Said - Manouba – Tunisia

²Laboratory of modern sciences in physical and sports activities, Institute of Science and Technology of Physical and Sports Activities-bouira- Algeria

³Laboratory of science and practices of physical, sports and rhythmic activities, Institute of Science and Technology of Physical and Sports Activities -khamis meliana – Algeria

⁴ Laboratory of science and practices of physical, sports and rhythmic activities, Institute of Science and Technology of Physical and Sports Activities -khamis meliana – Algeria

⁵ Laboratory of sport, health and performance, Institute of Science and Technology of Physical and Sports Activities -khamis meliana – Algeria

⁶ laboratory of Measurement and evaluation in physical and sports activities, Institute of Science and Technology of Physical and Sports Activities -ahmed ben yahya tissemsilt – Algeria

⁷ Department of physical therapy, Higher Institute of medical Technology, Bani Waleed- Libya

Abstract: The current study aimed to define the role of governance as an oversight tool in enhancing the performance of institutions through a field study on a sample of Algerian institutions, and the importance of research is evident in that it addresses one of the topics that is still a fertile field for study and research, and that it is an attempt to extrapolate the extent of the possibility of measuring the role of governance in enhancing The performance of sports institutions. To achieve the goals of the research, a questionnaire was prepared for the purpose of collecting data from the 41 members of the sample. Statistical tools were used to analyze the questionnaire data. The research also seeks to add knowledge to the topic of governance and its role in enhancing the performance of sports institutions. The research stems from a basic hypothesis that It is possible to measure the role of governance in enhancing the performance of sports institutions and by using international standards and indicators. The researcher has reached several results, the most important of which is that proper application of governance standards leads to improving the performance of workers in sports institutions, ensuring development, raising performance, and making the right decisions.

Keywords: Sports Establishments, The role of Governance Principles, Youth and Sports.

Introduction

In recent years, improving performance has received the attention of many researchers and thinkers, as it represents one of the important weapons in institutions for survival and growth, as the leading institutions realize that interest in the human element is the way to compete and achieve excellence, as it is the only organizational component that through its job performance is able to absorb concepts And new ideas that help to take advantage of the advantages and face

the challenges posed by contemporary environmental conditions as the main driver of all the activities of the institution.

Improving the performance of workers has become an inevitable result of economic and media development, and it has come to the forefront in the list of all institutions, whether sports or others, and huge budgets have been allocated to them and recruited specialists. This great interest in improving the performance of

workers and the institution as a whole has led specialists to adopt new concepts that are concerned with the human component because it is the main link to the success of any institution and among these concepts and the most important of them is the governance that has become renown in recent years as result of its great benefits for the workers, the institution and performance improvement. The concept of governance is one of the modern concepts that help management to address some problems and expand the participation of workers in setting goals, plans and decision-making, and this approach has a role in increasing the effectiveness of the performance of workers in the organization and increases their sense of comfort and acceptance of the tasks and duties assigned to them and about the system of incentives, hours of work and justice And discipline at work, which leads to raising the level of their performance and achieving job stability and high commitment to work and raise the performance of the institution as a whole.

The formation of the governance system is considered one of the basic elements for building the intellectual framework for corporate governance. The proper operation of this system leads to improving the performance of workers in institutions, and this is by defining the principles and standards of governance in an accurate way.

From this standpoint, this study will address the governance that many institutions consider to be the key to obtaining good and effective management of their human resources in a way that serves their administrative success, through its great role in enhancing the performance of workers, which is considered an important indicator of its progress. (Mustafa Zaghloul and Mostafa Al-Sayeh, 2004, p. 14).

Based on this, the problem of the research has emerged about the extent to which the principles of governance contribute to enhancing the performance of workers in the Directorate of Youth and Sports of M'sila province (wilaya), and therefore the problematic of the research is determined in the following questions:

To what extent does administrative disclosure and transparency contribute to enhancing the performance of workers in the Youth Sports of M'sila province

(wilaya)?

To what extent do the responsibilities of the management Board contribute to enhancing the performance of workers in the Youth Sports Directorate of M'sila province (wilaya)?

To what extent does the rule of law and administrative equality contribute to enhancing the performance of workers in the Youth Sports Directorate of M'sila province (wilaya)?

I Study Hypotheses:

The General Hypothesis:

To what extent can the principles of governance contribute to enhance the performance of workers within the Directorate of Youth Sports for the M'sila province (wilaya).

Partial hypotheses:

- Administrative disclosure and transparency contributes to enhancing the performance of workers in the Youth Sports Directorate for M'sila province (wilaya).
- The responsibilities of the management board contribute to enhancing the performance of workers in the Sports Youth Directorate for M'sila province (wilaya).
- The rule of law and administrative equality contributes to enhancing the performance of workers in the Youth Sports Directorate for M'sila province (wilaya).

2 Study Objectives:

- Knowing the principles of governance and its role in enhancing the performance of workers in sports institutions.
- Knowing the role of applying the principle of disclosure and transparency in enhancing the performance of workers in sports institutions.
- Knowing the principle of the responsibilities of the management Board and its role in enhancing the performance of workers in sports institutions.

- Knowing the role of the rule of law and equality in enhancing the performance of workers in sports institutions.

3 The Importance of the Study:

- Knowing the principles of governance, which have a major role in the process of improving and enhancing the performance of sports institutions in the future.
- The research makes a significant contribution by embodying the role of governance in enhancing the performance of sports institutions in Algeria.
- The results of the study may carry important indicators such as transparency, responsibilities and equality that will benefit the current sports institutions performance and thus will help to improve and develop them for the better.
- The study is considered a new addition in the field of sports management, which is responsible for preparing and qualifying competent tires capable of providing the best to society and its members.

4 Governance

Language: Governance with a weight (Vuallh), and on this weight there are many examples in the Arabic language, until the term corporate governance is updated, and it is a product of the English term Corporate Governance and it was proposed by the Secretary General of the Arabic Language Academy in late 2002, and it was recommended by a number of Specialists in the Arabic language, including the Center for Language Studies at the Arab American University in Cairo, and the word subject in the language (governance) and revolves around separation and prevention and also means discipline and control.

Idiomatically: The definitions provided for this term have multiplied, with each term indicating the point of view adopted by the presenter of this definition.

IFC defines governance as: “the system by which companies are managed and controlled.” (Alamgir, M , May ,2007 , 7 – 8).

Procedurally: It is a set of regulations, laws and rules for monitoring the performance of sports institutions, and it regulates the relationships between the management board, heads of interests and workers and necessitates criteria or principles that we summarize as follows:

A- The rule of law and equality: It means equality between all employees within each category, their right to defend their legal rights, vote in the General Assembly on basic decisions, as well as protect their rights, as well as their right to see all transactions with members of the board of directors or executives.

B- Disclosure and transparency: Disclosure of important information and the role of the auditor, and disclosure of everything related to decisions, and disclosure related to members of the management board and executives. All such information is disclosed in a fair manner between all employees and heads of interests in a timely manner and without delay.

C- Responsibilities of the management board: It includes the structure of the management board and its legal duties, how to choose its members and its basic tasks, and its role in supervising the executive management.

5 Sports Institution:

Language: (Institution): Name

- Plural: institutions
- Feminine formula for the effect of the foundations
- Institution: An establishment that is established for a specific purpose or for a public benefits and has the resources to exercise this benefit.

Idiomatically: It is a group of units that are subject to one administration and that organizes activity between these units in more than one governorate in the game that is managed by the federation and has a legal personality according to the basis of its establishment. (Ibrahim Mahmoud, 2003, p. 91).

Procedurally: The sports institution is a body that is subject to unified management of organization and activity between the various units in more than one region and managed by the trustee and having a legal personality in accordance with the attribution of its establishment. (Emammer, Emammer Khalifa, et al. "The role of physical therapy in post-coronavirus syndrome: A pilot study.")

The basis of the activity of the Youth and Sports Directorate is to follow up on sports clubs and associations and activate their role in various fields in contributing to moral and material support, as well as follow-up in order to improve the performance of sports clubs and youth activities in general, as well as field follow-up of them.

6 Previous and Similar Studies:

6.1 Bin Isa Reem Study (2012):

Entitled: "Application of corporate governance mechanisms and their impact on performance" (the case of Algerian institutions listed on the stock market).

The study aimed to research: the impact of the application of governance mechanisms on the financial performance of the Algerian institutions registered in the stock market and determine the mechanisms of corporate governance and their relationship with financial performance.

Study Sample: This study was conducted on 04 Algerian companies listed on the stock market, namely: Al-Aurassi Hotel, Saidal Complex, Alliance Insurance, Dakhli Institution for Tourism, Leisure and Real Estate.

The method used: The researcher followed two approaches: descriptive, analytical and inductive.

The most important results: a substantial impact of the application of governance mechanisms on the financial performance of Algerian listed companies. The management Board has an important role in influencing the financial performance of the institution.

6.2 The study: A study by Mohamed Magdy Sayed Shousha (2013)

Entitled: "The Governance of Sports Federations for Handball". The study was represented in a book from Dar Al-Wafa for printing and publishing, first edition Egypt, 2013.

The study aimed at identifying the actual reality of the current administrative policies that are based on the referees committees of the Egyptian Handball Federation in the light of the principles of governance with a proposed conceptualization for them. The descriptive approach (survey study) was used on the society represented by the president and members of the Supreme Committee of the Referees, which their total is 3, and the heads and members of the sub-committees of the Referees, with a total of 51, The referees registered the Egyptian Handball Federation until the end of the season 2007/2008 totaling 613 referees, As for the sample, it was chosen in two ways the willful in relation to the sample of the committees, which are 36 individuals. Randomization With regard to the sample of the 06 referees, the researcher used to fill in the study data with the questionnaire as a tool to collect data.

The study concluded:

The principle of preserving rights: There is an interest on the part of the Supreme Committee of Referees to solve the problems of the sub-committees, but they do not receive appropriate compensation upon injury.

The principle of the role of the parties involved in performance: The Egyptian Federation management Board is not keen to seek the assistance of experts in the field of sports management when designing administrative policies.

The principle of disclosure and transparency: The problems of the sub-committees are presented to the Supreme Committee in the context of transparency and clarity.

The researcher recommended that the philosophy of corporate governance should be adopted in the various committees of the Egyptian Federation.

6.3 The study, Saleh bin Ibrahim Al-Shaalan (2008).

Entitled: "The extent of the possibility of applying governance in companies listed in the stock market," Master Thesis in Administrative Sciences, King Saud University, Saudi Arabia, 2008.

The study aimed to identify the extent of the possibility of applying governance in the companies listed in the stock market. The descriptive analytical approach was used in a survey method. As for the study community, it included all 46 companies contributing to the Saudi stock market, depending on the questionnaire as a tool.

The study found: Only 57.1 of the companies have a department concerned with government application and follow-up.

There are a large number of vocabularies of the study, that reached 61.9% did not get training courses in the field of governance. As for the most important motives for applying governance in joint stock companies is the implementation of a regulation issued by the Capital Market Authority and the sincere desire of the company that the shareholders have to be fully aware of what is happening in the company, The most important factors for its success: the company's management is committed to applying the accepted accounting standards, auditing committees that are completely independent, and ensuring the effectiveness of administrative control.

The Practical side:

7 The Survey Study:

It is the first step we took before beginning to underline the broad and long lines to search and before starting the field study and it was done in two phases:

A- Before defining the research problem, as it was

by informing us of the various references from books, magazines and lectures, and it was in order to broaden our knowledge base on the subject and to ensure the importance of the research.

B- We visited the Directorate of Youth and Sports of the M'sila province (wilaya) and discussed with some frameworks to take an overall idea about the topic and its importance, and I sensed the presence of some problems and difficulties in giving the idea and clarifying it, and this may be due to the novelty of this topic.

C- The study questionnaires were distributed to the employees and Cadres, where we explained the way to fill in the forms and answer some of their questions so that they can answer all the phrases of the form related to the study and after emptying it and doing the statistical treatments we get preliminary results that are in line with the hypotheses of the study.

8 The Method Used in the Research:

There is no doubt that any scientific accomplishment that aspires to be scientific, finds itself required to develop a plan, method, or approach through which it determines the steps it has followed in arriving at its results.

As the subject of this study relates to the description, it requires the descriptive approach.

8.1 Adjusting search variables:

From our research there are two variables, one is independent and the other is dependent.

A- Independent variable: Define the independent variable: governance. "

B- dependent variable: Define the dependent variable: "enhance employee performance".

9 Study Community and Sample:

We distributed the form to 60 employees in a simple random way from the study community, we retrieved 47 forms from them, and we canceled 6 forms for objective reasons.

10 Tools for Collecting Data and Information:

A- Data collection tools:

We have built a form on the way to Eckert to measure the impact of governance dimensions to enhance the performance of employees in sports institutions; the questionnaire includes three axes so that each hub has a set of paragraphs.

B- Description of the measuring instrument:

To prepare the questionnaire, the following steps were taken:

I determined the goal of the questionnaire: The aim of preparing a questionnaire "The impact of governance dimensions on enhancing the performance of workers in sports institutions" is to obtain quantitative data in numerical form to facilitate the process of statistical

treatment, and to measure the validity of study hypotheses statistically.

The dimensions of governance were defined into three main hubs:

- 1- The disclosure and transparency hub
- 2- The responsibilities of the management Board
- 3- The hub of the rule of law and equality

The questionnaire paragraphs were formed, which consisted of (21) paragraph distributed on the dimensions as follows:

Table. (1) Shows the paragraph numbers of the questionnaire, a paragraph distributed in the fields.

The filed	Phrases numbers
disclosure and transparency Phrases	From paragraph (01) to paragraph (07)
management board responsabilites Phrases	From paragraph (08) to paragraph (14)
The rule of law and equality phrases	From paragraph (15) to paragraph (21)
The Total	21 Phrase

analysis to determine the jobs, and the aspects represented by it; and that the degree of honesty can be calculated by:

II Scientific Conditions of the Tool**A- Validity of the tool:**

In building the study tool, we relied on the sincerity of the concept of the hypothetical formation. We adopted the study tool in light of the basic assumptions of the study.

In order to measure the validity of the hubs and phrases of the study tool, we approved the validity of the arbitrators, where we presented the study tool to a group of professors who are researchers in the field of teaching and learning physical and mathematical education material. **The content honesty or content itself** is a measure for the extent of the questionnaire's representation for the aspects that is measured by analyzing the elements of the questionnaire a logical

(B) The stability of the questionnaire:

We calculated the study tool stability factor by applying the test twice and repeat the same test using the Pearson linear correlation coefficient.

After application, the correlation coefficient, estimated at: 0.832 $R_1 =$ was found at the significance level (0.05) to enhance the performance of the workers, which indicates that the coefficient of stability of the questionnaire is high.

I2 Procedures for Field Application of the Study:

We will try to move to the applied side (the field), in order to study the subject field study, until we fulfill the

scientific methodology right, and we also achieve the theoretical information that we covered in the theoretical chapters, and this is done by analyzing and discussing the results of the study tool

13 Statistical Methods Used:

After applying to the study sample, a set of data was reached and to test the validity of the hypotheses, we compiled a set of statistical treatments via the statistical program (SPSS) and we selected the following relationships:

- Arithmetic mean, standard deviation, total crude grades.
- Pierson simple linear correlation coefficient and multiple correlation coefficients.
- Simple and multiple linear regressions
- Contrast analysis, T-test, and test F.

14 Presenting, Interpreting and Discussing the Results:

Table. (2) Regression coefficients between the independent variable of governance and the dependent variable, enhancing employee performance.

The source	Nonstandard coefficients		Standard coefficients	Calculated T value	Probability value	Correlation coefficient R	Coefficient of determination R Square	Adjusted coefficient of determination
	B	Standard error	Beta					
Regression line section	6,726	9,425	-	0,714	0,478	0,77	0,601	0,59
Disclosure and transparenc	3,78	0,741	0,417	5,106	0,000			

y	3							
management board responsibilities	3,950	0,634	0,509	6,233	0,000			
The rule of law and equality	4,110	0,381	0,609	6,913	0,000			

The Comment on the results and judge the validity of the calculated regression model:

First theoretical conditions:

Expenditure or logical value and regression coefficients:

It is noted here that the variables of the phenomenon under study fall within the administration.

And by referring to the multiple linear regression model obtained in the study that clarifies the moral relationship between research variables after the quantization process, we find

$$Y = 3,78X_1 + 3,95X_2 + 4,11X_3 + 6,72$$

Through this model we conclude the following:

- **The stator of B_0 has a positive value that is not equal to zero (6,72).**
- **The inclination of regression line B_1 has a positive value between (3,78). The inclination of regression line B_2 has a positive value ranging from (3,95).**
- **The inclination of regression line B_3 has a positive value ranging from (4,11).**

We note that there is no contradiction between the

theoretical conditions of the phenomenon under study and the results of the explanatory regression model of the relationship of moral effect between the dependent variable (enhancing the performance of workers in sports institutions) and indicators of the independent variable (governance).

Explanatory ability of the model:

The explanatory ability of the regression model is judged by the adjusted coefficient of determination, which is found in Table No. (02), which shows the moral relationship between the dependent variable (**enhancing the performance of workers in sports institutions**) and the independent variable (**governance**), where the value of the adjusted determination factor estimated (0,59), this means that the study variables selected for the model have interpreted the value of (59%) from the impact of the independent variable (**governance**) on the dependent variable (**reinforcement of the performance of workers in sports institutions**), estimated at (0,59), which means that (59%) of the variables that make the dependent variable are

attributed (**governance**), And (41%) to other factors, and these results reflect the validity of the selected variables to study and the extent of their ability to interpret the results of the regression

model, the statistical significance of this model may be justified by the level of significance that estimated (0.00) and is statistically significant and in line with the study hypothesis.

Table. (3) Analysis of variance and correlation coefficients between the independent variable Governance and the dependent variable Enhancing the performance of workers in sports institutions.

The source	squares total	squares average	F value	Freedom degree	The level of significance	Correlation coefficient R	Coefficient of determination R Square	Adjusted coefficient of determination
Regression	1880,383	940,191	53,47	2	0,00	0,775	0,601	0,590
The error	1248,212	17,580	-	71	-			
Overall	3128,595		-	73	-			

The purpose of calculating the ANOVA variance table is to analyze the sum of the squares of the total deviations of the dependent variable SST, the sum of the squares of the deviations due to the SSR regression and the sum of the squares of the SSE error.

The most important indicator of the quality of the regression model, determination coefficient, is extracted.

Sum of the squares of the total deviations of the dependent variable / Sum of squares of deviations attributable to the regression = R²

R² = 1880,38/3128,59 = 0,6

The square root of the coefficient of determination

is equal to the correlation coefficient.

$\sqrt{R^2} = r$ By offsetting the values we find

$r = \sqrt{0,6} = 0,77$ and these results are in line with the results obtained in Table No. 03

These results show that 77% of the variations of the total deviations in the value of the dependent variable are explained by the linear relationship of the regression model with the indices of the independent variable, and this result justifies the value of the adjusted modulus coefficient obtained in Table 3.

It is also in line with the study hypotheses and justifies the results obtained.

Second, mathematical conditions:

- **The overall morale of the model**

It is clear from Table (03) ANOVA variance analysis that the calculated F value is 53.47 and the probability value P.VALUE is 0.00 which is less than the 0.05 level of significance. This means that there is at least one of the regression coefficients that differs from zero and has a significant value.

It is also in line with the study hypotheses and justifies the results obtained.

- **Partial significance of the model:**

In the previous step, we determined that there is at least one of the regression coefficients that differs from zero. To determine which of these factors are significant, we perform a partial significance test of the model by means of the test T.

Through the results in Table 3.

- The stator of (0.71) at the probability $B_0 =$ value of 0.47 and from it we conclude that the fixed amount in the regression model is significant.

- The inclination of regression line governance (5.106) at the probability value (0,00) from it we conclude that The inclination amount in the regression model is significant.

- The inclination of regression line B_2 **governance (6.23)** at the probability value (0,00) from it we conclude that The inclination amount in the regression model is significant.

15 Conclusion:

The current research started from a problematic issue of the extent of the contribution of the government in enhancing the performance of workers in the Directorate of Youth and Sports of M'sila province (wilaya), and the study concluded several results in which the hypotheses presented to this study were validated, as follows:

The study found that there is a relationship between the standards of governance and improving the performance of workers in the Youth Sports Directorate of M'sila province (wilaya)

- Administrative disclosure and transparency

contributes to enhancing the performance of employees of the Sports Youth Directorate.

- The responsibilities of the management Board contribute to enhancing the performance of the employees of the Sports Youth Directorate.

- The rule of law and administrative equality contributes to enhancing the performance of employees of the Youth Sports Directorate.

Based on the foregoing, it can be said that the Directorate of Youth and Sports for the M'sila province (wilaya) is a sports institution that aims to serve sports activity, whether competitive or recreational, and this is only possible by developing and promoting the performance of the workers in it and raising the level of their performance in order to provide services that are in line with the local or national level as a whole and try to develop it where Only through a concerted set of efforts is undertaken and we mention in particular the application of governance standards that contribute in an effective and significant way to raising the level of employee performance in a good way if they are applied in a correct and thoughtful way in order to improve the level of services provided in the Directorate and to improve them to the best, as it has become The concept of governance is necessary to develop and improve the relationship between the establishment and many who are interested in its affairs, especially among them employees, and therefore governance represents the system through which guidance and oversight of the activities of the institutions is carried out, support the decision-making process in them, and the distribution of powers and responsibilities among the main parties in the institution.

And in light of what we have done from a field study in the Directorate of Youth and Sports in the M'sila province (wilaya), as well as analyzing and discussing the results obtained by distributing the questionnaire to all managers and administrators who carry out their activities in the directorate in order to know the extent to which the assumptions on which we built research or study are based, As the three hypotheses were validated, and accordingly it can be said that the general hypothesis of the research has been fulfilled.

Among the most important recommendations that came out of the research:

- Modernizing the justice system so that it can face the challenges and problems posed by free market economies.
- The necessity of establishing the institutions and mechanisms necessary to protect minority shareholders from the wealthy monopoly of the institution's capabilities.
- The idea of governance should be published with all its components related to shareholders' rights, and the formation of board procedures.

References

- [1] Ibrahim Mahmoud Abdel-Maksoud and Hassan Ahmed El-Shafei: *The Scientific Encyclopedia of Sports Management*, part 2, Dar Al-Wafaa for Print and Publishing World, Alexandria, Egypt, 2003.
- [2] Osama Kamel Ratib: *Motives for Excellence in Sports Activity*, Arab Thought House, Cairo, 1990.
- [3] Bin Dada Khair Al-Din, *Governance as a Mechanism for Improving Performance in Small and Medium Enterprises*, Master Thesis in Running Small and Medium Enterprises Unpublished, Kassadi University Murbah and Ouargla, 2011-2012.
- [4] Budaoud Abd El-Yaman: *The Impact of Hearing Aids in Learning Tactical Skills*, MA Thesis, TBR Institute, University of Algiers, Algeria 1989.
- [5] Al-Khalili, Khalil Yusuf, *Teaching Science in the Education Stage*, 1st Floor, United Arab Emirates Dar Al-Qalam (1996).
- [6] Al-Zamil, Reem. *The difference between information and knowledge*. An-Najah Publishing and Distribution, Cairo, Egypt, 2001
- [7] Douifi Hamza, *The Effectiveness of Applying Governance Principles in Supporting the Elements of Disclosure and its Impact on Financial Performance*, Unpublished PhD in Finance and Accounting, University of Algeria, 2014-2013.
- [8] Othmani Meera, *The Importance of Applying Governance in Banking and its Impact on the Business Environment*, Unpublished Master Thesis in Economic Sciences, University of Mohamed Boudiaf M'sila 2011-2012
- [9] Al-Aqili, Abdul Mohsen Salem, *Theoretical and Applied Trends*, Kuwait University, Volume (19), 2005.
- [10] Emammer, Emammer Khalifa, et al. "The role of physical therapy in post-coronavirus syndrome: A pilot study."
- [11] Fouad Shaker, *Good Governance in Arab Banks and Financial Institutions According to International Standards*, paper presented to the 2005 Arab Banking Conference, "Partnership between Banking and Investment for Development", 2006.
- [12] Center for International Private Enterprise, *Guide to Establishing Corporate Governance Methods in Developing, Emerging and Transforming Economies*, March 2002.
- [13] Alamgir, M. (2007). *Corporate Governance: A Risk Perspective*, paper presented to: *Corporate Governance and Reform: Paving the Way to Financial Stability and Development*, a conference organized by the Egyptian Banking Institute, Cairo, May 7 – 8.
- [14] IIF. *Corporate Governance in Poland*. Institute of International Finance. February 2003.
- [15] UNDP, *Governance for Sustainable Human Development*, UNDP Governance Policy Paper, extracted from UNDP web site, Jan. 1997.