



Independence of Sports Clubs in the United Arab Emirates (Football Companies as an Example)

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ABSTRACT

Investment in the field of sports is considered one of the most important investments, as it plays a major role in the economic development of countries and achieving successive successes attracts multiple foreign capital. Sports investment also plays an important role in the economies of countries due to its importance in attracting local and foreign investments, and its role in hosting major sporting events in countries. The idea of establishing sports companies began with the process of implementing professionalism in the nineties of the last century. Therefore, this study addresses the independence of sports clubs in the United Arab Emirates, by explaining the importance of sport, its role in investment, and its importance in the national economy, and reviewing the experience of the United Arab Emirates in with a case study of Al Ain Football Club in the United Arab Emirates before and after its conversion. To a football sports company, by explaining the concept of sports clubs and explaining the most important concepts related to the subject of the study, as well as clarifying the privatization of football sports clubs and the advantages of this privatization, as well as its negatives, and the most important risks facing the privatization of sports clubs. The study aimed to identify the obstacles to the independence of sports clubs, the researcher used the research sample by using a questionnaire form as a means of collecting data and analyzing the results to reach the most important results of the study, while including the study with many recommendations at the conclusion of the study.

Keywords: Sports clubs, autonomy, governance, privatization, football companies, Al Ain Club.

INTRODUCTION AND STUDY PROBLEM

Introduction

Sports have a profound and pervasive impact on the cultural fabric of nations and communities. In the United Arab Emirates (UAE), citizens have engaged in various traditional games. With the British colonization of the Arabian Gulf region, football emerged as a prominent sport. Following the establishment of the UAE in 1971, the political leadership acknowledged the significance of sports and promptly established the UAE Football Association in the same year. The association joined the International Football Federation (FIFA) in 1972.

Given that sports serve as a strategic soft power tool to enhance a nation's global influence, they have become a driving force for national economies and have transformed into a science-based industry. Furthermore, sports serve as an effective instrument for maintaining stability and safeguarding young individuals from engaging in deviant behaviors. It is therefore imperative that countries establish a set of overarching principles to guide the future development of sports. Such measures include the formulation of overarching sports goals, the restructuring of sports organizations, and the updating of legislation to reflect contemporary developments. In this context, sports and cultural clubs in the UAE are regarded as public economic institutions. In alignment with the UAE's growing prominence on the global stage, international sports participation has emerged as a national and governmental priority, reflecting the country's political, social, economic, and developmental successes. In this context, the Federal Decree-Law No. (7) of 2008 regarding the General Authority of Youth and Sports Welfare and the entities operating under it was issued [1]. This decree permitted established entities to implement their own professional systems and allowed for the transformation of any established sports entity into a company or commercial institution. This was consistent with the Asian Football Confederation's (AFC) stipulation that professional football clubs must become commercial entities in order to compete in the AFC Champions League. Recently, the UAE legislature enacted the Federal Sports Law No. (4) of 2023, which addressed the concept of professionalism and discussed the legal status of sports clubs [2].

Despite the humanistic nature of sporting activities in sports clubs, the economic aspect has recently come to dominate these activities, largely due to the high financial value of sports contracts. This has resulted in the emergence of numerous legal disputes, most notably regarding the remuneration of professional players, coaches, and their agents, as well as sponsorship contracts, club and team marketing, and broadcasting rights. Furthermore, disputes have arisen between clubs, many of which invest billions of dollars to compete for regional and international sports titles. This has prompted many sports clubs to reassess their administrative policies. Frequently, clubs encounter financial difficulties and crises that impede their capacity to attain their sporting objectives. The specific challenges faced by sports clubs are contingent upon a few factors, including the financial funding conditions, economic resources, and financial allocations available to them. Moreover, the financial support provided to sports clubs varies depending on their classification and capabilities, as well as the funding policies of local and federal sports authorities [3].

In light of the growth of the sports movement in the UAE and in accordance with the AFC's stipulations for professional football clubs to undergo a transformation into commercial enterprises, coupled with the implementation of legislative and regulatory measures at the national level, a number of queries have emerged pertaining to the legal status of sports clubs

in the UAE [2]. The question thus arises as to whether they are public institutions or commercial companies. What are the implications regarding the applicable law and the judicial jurisdiction that governs these professional sports club companies?

Study Problem

The study problem can be defined as the extensive debate between supporters and opponents of the idea of independent sports clubs. Those in favor of the proposition contend that the transformation of sports clubs into autonomous investment entities is a global phenomenon that has gained traction in developed countries. Meanwhile, those who oppose the proposal express concerns that maintaining the status quo ensures the continued safety and viability of the clubs.

This prompted an investigation into the extent to which the UAE legislature has adopted a sound legal and administrative system for the governance of sports clubs in the UAE. What measures and procedures do the UAE implement for the governance of sports clubs? Moreover, the transformation of sports clubs into commercial companies has given rise to several practical and legislative issues, particularly with the introduction of the new sports law in the UAE at the beginning of 2022.

Importance of the Study

This study is prompted by the recognition of the pivotal role that sports play in the development of a nation. The advancement of sports is indicative of a nation's level of development, particularly in the context of the emergence of advanced information and communication technologies, which have played a pivotal role in elevating the global standard of sports. Sports are a noble human activity with significant social, cultural, and economic functions, as well as a rich historical depth. It is therefore imperative to invest in sports, providing financial, material, and human resources to elevate them to the levels currently reached by developed countries.

The objective of this study is to implement reforms that will maximize the benefits derived from sports clubs, with a particular focus on football clubs. This will be achieved through the involvement of the private sector, including investors and financiers. The objective of these reforms is to facilitate the active involvement of the private sector in the development process and enhance the administrative efficiency of these clubs. Additionally, the reforms aim to reduce the burden on the state's general budget and create numerous jobs.

The objective of this study is to evaluate the viability of privatization in the context of football clubs. To this end, it identifies the prerequisites for privatization and provides decision-makers and investors with the information they require to assess the potential of investing in the sports sector, with the aim of transforming these clubs into commercial football companies.

Study Objectives

- To clarify the nature of sports clubs, particularly football clubs.
- To outline the modern trends in the concept of governance.
- To identify the administrative challenges that may hinder the implementation of governance within sports institutions, especially football clubs in the UAE.

- To examine the practical concepts of privatization and investment in the football clubs of the UAE.
- To analyze the standards and requirements for applying governance scientifically within sports clubs.
- To explore how sports clubs are managed in the context of a free-market economy that leans toward international trade agreements.
- To study the sports structures of clubs in the UAE and to understand the requirements for investment in UAE football clubs from the perspective of administrative members in one of these clubs (Al Ain Club).

Previous Studies

Study 1: إبراهيم والنعمي [4], "the Impact of Implementing Governance in Sports Institutions on Olympic Achievements in the United Arab Emirates from the Perspective of Decision Makers". This study examined the impact of governance implementation in sports institutions on Olympic achievements in the UAE from the perspective of decision-makers. Additionally, the study sought to examine the role of governance systems in enhancing the outcomes of sports institutions. The study employed a quantitative methodology, utilizing field surveys and questionnaires, which were deemed to be well-suited to the study's nature .

The study yielded several key findings, including a correlation between sports achievements and several variables. These included institutional leadership, accounting systems in sports institutions, transparency in decision-making, institutional behaviors, supportive governance laws, participation in decision-making, policy formulation in sports institutions, the role of athletes, and financial budgets for sports institutions. Additionally, it was determined that personal variables did not exert a notable influence on the participants' opinions across all aspects, except for gender and its impact on transparency and institutional behaviors, as well as the participants' sports positions and their impact on financial budgets.

The study put forth several recommendations, including the selection of sports institutional leaders based on competence, the establishment of clear goals for these leaders, the enhancement of problem-solving and decision-making skills, and the provision of support to the legal system through the review and updating of sports-related laws. The study underscored the significance of transparency in strategic decision-making and the necessity for robust financial resources and comprehensive long-term training plans. Furthermore, the study recommended that additional research be conducted on the governance of sports.

Study 2: الخطيب, ساتي [3], "a Case Study on Investment in Sports Clubs,".

This study aimed to investigate the perspectives of experts and specialists about investment in sports clubs, including their views on the objectives of such investment and the extent to which opportunities exist in this area. The researcher employed a descriptive analytical approach, utilizing questionnaires as the primary instrument. The sample was composed of club administrators, officials from the Sudanese Ministry of Youth and Sports, and sports media professionals.

The principal findings indicated that the primary challenges associated with sports club investment were related to inadequate financing from banking institutions and the necessity

for substantial capital investments. Furthermore, the dearth of administrative expertise in the domain of sports investment constituted a substantial challenge.

The study recommended the enactment of flexible legislation to facilitate investment opportunities in sports and the updating of relevant legislation. Furthermore, the study recommended restructuring sports clubs based on modern scientific principles.

Study 3: غنية [5] and إفروجن, "the Legal Aspect and Administrative Management of Football".

This study concentrated on the legal aspects of managing Algerian football, emphasizing the historical evolution of sports legislation and the legal framework for professional football. The research investigated the extent of state oversight of sports clubs and found that players, coaches, and managers held a predominantly negative view of the legal framework that governs Algerian football.

The findings indicated that the legal framework was often challenging to comprehend due to its intricate nature, and that players and coaches encountered difficulties in applying it. A notable discrepancy existed between the written laws and their practical application, which impeded the rigorous enforcement of regulations.

Study 4: علي and رحيم [6], "Administrative Orientation Toward Sports Privatization in Baghdad Football Clubs Participating in the Iraqi Premier League".

This study sought to elucidate the administrative orientation toward sports privatization in Baghdad's football clubs participating in the Iraqi Premier League from the perspective of coaches and players. The researchers employed a descriptive survey methodology, and the sample consisted of 290 individuals, including coaches and players. The study revealed a general trend among coaches and players toward supporting the privatization of sports clubs.

It concluded with recommendations to advance the privatization of Iraqi football clubs, emphasizing the need to create a legal and political environment conducive to privatization.

Study Methodology

Methodology:

The analytical approach is deemed the most appropriate for addressing the study topic, with a particular focus on the analysis of texts that govern the sports sector in the UAE. Additionally, the study examined the opinions and perspectives of various stakeholders in the UAE sports field with the objective of assessing the current state. This research is classified as a descriptive study that explores phenomena and employs a survey method to gather field data from Arab researchers. The objective is to ascertain the underlying causes of the phenomenon and to formulate conclusions that could facilitate a positive transformation of the surrounding conditions. The researcher benefits from this approach by studying the relationships between the study variables to interpret the results and propose practical recommendations.

Population and Sample:

The study population comprised individuals employed in the sports sector within the UAE, with a particular focus on members of sports clubs. A random sample of 51 individuals from the

study population, comprising managers and sports officials, was selected. The objective was to evaluate the reliability and validity of the study tool.

The study sample consisted of 51 randomly selected respondents from the UAE sports sector. The following table presents a summary of the characteristics of the sample (see **Table 1**).

Table 1: Characteristics of the study sample based on their variables

Variable	Category	Number	Percentage
Gender	Male	50	98%
	Female	1	2%
Age	27-46	32	63.20%
	40-45	7	14.70%
	31-35	4	7.40%
	36-40	4	7.40%
	26-30	3	4.40%
	20-25	1	2.90%
Nationality	Emirati	47	92.20%
	Arab	3	5.80%
	Western	1	2%

The following instruments were employed for the purpose of data collection:

The researcher employed a questionnaire as the principal instrument for the collection of data pertinent to the study. The questionnaire was structured into four principal sections, each addressing a specific area pertinent to the study's objectives.

- Section 1: Independence of Sports Clubs and UAE Regulations and Laws (6 Items).
- Section 2: The influence of leadership on the independence of sports clubs (10 items).
- Section 3: Independence of sports clubs and investment (10 items).
- Section 4A: The impact of the independence of sports clubs on performance (8 items).
- Section 4B: The impact of the independence of sports clubs on quality (10 items).

The questionnaire was subjected to a review by 10 experts with doctoral qualifications in sports education, who assessed the clarity and appropriateness of the items. Only items approved by at least five experts were included.

Procedural Steps

Distribution of Sample by Educational Level:

The following procedural steps were taken:

The distribution of the sample by educational level is as follows: 49% of the sample held postgraduate degrees, 35.3% held university degrees, 9.8% had a diploma, and 5.9% had a high school degree or less.

The high level of education among the sample population lends credibility to the study, as participants demonstrated the capacity to comprehend and analyze complex issues. While

there were individuals with lower levels of education, their inclusion ensured diversity without significantly influencing the overall results.

Distribution of Sample by Emirate or Region:

The distribution of the sample by emirate or region is as follows: 41.2% of the sample population worked in Dubai, 31.4% in Abu Dhabi, 15.7% in Sharjah, 7.8% in Ras Al Khaimah, and 2% each in Al Ain and Fujairah.

The concentration of the sample in Dubai and Abu Dhabi reflects the economic and commercial importance of these regions. Conversely, the smaller representation from Al Ain and Fujairah suggests a need for more attention or balanced opportunities in these areas. It is possible that this distribution may influence the study results, as they primarily reflect the experiences of individuals from Dubai and Abu Dhabi.

Distribution of the Study Sample According to Seniority in Job Management:

The distribution of the study sample according to seniority in job management is as follows: 70.6% of the sample had a job seniority of one year or more, while 13.7% had a seniority of five to ten years. Furthermore, 9.8% of the total sample had been employed for a period of between five and ten years, while 5.9% had been in their roles for between 10 and 15 years.

Distribution of the Study Sample's Opinions Regarding the Statement "The Autonomy of Sports Clubs Can Be Easily Achieved in the UAE":

The distribution of opinions regarding the statement "The autonomy of sports clubs can be easily achieved in the UAE" is as follows: the average score for the statement was 6.52, with 43.1% of the sample agreeing. This suggests a moderate inclination towards the view that autonomy for sports clubs in the UAE can be readily attained. Nevertheless, 27.5% of the sample exhibited a neutral response to this statement, indicating a certain degree of hesitation or uncertainty. Furthermore, 13.7% of respondents indicated a strong agreement with the statement, while 13.7% expressed a strong disagreement. Lastly, 5.9% of respondents indicated strong disagreement, indicating that a notable proportion of individuals have significant concerns or reservations about the ease of achieving sports club autonomy.

The results suggest that there is a moderate level of support for the concept of sports club autonomy in the UAE. Nevertheless, to achieve this objective with minimal difficulty, it may be necessary to address the factors that are causing hesitation or concern, such as regulatory policies and financial resources.

Distribution of the Study Sample's Opinions Regarding the Statement "The Autonomy of Sports Clubs in the UAE has Greatly Contributed to Improving Sports":

The distribution of opinions regarding the statement "The Autonomy of Sports Clubs in the UAE Has Greatly Contributed to Improving Sports" among the study sample is as follows: the average score for the study sample was 6.261, with 27.5% of the sample neutral or agreeing with the statement. Conversely, 21.6% of the sample expressed disagreement with this statement, while 13.7% indicated a strong affirmative response. Lastly, 9.8% of respondents indicated that they strongly disagreed with the statement. The researcher posits that these results indicate a significant variation in opinions about the impact of sports club autonomy on improving sports in the UAE. This reflects a moderate tendency towards positivity regarding

the principle of sports club autonomy. However, the high percentage of disagreement suggests that a substantial portion of the sample believes that sports club autonomy has not greatly contributed to improving sports, indicating concerns that may be related to how autonomy is implemented or its actual effects on sports.

Distribution of the Study Sample's Opinions Regarding the Statement "I Value the Efforts of Administrative Authorities to Implement the Decision of Sports Club Autonomy":

The mean score for this item was 7.00. The distribution of opinions regarding the statement "I value the efforts of administrative authorities to implement the decision of sports club autonomy" among the study sample is as follows: the average score was 7.74. Among the total sample, 35.3% indicated that they agreed with the statement that they value the efforts of administrative authorities to implement the decision regarding the autonomy of sports clubs. Moreover, 23.5% of the sample indicated a strong agreement, while the same percentage remained neutral. Moreover, 9.8% of respondents indicated disagreement, while 7.8% expressed strong disagreement.

Distribution of the Study Sample's Opinions Regarding the Statement "I Believe there are Obstacles that Could Hinder the Achievement of Sports Club Autonomy":

The results demonstrated that the mean score for the study sample was 7.31. Among the total sample, 33.3% indicated a strong agreement with the statement that obstacles could impede the realization of sports club autonomy, while 29.4% expressed a degree of agreement. Furthermore, 21.6% of respondents indicated a neutral stance, 11.8% expressed disagreement, and 3.9% indicated a strong disagreement.

The researcher concludes that the results indicate a general concern among the study sample about the existence of obstacles that may hinder the achievement of sports club autonomy. This may be attributed to a dearth of information or disparate personal experiences. These results indicate a general awareness of potential challenges associated with achieving sports club autonomy. This highlights the necessity for initiatives to accurately identify these obstacles and develop effective strategies for their resolution. These obstacles may include financial, administrative, regulatory, or infrastructural aspects, which could be addressed through proper planning and adequate support.

Distribution of the Study Sample's Opinions Regarding the Statement "I Believe there are Many Benefits for the UAE as a Result of Implementing Sports Club Autonomy":

The distribution of opinions regarding the statement "I believe there are many benefits for the UAE as a result of implementing sports club autonomy" among the study sample is as follows: the average score was 6.96. Among the total sample, 37.3% indicated that they strongly agreed or agreed with the statement that there are many benefits for the UAE as a result of implementing sports club autonomy. Meanwhile, 15.7% of respondents indicated a neutral stance on the matter. Lastly, 5.9% and 3.9% of the sample, respectively, indicated disagreement or strong disagreement.

The researcher thus concludes that the study sample exhibits a high degree of consensus regarding the anticipated benefits of implementing sports club autonomy in the UAE. This is consistent with the case study sample's view that the expected benefits may be related to enhancing professionalism in sports, improving sports performance, increasing private

investments, improving infrastructure, and increasing promotional and marketing opportunities.

Distribution of the Study Sample's Opinions Regarding the Statement “Laws and Regulations Related to Investment in Sports Clubs are Effective and Outstanding in Protecting Fixed Assets”:

The results demonstrated that the mean score for the study sample was 6.70. Among the total sample, 25.5% indicated a neutral stance regarding the efficacy of laws and regulations pertaining to investment in sports clubs in safeguarding fixed assets. Moreover, 19.6% of the respondents indicated a strong agreement with the statement, while 19.6% expressed a strong disagreement. Finally, 17.6% of the sample indicated that they neither agreed nor disagreed. The researcher concludes that there is a notable divergence in opinion regarding the efficacy and merits of laws and regulations pertaining to investment in sports clubs for the protection of fixed assets. Although the results indicate a general tendency towards agreement, the equal percentages of extreme opinions (strongly agree and strongly disagree) suggest a significant division in opinions. This may indicate a need for further information or clarification about these laws.

Leadership and its Impact on Sports Club Autonomy

Distribution of the Study Sample's Opinions Regarding the Statement “Sports Leaders Possess a Great Deal of Knowledge and Scientific Expertise in their Field”:

The results demonstrated that the mean score for the study sample was 6.1. Among the total sample, 31.4% indicated that they agreed that sports club autonomy is influenced by leadership, while 27.5% indicated that they were neutral on this matter. Meanwhile, 21.6% of the sample indicated disagreement, 11.8% indicated strong disagreement, and 7.8% indicated strong agreement.

The researcher concludes that the study sample exhibits a diversity of opinions regarding the impact of leadership on sports club autonomy. This reflects a moderate tendency towards agreement, with notable variation in opinions.

Distribution of the Study Sample's Opinions Regarding the Statement “Sports Leaders are Well Aware of Policies and Strategies Related to Sports Clubs”:

The results showed that the average score for the study sample was 5.30. Among the study sample, 27.5% indicated a neutral response, which may reflect a lack of transparency or clear communication regarding policies and strategies. Moreover, 15.7% of the respondents indicated that they strongly agreed or agreed with the statement, suggesting that a considerable proportion of the sample population believes that leaders are aware of these policies. However, this does not represent the majority view. Conversely, 14.6% of respondents indicated disagreement, while 11.8% expressed strong disagreement. This suggests that a notable proportion of the sample is unconvinced of the leaders' knowledge of sports policies, potentially reflecting negative experiences or a lack of communication and clarity.

The researcher concludes that these results indicate a notable divergence in opinions among the study sample regarding the extent of awareness sports leaders possess about policies and strategies related to sports clubs. The absence of robust consensus reflects a subtle inclination towards agreement, albeit with notable divergence in opinion.

Distribution of the Study Sample's Opinions Regarding the Statement "Sports Leaders Have a Clear Vision to Achieve the State's Sports Development Strategy":

The results indicated that the average score for this statement was 6.1. Among the total sample, 33.3% indicated a neutral response, 27.5% expressed strong disagreement, 15.7% indicated strong agreement, and 8.7% indicated disagreement.

These results indicate a variety of opinions among the study sample regarding the clarity of the vision sports leaders have in achieving the state's sports development strategy.

Sports Leaders are Aware of Modern Trends in the Concept of Governance:

The results of the study indicated a mean score of 6.1 for the study sample. Approximately 29.4% of the participants indicated a neutral response, 25.5% expressed disagreement, 19.6% indicated agreement, 15.7% indicated strong agreement, and 9.8% indicated strong disagreement. The researcher concludes that these findings reflect a lack of strong consensus among the participants.

Sports Leaders Can Address Administrative Issues that May Hinder Governance Applications Within Sports Institutions:

The study results indicated a mean score of 8.61 for the study sample. Approximately 29.4% of respondents indicated a neutral stance on this statement, which may be indicative of a lack of information or communication regarding how sports leaders address administrative challenges. A total of 21.6% of respondents indicated that they agreed and disagreed equally, while 15.7% strongly agreed and 11.7% disagreed. The researcher concludes that the results indicate a divergence of opinion among the study sample regarding the capacity of sports leaders to address administrative challenges that may impede governance applications. Nevertheless, there is a notable tendency toward consensus [7].

I Believe Government Oversight and Legal Frameworks are Necessary to Ensure the Quality of Sports Club Independence:

The study results indicated a mean score of 6.1 for the study sample. A substantial proportion of the sample (45.1%) indicated strong agreement, while 33.3% expressed agreement. The remaining respondents were neutral (13.7%) or expressed disagreement (7.8%). The researcher concludes that these results reflect substantial support among the study sample for the proposition of providing government oversight and legal frameworks to guarantee the quality of sports club independence. This underscores the significance of such measures in ensuring the quality of independence, as perceived by the participants.

There is a Need to Renew the Organizational Structures of Clubs to Align with the Requirements of their Independence:

The study results indicated that the mean score for the study sample was 6. A significant 56.9% of respondents strongly agreed with this statement, 25.5% agreed, 7.8% were neutral, and 3.9% strongly disagreed or disagreed. The researcher concludes that there is strong support for the idea of renewing the organizational structures of sports clubs to match the requirements of their independence, indicating widespread acceptance of the idea. This can enhance the chances of implementing the required changes to improve the quality of sports clubs and increase their independence.

There is a Need to Implement Government Oversight and Set Regulations to Ensure that Investors Achieve the Proper Standards of Independence:

The results of the study indicated a mean score of 5.47 for the study sample. A substantial majority (68.8%) of the study sample expressed strong agreement, while 21.6% agreed and 7.8% indicated neutrality. Only 2% of the participants expressed disagreement. The researcher concludes that there is substantial evidence in support of the proposition that government oversight and the enactment of regulations are necessary to ensure that investors achieve the requisite standards of independence. This finding reflects a desire to enhance the investment environment and stimulate growth and development in the sports club sector.

Sports Institutions Can Build Important Marketing Strategies that will Enable them to Develop their Self-Generated Financial Resources:

The results of the study indicated a mean score of 6.7 for the study sample. Approximately 31.4% of respondents indicated a neutral stance, while 29.4% expressed a strong agreement. An additional 15.7% of respondents either agreed or disagreed with the statement, while 7.8% indicated a strong disagreement. The researcher concludes that there is moderate support for the proposition that sports institutions should develop marketing strategies to boost their self-generated financial resources. Many respondents appear to espouse the view that the development of marketing strategies in this context is beneficial.

Axis Three: Sports Clubs' Independence and Investment**A Privatization Strategy Based on Investment and Sports Professionalism Helps Establish Private Projects that Contribute to the Self-Financing of Sports Clubs:**

The results of the study indicated a mean score of 7.4 for the study sample. Approximately 33.3% of the total sample indicated a strong agreement with the statement, 29.4% expressed agreement, 21.6% indicated a neutral stance, 9.8% indicated disagreement, and 5.9% indicated a strong disagreement. These results demonstrate substantial support for the notion of employing a privatization and sports investment strategy to attain self-financing for sports clubs, although a moderate degree of skepticism is evident among a subset of individuals.

Future Goals Can Be Achieved Based on the Independence of Sports Clubs and their Funding Methods:

The mean score for the sample was 6.7. Approximately 35.3% of the total sample exhibited a neutral response to this statement, while 23.5% either expressed a strong agreement or agreement. A total of 9.8% of respondents indicated a strong disagreement with the statement, while 7.8% expressed a moderate disagreement. In light of these findings, the researcher posits that there is substantial evidence to suggest that future goals can be accomplished through the autonomy of sports clubs and their financial strategies.

Relying on Investment in Sports Clubs is One of the Key Elements for Activating the Self-Funding Sources of Clubs:

The results of the study indicated a mean score of 8.5 for this statement. Approximately 47.1% of the sample indicated a strong agreement, 37.3% expressed agreement, 13.7% indicated a neutral stance, and only 2% indicated disagreement.

The Return on Investment from Sports Clubs is Sufficient to Cover All Available Club Activities:

The results of the study indicated that the mean score for this statement was 7.3. Approximately 29.4% of the sample indicated disagreement, while 23.5% expressed a strong degree of disagreement. Approximately 21.6% of respondents indicated a neutral position, 17.6% expressed agreement, and 7.8% indicated strong agreement. These findings indicate that while there is minimal support for the assertion that the return on investment is adequate to cover the full range of activities within sports clubs, a significant proportion of individuals express opposition to this concept, suggesting reservations about the capacity of the returns to fully address the needs of sports clubs.

It is Expected that Club Independence will Stimulate the Economy by Creating Competition and Attracting Sports Tourism both Domestically and Internationally:

The results of the study indicated a mean score of 8.3 for this statement. Approximately 35.3% of the sample agreed, 33.3% strongly agreed, 23.5% were neutral, while 5.9% disagreed, and 2% strongly disagreed. The researcher concludes that there is substantial support for the notion that sports club independence will play a pivotal role in stimulating the economy by fostering competition and attracting sports tourism, although there is some divergence in opinions with a minor group opposing the idea.

Activating the Entertainment and Tourism Sectors Contributes Significantly to Promoting Sports by Hosting Arab and International Teams:

The results of the study indicated that the mean score for this statement was 7.6. Approximately 45.1% of the sample indicated a strong agreement, 33.4% expressed agreement, 15.7% indicated a neutral stance, while 3.9% indicated disagreement, and 2% indicated a strong disagreement.

I Believe there is Agreement Within the Administrative Structure of Sports Clubs Regarding their Independence and Investment:

The results of the study indicated a mean score of 6.9 for this statement. A total of 31.4% of the sample indicated agreement and neutrality, while 25.5% indicated strong agreement. Approximately 7.8% of respondents indicated disagreement, while 3.9% expressed strong disagreement. The researcher concludes that there is moderate support for the notion of consensus within the administrative structure of sports clubs about their independence and investment, although opinions diverge, with robust endorsement from a subset of the sample.

The Independence of Sports Clubs Leads to Rapid Economic Growth, as it is a Fast-Growing Sector:

The results of the study indicated that the mean score for this statement was 7.2. Approximately 35.3% of the total sample indicated agreement, 29.4% indicated strong agreement, 21.6% indicated neutrality, while 11.8% indicated disagreement, and 2% indicated strong disagreement.

Investment in Sports Clubs and their Independence Leads to Job Creation, Reducing Youth and Graduate Unemployment:

The results of the study indicated a mean score of 8.1 for this statement. Approximately 41.2% of the sample indicated a strong agreement, 37.3% expressed agreement, 13.7% indicated a

neutral stance, and 3.9% either disagreed or strongly disagreed. The researcher concludes that investment in sports clubs and their independence can contribute to the creation of job opportunities for citizens, which helps reduce youth and graduate unemployment.

Investment in Sports Clubs Allows the Influx of Funds and Investments into the Country:

The results of the study indicated that the mean score for this statement was 7.7. Approximately 43.1% of the sample indicated a strong agreement, 37.3% expressed agreement, 11.8% indicated a neutral stance, while 5.9% indicated disagreement, and 2% indicated a strong disagreement.

Section Four A: Independence of Sports Clubs and Its Impact on Performance

It is this Author's Position that the Regular and Continuous Meetings of the Executive Office of Sports Clubs to Discuss Key Issues Affecting the Strength of the Club are Important:

The results of the study indicate that the mean score for the statement that regular and continuous meetings of the executive office of sports clubs are necessary to discuss key issues affecting the strength of the club is 6.2. Among the study sample, 37.3% indicated a strong agreement, while 29.4% expressed an agreement. The remaining 23.5% of respondents indicated a neutral stance, with 7.8% expressing disagreement and 2% indicating strong disagreement.

In light of these findings, it can be concluded that there is substantial evidence in support of the assertion that regular meetings of the executive office can serve to enhance the strength of the club. This highlights the significance of cultivating sustained dialogue and communication within sports clubs through regular meetings. The findings of this study can inform the development of policies designed to facilitate the effective organization and support of such meetings.

Independence in Sports Clubs Can Be Easily Achieved:

The results of the study indicate that the mean score for the statement that independence in sports clubs can be readily attained is 7.7. Among the study sample, 37.3% expressed neutral opinions, 23.5% indicated agreement, and 11.8% indicated strong agreement. Furthermore, 17.6% of respondents expressed disagreement, while 9.8% indicated a strong disagreement.

In light of these findings, it becomes evident that a more comprehensive evaluation of the elements that may either facilitate or impede the attainment of autonomy in sports clubs is imperative. A comprehension of these factors can facilitate the formulation of efficacious policies and strategies to buttress this independence. Considering the disparate opinions expressed, it may be advisable to undertake initiatives aimed at fostering awareness of the advantages and significance of autonomy in sports clubs, as well as elucidating the practical measures that can be taken to attain this objective.

The Impact of Independence on the Infrastructure of Sports Clubs is Expected to Be Markedly Beneficial:

The results of the study indicate that the average score for the statement that the impact of independence on the infrastructure of sports clubs will be significantly positive is 7.7. Among the study sample, 41.2% indicated agreement, with 33.3% expressing strong agreement, while

19.6% indicated neutrality. A mere 3.9% of respondents indicated disagreement, with 2% expressing a strong opposition to the proposition.

The impact of independence on sports achievements in sports clubs will be significantly positive.

The results of the study indicate that the mean score for the statement that the impact of independence on sports achievements in sports clubs will be significantly positive is 8.3. Among the study sample, 37.3% indicated agreement, with 33.3% expressing strong agreement, while 21.6% indicated neutrality. The remaining 3.9% of respondents exhibited a neutral stance, neither agreeing nor disagreeing.

The Impact of the Idea of Transforming Sports Clubs into Commercial Companies on Sports Activities Will Be Positive:

The results of the study indicate an average score of 7.5 for the statement that the impact of the idea of transforming sports clubs into commercial companies on sports activities will be positive. Among the study sample, 49% indicated agreement, with 31.4% expressing strong agreement, while 15.7% indicated neutrality. A mere 2% of respondents indicated disagreement, with an additional 2% expressing a strong disagreement.

The researcher concludes that there is substantial evidence to support the assertion that the transformation of sports clubs into commercial enterprises will have a beneficial impact on the realm of sports activities. Many respondents perceive positive benefits in this transformation, which is expected to facilitate the advancement of the sports sector and expand investment and professionalization opportunities.

It is Expected that the Impact of the Idea of Transforming Sports Clubs into Commercial Companies on Sports Activities Will Be Positive:

The results of the study indicate that the average score for the statement that the impact of transforming sports clubs into commercial companies is expected to be positive is 7.5. Among the study sample, 39.2% indicated agreement, with 35.3% expressing strong agreement, while 21.6% indicated neutrality. A mere 2% of respondents indicated disagreement, with an additional 2% expressing strong disagreement.

The researcher concludes that there is a consensus among participants regarding the anticipated positive impact of transforming sports clubs into commercial enterprises on sports activities. This transformation may result in enhanced quality of sports activities, potentially through increased investments in facilities, coaches, and equipment, as well as the attraction of more athletic talent and the development of more diverse sports programs.

The Independence of Sports Clubs is an Important and Positive Aspect for Eliminating Financial and Administrative Waste:

The study results indicate an average score of 7.4 for the statement that the independence of sports clubs is an important and positive aspect for eliminating financial and administrative waste. Among the study sample, 43.1% agreed, and 33.3% strongly agreed, while 17.6% were neutral. 5.9% disagreed.

I understand that the independence of sports clubs is an important and positive aspect for rationalizing government financial support.

The results of the study indicate that the average score for the statement that the independence of sports clubs is an important and positive aspect for rationalizing government financial support is 8. Among the study sample, 43.1% indicated agreement, with 33.3% expressing strong agreement, while 19.6% indicated neutrality. A minority of respondents (3.9%) expressed disagreement with this statement.

In light of these findings, it can be concluded that there is a general consensus among the sample regarding the importance of the independence of sports clubs in the UAE as a means of rationalizing government financial support. The overwhelming majority of the sample expressed agreement or strong agreement with this proposition, indicating substantial support for measures designed to enhance club independence. Nevertheless, the 19.6% of respondents who expressed neutral opinions indicate a need for further awareness and clarification regarding the means of achieving independence and its potential benefits. The relatively low percentage of respondents who expressed opposition (3.9%) suggests that the idea is generally accepted.

These findings lend support to policy initiatives designed to bolster the autonomy of sports clubs and diminish their dependence on government funding. Such measures could prove instrumental in enhancing the financial resilience of clubs and alleviating the financial burden on the government.

Section Four B: Independence of Sports Clubs and Its Impact on Quality

There is Clarity in the Objectives and Administrative Policies for Implementing Investment in Sports Clubs:

The results of the study indicated that the mean score for the statement regarding the clarity of objectives and administrative policies for implementing investment in sports clubs was 8. Approximately 31.4% of the sample indicated agreement, while 25.5% indicated disagreement. Moreover, 17.6% of respondents indicated a strong agreement, while 11.8% expressed a strong disagreement.

In light of these findings, it can be posited that the majority of the sample population tends to concur with the assertion that the objectives and administrative policies for implementing investment in sports clubs are, in fact, clear. Nevertheless, a distinct dichotomy emerges with regard to opinions, with nearly half of the sample perceiving the objectives and policies as lucid. Nevertheless, a larger proportion of the sample population holds the view that the administrative objectives and policies are unclear.

It is therefore imperative to facilitate enhanced communication between the management and members, with the aim of increasing transparency and clarity in administrative objectives and policies. This may prove an effective strategy for reducing the proportion of those who currently disagree.

I am Aware that Investment Decisions Originate from Within the Boards of Directors of Sports Clubs with Freedom, Clarity, and Transparency:

The results of the study indicated a mean score of 6.6 for the statement that investment decisions originate from within the boards of directors of sports clubs with freedom, clarity, and transparency. Approximately 29.4% of the sample indicated a neutral response, while 25.5% expressed agreement, 23.5% indicated disagreement, 17.6% indicated strong agreement, and 3.9% indicated strong disagreement.

The results demonstrate a notable divergence in the opinions of the sample members about the question of independence in the making of investment decisions in sports clubs. While a notable percentage of respondents indicated agreement with this direction, the equal proportions of neutral and disagreeing opinions suggest a need for further clarification and transparency in this regard. An understanding of how individuals perceive the nature and mechanism of making investment decisions in sports clubs can make a significant contribution to the building of trust and the enhancement of independence and transparency in this sector.

One of the Most Important Positive Effects of the Independence of Sports Clubs is Providing an Attractive Sports Environment for Athletes, Enhancing their Level and Developing their Talents:

The results of the study indicated a mean score of 6.5 for the statement regarding the significance of independence in providing an attractive sports environment for athletes, enhancing their levels of performance, and facilitating the development of their talents. Approximately 41.2% of respondents indicated agreement, while 39.2% indicated strong agreement. The remaining 13.7% of respondents indicated neutrality, and 5.9% indicated disagreement.

One of the Most Important Positive Effects of the Independence of Sports Clubs is Stimulating Competition and Athletic Excellence:

The study results indicated a mean score of 7.9 for the statement regarding the importance of independence in stimulating competition and athletic excellence. Approximately 41.2% of respondents indicated a strong agreement with the statement, while 35.3% expressed agreement and 17.6% indicated a neutral stance.

In light of these findings, it can be concluded that there is substantial evidence in support of the assertion that independence in sports clubs fosters an attractive sports environment and facilitates the advancement of athletes' talents. It is, however, important to note that a significant proportion of respondents indicated a neutral stance on the issue, indicating a need for further research to elucidate the factors influencing these neutral opinions, which may be crucial for the development of future policies and measures.

The Strategy of Privatizing Sports Clubs is Aligned with the UAE Vision 2030 (Knowledge-Based Economy):

The results of the study indicated a mean score of 7.4 for the statement that the strategy of privatizing sports clubs is aligned with the UAE Vision 2030 (knowledge-based economy). Approximately 39.2% of respondents indicated agreement, while 31.4% indicated strong agreement. 17.6% of respondents indicated neutrality, 7.8% indicated disagreement, and 3.9% indicated strong disagreement.

The results demonstrate a substantial degree of support for the proposition of aligning the strategy of privatizing sports clubs with the UAE Vision 2030. The disparate opinions expressed in the sample may be attributed to varying interpretations of the efficacy of privatizing sports clubs in achieving the objectives set forth in the UAE Vision 2030. Accordingly, further research is required to gain a more nuanced understanding of the interrelations between these two aspects.

The results of the study indicated that 38% of respondents agreed with the statement that the strategy of privatizing sports clubs is aligned with the UAE Vision 2030 (knowledge-based economy).

I Trust in the Development of Modern Technology and Artificial Intelligence Techniques to Serve Sports Investment for the Independence of Clubs:

The results of the study indicated a mean score of 7.4 for the statement regarding trust in the development of modern technology and artificial intelligence techniques to serve sports investment for the independence of clubs. Approximately 39.2% of respondents indicated agreement, while 37.3% expressed strong agreement. 11.8% of respondents remained neutral, 7.8% indicated disagreement, and 3.9% expressed strong disagreement.

The results indicate that the development of modern technology and artificial intelligence techniques in the service of sports investment represents a significant tool for achieving the independence of clubs. The advancement of these technologies has the potential to attract greater investment to the clubs.

I Know that a Unified Guideline for Sports Clubs Must Be Established and Adhered To:

The results of the study indicated that the mean score for the statement regarding the necessity of establishing and adhering to a unified guideline for sports clubs was 8. Approximately 51% of respondents indicated a strong agreement with the statement, while 33.3% expressed agreement, 9.8% indicated a neutral stance, and 3.9% indicated strong disagreement. Additionally, 2% of respondents indicated disagreement.

Considering these findings, it can be concluded that there is a considerable degree of support for the proposal of a unified guideline for sports clubs. This suggests that guidance and organization are of paramount importance within this sector. Although a minority of respondents expressed disagreement, most participants indicated support for the implementation of transparent and unified regulations that would enhance guidance and transparency within the domain of sports clubs [8].

I Expect an Increase in the Number of Independent Sports Clubs within the UAE:

The results of the study indicated a mean score of 7.6 for the statement regarding the expectation of an increase in the number of independent sports clubs within the UAE. Of the respondents, 37.3% strongly agreed with this statement, 25.5% remained neutral, 23.5% agreed, and 13.7% disagreed.

The researcher concludes that the results indicate a moderate degree of optimism regarding an increase in the number of independent sports clubs in the UAE. However, they also suggest a

degree of caution or weak certainty about this expectation. This may be due to the potential for challenges or changing conditions that could affect the operation of sports clubs in the future.

There are not Many Differences Between the Experiences of Independent Clubs in Arab and Foreign Countries and the UAE:

The results of the study indicated a mean score of 7.8 for the statement that there are not significant differences between the experiences of independent clubs in Arab and foreign countries and the UAE. Approximately 27.5% of the sample indicated a neutral response, 25.5% expressed strong disagreement, 17.6% demonstrated an equal balance of acceptance and rejection, and 11.8% indicated strong agreement.

The researcher concludes that there is a general tendency to believe that there are no significant differences between the experiences of independent clubs in Arab and foreign countries and the UAE. This is attributed to the technological advancements that the UAE is keen on, which in turn influence the development of all sectors in the country.

I Claim that Over Time, Government Clubs Will Cease to Exist in Favor of Independent and Private Clubs:

The results of the study indicated a mean score of 5.4 for the statement that over time, government clubs will cease to exist in favor of independent and private clubs. Of the respondents, 33.3% strongly agreed, 31.4% remained neutral, 25.5% agreed, 5.9% disagreed, and 3.9% strongly disagreed.

The researcher concludes that there is a diverse range of attitudes towards the proposition that government clubs will cease to exist in favor of independent and private clubs. While a significant proportion of respondents expressed support for this idea, a notable number of individuals remained neutral. This suggests the necessity for further research and analysis to elucidate the variables and factors influencing this context.

Case Study

The case study methodology is defined as an approach that focuses on studying all aspects related to the examination of phenomena and individual cases in a single situation. The objective of the case study methodology is to examine a person or group of people at a specific point in time over a defined period to identify behaviors or aspects of individual behaviour.

The principal objective of the case study method is to examine the situation in its totality by focusing on specific details, which the researcher then analyzes.

The researcher employed a questionnaire to gather the opinions of five respondents from Al Ain Club on the phenomenon of independence in sports clubs.

The results of the case study yielded several findings, including:

- The respondents unanimously affirmed that the autonomy of sports clubs in the UAE has markedly enhanced the quality of sporting activities.
- Eighty percent of the total sample indicated that the benefits to the UAE resulting from the implementation of sports club independence include improvements in the quality of

sports performance, the elimination of various administrative deficiencies, and the ability to compete on a global level.

- Sixty percent of the total sample indicated that sports leadership possesses a considerable amount of knowledge and scientific information that enables them to work effectively within the framework of sports club independence. Twenty percent of the sample, however, stated that they do not possess sufficient knowledge and information in this regard.
- Sixty percent of the total sample concurred that the independence of Al Ain Sports Club resulted in modifications to the administrative systems, while 40 percent of the case study sample expressed disagreement.
- The results of the case study indicate that 100% of the respondents believe that the independence of Al Ain Club has resulted in enhanced sporting performance and competition at the Arab and global levels.
- The case study sample was unanimous in affirming that the independence of Al Ain Club resulted in enhancements to the club's infrastructure.
- A majority of the sample (60%) indicated that the legislative system in the UAE provides some assistance to sports clubs in achieving independence. However, a significant proportion (40%) of the sample reported that the legislative system is indeed effective in this regard.
- Eighty percent of the sample reported encountering administrative difficulties in applying the independence of football clubs, while 20 percent denied this.
- A total of 80% of the Al Ain Club sample indicated that the club's financial resources had improved following its independence as a football company.

The respondents from Al Ain Club proposed that to enhance the standing of football clubs in the UAE, it would be beneficial to diversify financial resources, develop infrastructure for stadiums, provide management expertise, establish high-level academies, augment government support, and enact legislation that would facilitate the independence of all clubs until they become club companies.

DISCUSSION OF THE FIELD STUDY RESULTS

In alignment with the study's objectives, the researcher utilized a questionnaire to assess the degree of agreement among a sample of managers and officials in sports clubs in the United Arab Emirates regarding the autonomy of football sports clubs. The questionnaire was administered to a randomly selected sample of 51 individuals.

The study yielded several conclusions, which are illustrated with charts and graphs. The researcher presents the most significant findings from the field study.

The study sample indicated a 41.2% agreement that the independence of football clubs in the UAE has significantly improved sports.

A total of 37.2% of the study sample indicated that achieving independence for sports clubs is a relatively straightforward and seamless process.

The study sample projected a 60.8% increase in the number of independent football clubs.

A majority of 58.8% of the study sample expressed appreciation for the commitment of the administrative authorities to implementing the decision regarding the independence of football clubs. Nevertheless, 62.7% of the respondents identified potential obstacles that could impede the realization of this independence. Nonetheless, 74.6% of respondents indicated that the UAE would derive significant benefits from the implementation of football club independence.

A total of 37.2% of the study sample indicated that the laws and regulations related to investment in sports clubs are effective and exceptional in protecting the fixed assets of these clubs.

In terms of the influence of leadership on the autonomy of sports clubs, 43.2% of respondents indicated that those in positions of authority possess a substantial degree of expertise and scientific knowledge within their respective fields. However, the study sample did not corroborate the assertion that sports leaders are adequately informed about the policies and strategies pertaining to sports clubs. Additionally, they did not perceive a clear vision among these leaders to achieve the country's sports development goals and strategy.

The researcher emphasizes the importance and necessity of training sports leaders to empower them to achieve goals and strategies in line with the UAE Vision 2030.

A total of 78.4% of the study sample indicated a necessity for government oversight and legislative frameworks to guarantee the quality of approved methods for the independence of sports clubs.

A total of 82.4% of respondents indicated a necessity for the renewal of organizational structures within clubs, with the objective of aligning them with the requirements for the independence of football clubs. It is this researcher's opinion that the goal can be achieved through the implementation of an awareness campaign targeting all managers and personnel in the sports industry, with a particular focus on football. The campaign should aim to provide comprehensive information about the mechanisms of sports club independence.

A 90.2 % of the study sample emphasized the importance of activating government oversight and enacting legislation that aligns with investors' goals for proper independence practices.

A 45.1% majority of the study sample concurred with the view that sports institutions can formulate robust marketing strategies that can augment their financial resources. This finding aligns with the researcher's perspective that the future of sports clubs' hinges on their autonomy.

A majority (62.7%) of the study sample concurred that a privatization strategy based on investment and professional sports facilitates the establishment of private projects that contribute to the self-financing of sports clubs.

Most of the study sample (74.4%) emphasized the importance of relying on investment in sports clubs as a crucial factor in activating self-funding sources for these clubs.

A majority of the study sample (68.6%) posited that the autonomy of sports clubs would have a stimulative impact on the economy, citing the creation of competitive opportunities and the attraction of sports tourism, both domestically and internationally, as potential benefits.

A majority of 78.5% of the study sample asserted that investment in sports clubs and their independence leads to the creation of job opportunities for citizens, thereby reducing unemployment rates among youth and graduates.

A 76.4% majority of the study sample indicated that the independence of sports clubs is an important and positive aspect in addressing issues of financial and administrative waste. Furthermore, 80.4% of respondents indicated that the most significant positive effects of sports club independence include the creation of an attractive sports environment for athletes, enhancement of their performance, development of their talents, and encouragement of competition and sports excellence. This integration contributes to the alignment of the sports club privatization strategy with the UAE Vision 2030 (a knowledge-based economy), which relies on the advancement of modern technology and artificial intelligence techniques in support of sports investment for the independence of football sports clubs. This viewpoint is also affirmed by 76.5% of the total study sample.

CONCLUSION

The role of sports investment in the economies of nations is significant, as it serves to attract both local and foreign investments and to host major sporting events. Such events serve as a foundation upon which a country's status and positive global image can be built, in addition to making a substantial contribution to national economic development. The concept of establishing sports companies first emerged during the implementation of professionalism in the 1990s. Initially, it was adopted extensively by European countries and subsequently by several Gulf nations. Over the past three decades, the sports industry, particularly football, has undergone a significant transformation, evolving from a primarily social and physical activity to a prominent economic and investment sector. The scope of the industry has expanded beyond the domain of competitions and championships to encompass a vast economic sector that plays a pivotal role in the growth of numerous countries. In Europe, shares of sports clubs are traded on global financial markets, and ownership changes frequently among global investors, generating substantial returns comparable to those of industrial companies.

The management aspect of any sport is a fundamental element in the promotion and prosperity of that sport. It drives progress, activates change incentives, develops factors, and addresses requirements to be more responsive to societal and environmental conditions. The management field constitutes the primary foundation for operations within football sports clubs. These concepts demonstrate the substantial significance of the management field in sports, particularly in the context of football clubs. Consequently, the field of sports management requires individuals capable of assuming responsibility for decision-making and demonstrating an understanding of the principles and practices of managing sports clubs [9].

The objective of the autonomy of sports clubs is to enhance the performance level of football clubs to achieve optimal sporting outcomes and secure financial gains and social benefits. Engagement in this domain within sports clubs will augment their budgets and propel them toward enhanced performance.

KEY FINDINGS FROM THE FIELD STUDY

In consideration of the study's objectives and hypotheses, and within the confines of the sample, the study has yielded several conclusions, the most significant of which are as follows: The privatization of sports clubs entails the transfer of ownership of currently existing sports clubs from the state to individuals or the conversion of sports clubs into private sector entities owned by individuals, with their investment activity in physical education and sports [10].

The term "sports investment" is defined as "an activity aimed at increasing an individual's capital or resources by operating or utilizing money to enhance it." This definition indicates that investment serves to activate assets and is a fundamental means of implementing development programs in general and sports programs in particular.

In recent years, legislative trends have expanded the conceptualization of sports investment, establishing a criterion for financial expenditures related to sports activities, whether with the intention of profit or otherwise, to qualify the activity as an investment endeavor.

The Emirati legislator enacted the UAE Sports Law, which permits sports clubs, federations, and the private sector, with prior approval from the relevant authorities, to establish sports companies for the independent or partnered management of one or more sports activities.

In the context of the UAE, a sports club is defined as a registered entity dedicated to the practice of one or more sports and affiliated with a recognized sports federation.

The establishment of a licensing body for professional clubs is a crucial step in the creation of a global partnership network and the development of a professional sports market, which in turn will encourage investors. Consequently, the impact of investment results in the transformation of clubs from amateur to professional status, thereby necessitating the establishment of management entities within sports federations that grant professional licenses to football clubs.

The results of the survey indicated that the target group of workers and stakeholders in the sports field in the UAE expressed a desire for administrative reform towards the complete privatization of football clubs, particularly about the application of sports privatization in UAE football clubs and the alignment with successful models such as Al Ain FC, among others. Additionally, the respondents expressed a desire to overcome the economic challenges that many sports clubs currently face and to recognize the importance of utilizing modern methods, including sports privatization [11].

The study sample indicated that 41.2% agreed that the independence of football in the UAE has significantly contributed to improvements in the sport.

A total of 37.2% of the study sample indicated that achieving independence for sports clubs would be a relatively straightforward and seamless process.

The field study sample projected a 60.8% increase in the number of independent football clubs. A majority (58.8%) of the study sample expressed appreciation for the commitment of the administrative authorities to implementing the independence of football clubs. Nevertheless,

62.7% identified potential impediments to the realization of this autonomy, whereas 74.6% anticipated that the UAE would derive substantial advantages from the implementation of football club independence.

A total of 37.2% of the study sample indicated that the laws and regulations regarding investment in sports clubs are effective and distinct in their protection of the fixed assets of these clubs.

In terms of the influence of leadership on the autonomy of sports clubs, 43.2% of respondents indicated that those in positions of authority within the sporting sector possess a substantial degree of expertise and scientific knowledge within their respective fields. However, the study sample did not confirm that sports leaders possess sufficient knowledge of the policies and strategies related to sports clubs, nor do they have a clear vision of how to achieve the country's sports development goals and strategy.

The researcher underscores the significance and necessity of training sports leaders to equip them with the knowledge and skills to achieve objectives and strategies that are aligned with the UAE Vision 2030.

A total of 78.4% of the study sample emphasized the necessity of government oversight and the establishment of legislative frameworks to regulate the approved methods for the independence of sports clubs, with the aim of ensuring the quality of these entities.

A total of 82.4% of respondents emphasized the necessity of renewing the organizational structures of clubs in order to meet the requirements for the independence of football clubs. The researcher posits that this objective can be met through the implementation of an effective awareness campaign targeting all managers and personnel in the sports sector, with a particular focus on football. This campaign should provide comprehensive information about the mechanisms of sports club independence.

A total of 90.2% of the study sample emphasized the importance of government oversight and the enactment of legislation to achieve the objectives of investors with regard to the implementation of proper independence practices.

The study sample revealed that 45.1% of respondents acknowledged the capacity of sports institutions to develop robust marketing strategies that facilitate the enhancement of their financial resources. This finding aligns with the researcher's perspective that the future of sports clubs' hinges on their independence.

Furthermore, 62.7% of the study sample concurred that a privatization strategy anchored in investment and professional sports fosters the establishment of private initiatives that contribute to the self-financing of sports clubs.

Most of the study sample (74.4%) highlighted the importance of investing in sports clubs as a essential factor in activating self-funding sources for these clubs.

A majority (68.6%) of the study sample posited that the autonomy of sports clubs would have a stimulative impact on the economy, citing the creation of competitive opportunities and the attraction of sports tourism, both domestically and internationally, as key drivers of this effect. A majority (78.5%) of the study sample asserted that investment in sports clubs and their independence would lead to the creation of job opportunities for citizens, thereby reducing unemployment rates among youth and graduates.

A 76.4% majority of the study sample indicated that the independence of sports clubs is an important and positive aspect in addressing issues of financial and administrative waste. Moreover, 80.4% of respondents indicated that the most significant positive effects of sports club independence include the creation of an attractive sports environment for athletes, enhancement of their performance, development of their talents, and encouragement of competition and sports excellence. This contributes to the integration of the sports club privatization strategy with the UAE Vision 2030 (a knowledge-based economy), which relies on the advancement of modern technology and artificial intelligence techniques to support sports investment for the independence of football sports clubs. This viewpoint is also affirmed by 76.5% of the total study sample.

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