

# Integrating Islamic Civilizational Values into Sports Governance Systems

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## Abstract

This study aims to highlight the importance of integrating Islamic civilizational values into sports governance systems as a framework that combines administrative efficiency with ethical commitment. Such integration contributes to improving the performance of sports institutions and strengthening their societal role. The study examines the conceptual framework of Islamic values and sports governance, emphasizing the areas of convergence between them. It also presents practical mechanisms through which this integration can be implemented within sports institutions, such as embedding values in regulations, activating consultative decision-making (shura), and enhancing value-based oversight. The study further identifies the positive impacts of integrating these values, including the promotion of integrity and transparency, the achievement of institutional justice, the improvement of decision-making quality, and the development of a sports culture grounded in respect and discipline. Conversely, it discusses key challenges that may hinder this approach, such as the gap between theory and practice, resistance to change, insufficient ethical training, and the difficulty of reconciling global standards with cultural specificity. The study concludes that integrating Islamic civilizational values into sports governance represents a strategic necessity for balancing authenticity and modernity. This requires the adoption of clear policies, the strengthening of value-based leadership, and the activation of monitoring and training tools to ensure the effective and sustainable institutionalization of this model.

**Keywords:** Islamic Civilizational Values, Sports Governance, Integrity, Transparency, Shura

## Introduction

Sports governance has witnessed significant development in the modern era, emerging as a fundamental regulatory framework concerned with organizing the operations of sports institutions and enhancing their efficiency and transparency. This ensures the achievement of both sporting and social objectives. Governance is no longer confined to administrative or financial dimensions; rather, it now encompasses ethical and value-based aspects, which constitute a cornerstone in guiding institutional behavior and ensuring the integrity of decision-making within the sports system.

In this context, Islamic civilizational values emerge as a comprehensive system of principles that regulate various aspects of life, including the field of sports. These values are founded on core principles such as justice, trustworthiness, consultation (shura), responsibility, excellence (ihsan), and respect for others. They are not merely abstract moral guidelines but represent a practical framework that can be integrated into sports governance systems to enhance their effectiveness and provide a humanistic and culturally relevant dimension aligned with the characteristics of Islamic societies.

The importance of this topic is further amplified by the challenges faced by contemporary sports institutions, including limited transparency in certain practices, conflicts of interest, and weak accountability mechanisms. These challenges necessitate the exploration of balanced governance models that combine administrative efficiency with ethical commitment. Accordingly, integrating Islamic civilizational values into sports governance systems represents a critical approach to reorienting sports practices toward integrity, justice, and sustainability.

The research problem centers on the extent to which Islamic civilizational values can be utilized in developing sports governance systems and their capacity to address deficiencies in the practical implementation of governance. It seeks to achieve a balance between organizational and ethical dimensions in managing sports affairs. From this perspective, the study aims to analyze the integration between Islamic values and modern governance principles and to clarify its impact on enhancing institutional performance and elevating sports culture within society.

### *Section One: Conceptual Framework for Integrating Islamic Civilizational Values into Sports Governance Systems*

Defining the conceptual framework for integrating Islamic civilizational values into sports governance systems is a fundamental step that cannot be overlooked. Any rigorous academic analysis requires first establishing clear definitions of key concepts to build a coherent understanding of the relationship between values and governance in the sports domain. A lack of conceptual clarity may lead to confusion between the theoretical ethical dimension and the applied organizational dimension, thereby weakening the potential for genuine integration within sports institutions.

Islamic civilizational values can be defined as an integrated system of ethical and behavioral principles derived from Islamic law (Sharia), aimed at regulating human life across various domains while balancing individual and collective interests. These values are not limited to abstract moral exhortations but possess a practical and applicable nature that makes them suitable for integration into modern institutional systems.

Among the most prominent of these values is justice, which serves as the foundation of any sound system. It requires equality among stakeholders, the prevention of discrimination or favoritism, and the fair distribution of rights and responsibilities. Trustworthiness (amanah) is another central value, obligating those in positions of authority to act with the highest levels of integrity and honesty and to avoid exploiting their roles for personal gain.

Additionally, shura (consultation) represents a key pillar in Islamic thought, emphasizing the inclusion of experts and stakeholders in decision-making processes. This aligns closely with modern governance principles that promote participation and decentralized decision-making. The value of ihsan (excellence) encourages high-quality performance and continuous improvement beyond minimum requirements, thereby enhancing institutional effectiveness. Responsibility is also essential, as it entails accountability for actions and reinforces the principle of self-regulation prior to external oversight.

Sports governance, on the other hand, refers to the organizational framework through which sports institutions are managed according to a set of rules and standards that ensure efficiency, transparency, and integrity. It encompasses decision-making mechanisms, the distribution of authority, the management of financial and human resources, and systems of oversight and accountability. The importance of governance in sports has grown due to the sector's expansion and its increasing economic and social significance, which necessitate clear standards to prevent corruption and mismanagement.

Modern sports governance is based on several key principles, foremost among them transparency, which involves clarity of procedures and disclosure of information to stakeholders. Accountability requires decision-makers to bear responsibility for their actions and to be subject to evaluation and sanction when necessary. Justice ensures fairness among all participants in the sports system, including players, administrators, and audiences. Efficiency focuses on the optimal use of available resources.

An analysis of the relationship between Islamic civilizational values and sports governance systems reveals a deep convergence between the two. Many modern governance principles are rooted in Islamic values: transparency is closely linked to honesty and trustworthiness, accountability corresponds to responsibility and answerability, and justice is a central value in both frameworks. This convergence extends beyond theory into practice, as these values can be translated into concrete policies and procedures within sports institutions.

Therefore, integrating Islamic civilizational values into sports governance systems is not merely a superficial adaptation but rather an ethical grounding that enhances governance effectiveness and provides a culturally relevant dimension. This integration involves embedding values at all levels of institutional work, from drafting regulations to decision-making and daily practices. It requires institutional awareness of the importance of ethical dimensions, along with the development of practical tools such as value-based codes of conduct, the promotion of integrity culture, and the activation of consultative mechanisms in decision-making.

Such integration contributes to balancing organizational and ethical dimensions, ensuring that governance extends beyond procedural compliance to encompass internalized values that guide institutional behavior. This, in turn, enhances public trust in sports institutions, reduces corruption and mismanagement, and positions sports as a field that reflects societal values rather than merely competitive activity.

*Section Two: Mechanisms for Integrating Islamic Civilizational Values into Sports Governance Systems and Their Practical Applications*

Transitioning from the conceptual framework to practical application is a critical step in activating the integration of Islamic civilizational values within sports governance systems. The real challenge lies not in identifying these values but in translating them into actionable policies, procedures, and institutional behaviors that can be systematically implemented and evaluated.

One primary mechanism is the incorporation of Islamic values into the legislative and organizational structures of sports institutions. Principles such as justice, trustworthiness, integrity, and responsibility should be explicitly embedded in internal regulations and administrative systems. These values must be reflected in clear rules governing decision-making, recruitment and promotion criteria, and resource allocation to ensure fairness and prevent favoritism or conflicts of interest.

Ethical codes of conduct also serve as a key practical tool, providing a structured framework that defines expected ethical standards for all members of the institution, including administrators, players, and coaches. These codes can be derived from Islamic values and include principles such as honesty, respect for competitors, adherence to rules, accountability, and rejection of corruption. They help standardize institutional behavior and clarify ethical boundaries.

Another important mechanism is the activation of shura in sports decision-making by involving experts and stakeholders in strategic decisions. This aligns with modern governance concepts of participation and transparency and contributes to improving decision quality while reducing bias and error. This can be implemented through advisory committees, internal voting systems, or stakeholder representation in key decisions.

Value-based monitoring and accountability mechanisms are equally essential. Oversight should extend beyond financial and administrative aspects to include ethical behavior and adherence to institutional values. This can be achieved through independent monitoring units, performance evaluation systems that incorporate ethical criteria, and clear sanctions for ethical violations.

Equally important is the development of an institutional culture grounded in Islamic values. The success of governance systems largely depends on how deeply these values are embedded in the awareness and daily practices of individuals within the organization. This can be fostered through training and capacity-building programs focused on ethical awareness, as well as through leadership that exemplifies these values in practice.

Technology can also play a supportive role in value-based governance by enhancing transparency through digital systems that publish financial reports, provide public access to information, and document procedures and decisions clearly. In this sense, technology becomes a tool for reinforcing honesty and reducing opportunities for corruption.

Collectively, these mechanisms demonstrate that integrating Islamic civilizational values into sports governance is a multidimensional and practical process requiring alignment between

legislation, management, institutional culture, and oversight. Its success depends on genuine institutional commitment and recognition that values are not a constraint on performance but a fundamental driver of sustainability and excellence.

Accordingly, the implementation of these mechanisms contributes to building a comprehensive sports governance model that combines administrative efficiency with ethical commitment, reflects Islamic civilizational values in all aspects of sports practice, enhances public trust, and elevates sports to a more responsible and human-centered domain.

### *Section Three: The Impacts of Integrating Islamic Civilizational Values into Sports Governance Systems and Associated Challenges*

#### *First: Enhancing Integrity and Transparency within Sports Institutions*

The integration of Islamic civilizational values foremost among them trustworthiness and honesty constitutes a key factor in strengthening integrity within sports institutions. These values serve as an ethical deterrent against administrative or financial misconduct, even in the absence of direct oversight. When administrators recognize that responsibility extends beyond legal obligations to include moral accountability, institutional behavior becomes grounded in self-regulation. Transparency, as a fundamental principle of governance, is likewise reinforced by Islamic values that emphasize clarity and openness. This is reflected in the disclosure of information, the clarity of procedures, and the accessibility of data to stakeholders, ultimately enhancing public trust in sports institutions.

#### *Second: Achieving Institutional Justice and Equal Opportunities*

The incorporation of justice as a core Islamic value contributes to establishing fairness within the sports system, ensuring that the distribution of opportunities and resources is based on objective criteria rather than favoritism or discrimination. This is evident in areas such as player selection, administrative appointments, and the allocation of financial support and privileges. A value-based framework that mandates justice reduces internal conflicts and fosters a sense of fairness among all stakeholders, thereby promoting institutional stability and improving overall performance.

#### *Third: Improving Decision-Making Quality through Shura (Consultation)*

The principle of shura aligns closely with modern governance concepts centered on institutional participation. By involving experts and stakeholders in decision-making processes, it enhances the quality of decisions through the diversity of perspectives and the consideration of multiple alternatives. This approach reduces the likelihood of error or individual bias. Moreover, the adoption of consultative practices strengthens employees' sense of belonging and responsibility, as they perceive themselves as active contributors rather than mere implementers, thereby fostering organizational commitment and teamwork.

#### *Fourth: Building a Value-Based Sports Culture*

The integration of Islamic civilizational values extends beyond administrative processes to the development of a broader sports culture grounded in respect, discipline, and fair competition. Sports institutions that embrace these values contribute to their dissemination among athletes and spectators, helping to reduce fanaticism and violence while promoting civilized conduct in both support and participation. Furthermore, this approach positions sports as an

educational tool for instilling values among youth, rather than merely a recreational or competitive activity.

*Fifth: The Challenge of Bridging Theory and Practice*

Despite the clarity of Islamic civilizational values and their theoretical compatibility with governance systems, the primary challenge lies in translating these values into actual practice within sports institutions. Values are often included in formal documents and regulations without being reflected in daily behavior, creating a gap between theory and implementation. This issue is frequently linked to weak monitoring mechanisms or the absence of clear tools for measuring value adherence, highlighting the need for practical frameworks that ensure consistent application.

*Sixth: Resistance to Change within Sports Institutions*

The process of integrating Islamic values may encounter resistance from individuals accustomed to traditional administrative practices or motivated by personal interests. Such resistance may manifest in reluctance to adopt change or in underestimating the importance of ethical dimensions, thereby hindering institutional reform. Consequently, successful integration requires informed leadership capable of managing change, promoting a value-oriented culture, and convincing stakeholders of the role of values in enhancing institutional performance.

*Seventh: Balancing Global Standards with Cultural Specificity*

Sports institutions operate within a global environment governed by international standards, which creates a challenge in reconciling these standards with Islamic civilizational values. Strict adherence to global models may overlook the cultural particularities of Islamic societies, while excessive emphasis on local specificity may lead to isolation from international frameworks. Therefore, there is a need to develop a balanced governance model that integrates global standards with Islamic values in a complementary manner.

*Eighth: Limited Training and Qualification in Value-Based Governance*

A lack of specialized training in value-based governance represents a significant obstacle to the effective implementation of this model. Many professionals in the sports sector lack sufficient knowledge of how to translate values into practical applications. Although these values are conceptually clear, they require institutional structuring and systematic training to guide their application in management, oversight, and decision-making processes. This underscores the importance of developing specialized training programs that combine administrative and ethical dimensions.

*Section Four: Requirements for Activating the Integration of Islamic Civilizational Values into Sports Governance Systems*

*First: Institutional Will and Value-Based Leadership*

Institutional commitment is a fundamental prerequisite for successfully integrating Islamic civilizational values into sports governance systems. No value-based framework can be effectively established in an environment lacking genuine conviction in its importance. In this regard, administrative leadership plays a pivotal role in adopting this approach and translating it into clear policies and practical actions. Value-based leadership not only issues directives

but also embodies these values in daily conduct, serving as a model for others and fostering an ethical culture within the institution.

*Second: Developing the Legislative and Regulatory Framework*

The integration of Islamic values requires a supportive legislative and organizational framework that formally institutionalizes these principles within sports organizations. This includes embedding values in internal regulations, operational systems, and codes of conduct, ensuring they become an integral part of the institution's legal structure. These provisions must be clear, actionable, and accompanied by mechanisms that ensure compliance, preventing them from remaining merely symbolic statements.

*Third: Establishing a Value-Based Oversight System*

Effective value-based governance necessitates a robust monitoring system that ensures adherence to ethical principles alongside administrative standards. Oversight should extend beyond financial and procedural aspects to include behaviors and practices reflecting commitment to institutional values. This requires the establishment of independent internal control units, the adoption of evaluation tools that incorporate ethical dimensions, and the enforcement of clear sanctions for violations to reinforce accountability and deter misconduct.

*Fourth: Continuous Training and Capacity Building in Value-Based Governance*

Investing in human capital is essential for the successful integration of Islamic values into sports governance. Values cannot be effectively implemented without adequate awareness among employees regarding their practical application. Training programs that combine administrative knowledge with ethical understanding are therefore crucial. These programs should aim to develop ethical decision-making skills, promote integrity and responsibility, and standardize interpretations of values within the institution.

*Fifth: Institutionalizing a Value-Based Organizational Culture*

The success of any governance system largely depends on the prevailing organizational culture. Embedding Islamic civilizational values requires cultivating a culture that promotes respect, justice, discipline, and teamwork. This can be achieved through continuous awareness initiatives, the encouragement of positive behavior, and the alignment of values with incentive and evaluation systems, ensuring that ethical conduct is recognized and rewarded.

*Sixth: Leveraging Technology to Enhance Value-Based Transparency*

Technology represents a modern tool that can support the implementation of values in sports governance systems by enhancing transparency. Digital systems facilitate the dissemination of information, the documentation of procedures, and the accessibility of data to stakeholders. The adoption of such systems reduces opportunities for manipulation or ambiguity and enhances the clarity of institutional processes. Additionally, technology enables objective performance tracking and evaluation of value adherence, thereby reinforcing accountability.

*Seventh: Community Engagement and Promoting Value Awareness*

The application of Islamic values extends beyond sports institutions to the broader community, including fans, media, and supporting entities. Building partnerships with these stakeholders is essential for raising awareness of the importance of values in sports, promoting ethical fan behavior, and encouraging responsible participation. Sports institutions both influence and are influenced by society, making community engagement a critical component of successful value-based governance.

*Eighth: Continuous Evaluation and Sustainable Development*

The integration of Islamic civilizational values into sports governance is an ongoing process that requires regular evaluation and continuous improvement to ensure its effectiveness and adaptability. This includes reviewing policies and regulations, assessing levels of value adherence, identifying strengths and weaknesses, and implementing improvements. Continuous evaluation also facilitates the early identification of challenges and the development of appropriate solutions, ensuring the sustainability of this governance model.

**Conclusion**

This study concludes that integrating Islamic civilizational values into sports The integration of Islamic civilizational values into sports governance systems represents a compelling and timely approach to advancing contemporary sports management, particularly in contexts seeking to reconcile ethical authenticity with global governance standards. This study is motivated by the growing need to address persistent challenges in sports institutions such as governance inefficiencies, ethical lapses, and cultural misalignment through a value-driven framework that is both contextually grounded and globally relevant. Accordingly, the study contributes to the literature by offering a conceptual and practical model that bridges Islamic ethical principles with modern governance practices, thereby enriching current debates on good governance in sports.

This integration achieves a balance between organizational effectiveness and ethical integrity, contributing to the development of a sports system grounded in justice, accountability, and responsibility. Core Islamic values such as justice, trustworthiness, consultation, excellence, and accountability demonstrate strong alignment with contemporary governance principles. Their incorporation is not merely theoretical; rather, it provides actionable pathways for enhancing transparency, improving the quality of decision-making, and ensuring equity within sports institutions.

Moreover, the study demonstrates that this integrative approach extends beyond administrative reform to foster a constructive sports culture characterized by respect, discipline, and fair competition. It highlights the potential of value-based governance to mitigate issues such as fanaticism and violence, while strengthening the role of sports as a vehicle for social cohesion and ethical development, particularly among youth.

Despite these contributions, the study also identifies several challenges that may hinder effective implementation, including the persistent gap between theoretical frameworks and practical application, resistance to organizational change, limited expertise in value-based governance, and the complexity of aligning international governance standards with local cultural contexts.

In response, the study proposes a set of practical recommendations, including the development of context-sensitive regulatory frameworks, the strengthening of ethically informed leadership, the activation of robust monitoring and accountability mechanisms, and sustained investment in training and capacity building. Furthermore, fostering an organizational culture rooted in shared values and leveraging digital technologies to enhance transparency are identified as critical enablers of successful implementation.

In conclusion, this study contributes a comprehensive and integrative governance model that harmonizes tradition with modernity. It offers both theoretical and practical insights into how Islamic civilizational values can be effectively operationalized within sports governance, thereby supporting institutional advancement, promoting sustainable development, and reinforcing ethical values within the sports sector and broader society.

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