

The Role of the Guidance Function in Sports Facility Management

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Abstract:

The current study aimed to identify the role and importance of the guidance function in the management and organization of sports facilities, The descriptive survey approach was used, where the study was conducted on a sample of (20) managers of sports facilities, They were selected by simple random method, The study tool represented by the questionnaire, which contained three axes, and the most important results revealed that the guidance function has a positive role in the management of sports facilities, and leadership has a positive role in the management of sports facilities, and also resulted in a positive impact of communication in the management of sports facilities.

KEY WORDS : Guidance ; Management ; Sports Facilities.

المخلص:

هدفت الدراسة الحالية إلى التعرف على دور و أهمية وظيفة التوجيه في إدارة وتنظيم المنشآت الرياضية، وقد أستخدم المنهج الوصفي المسحي، حيث أجريت الدراسة على عينة تكونت من (20) مديراً للمنشآت الرياضية، تم إختيارهم بالطريقة العشوائية البسيطة، وتمثلت أداة الدراسة في الإستبيان، حيث إحتوى على ثلاث محاور، وقد أسفرت أهم النتائج على أن لوظيفة التوجيه دور إيجابي في إدارة المنشآت الرياضية، وأن للقيادة دور إيجابي في إدارة المنشآت الرياضية، وأسفرت كذلك على وجود تأثير إيجابي للإتصال في إدارة المنشآت الرياضية.

الكلمات المفتاحية: التوجيه ؛ الإدارة ؛ المنشآت الرياضية.

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1-Introduction:

Sports management is the foundation for the progress of all human, economic, political, and social activities. Without it, the progress that we see in the world today would be challenging to achieve. As a human activity, sports have significantly expanded and diversified due to growing interest, making it essential to follow a scientific approach in its organization. Consequently, Management has become the foundation of all success. Progress in sports is a clear reflection of a nation's ability to implement modern sports management practices across all their athletic activities (Noaman, Sharaf El-Din, 2010: 7).

Researchers have focused a significant amount of attention on the study of human relations and how they affect organizational management since the human element is essential to both the art and science of management. An essential part of directing human endeavors toward accomplishing corporate objectives is the guidance function. The institution's performance and success are ultimately determined by how well these targeted initiatives work. As such, the guiding function functions as a useful gauge of an organization's managerial efficacy and administrative capacity. The effectiveness of workers' performance is partly influenced by the management's ability to provide direction, but it is also a function of the organizational environment. If the environment does not foster optimal performance, then administrative guidance alone will not be effective. For an organization to achieve the best results, it is essential to establish conditions that promote enthusiastic cooperation among all employees enabling them to work together towards both personal and collective goals. Since the primary aim of guidance is the effective utilization of employees, the responsibility for this lies heavily on management. However, involving employees in decision-making related to direction can create an organizational climate that boosts their enthusiasm and loyalty to the organization (Belakhder, 2017: 10).

Giving directions, guidelines, and orders is the task of managing, and it is a skill that requires practice to be mastered. The goal of guidance is to achieve certain goals, which requires both the leader and the subordinate to have the same mental model. Precise execution is made possible by this alignment, which guarantees that the subordinate completely comprehends the leader's intent and goals. To effectively accomplish the specified aims, directives must therefore be reasonable, explicit, and within the purview of authority for both the

leader and the subordinate. It is erroneous to believe that giving a command and expecting compliance from the subordinate is sufficient (Mokrani, 2016: 16).

Undoubtedly, just like in other spheres of life, sporting facilities have seen tremendous growth, becoming larger and serving a wider range of purposes. To support the facility's growth and stability, this expansion calls for the presence of efficient sports management that makes the best use of all available resources, especially in reaction to shifting environmental conditions. In order to do this, several basic tasks need to be completed, starting with the first and most important administrative task, planning. Without a strong planning component, management cannot be carried out efficiently. Furthermore, success depends on effective guiding, the most difficult administrative function because of its connections to all other administrative activities, especially guidance, communication, and performance evaluation (Al-Najjar, 1993: 15).

Guidance is a fundamental function of the administrative process, closely interconnected with other managerial functions. It involves supervising subordinates, communicating with them, providing direction, motivating them, and leading them throughout the execution of tasks. Additionally, guidance encompasses the evaluation of their overall performance during the execution process. Essentially, guidance is a process of communication and interaction, deeply linked to guidance styles and the presence or absence of motivation and incentives. It is considered the third major function of a manager. Simply put, the directing function can be defined as the process through which individuals are informed of what needs to be done, and ensuring that each person is putting forth their best effort to accomplish the tasks assigned to them (Abu Qahf, 2002: 393).

From the above, we can ask the following general question: Does the guidance function have a positive role in the management of sports facilities?

From this general question, the following specific questions arise:

- Does leadership have a positive role in managing sports facilities?
- Does communication have a positive impact on the management of sports facilities?

Study hypotheses:

General hypothesis:

The guidance function has a positive role in the management of sports facilities.

Partial hypotheses:

- leadership has a positive role in managing sports facilities.
- communication has a positive impact on the management of sports facilities.

There are several previous and related studies that have touched on topics similar to this one, including the following:

- A study (Belakhder, 2017): This study aims to highlight the importance of the guidance function and the leadership and communication in the management of sports facilities, and to identify the different obstacles facing the guidance process. A descriptive approach was used, The study sample included (20) sports facility directors from the state of Biskra, selected through a simple random sampling method. Data was collected using a two-axis questionnaire. The study's findings indicated that all managers care about and employ the guidance process in their management and organization of facilities, contributing to the advancement of administrative thought and planning. Additionally, the study highlighted that leadership plays a role in managing sports facilities, and communication has an impact on their management.
- A study (Mokrani, 2016): The study aims to clarify the impact of the guidance function on the management of sports facilities, and to find out the nature of the difficulties facing the guidance process, The descriptive method was used, The study was conducted on a sample of (30) employees of the Directorate of Youth and Sports in the governorate of Biskra, They were chosen in a simple random way. Data was collected using a three-pronged questionnaire. The study found that employees recognize the importance of the guidance function in administrative work, which facilitates the organization, operation, and management of sports facilities. Additionally, it concluded that the guidance function plays a significant role in planning and achieving the institution's objectives.
- A study (Damana, 2008): This study aimed at the necessity of paying attention to the process of administrative organization, and to give the utmost importance to human resource management in the sports field. A descriptive-analytic approach was used. The sample consisted of (64) individuals working at the sports complex in Laghouat, including managers, administrative staff, and professional workers, selected through a comprehensive survey method. Data were collected using both observation and a two-axis questionnaire. The study's results indicated that the success of human resources management is closely

linked to its role in organizing human relations and decision-making within the sports facility. Furthermore, increased focus on administrative processes related to human resources management leads to both human and administrative stability within the facility.

2- General objective of the study:

This study aimed to identify the role of guidance and its importance in organizing, managing and achieving objectives in sports facilities, in addition to highlighting the reasons for the success and failure of these facilities, The importance of this research lies in highlighting both the leadership and communication processes in the management of sports facilities, and identifying the difficulties facing the guidance process in managing these facilities, in addition to providing the most important solutions and suggestions for employing the guidance function in the management of sports facilities.

3- Procedural definition of the concepts mentioned in the research:

- **Management:** (Ali, Al-Sawy, 1994) Administration refers to the activity aimed at coordinating and cooperating among individuals to achieve a common goal.

The researcher concludes as Administration encompasses all processes involved in implementing public policies and achieving their objectives.

- **Guidance:** (Ulrike, Moyrhofer, 2007) Guiding workers on how to perform their tasks, while motivating and encouraging them to work efficiently in both the short and long term.

The researcher concludes as An administrative function through which the manager of a sports facility guides, encourage,s, and motivates employees to perform their duties effectively, with the aim of achieving the facility's predetermined goals.

- **Sports facilities:** (Abdel Wahab, Zwawi, and others, 2020) A sports facility is defined as any public venue specifically designed for sports and physical activities, meeting the necessary technical, health, and security conditions to support these activities.

The researcher concludes as A sports facility is the fundamental component of sports development efforts. It governs the entire future of sports and serves as the foundation for any initiatives aimed at expanding and generalizing sports practices.

4- The methodological procedures used in the study:

4-1 Method and tools:

- Approach used:

The researchers used the descriptive survey approach.

- The exploratory study:

In order to conduct any field research correctly, it is imperative for the researcher to conduct an exploratory study. This is the first step we took to determine the suitability of the field of study for field research procedures, to ensure the validity of the tools used, and to identify potential difficulties. Before commencing the field study, a reconnaissance study was conducted in several sports facilities in the state of Medea. The aim was to familiarize ourselves with the facility managers, and he took their approval for the field study, and Recognize the sample members.

- Sample and methods of selection:

The sample comprised (20) directors from various sports facilities within the state of Medea, representing 20% of the study population. The participants were selected using a simple random sampling technique.

- Fields of study:

Human field: This study focused on directors of sports facilities in the state of Medea.

Spatial field: The research was conducted within several sports facilities in the state of Medea.

temporal field: This study took from the beginning of October 2018 until the end of May 2019.

- Study procedures:

Independent Variable: guidance function.

Dependent Variable: sports facility management.

- Study Tool:

The researchers used the questionnaire as a tool for the study, they built it by going through various scientific references, where the study tool in its initial form consisted of (14) statements distributed on three axes, and after modifying some statements, the study tool in its final form consisted of (14) statements distributed on three axes, after that we distributed the tool to the members of the study sample, where (20) questionnaires were distributed to them and all were returned, where they expressed their opinions of the questionnaire statements, and then we unpacked the data and information and processed it statistically.

- The scientific foundations of the tool:

The Honesty:

To ensure the honesty of the tool, it was presented to a number of arbitrators with specialization, scientific qualifications and experience, which numbered (05) arbitrators. Faculty members at the University of Biskra, To give feedback on whether or not the statements are clear, about whether or not the statements belong in the domain, They can also modify, add or delete what they see fit, They were also encouraged to offer any other suggestions they deemed appropriate.

Based on the feedback from the arbitrators, several statements were rephrased to improve clarity and relevance. Initially, the study tool consisted of (14) statements. After being reviewed and revised by the expert panel, the tool retained its structure but included some modifications to the statements within the three axes. Consequently, The finalized tool consists of (14) statements distributed as follows: First Axis: The guidance function has a positive role in the management of sports facilities, including (5) statements.

Second Axis: leadership has a positive role in managing sports facilities, including (5) statements.

Third Axis: The communication process has a positive impact on the management of sports facilities, including (4) statements.

The Consistency:

The consistency coefficients on all axes of the study tool and the tool as a whole were extracted through the Cronbach's alpha equation method, where: N=20 and Table (01) shows this.

Table N°1: Consistency coefficient (Cronbach alpha) for the study tool

The questionnaire	Consistency coefficient (Cronbach alpha)
The first axis	0.74
The second axis	0.84
The third axis	0.82
All axes	0.80

Source: Authors, 2019

By the table above, it is clear that the consistency coefficients (Cronbach's Alpha) ranged from (0.74 to 0.84). These values are considered high and acceptable for application purposes. as most studies indicate that a consistency coefficient of (0.60) is deemed acceptable (Amir, Sonderpandian, 2002).

- Statistical tools:

The researchers used the following statistical tools:

- Cronbach's alpha.

- Frequencies and percentages.
- K-squared test (Ka2).

4-2 Presentation and Analysis of Results:

First hypothesis:

Table N°2: Results of the first axis

Axis 1 questions	Statements	Repetition	%	Chi-squared T	Chi-squared test	Sig level	Degree of freedom	Statistical Significance
Q1	Yes	20	100%	20	3.84	0.05	1	sig
	no	0	0%					
Q2	Yes	20	100%	20	3.84	0.05	1	sig
	no	0	0%					
Q3	Yes	20	100%	20	3.84	0.05	1	sig
	no	0	0%					
Q4	The basis for avoiding conflicts in orders and Instructions	3	15%	3.39	11.07	0.5	5	Not sig
	The necessity of cooperation at the same organizational level	5	25%					
	Fairness in treatment	5	25%					
	The necessity of making decisions	3	15%					
	Developing the concept of self-control	1	05%					
	The spirit of loyalty and Sense of responsibility	3	15%					
Q5	Coherence of goals	6	30%	0.8	7.81	0.05	3	Not sig
	Direct supervision	6	30%					
	Democratic leadership	4	20%					
	Follow up and provide the necessary information	4	20%					

Source: Authors, 2019

The results of the above table related to the first question, it is evident that all managers agreed that guidance plays a role in

revitalizing dynamic life in the organization and management of sports facilities. This is explained by the 100% of yes answers, leading to the conclusion that all sports facility managers believe that guidance is highly valuable, as it plays a crucial role in encouraging work, fostering a sense of responsibility, and ensuring commitment to duties, ultimately leading to effective performance.

Regarding the second question, the 100% agreement among managers serves as evidence that they all recognize guidance as the process of giving orders, directions, and leadership to achieve the organization's goals. This includes expressing sound opinions during the order-issuing process and maintaining self-control. The ability to interact and understand people when practicing leadership was also highlighted. This confirms that all managers agree that a manager must remain calm and balanced when utilizing the guidance process due to the responsibilities it entails, particularly in how guidance tools are used to achieve organizational goals.

For the third question, We find that 100% of the managers' answers indicated that all of them agreed that mentoring is one of the main pillars of the administrative process within sports facilities. This is because it encompasses several essential elements that are indispensable in the management process, such as motivation, realism, leadership, and effective supervision. Consequently, it is concluded that all managers prioritize the guidance process and employ it in their facility management and organization, as it inevitably leads to the development of administrative thinking and planning.

In relation to the fourth question, 15% of the managers' responses suggested that guidance provides the foundation for avoiding conflicts in orders and instructions. An equal percentage indicated that guidance is essential for decision-making, and another 15% believed that guidance fosters loyalty and a sense of responsibility. Additionally, 25% of managers emphasized the necessity of cooperation at the same organizational level as a key activity of guidance, with the same percentage recognizing that guidance promotes fair treatment. Meanwhile, 5% highlighted that guidance enhances the concept of self-control. From these results, it can be inferred that most managers of sports facilities share the belief that guidance has general principles that aid in the management and organization of sports facilities.

Regarding the fifth question, 30% of managers' responses indicated that the directing function results in goal consistency. An

equal percentage of responses highlighted that direct supervision is one of the important functions emerging from the guidance process. Furthermore, 20% of the opinions suggested that the guidance function is based on democratic leadership, with another 20% indicating that it also relies on follow-up and provides essential information for the management of sports facilities. This suggests that most managers emphasize that the directing function ensures goal consistency and that direct supervision facilitates the management of sports facilities.

Second hypothesis:

Table N°3: Results of the second axis

Axis 2 ques tion s	Statements	Re pet itio n	%	Chi- Squa re calcu lated	Chi- squa re t test	Sig level	Deg ree of free dom	Stati stica l signi fica nce
Q6	Yes	20	100%	20	3.84	0.05	1	sig
	no	0	0%					
Q7	Ability to supervise	4	20%	0	9.49	0.05	4	Not sig
	The ability to resolve matters	4	20%					
	Self-confidence in achievement	4	20%					
	Power and control	4	20%					
	Vitality	4	20%					
Q8	Your decisions come from the group (discussion and group thinking)	9	45%	1.9	5.99	0.05	2	Not sig
	You determine all aspects of activity and procedures without consultation	4	20%					
	You leave the group to act and make decisions	7	35%					
Q9	Merit in using the organization	5	25%	0	7.81	0.05	3	Not sig
	Exciting teamwork	5	25%					

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Axis 2 questions	Statements	Repetition	%	Chi-Square calculated	Chi-square test	Sig level	Degree of freedom	Statistical significance
	Express good opinions	5	25%					
	Self-control and integrity	5	25%					
Q10	The ability to understand and interact with people	5	25%	0	7.81	0.05	3	Not sig
	The ability to create a work spirit	5	25%					
	Knowledge and understanding of the type of work	5	25%					
	The ability to visualize things	5	25%					

Source: Authors, 2019

The results of the above table related to the sixth question, it is evident that all managers agree that leadership influences individuals and encourages them to achieve the facility's goals. This conclusion is supported by the fact that 100% of the responses were affirmative, leading to the conclusion that managers view leadership as a fundamental administrative function essential for influencing individuals to encourage them to achieve set goals.

Regarding the results of the seventh question, the concept of leadership among managers of sports facilities is clear to us, and it is considered as the ability to supervise by 20%, and the same percentage as the previous for decisiveness, self-confidence in achievement, strength and control, and vitality, leading to the conclusion that managers believe that those who possess these factors or characteristics are considered successful leaders, making the processes of organizing and managing easier.

For the eighth question, it was found that 45% of managers indicated that their decisions are made through group discussion (groupthink), while 20% of responses revealed that managers do not consult in determining their activities and procedures, instead leaving decision-making to the group. Additionally, 35% of responses reflected that managers sometimes rely on group decision-making.

leading to the conclusion that most managers tend to apply democratic leadership in managing sports facilities. They sometimes employ a moderate, directed leadership style stemming from group decision-making, while most abstain from practicing authoritarian leadership.

Regarding the ninth question, 25% of managers highlighted the characteristics and advantages in leadership that, collectively, lead to achieving the set goals. This leads to the conclusion that all managers unanimously agree that the leadership process is based on motivating individuals to act, fostering teamwork, and promoting common competencies, which can be effectively utilized through organizational competence, sound judgment, and self-control.

As for the tenth question, managers unanimously agreed on the importance of skills such as the ability to understand and interact with people, create a work spirit, understand the type of work, and visualize things as essential qualities in a manager's personality. This is reflected in the 25% agreement shown in the table results. From this, it can be concluded that managers are aware of the importance of possessing these skills to enhance human relations, foster a sense of responsibility, and increase intellectual skills, all of which contribute to achieving organized management through effective leadership skills.

Third hypothesis:

Table N°4: Results of the third axis

Axis 3 quest ions	Statements	Re pet ition	%	Chi- squa re calcu lated	Chi- squa re t test	Sig level	Deg ree of free dom	Stati stical signi fican ce
Q11	Exchange of nformation	2	10%	2.4	7.81	0.05	3	Not sig
	Disseminating ideas and directions related to work	6	30%					
	Publish instructions and orders related to implementation	6	30%					
	Establishing organizational values and standards	6	30%					
Q12	Official communication	15	75%	5	3.84	0.05	1	sig
	Informal	5	25%					

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	communication							
Q13	Great effect	20	100%	20	3.84	0.05	1	sig
	Small effect	0	0%					
Q14	There are difficulties and obstacles	20	100%	20	3.84	0.05	1	sig
	There are no difficulties and obstacles	0	0%					

Source: Authors, 2019

The results from Table regarding the eleventh question reveal that 10% of the total responses indicate that communication relies on the exchange of information. Meanwhile, 30% of the managers responses suggest that communication involves the dissemination of ideas and directions related to work, giving instructions and commands related to execution, and embedding organizational values and standards. From this, we can conclude that these proposed standards collectively clarify the most important aspects a leader or manager should follow to effectively convey ideas and directions within the communication process.

As for the results of the twelfth question, 75% of the managers' responses agreed that the first type of formal communication is adopted, which is formal communication. According to them, this means direct communication between the superior and subordinate across all forms of communication. Meanwhile, 25% use informal communication and consider it necessary in most cases. This leads to the conclusion that both types of communication are employed by managers because they complement each other, fostering sound management with a formal nature, supported by human relationships within the communication process.

As for the results of the thirteenth question, all managers agreed on the importance of adopting the communication process as a critical tool and a fundamental pillar of the administrative process. Therefore, we conclude that the communication process is necessary and inevitable, as it aims to achieve a flexible administrative process with administrative work taking priority, supported by human relationships. As for the results of the fourteenth question, it turned out that all managers agreed on the existence of difficulties and obstacles, and from this we conclude that these difficulties during the process of guidance and communication and during the management of the sports facility, including those that hinder the administrative work and those that make their personal tasks difficult, and all the mentioned

problems focused on organizational problems and problems related to concepts and perceptions within the work team.

4-3 Discussion and interpretation of the results:

First hypothesis: Based on the results shown in Table: 2, it can be said that the first hypothesis has been realized, These results are ascribed to the significant role played by the guidance function in the management of sports facilities, This is as indicated by Abu Qahf (2002) in his definition of the guidance function, It is considered the third function of the manager's main functions, and it is a process through which individuals are informed of what must be done and to know or ensure that each individual is doing his best to accomplish the work assigned to him, The findings of this study are consistent with those of Belakhder (2017), whose study also found that all managers value the guidance process and utilize it in their management and organization of facilities, leading to the development of administrative thought and planning. Similarly, the results align with those of Mokrani (2016), whose study concluded that the guidance function plays a role in achieving the organization's goals.

Second hypothesis: Based on the results shown in Table: 3, it can be said that the second hypothesis has been realized. These results emphasize the important role that leadership plays in the effective management of sports facilities, from the point of view of the managers of various sports facilities in the governorate of Medea. This aligns with Marwan's (2000) discussion of leadership traits and characteristics as essential for achieving goals. Studies have shown the importance of leadership style in influencing individual performance, emphasizing that leadership is fundamentally a human process aimed at motivating individuals and driving them toward achieving goals. leadership is also centered on authority and responsibility. The findings of this study are consistent with those of Belakhder (2017), whose study also found that leadership plays a crucial role in the management of sports facilities.

Third hypothesis: Based on the results shown in Table: 4, it can be said that the third hypothesis has been realized. These results highlight the important role that communication plays in the effective management of sports facilities, from the point of view of the managers of various sports facilities in the governorate of Medea.

This is consistent with Maarouf's and others (2005) definition of the communication process as one that facilitates the flow of data and information necessary for the continuation of the administrative

process by collecting and transmitting them in various directions, both within and outside the organizational structure, to ensure proper communication among all involved parties. The results of this study align with Belakhder's (2017) findings, which also indicated that communication impacts the management of sports facilities. Furthermore, this study shares similarities with Damana's (2008) study, which revealed that greater harmony between organizational structures, characteristics, and communication patterns leads to the successful achievement of an organization's adopted policies and goals in human resources management.

Conclusion:

Through this scientific study, we came to the following findings:

- Awareness of Guidance Function: Sports facility managers recognize the importance of the guidance function in administrative work. This awareness helps them effectively organize, run, and manage sports facilities.
- Democratic leadership and leadership Skills: Most sports facility managers prefer using democratic leadership styles. They view the leadership process as essential for motivating individuals and encouraging teamwork. Managers understand the need for strong leadership skills to achieve effective and organized management.
- Unified Communication Approach: All sports facility managers share a common approach to directing business, relying on communication as a key tool. They use both formal and informal communication methods, recognizing that these complementary approaches are essential for establishing sound management and fostering human relations.

From the findings of this study, the researchers make the following recommendations:

- Encouraging Research: Students and researchers should be encouraged to delve deeper into the topic to provide more accurate and comprehensive insights.
- Management Training: Conduct specialized training sessions focused on management guidance within sports facility management.
- Specialized Management: Emphasize the importance of employing specialized managers across all departments to enhance management efficiency.
- Developing Monitoring Programs: Implement and develop management programs that focus on effective monitoring.

- Scientific Selection of Committees: Establish clear scientific criteria for selecting the committees responsible for running sports facilities.
- Optimizing Resources: Improve the exploitation and channeling of both human and material resources to achieve better outcomes.

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