

The Characteristics of the managerial leader have an impact on the job performance of sports structures workers in Algeria

M'hamed CHERRAR ^{(1)*}. Souleyman LAOUCINE⁽²⁾

⁽¹⁾ Laboratory of physical and sports activities Development Policies, Bouira university, Bouira 10000, (Algeria), m.cherrar@univ-bouira.dz

⁽²⁾ Laboratory of physical and sports activities Development Policies, Bouira university, Bouira 10000, (Algeria), laoucine@univ-bouira.dz

Received: .18/01/2024; Accepted: 20/05/2024; Published: 15/06/2024

Abstract:

In light of the development that has occurred in recent years to achieve effective needs in the field of administrative management, where the management of people has become a vital role and as a result of the large growth in the size of organizations, which necessitates the provision of appropriate human resources. They practice this system and carry out these specialized work, and this job performance has received attention on the part of thinkers and researchers, and the thinkers have unanimously agreed that the interest in the job performance in the organization and giving it attention to the crisis reaches the institution its highest goals, in order to achieve the goals that are planned in advance and at the lowest possible cost As such, this study came to highlight the effect of the managerial career's characteristics and its relationship to the job performance of managers of sports facilities in Algeria.

Keywords: Characteristics of Managerial; Job Performance; Sports Structures Worker.

1. INTRODUCTION

The development that has taken place in recent years has led to the achievement of effective needs in the field of administrative

* Corresponding author.

management. The management of individuals has become a vital role at present due to the significant growth in the size of organizations and the type of their activities, which necessarily requires providing suitable and compatible human resources, and their needs are the requirements of work. Here we point out that personnel management exists in all organizations and administrations regardless of their size, but the variation can be that the function practiced in the small organization is practiced by the manager. Therefore, this function is considered part of the duties of the manager or administrator. The concept of enterprise management is one of the most important pillars on which the development or backwardness of society depends, because the success of the enterprise depends on the effectiveness of its management system.

Management is considered a science because it requires the use of the scientific method to solve problems. This method is based on defining, analyzing, and studying the problem, and the scientific method, in turn, relies on quantitative methods, whether they are mathematical or statistical, continuous from scientific research or financial techniques, or others.

Therefore, the more administrative management is elevated in terms of professionalism and specialization, a system must be allocated and professional managers must practice this system in analyzing all results and activities and then converting them into effectiveness through decisions.

2. Problematic :

Researchers have agreed that focusing on organizational performance and giving it the necessary attention is one of the highest goals of any organization. Naturally, all organizations strive to accomplish their tasks efficiently and effectively in order to achieve their pre-planned objectives at the lowest possible cost. This study aims to highlight the impact of managerial characteristics on job performance and to answer the following general question: To what extent do the managerial characteristics affect the job performance of sports vehicle workers in Algeria? This includes the following partial questions: Does

the personality of the managerial leader affect the job performance of sports vehicle workers in Algeria? Does the job performance of sports vehicle workers get affected by the administrative management style in the sports field? Does decision-making by the manager reflect on the job performance of sports vehicle workers in Algeria?

3. Hypotheses:

3.1. General Hypothesis: The characteristics of the managerial leader have an impact on the job performance of sports vehicle workers in Algeria.

3.2. Sub-Hypotheses:

1. The personality traits of the administrative manager have an impact on the job performance of sports structures workers in Algeria.
2. The job performance of sports structures workers in Algeria is influenced by the style of administrative management in the sports field.
3. Making and taking decisions by the administrative manager have an impact on the job performance of sports structures workers in Algeria.

4. Study Objectives:

Every scientific research has its own objectives that it aims to achieve, and through this study, the following main objectives are sought:

- To investigate the extent to which the administrative management aligns with the provisions, laws, and regulations mandated by the sports administration.
- To contribute to building a knowledge structure for the role of administrative management in improving the job performance of sports vehicle workers.
- To attempt to demonstrate the relationship between administrative management and its impact on the job performance of sports vehicle workers.

5. Study Importance:

The importance of this research lies in its analytical study of issues related to the impact of managerial characteristics on job performance and the development of a future strategic plan to activate the performance of the managerial staff by mastering the various skills required to deal with the different individuals in the sports administration, and how to focus on performance in the present and the future.

6. Reasons for choosing the topic:

- To provide new information and ideas to the reader about this topic.
- To enhance our methodology and objectivity and enrich our knowledge.
- To enrich the field with a new study that will eventually be available to researchers and students for further studies.
- To attempt to understand the role and importance of administrative management and its impact on the job performance of sports vehicle workers.

7. Identifying Concepts and Terms:

7.1. The Management:

7.1.1. In Language: Management refers to directing the management of something to keep it running smoothly, such as managing a school and its affairs.

7.1.2. In Terminology: The process of executing work through others by planning, organizing, directing, and controlling their efforts to achieve specific goals⁽¹⁾. Hassan Ahmed Al-Shafi'i defines it as the art or science of directing and managing the work of others with the aim of achieving specific goals⁽²⁾.

7.2. The Manager:

7.2.1. In Language: It is the individual who knows what he should

(1) -Essam Badawi, Encyclopedia of Organization and Management in Physical and Sports Development, 1st edition, Dar Al-Fikr Al-Arabi, Cairo, 2002, p1.

(2) - Hassan Ahmed Al-Shafie, Administrative Orientation, 1st edition, Al-Taba' Al-Fikri Al-Arabi, Cairo, 2001, p22.

do and how to perform at any organizational level, and who actively and efficiently implements the part of the program responsible for him⁽¹⁾.

7.2.2. In Terminology: It is the individual who can influence others or who convinces a specific group⁽²⁾. Muhammad Qutb Rashid and Sameer Abbas defined the administrator as the person who directs subordinates and shows them the way they should follow in performing their work. The administrator is the one who determines what needs to be done, the place of work, the time to perform, the means and tools used for implementation, and the individuals who undertake all of this in light of estimated costs and achieving a sufficient degree of production. In addition, the administrator carries out the activities and tasks he supervises, as well as monitoring and controlling their results, in order to be able to make decisions and take actions to correct and address errors and deviations⁽³⁾.

7.3. The Performance

7.3.1. In Language: Performance is carrying out or completing a task or duty. It involves fulfilling a responsibility and carrying out one's duties or tasks properly.

7.3.2. In Terminology: It refers to the activity, skill, or effort exerted by an individual, whether it is physical or mental, to complete the assigned tasks of the job. This behavior brings about a change in efficiency and effectiveness through which the objectives set by the organization are achieved⁽⁴⁾.

7.4. The Functional Performance:

7.4.1. In Language: Functional Performance is the individual's

(1)- Ibrahim Ahmed Abdel-Maksoud and Hassan Ahmed Al-Shafie, The Scientific Encyclopedia of Sports Management, Manshurat Al-Ma'arif, Alexandria, 1999, p20.

(2)- Marwan Abdul Majeed Ibrahim, Management of Sports Tournaments and Competitions, 1st edition, Dar Al-Ilmiyyah International Publishing, Amman, 2002, p1.

(3)- Mohammed Qutb Rashid and Samir Abbas, Management and Organization in Physical Education and Sports, 1st edition, Dar Al-Ketab Al-Hadeeth, Egypt, 1997, p1.

(4) - Hamdawi Wissila, Human Resource Management, Directorate of Publications, University of Guelma, 2004, p1.

performance of various activities and tasks that make up their work, and the way in which workers perform their tasks during production and related operations, using production tools both in quantity and quality⁽¹⁾.

7.4.2. In Terminology: It refers to the performance of tasks and duties assigned to an individual in the workplace. It involves the effective and efficient use of resources, including time, energy, and equipment, to achieve the desired outcomes.

7.5. The Sports Facilities:

7.5.1. In Language: A place that meets the requirements of a facility and where all types of sports activities are practiced⁽²⁾.

7.5.2. In Terminology: It is a flat area of land with defined geometric dimensions that is free of obstacles, where various sports activities are practiced, and competitions, both national and international, are held. It has special specifications for its origin, planning, and maintenance⁽³⁾.

7.5.3. It is a sports complex where various sports activities, whether individual or team, are practiced, with different geometric shapes. These complexes have an administration that manages them according to specific programs⁽⁴⁾.

8. Previous and similar studies:

8.1. A study by Abadli Cherika: "The Role of the Administrative Manager in Recruiting Players in the Sports Professionalism and Its Impact on the Football Team of the State of Chlef," Majester's thesis, 2012. The aim of this study was to explore the role played by the administrative path in recruiting players in the context of sports

(1)- Ghurabi Ali and others, Human Resource Development, Dar Al-Fajr for Publishing and Distribution, Cairo, 2007, p1.

(2)- Mark Dodds, Linda E. Swayne, Encyclopedia of Sports Management and Marketing, USA, 2011, p40.

(3)- Said Mohammed Arabi, Management of Sports Facilities, Dar Amjad for Publishing and Distribution, Amman, 2015, p1.

(4)- Abir Mustafa, The Role of Sports Complexes in Improving Volleyball Performance, Diwan Al-Matbouaat Sidi Abdellah, Algeria, 2009, p1.

professionalism and its impact on the team's performance. The descriptive method was used, and the tools used included questionnaires and information-gathering tools, proportional percentage data and the Chi-square test. One of the most significant findings was that managers played a significant role in recruiting players, and that the financial value was the fundamental basis for the process of recruiting players. The purposive sample consisted of 19 football players out of 25, aged 19.

8.2. A study by Talal Abdel Malek Sharif: "Administrative Leadership Styles and their Relationship to Job Performance from the Perspective of Employees in Mecca," Majester's thesis, Department of Arts and Sciences, Naif Arab University for Security Sciences, Riyadh, 2004. The problem question was: How were the appropriate leadership styles chosen for the conditions of each organization, and what positive and negative impact did the leadership styles have on job performance?

The approach used in this study was analytical, which was appropriate for the research topic. As for the sample, a random sample of 50 male and female workers was used. One of the most important results was that leadership selection is based more on trust and personal considerations than on legal considerations such as skills. In addition, the democratic leadership style is optimal in organizations, and using this style leads to increased effectiveness in job performance, while using the chaotic style leads to reduced effectiveness.

8.3. A study by Abdullah Abdulrahman: "Administrative Oversight and its Relationship with Job Performance in Security Agencies" conducted a majester's thesis in 2004 at the Naif Arab Academy for Security Sciences. The researcher aimed to understand the reality of administrative oversight systems in the police in the Hail region and evaluate their effectiveness in relation to the job performance of security agencies. The researcher used a descriptive approach in his study, and the most important results he found were the

identification of all the procedures and means used in the oversight process.

- The existence of permanent administrative oversight over police departments in the region, and that this oversight is effective.

- Administrative oversight is exercised through surprise visits, periodic meetings, and quick receptions.

- The most important problems and obstacles facing administrative oversight are personal relationships and weak self-monitoring. The random sample consisted of 50 male and female employees in the security agencies.

8.4. A study by Bouatayt Djellal Eddine: "Organizational Communication and its Relationship to Job Performance in the University Institution of Mentouri Constantine" in 2009, the researcher posed the following problem: Is there a relationship between organizational communication and job performance among executive workers?

The researcher aimed to identify the relationship between organizational communication and job performance, and to determine whether downward formal communication has a strong relationship with the job performance of workers within the institution. The researcher also sought to determine whether upward formal communication has a strong relationship with the job performance of workers in the institution.

The methodology used was descriptive-analytic, and the sample was randomly selected, consisting of 44 workers. The most important findings of the study were:

- The existence of a pattern of upward and downward communication within the institution was detected.

- A moderate positive correlation was found between downward communication and job performance among the preliminary side of executive workers.

- There is a moderate positive correlation between upward

communication and job performance among executive workers.

9. Research Methodology and Field Tools:

9.1. The Methodology used in the research:

The methodology used in the study is the scientific research method, which represents a set of rules and examples developed to arrive at the truth. It is considered one of the most advanced methods of acquiring knowledge, and its foundation is induction, which includes scientific observation, hypothesis formulation, verification, conducting experiments, and using precise measurement and statistical analysis of data⁽¹⁾.

Since the nature of the study relies on describing a specific phenomenon, collecting data and information about it, and analyzing the results to arrive at the truth, we have adopted the descriptive methodology, which is one of the most commonly used scientific methodologies in educational, psychological, and mathematical research fields. The researcher usually resorts to this methodology when they have a good understanding of the dimensions and consequences of the phenomenon under study, taking into account previous studies that have investigated this area.

The descriptive methodology is concerned with collecting accurate and scientific descriptions of the phenomenon under study, describing its current state and explaining it, and identifying the opinions, beliefs, and attitudes of individuals and groups quantitatively by giving us a numerical description that shows the magnitude or size of this phenomenon and its correlation with other phenomena, as well as qualitatively by describing the phenomenon and clarifying its characteristics.

9.2. Study population and sample:

The original study population was identified by assigning the

(1)- Ikhlass Mahmoud Abdel-Hafiz and Mustafa Hussein, Scientific Research Methods and Statistical Analysis in Educational, Psychological, and Sports Fields, Maktabat Al-KitabWa Al-Nashr, Egypt, 2000, p1.

specific mathematical formulas to it, and including all the workers and administrators who work there. The original study population was determined at the level of the sports complex of the state of Chlef and its affiliated units.

Since it is difficult to contact a large number of those involved in the study in order to ask them questions and obtain answers from them, it is necessary to resort to the method of sampling that represents the original population in order to take a small picture of the general thinking. The proper selection of the sample makes the results generalizable to the original population from which it was derived. This is why we chose the simple random sample, in which selection is based on giving each individual in the original population an equal chance, and this was done by randomly distributing 30 questionnaires to the respondents⁽¹⁾.

9.3. Study Variables:

9.3.1. Independent Variable: This is the relationship between the cause and the effect, i.e. the factor used to measure the results, etc. In the current study, the independent variable is represented by the administrative process.

9.3.2. Dependent Variable: This is the one that indicates the outcome or the answer, as it determines the phenomenon that we are trying to explain, which are the factors or phenomena that the researcher seeks to measure and are affected by the independent variable. In the current study, the dependent variable is represented by job performance.

9.4. Study tools:

The term "tool" means the means used to collect study data, and this concept is related to the concerns that we have raised in this research, which are as follows:

9.4.1. Theoretical analysis: Through delving into the subject of this study, which is the impact of managerial characteristics in the

(1)- Ikhlass Mahmoud et al, p35.

sports field and its relationship to the job performance of sports facility workers in Algeria, we relied on a set of references, whether Arab or foreign, including books, dissertations, journals, encyclopedias, and memos that have intellectual intersections with the subject of our study. After investigating and analyzing the information and ideas thoroughly, we took what we found useful, relying on scientific integrity in determining the topic, identifying the problem, defining the research hypotheses, and forming the overall chapters of the theoretical aspect.

and we illustrate what might help us to reflect on our use of qualitative research methods, in which we utilise that reflection to outline some ways forward⁽¹⁾.

9.4.2 Questionnaire: We used the questionnaire tool to collect a number of opinions and ideas about the study subject to answer the posed questions and verify the proposed hypotheses. The questionnaire is among the many tools widely used in the humanities, social, and sports sciences. The questionnaire technique is a tool for collecting data in the simplest form. It consists of a set of questions prepared in a specific way that is sent or handed directly to the selected individuals to answer the questions included. The questionnaire can range from a set of closed, open, or semi-open questions. This is what made us rely on it in our research during its preparation by following a set of steps starting with reviewing theoretical and field studies that addressed the study subject, personal experience, relying on the opinions and ideas of many doctors, professors, and experts. We built this questionnaire through three main axes, which are⁽²⁾:

- **First axis:** The impact of the administrative personality on the job performance of sports vehicle workers in Algeria, and includes questions (01-02-03-04-05-06).

(1)- Larena Hoeber, Ways forward in qualitative research in sport management, Sport Management Review, Volume 19, Issue 3, June 2016, p260.

(2)- Mohammed Hassan Alawi, Scientific Research in Physical Education and Sports Psychology, Dar Al-Fikr Al-Arabi, Cairo, 1999, p103.

- **Second axis:** The job performance of sports vehicle workers in Algeria is affected by the style of administrative management in the sports field, and includes questions (12-11-10-09-08-07).

- **Third axis:** The decision-making process and actions taken by the administrative manager reflect an impact on the job performance of sports vehicle workers in Algeria and includes questions (13-14-15-16-17-18).

The question format was determined by using three types of questions in this study:

- **Closed questions:** which require the respondent to choose an answer from the proposed answers, and do not give them the freedom to give an answer of their own.

- **Open questions:** where the respondent is given the freedom to answer as they wish in detail or briefly.

- **Semi-open questions:** this type of question has a closed part and the second half gives the respondent the freedom to give their own opinion.

9.5. Questionnaire Validity:

- **Content Validity:** The scale or test appears superficially valid if it assesses the subject's ability. Content validity refers to the extent to which the characteristic aspects are present in the test questions. This type of validity requires a logical analysis of the test items and materials to determine the proportion of each to the test as a whole⁽¹⁾.

Therefore, we presented the questionnaire axes to a group of five qualified professors known for their academic level to judge the suitability of the questions with the study topic. Based on the feedback we received from the professors, we added some questions and deleted others that were not relevant to our study topic, after distributing the questionnaires to the five expert reviewers.

(1)-Abbas Mahmoud Awad, Measurement between Theory and Application, Dar Al-Ma'arif Al-Jamee'ah, Beirut, 1998, p1.

9.6. Survey research:

It refers to those studies that address new topics that have not been addressed by any other researcher, and for which there are no data or other information available, or even the researcher is ignorant of many of their aspects and facets⁽¹⁾.

After confirming the face validity of the study, we conducted a survey study in order for the questionnaire to be close to accuracy and clarity. We modified the key and important phrases that were not understood by the workers, administrators, and the general public at the same time.

9.7. Areas of research:

9.7.1 Temporal Scope: We began our research from January 1st to March of this year, which was dedicated to the theoretical aspect. The period from April 15th to June 15th, 2020 was dedicated to the practical aspect.

9.7.2. Spatial Scope: The study was conducted at the 18 February Sports Complex in Chlef, Algeria.

9.7.3. Human Scope: Our study included a simple random sample of staff members at the 18 February Sports Complex in Chlef, Algeria.

9.8. Statistical Methods and Tools Used:

Statistical methods are one of the basic and effective research tools used in the study to ensure the validity of the results obtained from field research through tests or questionnaires. We used two methods in our study, namely proportions and chi-square.

10. Presentation, analysis, and discussion of research results:

10.1. Presentation, analysis, and discussion of the first hypothesis results:

The impact of administrative managerial personality on job performance of sports complex staff members in Algeria.

(1)- Nasser Thabet, Highlights on Field Studies, 1st edition, Al-Falah Kuwaiti Library, Kuwait, 1984, p1.

10.1.2. Analysis of the first axis results: It is evident from the above results that the majority of sports vehicle workers believe that the managerial personality has an impact on performance, as indicated by the calculated chi-square ratio compared to the tabulated chi-square ratio. This indicates that the results are statistically significant at a significance level of 0.05.

10.1.2. Discussion of the first axis results: According to hypothesis 01, which suggests that the managerial personality affects the job performance of sports vehicle workers in Algeria, this is supported by the results obtained from questions 01 to 06. This is due to the fact that the manager has the ability to influence and motivate group members and impose management on them. The stronger the managerial personality, the more positive control they have over the group.

This is because the managerial role involves leadership activities that require familiarity with leadership techniques. One of the most important tasks of the manager is to coordinate all the various efforts of the components of administrative work.

10.2. Presentation, Analysis, and Discussion of the second Hypothesis Results:

10.2.1. Analysis of the results of the second axis: From the results above, it is clear that the majority of sports vehicle workers agree that the leadership style of the administrative manager helps improve their job performance. This is evident from the calculated (k^2) compared to the table value, which indicates statistical significance at a level of 0.05.

10.2.2. Discussion of the results of the second axis: Based on the results of hypothesis 02, it is clear that the job performance of sports vehicle workers in Algeria is affected by the managerial style in the sports field, as indicated by the computed (k^2) compared to the tabular (k^2), and this suggests that there is a statistically significant correlation at the 0.05 significance level. This is reflected in the results obtained from questions 07 to 12, where the majority of workers in sports vehicles agree that the managerial style of the administrator has a

positive impact on job performance.

Therefore, it can be concluded that the managerial style in the sports field plays a significant role in enhancing the job performance of workers in sports vehicles, and that a positive managerial style has a positive effect on the development of job performance in the sports field.

11. General Conclusion:

After analyzing the results and the questionnaire provided to the sports vehicle workers, which revolves around the characteristics of administrative leadership and its impact on the functional performance of sports vehicle workers, we have concluded through this study that the characteristics of administrative leadership have an impact on sports vehicle workers in Algeria, and this is through the qualities possessed by successful administrative leaders, who have a balanced, attractive personality, strong relationships to influence others, and the ability to make appropriate decisions, resulting in moving the team towards the goal.

We concluded from our field study at the Olympic Complex Diwan 18 February in the state of Chlef, and in this study which focused on framing sports management in sports facilities, that it has a positive impact which is attributed to the management style applied and the results achieved on the facility's ground. The researcher concluded through his field study that there is an outdated management style that aligns with sports management, and there is a lack of communication culture between sports management and sports vehicle workers, and a lack of knowledge of laws, regulations, and training among workers, which negatively affected the job performance of sports vehicle workers. In light of globalization and technology, the researcher was able to come up with his findings and build a modern strategy that aligns with modern sports management, which ensures modern management based on planning, organizing, directing, and controlling, and which he achieved by being familiar with the strengths and weaknesses of the internal and external environment of sports facilities, and presenting them as a successful project according to a modern strategy that raises

the job performance level of sports vehicle workers and achieves the goal of sports facilities.

Conclusion:

This study was launched from the problem: "The effect of administrative manager's characteristics in the sports field of sports vehicle workers in Algeria". Through conducting this research, we have made the subject of general management, sports management, administrative management, job performance, and the role of sports facility managers. Through the study and analysis of all the chapters included in the memo, in addition to the results of field studies, it has been proven that the administrative manager's characteristics have a strong relationship with the job performance of sports vehicle workers, as the successful administrative manager is characterized by attractive and balanced personality, strong influence on others, and ability to make the right decision to move the team towards the goal.

It is clear to us that the majority of sports vehicle workers agree that positive managerial characteristics help to improve job performance. To achieve progress, it is necessary to reconsider the formation of managers in sports facilities through training courses focused on psychological and social aspects in dealing with sports vehicle workers, using modern methods of sports management, encouraging managers to raise the enthusiasm of sports facility workers, and utilizing and directing human and material resources in sports vehicles to improve the job performance of sports vehicle workers.

Suggestions and Future Proposals:

After analyzing and discussing the results obtained from this study, it is currently evident to us that the qualities of the managers play a significant role in improving the job performance of sports facility workers in Algeria. Based on these results, we make some recommendations that we derive from the research on the one hand, and the opinions of the professors on the other:

- Reconsidering the training of sports facility managers and conducting training courses for them.
- Focusing on the psychological and social aspects of managers in their dealings with sports facility workers.
- Establishing specialized institutes for the training of sports managers in partnership with various relevant sectors, in order to train them according to modern curricula.
- Encouraging managers to raise the enthusiasm of sports facility workers to provide a suitable and good atmosphere.
- Improving the utilization and direction of human and material resources in sports facilities.

Providing material and moral motivation to sports facility workers to achieve job performance and opening up all channels of communication, creativity, and consultation.

Bibliography List:

- Aaron C. T. Smith, James Skinner, Allan Edwards, *Qualitative Research in Sport Management*, 2016.
- Abbas Mahmoud Awad, *Measurement between Theory and Application*, Dar Al-Ma'arif Al-Jamee'ah, Beirut, 1998.
- Abir Mustafa, *The Role of Sports Complexes in Improving Volleyball Performance*, Diwan Al-Matbouaat Sidi Abdellah, Algeria, 2009.
- Amer Bahoush and Mohammed Mahmoud, *Research Methods and Techniques*, 1st edition, Manar Library for Printing, Publishing and Distribution, Jordan, 1989.
- Essam Badawi, *Encyclopedia of Organization and Management in Physical and Sports Development*, 1st edition, Dar Al-Fikr Al-Arabi, Cairo, 2002.
- Ghurabi Ali and others, *Human Resource Development*, Dar Al-Fajr for Publishing and Distribution, Cairo, 2007.
- Hamdawi Wissila, *Human Resource Management*, Directorate of Publications, University of Guelma, 2004.

- Hassan Ahmed Al-Shafie, *Administrative Orientation*, 1st edition, Al-Taba' Al-Fikri Al-Arabi, Cairo, 2001.
- Ibrahim Ahmed Abdel-Maksoud and Hassan Ahmed Al-Shafie, *The Scientific Encyclopedia of Sports Management*, Manshurat Al-Ma'arif, Alexandria, 1999.
- Ikhlass Mahmoud Abdel-Hafiz and Mustafa Hussein, *Scientific Research Methods and Statistical Analysis in Educational, Psychological, and Sports Fields*, Maktabat Al-KitabWa Al-Nashr, Egypt, 2000.
- Larena Hoeber, *Ways forward in qualitative research in sport management*, Sport Management Review, Volume 19, Issue 3, June 2016.
- Mark Dodds, Linda E. Swayne, *Encyclopedia of Sports Management and Marketing*, USA, 2011.
- Marwan Abdul Majeed Ibrahim, *Management of Sports Tournaments and Competitions*, 1st edition, Dar Al-Ilmiyyah International Publishing, Amman, 2002.
- Mohammed Hassan Alawi, *Scientific Research in Physical Education and Sports Psychology*, Dar Al-Fikr Al-Arabi, Cairo, 1999.
- Mohammed Qutb Rashid and Samir Abbas, *Management and Organization in Physical Education and Sports*, 1st edition, Dar Al-Ketab Al-Hadeeth, Egypt, 1997.
- Nasser Thabet, *Highlights on Field Studies*, 1st edition, Al-Falah Kuwaiti Library, Kuwait, 1984.
- Pesaran, M. H., Shin, Y., & Smith, R. J, *Bounds testing approaches to the analysis of level relationships*. Journal of applied econometrics, 2001.
- Said Mohammed Arabi, *Management of Sports Facilities*, Dar Amjad for Publishing and Distribution, Amman, 2015.