

Modern Sports Management: Towards More Efficient Management of Sport Facilities

- A Field Study of a Sample of Sports Institutions in M'sila

الإدارة الرياضية الحديثة: نحو إدارة أكثر كفاءة للمنشآت الرياضية - دراسة ميدانية لعينة من المؤسسات الرياضية في المسيلة

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Received: 13/01/2026

Accepted: 26/02/2026

Published: 30/03/2026

Abstract: This scientific study aimed to assess the impact of organization and control in improving the management of sports facilities, by examining the attitudes of employees working in sports facilities in M'sila toward the effectiveness of organizational and control procedures, as well as identifying the extent to which these administrative elements contribute to enhancing performance quality according to indicators (goal achievement, adherence to plans, performance monitoring, and error reduction) .

The analytical descriptive approach was adopted through the distribution of a questionnaire to a random sample of 60 employees, and the study concluded that employees' attitudes were positive regarding the importance of organization and control, in addition to identifying some challenges related to the novelty of digital methods and the lack of appropriate infrastructure

Keywords: Sports management, Performance improvement, Sports facilities.

المخلص : هدفت هذه الدراسة العلمية إلى تقييم أثر التنظيم والرقابة في تحسين إدارة المنشآت الرياضية، من خلال دراسة مواقف العاملين في المنشآت الرياضية في المسيلة تجاه فعالية الإجراءات التنظيمية والرقابية، وكذلك تحديد مدى مساهمة هذه العناصر الإدارية في تعزيز جودة الأداء وفقا لمؤشرات (تحقيق الأهداف، والالتزام بالخطط، ومراقبة الأداء، والحد من الأخطاء).

وقد تم اعتماد المنهج الوصفي التحليلي من خلال توزيع استبيان على عينة عشوائية من 60 موظفا، وخلصت الدراسة إلى أن مواقف الموظفين كانت إيجابية فيما يتعلق بأهمية التنظيم والرقابة، بالإضافة إلى تحديد بعض التحديات المتعلقة بجودة الأساليب الرقمية وعدم وجود البنية التحتية المناسبة. الكلمات المفتاحية: الإدارة الرياضية، تحسين الأداء، المرافق الرياضية.

1- Introduction and Problematic Statement

Management in modern sports administration is a systematic administrative process based on clear scientific foundations, aiming to improve the performance of sports facilities by achieving harmony among various administrative functions. In this context, Allawi emphasizes that sports management represents a scientific framework that contributes to organizing and directing human efforts toward efficiently and effectively achieving the set goals of sports institutions.

Sports management falls under applied administrative sciences, focusing on organizing administrative structures and proper resource planning, along with building positive relationships within the sports institution and with the public benefiting from its services. Chelladurai (2014) notes that the effectiveness of management in sports institutions is closely linked to the clarity of administrative organization and the definition of authorities and responsibilities.

Amid contemporary developments in administrative management, the efficiency of administrative performance has become a fundamental criterion in evaluating the success of sport facilities. Slack and Parent (2016) argue that adopting clear organizational methods contributes to improving coordination among various departments within a sports facility, positively reflecting on the quality of administrative management.

Administrative control is also one of the core functions on which sports management relies to ensure smooth workflow and the achievement of planned objectives; in this regard, Daft (2015) explains that effective control helps correct deviations and improve institutional performance, which aligns with what Al-Salmi noted regarding the role of control in enhancing management efficiency and ensuring optimal resource utilization.

Accordingly, modern sports management focuses on activating the functions of organization and control as central elements in improving the management of sports facilities, as this study seeks to analyze the nature of the relationship between these administrative functions and the quality of management within sports facilities, based on scientific and methodological foundations that allow for measurement and statistical analysis.

Thus, the research problem is defined by the following two main questions:

- To what extent does administrative organization contribute to improving the management of sports facilities?
- Does administrative control affect the quality of sports facility management?

2- Study Objectives

- Determine the impact of sports management elements (organization and control) on improving the management of sports facilities.
- Identify effective administrative principles and elements that contribute to enhancing the quality of sport facility management.

3- Key Terms of the Study

- **Sports Management:** The term refers to a specialized field within administrative sciences concerned with understanding and applying principles of planning, organizing, leadership, and evaluation in the context of sports activities and institutions, aiming to improve organizational performance, ensure goal achievement, and enhance the efficiency of sports facilities in a dynamic environment requiring coordination between human and material resources (Parks, J. B. 2025).
- **Sports Facility:** An institution managed according to clear administrative and scientific foundations with the aim of organizing sports activities and achieving set objectives, through the cooperation of individuals within an

organizational structure that clarifies roles, tasks, and responsibilities, and directs efforts to achieve integration among available elements and resources to serve sports and society (Al-Zayyat, 2019, p. 65).

▪ **Management:** Keeping pace with complexity and details, as without precise management, large and complex institutions become chaotic in a way that threatens their true existence. It provides a degree of order and compatibility (Youssef Sadiq, p. 7).

4- Previous Studies

4-1- Study by (Belhabib, 2022), titled: "The Role of Sports Management in Improving the Management of Sports Facilities" concluded that good organization and continuous control enhance the efficiency of administrative management in sports facilities, while a lack of ongoing training was identified as one of the obstacles negatively affecting performance. The study relied on the analytical descriptive method, utilizing questionnaires and interviews with 50 administrators and employees, and proposed the development of continuous training programs and the enhancement of control and monitoring within facilities.

4-2- Study by (Zerrouk, Saghi, and Saadi, 2022), titled: "The Extent of Sports Management's Contribution to Improving the Management of Sports Facilities" recommends that among the most important factors contributing to improving the effectiveness of sports management are the development of clear plans for all facilities and the promotion of control and periodic evaluation, which can follow up, assess, and motivate, as they are distinguished by their ability to continuously generate knowledge and employ it to achieve goals and develop the information structure within sports management, based on questionnaires conducted with 40 sports facilities in Algeria.

4-3- Study by (Saadoudi and Laouesine, 2022), focused on knowledge management within sports facilities, showing that linking continuous training and knowledge transfer enhances the administrative management efficiency of employees, using questionnaires with 60 employees and administrators. The study recommended the necessity of adopting knowledge management programs and documenting successful experiences to disseminate best practices.

4-4- Study by (Tahiri and Laajal, 2023), titled: "E-Government and Its Impact on the Institutional Performance of Sports Bodies in Souk Ahras" found that implementing e-government contributed to improving the speed and accuracy of decision-making and enhancing coordination between departments, with a recommendation to generalize e-government systems and train personnel in their use. Data were collected using questionnaires and interviews with 45 employees and administrators.

4-5- Commentary on Previous Studies: The body of reviewed studies indicates that sports management plays a pivotal role in improving the management of sports facilities through planning, organization, control, training, motivation, and e-government. Despite the positive results of these studies, most focused on a specific element and did not provide a comprehensive vision linking all elements of modern management. Hence, the importance of the current study emerges, which aims to integrate all elements of modern sports management and measure their impact on the efficiency of management within Algerian sports facilities, while offering practical, applicable recommendations to enhance institutional performance.

5- Exploratory Study

The exploratory study is considered one of the fundamental and robust pillars upon which the researcher relies, achieved through comprehensive,

sufficient, and thorough knowledge, as well as familiarity with all aspects and frameworks related to the field study. Matthew J-Gidder defines it as a scientific, exploratory study aimed at identifying the problem. The need for this type of research arises when the research problem is new and previously unaddressed, or when the information or knowledge obtained about the problem is limited and weak (**Matthew Gidder, 2004, p. 26**).

Based on this, we conducted the exploratory study during the period from October 1, 2025, to November 1, 2025, as this study involved a random sample of (10) employees at the Sports Complex in M'sila, affiliated with the Directorate of Youth and Sports in M'sila, where they were selected from the same elements of the defined population to achieve the following objectives:

- Verify the general conception of the research.
- Identify aspects of the study for formulating a questionnaire consistent with the research hypotheses.
- Ensure the suitability of the research tool in revealing the aspects of the study.

6- Study Methodology

We used the descriptive method in its analytical form because it aligns with the subject of our research.

7- Study Sample

The sample is a group of individuals taken from the original population, intended to represent it faithfully (**Abdul-Yamin and Attallah Ahmed, 2009, p. 68**). The study sample consisted of (60) employees across the sports complexes in the municipality of M'sila.

8- Data and Information Collection Tools

To encompass the subject from all its aspects, a questionnaire was used, which is one of the primary tools for collecting comprehensive data on specific

facts from a relatively large number of people (Ibrahim Talat, 1995, p. 185). It is also defined as: "a form that includes a set of questions directed to individuals in order to obtain information about a topic, problem, or situation, and the form is executed through interviews or sent to respondents by mail" (Rashid Zarouati, 2002, p. 58).

8-1- Steps in Questionnaire Construction

- Reviewing the relevant literature and studies included in the reference list of the current study.
- Identifying the main domains covered by the questionnaire.
- Collecting and determining the questionnaire items.
- Formulating the items under each domain.
- Preparing the questionnaire in its initial form.
- Conducting face validity for the questionnaire by distributing it to a group of academic professors to provide their feedback on its construction, appearance (wording, phrases, sentence structure and formulation, etc.).

Accordingly, the study instrument consisted of (11) statements, covering two choice domains ranging between Yes / No:

Table No. (01) illustrates the number of statements for each domain of the questionnaire.

Item Numbers	Domain
The extent of administrative organization's contribution to improving the management of sports facilities.	01 to 05
The impact of administrative control on the quality of sports facility management.	06 to 11
Total	11

Questionnaire Key

We used a five-point Likert scale to estimate the degree of response to the questionnaire items, where the estimates and gradations were as follows:

Table No. (02): Represents the questionnaire scoring grades".

Yes	No
2 points	1 point

9- Scientific Conditions of the Instrument (Questionnaire):

9-1- Validity of the Study Instrument (Questionnaire):

Questionnaire validity means ensuring that it will measure what it was designed to measure. (Fatima Awad Saber, 2002, p. 167)

A. Expert Validity (Face Validity):

The instrument derives its face validity from its validation by experts. Accordingly, the initial version of the instrument was presented to (6) expert referees specializing in the field; We requested their opinions and observations regarding the appropriateness of the questionnaire items, the extent to which the items relate to each domain of the questionnaire, and the clarity of their linguistic formulation.

B. Internal Consistency Validity:

Correlation coefficients were calculated between the score of each statement and the total score of the statements belonging to its respective domain, using Pearson's correlation coefficient, as illustrated in the following table:

Table No. (03): Pearson Correlation Coefficients for Calculating the Internal Consistency of the Questionnaire

Domain	Number of Items	Cronbach's Alpha Value
The extent of administrative organization's contribution to improving the management of sports facilities.	5	0.878
The impact of administrative control on the quality of sports facility management.	6	0.892

The results in Table No. (03) show that Pearson's correlation coefficients ranged between (0.878 – 0.892), indicating that the questionnaire items are valid for measuring what they were intended to measure.

9-2- Reliability of the Study Instrument (Questionnaire):

Reliability is a necessary factor for the validity of any questionnaire, where the reliability of a study instrument means that "if the test were repeated multiple times for the same individual, the results would show a degree of stability, such that the test yields the same results if used more than once under the same conditions and on the same individuals". (Boudouad and Attallah, 2009, p. 106)

We used Cronbach's Alpha coefficient to verify the reliability of the study instrument, where the following table shows Cronbach's Alpha coefficients for each domain of the questionnaire and the questionnaire as a whole:

Table No. (04): Reliability Coefficient of the Study Questionnaire

Dimension	Number of Items	Cronbach's Alpha Value
The extent of administrative organization's contribution to improving the management of sports facilities.	5	0.856
The impact of administrative control on the quality of sports facility management.	6	0.881
Total (Overall Score)	11	0.874

It is evident from Table (04) that the total reliability coefficient reached (0.874), indicating the potential reliability of the results that will be obtained using the research questionnaire.

10- Field Study Procedures

In this phase, the distribution of questionnaire forms was carried out as follows:

- During the period from October 2, 2025, to December 20, 2025, the researcher distributed the questionnaire in person to all employees and participants in the study. This approach aimed to provide them with a clear understanding of the study's objective, where a total of (70) questionnaire forms were distributed, and (65) forms were retrieved. After examining the forms, (05) were excluded due to incomplete responses to all questionnaire items ; consequently, the number of questionnaires subjected to analysis was (60).
- The researcher allowed the study participants a sufficient timeframe to complete the questionnaire, ensuring the highest possible response rate.

11- Statistical Methods

The researcher utilized the statistical software package SPSS (Statistical Package for the Social Sciences) version 20, and relied on the following statistical methods:

- **Frequencies and Percentages:** To identify and analyze the responses of the sample members.
- **Arithmetic Mean:** The general average of the statistical data related to the subject.
- **Cronbach's Alpha Coefficient:** To measure the reliability of the instrument.
- **Pearson's Correlation Coefficient:** To measure the internal consistency of the questionnaire statements.

12- Field Study Results

12-1- Presentation, Interpretation, and Discussion of Results for the First Question:

« To what extent does administrative organization contribute to improving the management of sport facilities? »

**Table No. (05): Results of the Study Sample's Responses on the
Administrative Organization Domain.**

Statement Number	Arithmetic Mean	Standard Deviation	Degree of Agreement
01	1.80	0.28	High
02	1.73	0.31	High
03	1.80	0.28	High
04	1.63	0.35	High
05	1.67	0.33	Moderate
Overall Average	1.73	0.31	

- Discussion and Interpretation of the Field Study Results

The statistical results indicate that the arithmetic means for the five statements ranged between 1.63 and 1.80, reflecting a clear positive trend in the sample members' views toward the organization; meanwhile, the standard deviations were relatively low, ranging from 0.28 to 0.35, indicating a relative homogeneity in the distribution of responses and a lack of significant dispersion, where the overall mean for the domain (1.73) shows that the aggregate ratings lean toward strong agreement. Statistically, these results confirm the consistency and alignment of the administrators' views regarding the importance of organization in sports facilities.

The positive inclination of administrators toward the importance of organization can be interpreted as stemming from their recognition of its effective role in improving workflow, adhering to plans and objectives, and enhancing organizational relationships within sports facilities, because the homogeneity of their opinions, as evidenced by the low standard deviations in the statistical results, reflects their awareness of the importance of having a clear organizational structure and precise monitoring mechanisms.

These findings align with the conclusions reached by Belhabib (2022), which affirmed that good organization and continuous control contribute to

enhancing administrative management efficiency, while a lack of ongoing training poses an obstacle to effective performance, as this alignment reinforces the importance of adopting clear organizational programs and linking them to effective monitoring and control mechanisms, thereby contributing to improved administrative performance within sports facilities.

12-2-Presentation, Interpretation, and Discussion of Results for the Second

Question: « Does administrative control affect the quality of sports facility management? »

Table No. (06): Results of the Study Sample's Responses on the Administrative Control Domain

Statement Number	Arithmetic Mean	Standard Deviation	Degree of Agreement
06	2.73	0.36	High
07	1.93	0.19	High
08	1.83	0.26	High
09	1.93	0.19	High
10	2.00	0.01	High
11	1.90	0.21	High
Overall Average	1.88	0.21	

- Discussion and Interpretation of the Field Study Results

The statistical results presented for the control domain indicate that the arithmetic means for the six statements ranged between 1.83 and 2.00, with low standard deviations ranging from 0.01 to 0.36, which reflects a clear consistency and relative homogeneity in the sample members' views regarding the role of control in improving the performance of sports facilities. These values show that the majority of administrators believe control contributes to steering work toward objectives, improving worker output, and detecting errors and poor execution; furthermore, the overall mean for the domain (1.88) indicates a

strong, positive, and statistically agreed-upon trend among the sample members concerning the importance of control in sports management.

The positive results regarding administrators' views on control can be interpreted as stemming from their recognition of its importance in improving the management of sports facilities. However, some challenges associated with the novelty of digital control methods and the lack of suitable infrastructure may affect their practical application, which necessitates providing additional budgets and sufficient time for the transition from paper-based to digital management, alongside preparing and training staff to use modern technological tools. Such measures would enhance the facilities' ability to implement control efficiently and achieve their objectives in line with the requirements of modern sports management.

These findings align with the conclusions reached by Zerrouk, Saghi, and Saadi (2022), which affirmed that control, periodic evaluation, and continuous follow-up are among the most important factors enhancing the effectiveness of sports management, as the study also highlighted the role of management in continuously employing knowledge to achieve goals and develop the information structure, where this alignment reinforces the importance of establishing clear plans, strengthening control, and training personnel in the use of modern digital and technological tools to ensure the effectiveness of administrative performance within sports facilities.

13- Conclusion

This study culminates in a practical analysis of the state of contemporary sports management in the facilities of M'sila (Algeria), where its findings affirm a fundamental truth: "the efficiency of administrative management is not achieved in isolation from the integration of core management functions, foremost among them being organization and control", where the field surveys revealed a clear

positive tendency among staff regarding the role of the organization in clarifying tasks and prioritizing objectives, alongside a firm conviction in the importance of control for directing efforts and ensuring progress toward set goals, reflecting a growing awareness of modern management principles.

However, through its analysis, the study reveals a notable paradox between the theoretical conviction in this importance and its practical application on the ground, as the data indicates that technical and operational challenges, such as those related to the nascent state of digital infrastructure and the incomplete transition to electronic mechanisms for monitoring and control, hinder the translation of this conviction into effective and sustainable practices, which necessitates adopting an integrated vision that operates on two parallel fronts: strengthening the conceptual framework through continuous professional development programs and enabling the practical aspect by providing adequate technical and logistical resources.

Consequently, the primary contribution of this work extends beyond diagnosing the current situation to offering a reference framework grounded in field data, as officials, researchers, and practitioners can design the improvement plans, and it becomes evident that the path to elevating the standards of sports facilities inevitably involves establishing flexible and clear organizational structures, alongside creating intelligent and measurable control systems. This institutional framework must be supported by a genuine investment in the human element through training and in the technical element through modernization, ultimately ensuring the transformation of these facilities into dynamic entities capable of achieving their objectives within the evolving sports landscape.

14- Recommendations

- Organize continuous workshops and training courses focusing on task planning, responsibility distribution, and designing a clear organizational structure for each sports facility.
- Establish a database of successful experiences and best practices within the facilities to be continuously employed in developing and implementing effective organization and control mechanisms.
- Utilize electronic platforms and digital management tools to facilitate task oversight, performance monitoring, and ensure smooth workflow across different departments.
- Define short and long-term objectives for each sports facility, accompanied by precise measurement indicators, to ensure that organization and control genuinely contribute to improving overall performance.
- Link rewards and recognition to actual performance based on organizational and control indicators, ensuring effective participation and goal achievement.
- Design periodic questionnaires and interviews to review the effectiveness of organizational and control procedures, adjusting plans based on the results to foster continuous performance improvement.

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