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Strategic objectives as an administrative requirement in embodying sports professionalism in Algerian clubs

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Abstract:

Our study aims to examine the contribution of strategic objectives as an administrative requirement in embodying sports professionalism in Algerian clubs. The study population consists of all administrators of the top professional football clubs during the sports season: 2022/2023, as they were selected in a simple randomway, and consisted of (31) individuals from the original community.

Weused the descriptive analytical approach with the use of a questionnaire tool. Among the most important results reached: that strategic objectives as an administrative requirement contribute to a moderated gree to the embodiment of sports professionalism in Algerian clubs

Keywords: Strategic objectives; administrative requirements; Sport professionalism.

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1. INTRODUCTION

All experts agree that an institution's success in achieving its goals depends to a large extent on the effectiveness and efficiency of its human resources, as it is the most effective input to raising and improving the effectiveness of an enterprise. Human resources are viewed as the real wealth of an institution and other resources that are only helpful to it, with its skills and capabilities.

Sports professionalism is one of the phenomena that has attracted the attention of many people interested in sports in Algeria, as the latter has become increasingly important by transforming sports hobby into a profession and industry in the commercial market, increasing the number of workers in its various vital fields, entering financial and economic institutions in this area, and taking advantage of sport as one of the best means of mass communication.

Hence, experts confirm the need to provide a number of necessary requirements to reflect sports professionalism from permanent financial sources to equip the infrastructure of professional clubs and rational sports management within clubs that are the essence of management. Its importance is reflected in the fact that it is a valuable means of achieving strategic objectives in the success of sports professionalism by defining the objective and important policies in raising the efficiency of administrators, which would benefit institutions and departments in achieving their goals and allow them to excel and take advantage of their own opportunities. (Increased wages and promotions) to satisfy their needs for self-esteem and respect. Therefore, sports management as a key requirement in the translation of professionalism is a descriptive step that provides those who are good and control the leading role in the achievement of strategic objectives. This is reflected positively in the embodiment of sports professionalism in Algerian clubs.

Professionalism must therefore be examined as a system whose requirements and changes are complete in order to advance our country's professional soccer clubs on a steady footing, in scientific and realistic ways, and to ensure that their strategic objectives are reflected in order to serve the system in the light of the ongoing international development of the advancement of sport.

Based on the topic of our study, which attaches great importance to the strategic objectives of Algerian clubs as an administrative requirement as a mechanism for the reflection of sports professionalism, this has led to the question of the study:

1. Study question:

How much do strategic objectives contribute as an administrative requirement to the realization of sports professionalism in Algerian clubs?

2. Study hypothesis:

The strategic objectives of Algerian clubs, as an administrative requirement, contribute to a moderate degree in the embodiment of sports professionalism.

3. Objective of the study:

The aim of our study is to evaluate sports professionalism in Algeria after 14 years of application. As researchers, we must shed light on the most important strategic objectives identified for professionalism in terms of the conditions and obligations that must be met by the professional club that are in the laws and the terms book of conditions to be written for professional clubs and the extent of their conform on the ground through the established goals and objectives achieved. The study's objective was as follows: Identification of the degree of contribution of strategic objectives as an administrative requirement in the reflection of sports professionalism in Algerian clubs

4.The importance of the study :

Our research is an analytical study of the reality of sports professionalism in our football clubs and the degree to which strategic objectives contribute to the reflection of sports professionalism ;This study represents one of the methods used in the process of demonstrating the professionalism of Algerian football clubs, This study contributes to highlighting the degree to which human resources of professional clubs contribute to the application of professionalism and its effectiveness in promoting Algerian sport and football in particular and to the introduction of sports professionalism and ways of accessing its application on the ground at Algerian football clubs and reaching the definition of the tasks of the parties involved in the professional system, strategy , the coach, the managerial course, and ultimately the achievement of precise scientific and practical recommendations consistent with the ambitious strategies of sport.

5. Identification of study concepts and terminology

5.1Strategic objectives: composed of two words: "Objectives" and "Strategy"

5.1.1 Language:

The word "strategy" is the art of coordinating all forces in wartime, the art of organizing armies and making military plans in battle (Mazzouz and Amran, 2021, p. 200),



The word "target" is everything that is high from the construction of a sand or mountain or from it: the purpose is called a target. (Ibn al-Mansour, 2003, p. 15).

5.1.2 Terminology:

The goal is a set of final outcomes that individuals or institutions strive to reach, the foundation of life, because what individuals seek is part of their lives. (Afifi and Sultan, 2009, p. 212).

The Strategy is a set of ideas and principles that address a field of humanitarian activity in a comprehensive and integrated manner, indicative of the means, requirements and trends of action for the purpose of reaching specific objectives linked to the future (Batli and layadi, 2023, p. 524).

5.1.3 Procedurally:

Meaning strategic objectives is the vision of the future performance of the club under professionalism with quantitative and qualitative results And this is meant to achieve the goal that should be something that you can measure and track, Using data such as increased numbers, figures or improved management performance rates and there are several different types of examples of strategic planning goals and objectives that can be useful, Business and tasks are chosen to be achieved to reflect the system of professional sports in Algerian clubs.

5.2.Administrative requirements (idiomatically)

They are the appropriate administrative standards for the management of the professional sports club in terms of functions, policies, principles, planning, defining and implementing strategic objectives, organizational structures and methods of work.

5.3. Sports professionalism:

5.3.1. Language:

Professionalism in the field or in something that means that we make it evolve and exceed normal is going according to practical and global conditions of the highest degree. (Nasri, 2004, p. 365)

5;3.2. Terminology:

By professionalism, we mean that a player must take up a regular and continuous occupation in order to achieve a financial return on which he can earn a living (AymanMahrous, 2007, p. 45).

5.4. Procedurally:

We mean professionalism on the sporting side to make it a way of living and satisfying needs and desires.

5.5. Professional Sports Club:

Act No. 13-05 of 31 July 2013 defines it in Article 78 p. 12 as: "A business company with a sporting objective which may take one of the following forms of business: a single-person sports corporation with limited liability, a sports company with limited liability, or a sports company with shares, where the provisions of the trade law are followed, in particular, by the organization and nature of contributions."

5.6. Professional Management:

Professionalism is an integrated system between related elements (player, club, management, contract) and to achieve strategic objectives it is necessary to assign the responsibility of professional management to a specialized management group.

6. Previous and similar studies:

6.1.Study of Abdul Hamid lagrou and others(2020):

Highlighting the most important requirements for reflecting the system of sports professionalism in the Algerian environment ", scientific article published in the Journal of Physical and Artistic Sciences Vol. 17, No. 01, University of Algeria 03, where it aims to highlight the most important requirements for reflecting the system of sports professionalism in the Algerian environment ;In the light of the transformation of sports practice from hobby to sports professionalism, In addition to the roles of sports management, sports media, sports marketing and legal requirements in sports professionalism, researchers used the analytical descriptive method and The study tool was to analyze the content of some previous and similar local references and studies.

Its findings differed in the knowledge of the role of sports management and sports media, sports marketing, legal requirements in the reflection of sports professionalism in the Algerian environment. One of the most important findings is that: sports professionalism in the Algerian environment is applied relatively.

6.2. Study of SALEM AL AYASHI , SIDERA Saad (2019):

Entitled "Methods for developing the management of sports clubs for the success of the professional sports system in Algeria", scientific article published in the Journal of Sports Creativity, vol. No. (10), No. (02), bis (1), University of Mesaila , it aims to know the role of sports club management development in the success of the professional sports system in Algeria , the descriptive method was used on a survey sample of 60 board members of professional sports clubs , The



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researchers used a Triple Lycert Scale questionnaire to gather information , Among the most important results reached: The degree of congruence of sports club management objectives and the degree of responsiveness of organizational structures at the club management level, as well as the strategies adopted) contribute to the success of the professional sports system in Algeria.

Practical aspect:

Survey:

Researchers conducted a survey of a sample of 10 marchers from the board of directors of clubs active in the First Professional Football League Championship Mobilis from outside the basic study sample and from within the study community of four professional teams, 04 clubs active in the First Professional League, the aim of the researcher is to build a survey of the requirements of sports professionalism. The researchers in the questionnaire tool also relied on a number of previous studies on the subject of the study, which attempted to measure these variables between 15/02/2022 and 05/06/2023.

1.1. Result of the survey:

The survey aims to collect data on the study's subject and sample information The researchers were able to learn more about professional sports clubs and approach club careers. Some of the key ideas and points on which the questionnaire tool was based were taken to approve the topic of research and identifying the most important strategic objectives that are flagged by club management in the reflection of sports professionalism. Finally, the statistical community was limited, and we learned about the professional sports clubs of the first association and the structural organization of the professional club administration.

2. Curriculum:

The descriptive and analytical method is the appropriate approach for the subject matter of our study.

3. Community and study sample:

3.1.Study Society:

The study community consists of all the first professional football league clubs during the sporting season: 2022/2023, numbering 31, where the study was conducted on the managers of these clubs, and in the light of these data we can determine the sample research.

3.2. Sample Study:

Since we cannot cover all the study community, the basic study sample is 10 professional clubs in the first division of Algerian football, where they were selected in a simple random manner and represent 62.5% of the total members of the study community of the club's managers, made up of 31 members of the indigenous community.

4. Tools of collecting Information:

Researchers relied on the questionnaire after undertaking the survey, considering it to be the most appropriate tool in the study. In completing the questionnaire, the researchers relied on the closed format that identified possible responses to each question, on the Lycert quintet scale, and asked the investigators to determine the extent to which these terms regarding the degree of availability of objectives were approved as an administrative requirement in the reflection of professional football clubs professionalism in Algeria.

5. The tool's psychometric properties:

5.1. Honesty:

Internal coherence between the phrases of strategic objectives in the reflection of sports professionalism and the overall degree obtained in the axis. The coefficients show the correlation between each of the paragraphs of the axis "Strategic objectives in the translation of mathematical professionalism" and the overall degree of its vertebrae, where correlation factors range from 0.631 to 0.843 and are considered a function at an indicative level (0.01 to 0.05), thus the second area paragraphs are considered to be true to what they are designed.

5.2. Tool Stability:

5.2.1. Half-section of the study questionnaire:

TABLE 1 :Half section of the questionnaire tool

The focus of the questionnaire	Number of phrases	Half section	stability coefficient	Cyberman Brown Correlation Coefficient
Strategic Objectives in Embodying Sports Professionalism	13	7phrases	0.833	0.846
		6 phrases	0.798	

Source: Prepared by researchers using SPSS



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From the previous table we note that the correlation coefficient between the two parts of each axis of the questionnaire is limited between 0.798 and 0.833, and each half of the tool's axes is highly stable. Also, the stability coefficient for the two halves of the questionnaire was high, estimated at 0.849.

5.2.2. Alpha Cronbach's stability coefficient:

Table 2: Stability coefficient for questionnaire tool

The focus of the questionnaire	Number of phrases	Cyberman Brown Correlation Coefficient
Strategic Objectives in Embodying Sports Professionalism	13	0.869

Source: Prepared by researchers using SPSS

The previous table shows that the stability coefficient is statistically high and significant at the indicator level of 0.05, with the correlation coefficient of the study axis at 0.869, which is a high stability coefficient and statistically significant at the indicator level of 0.05. This indicates the possibility of stability of the results that will be obtained using the questionnaire.

6. Procedures for field application of the tool:

Our study included the following dimensions or boundaries:

- Human boundaries: Our study included a sample of the directors and board members of professional sports clubs in the first League of football in Algeria
- Timelines: This study was conducted during the university season 2022/2023 from 17 November 2022 to 09 February 2023.
- Spatial limitations: This study was applied to Algerian football's first professional sports clubs.

7. Statistical methods:

To achieve the objectives of the study and analyze the data collected, many appropriate statistical methods have been used using the statistical program called the Statistical Package for Social Sciences version 22 (SPSS24) and that's after the data has been coded and entered into the computer,

It also relied on the following descriptive statistical methods:

A-Methods used to verify the validity and consistency of the study tool :

- Pearson correlation coefficient to detect the internal consistency of the study tool
- The Cyberman Brown Coefficient for calculating stability in the half section.

- The Cronbach's Stability Coefficient α for the stability of the questionnaire paragraphs.
- Percentages and repetitions for the description of the sample.

B - Methods used to answer the study questions:

- The arithmetic mean to measure the centrality of answers,
- Standard deviation to measure the extent of agreement and non-dispersion of answers

Presentation and discussion of results:

1.Presentation and analysis of the results of the questionnaire form:

Study hypothesis: Algerian clubs' strategic objectives as an administrative requirement contribute to an intermediate degree to the reflection of sports professionalism.

For this purpose, the repetitions, percentages, calculation averages and standard deviation have been calculated for all phrases of the strategic objectives focus as an administrative requirement in the reflection of sports professionalism, in order to determine the extent of approval of the sample members of this axis, the results in the following table:

Table 3: Distribution of phrases of strategic objectives as an administrative requirement in embodying sports professionalism in Algerian clubs according to the values of the arithmetic averages and standard deviations, with an explanation of the descending order of the averages.

phrases		Strongly agree	agree	Fairly agree	disagree	Strongly disagree	arithmetic average	Standard deviation	ranking
Phrase 1		3	3	6	13	6	2.55	1.16	11
	%	9.67	9.67	19.35	41.93	19.35			
Phrase 2		4	5	8	10	4	2.89	1.19	9
	%	12.19	16.12	25.8	32.25	12.9			
Phrase 3		3	8	5	12	3	2.92	1.19	8
	%	9.67	25.8	16.12	38.7	9.67			
Phrase 4		4	5	8	8	6	2.65	1.14	10
	%	12.9	16.12	25.8	25.8	19.35			



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Phrase 5		8	9	6	7	1	3.54	1.21	2
	%	25.8	29.03	19.35	22.58	3.22			
Phrase 6		4	8	4	12	3	2.97	1.23	7
	%	12.9	25.8	12.9	38.7	9.67			
Phrase 7		3	5	6	9	8	2.43	1.18	12
	%	9.67	16.12	19.35	29.03	25.8			
Phrase 8		7	10	6	5	3	3.47	1.20	3
	%	22.58	32.25	19.35	16.12	9.67			
Phrase 9		3	7	12	5	4	2.98	1.08	6
	%	9.67	22.58	38.7	16.12	9.67			
Phrase 10		9	14	00	5	3	3.79	1.22	1
	%	29.03	45.16	00	16.12	9.67			
Phrase 11		4	9	10	7	1	3.25	0.99	4
	%	11.1	29.03	32.25	22.58	3.22			
Phrase 12		00	5	5	13	8	2.24	0.97	13
	%	00	16.12	16.12	41.93	25.8			
Phrase 13		4	8	9	8	2	3.19	0.95	5
	%	12.9	25.8	29.03	25.8	6.45			
All paragraphs of the tool							3.00	1.13	

Source: Prepared by researchers using SPSS

From the arithmetic averages and standard deviations of the responses of the study sample individuals on the axis of strategic objectives in the reflection of mathematical professionalism, its phrases are arranged in Table 3 downward from the top to the bottom according to the arithmetic average obtained by each phrase. If the arithmetic averages are equal, the order is on the lower standard deviations of each phrase.

The highest arithmetic average was (3.79) and was obtained by the phrase “The specific objectives for club management are proportional to the capabilities available to reflect sports professionalism,” followed by the phrase No. (05/08), whose arithmetic averages were high from the point of view of the members of the Board and Directors of the Professional League.

As for the phrases No. (11/13/09/06/03/05), they obtained medium arithmetic averages.

The lowest arithmetic averages were obtained by the phrases (01/07/12), which were with a low degree.

Through Table No. (3) and according to the values of the arithmetic averages and standard deviations, we were able to determine the level of contribution of the strategic objectives as an administrative requirement to reflect the sports professionalism in Algerian clubs in each phrase of this axis. Accordingly, the phrases in which the level of influence was medium and higher than the theoretical average of the phrase. With an arithmetic average of (3.00) for the strategic objectives axis.

Through this, the following can be concluded:

Paragraph No. (10): Ranked first with an average arithmetic equal to (3.79) and a standard deviation equal to (1.22), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (agree), with a percentage of (45.16%) plus a strongly approved score of (29.03%) which is approximately (75%), indicating that there is a high degree of approval by sample individuals for this phrase "the specific objectives of club management are commensurate with the possibilities available to reflect sporting professionalism."

Paragraph No. (05): ranked second with an average arithmetic equal to (3.54) and a standard deviation equal to (1.21), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (agree) with a percentage of (29.03%) and the degree of strongly agree with (25.8%), which is approximately (54.%), which indicates that there is a high degree of agreement by the sample members with this phrase "The club management follows modern communication methods that contribute to achieving the objectives of sports professionalism."

Paragraph No. (08): ranked third with an arithmetic average equal to (3.47) and a standard deviation equal to (1.20), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (agree) with a percentage of (34.9%), and strongly agree with (20.6%), which is approximately (55.5%), which indicates that there is a high degree of agreement by the sample members with this phrase: "The strategic objectives of the club's management are in line with the current organizational structure to reflect the idea of sports professionalism."

Paragraph No. (11): ranked fourth with an arithmetic average equal to (3.25) and a standard deviation equal to (0.99), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (somewhat agree), at a rate of (32.25%). It indicates that there is a moderate degree of agreement by the sample members on this phrase : “There is periodic and continuous coordination for the management of the club and the professional and federation associations in the extent to which the strategic objectives to reflect sports professionalism are achieved.”

Paragraph No. (13): ranked fifth with an arithmetic average equal to (3.19) and a standard deviation equal to (0.95), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (somewhat agree), which indicates that there is agreement With a moderate degree by the sample members on this phrase: “There are continuous training courses to improve the skills of club managers in the field of setting objectives and mechanisms for achieving the reflection of sports professionalism.

Paragraph No. (09): ranked sixth with an arithmetic average equal to (2.98) and a standard deviation equal to (1.09), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (somewhat agree), with a percentage of (39.7%), which It indicates that there is a moderate degree of agreement by the sample members on this phrase “Achieving the set objectives of the club’s management with the philosophy of the concerned ministry and its strategic plan to reflect sports professionalism.”

Paragraph No. (06): ranked seventh with an arithmetic average equal to (2.97) and a standard deviation equal to (1.23), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (disagree), at a rate of (38.7%), which indicates There is a moderate degree of agreement by the sample members on this phrase: “The objectives of club management are consistent with the moral values and beliefs of the public to reflect sports professionalism.”

Paragraph No. (03): ranked eighth with an arithmetic average equal to (2.92) and a standard deviation equal to (1.19), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (disagree), with a percentage of (38.7%), which indicates There is moderate degree of agreement by the sample members on this phrase: “There are sequential objectives for the club’s management to reflect sports professionalism.”

Paragraph No. (02): ranked ninth with an arithmetic average equal to (2.89) and a standard deviation equal to (1.19). Therefore, this paragraph is considered statistically significant at the significance level (0.05), meaning that the responses of the study sample members were concentrated in at least one response category, which is A degree of (disagree) with a percentage of (32.25%), which indicates that there is moderate degree of agreement by the sample members on this phrase: “The policies and objectives of club management are clear and realistic to reflect sports professionalism.”

Paragraph No. (04): ranked tenth with an arithmetic mean equal to (2.65) and a standard deviation equal to (1.14) .That is, the responses of the study sample members were concentrated in at least one response category, which is the degree of (agree to some extent), with a percentage of (25.8%), and the degree of (disagree), i.e. (25.8%), which is approximately (51.6%), they agree to some extent with this , which indicates that there is moderate agreement by the sample members on this phrase : “There are ongoing training courses to improve club management skills by the Federal Football Association.”

The researcher believes that it is imperative to coordinate between the Algerian Football Federation and the National Association to conduct training and training courses on an ongoing basis to ensure that the level of the Board's members in the field of management for the success of the sports professionalism project is secured.

Paragraph No. (01): ranked eleventh with an arithmetic average equal to (2.55) and a standard deviation equal to (1.16), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (disagree), with a percentage of (41.3%), that is, the study sample. They do not agree , which indicates that there is low agreement by the sample members with this phrase : “There are specific strategic objectives for club management as a requirement to reflect sports professionalism.”

The researchers explain the reason why this paragraph received low approval, meaning that recruitment is based on patronage and absolute randomness, and is based on the social or affiliation basis of individual workers, even those with specializations, and not on the basis of certification, competence, or the type of targeted position. Since the club is considered a company, there are specializations that must be taken into consideration. Department of Marketing

and Collection, Media, and Law must be appointed on scientific and functional foundations and standards to increase the performance of club's management.

Our current study is consistent with the study (LadjalYahia 2011), which concluded, "Professionalism works to select highly qualified and specialized human resources, in addition to professionalism, which increases clubs' competition to attract and attract specialists in various fields (marketing, media...). This is confirmed by the study (Abdelaziz Al-Akili 2014) which found that the policies and strategies for the management of professionalism are unclear and therefore there is no human resources planning or determinants, recruitment criteria and motivation factors for workers, making there a reluctance of workers to join the professional management.

The researcher decided to find scientific bases and criteria for selecting and appointing the human elements working to manage and conduct the club with high professionalism .

Paragraph No. (07): ranked twelfth with an arithmetic average equal to (2.43) and a standard deviation equal to (1.19), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (strongly disagree), which indicates that there is agreement Low by the sample members on this phrase: "The objectives of club management are consistent with the duties and responsibilities of employees based on their competence to reflect the concept of sports professionalism."

Paragraph No. (12): ranked thirteenth with an arithmetic average equal to (2.24) and a standard deviation equal to (1.22), meaning that the responses of the study sample members were concentrated in at least one response category, which is the degree of (disagree), with a percentage of (41.93%), which indicates However, there is low agreement by the sample members with this phrase : "The strategic objectives of the club's management are formulated in cooperation with specialists in the field of law, economics, and sports management to reflect sports professionalism."

To determine the level of contribution of human resources in sports clubs to the success of professionalism in Algeria, the data obtained from application of the questionnaire to the sample consisting of (31) members of the Board of Directors of the First Professional League clubs was processed, and after extracting the arithmetic average and standard deviation, the axis responses amounted to 3.00.

degree. This means that strategic objectives as an administrative requirement contribute to a moderate degree to the professionalization of Algerian clubs.

2. Discussing and interpreting the questionnaire results in light of the hypothesis:

Through the above and the arrangement of the phrases of the focus of the study tool, we found that the strategic objectives of Algerian clubs contribute, as an administrative requirement, to a moderate degree to the reflection of sports professionalism.

The researchers explain the reason for obtaining moderate approval for the responses of the study members is that the management of professional clubs finds it difficult to define strategic objectives, and even if some of them are underlined, they are of average quality and they do not have the required credibility and reliability, in addition to the difficulty of embodying them, and the current system in most club administrations Professionalism lacks the effectiveness and efficiency necessary to serve club presidents and decision-makers due to the lack of human and technical supplies necessary to operate the system. This negatively affects the reflection of the professional process and keeping pace with the technological development taking place in professional clubs, starting with exploiting the untapped potential of the currently existing system and passing through providing it with more advanced equipment and programs. This is to take advantage of technology, facilitate communication, and produce effective decisions to reflect sports professionalism.

The results of our study agreed with the study of (Abdelaziz Al-Akili 2014), which found that the use of modern methods by employees of the Professional Department is limited, as the communication between employees.

In addition, most clubs do not seek the help of specialists in the legal aspect except in emergency circumstances, represented by the courts or legal follow-up, as European clubs assign permanent and stable positions to law officers who take care of the legal and administrative aspect of all club matters. As for the economic aspect, the presence of specialized economists is very low in our clubs. This is due to the lack of real understanding of sports professionalism among professional teams.

This adversely affects the reflection of professionalism, because specialized economists add an investment character to the club and its supervision is carried out by those in charge of legal affairs Thus,it become a commercial sports



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company with a real concept of professionalism, through the activation of the marketing and investment process and an increase in the sources of financing, the absence of these important human resources makes our clubs always flounder in the hobby of professionalism, and this is because of the absence of strategic objectives.

Our current study is in line with the study (Fokrash Zoubaida 2017) which found "the presence of a legal officer contributing to the activation of sports professionalism."

This is reinforced by the study (Abdelaziz Al-Akili 2014), which considers that "the departments in the clubs in the professional league may operate individually and there is no coordination between the departments or cooperation except in the necessary cases and they do not resort to consultations to proceed with professional management without obstacles".

Also, the management of professional association clubs does not give the most attention to this element because of the concern of players and coaches to forget the importance of the efficient administrative component while recruiting for positions on the Board of Directors and then its development to increase management performance ; the ongoing training and development of human resources is crucial through the concrete results achieved by training if it is based on strategic policies and objectives, Clear rules and supported by senior management, if effectiveness and efficiency in production and performance are achieved for a professional club that is considered to be fundamental requirements at the heart of the club's management strategies, this study is consistent with a study (Ladjal yahia 2011) "Professionalism requires the holding of formative courses to develop the worker's efficiency. Professionalism contributes to the continuous development of performance, behaviors and expertise of human resources." (Lagrour Abd al-Hamid and others. 2020) which found that the sports department in its content analysis plays a fairly acceptable role that enables it to contribute to the reflection of the system of sports professionalism in the Algerian environment.

The researcher believes that it is imperative to coordinate between the Algerian Football Federation and the National Association to conduct training and training sessions on an ongoing basis to ensure the restructuring and improvement of the level of board members in the field of management to reflect sports professionalism.

This is confirmed by the study (Salim and Sedira 2019), which found: a degree that matches the objectives of the Department of Sports Clubs contributes to the success of the sports professional system in Algeria.

The policies currently pursued by the club's management are unguided, ambiguous, obsolete and passive, with most professional clubs still pursuing the classical policies that used to be applied in amateur activity, even though they have changed, they do not keep pace with the contemporary experiences of sophisticated clubs in the field of sports professionalism.

This result was in line with the study (Bousalah al nadir 2015), which found "a new management policy that helps develop the sports finance system under professionalism".

4. CONCLUSION

Through the results of table (03), which demonstrated that strategic objectives as an administrative requirement contribute moderately to the reflection of sports professionalism in Algeria, where the arithmetic average (3.00) and a standard deviation of 1.13 were the following: The specific objectives of the club management are commensurate with the possibilities available to reflect sports professionalism. The club management also follows modern communication methods that contribute to the achievement of its objectives. The strategic objectives of the club management are in line with the current organizational structure to reflect the idea of sports professionalism, taking into account the regular and ongoing coordination of the club's management and the professional and federal association in the achievement of strategic objectives to reflect sports professionalism. There are ongoing training courses to stimulate the skills of club managers in the field of setting goals and mechanisms for achieving them in order to reflect the sporting professionalism and achievement of the governing goals of the club management with the philosophy and strategic plan of the relevant ministry, which must be in line with ethical values and public beliefs to reflect sports professionalism.

In the light of the results obtained in this study, there are some recommendations that the researcher considers may contribute to the reflection of professionalism and the identification of strategic objectives as a management requirement to address the problems faced by clubs in its application and its effectiveness to



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promote sport and football in particular, and to reflect it on the ground among Algerian clubs and in line with the sport's ambitious strategies:

- Reorganization of the administrative organs of sports facilities and clubs in order to follow the latest laws and strategic plans in place to conform to sports professionalism.

Develop training and training courses to stimulate the skills of the managers who work towards achieving the club's strategic objectives.

- Develop strategic plans for the management of the club in line with the organizational structure and available capabilities.

- The need to create advisory committees in clubs, including: (administrative, organizational, planning, economic, legal, informational consultation) through specialized and professional experts.

- Building on successful experiences in the strategic field of professionalism in both Arab and Western countries.

- The need to follow specific goals in professional management, pursue traces and identify weaknesses to reach professionalism in performance

- Provide an organizational structure that allows the smooth exercise of the tasks assigned and improve the performance of the club's management by accurately defining duties and responsibilities and clearly assigning them to employees based on managerial competencies.

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