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Strategic Human Resource Management Practices and Their Role in Enhancing the Marketing Capabilities of Sports Institutions

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Abstract:

This study aims to identify the role of strategic human resource management practices in enhancing the marketing capabilities of sports institutions. It adopted a descriptive-analytical approach, employing a randomly selected sample of 64 participants. A questionnaire was used as the primary tool for data collection.

The results demonstrate that strategic human resource management practices play a crucial role in enhancing the marketing capabilities of sports institutions. The research also highlights the significance of strategic practices associated with human resource planning and training, as they contribute meaningfully to strengthening these marketing capabilities.

Keywords: strategy, strategic management, human resources, marketing capabilities, sports institutions.

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1. INTRODUCTION:

Amid multiple global changes and transformations affecting countries, organizational performance, and functional operations, these developments have left a crucial mark on the business environment and the nature of management in general, especially human resource management. This branch of management is tasked with securing, maintaining, training, and developing human resources, while also being responsible for implementing and adapting the policies, regulations, and laws established by top management to keep pace with the interests of both the institution and its employees **(Faleh, 2004, p. 21)**. As a natural outcome of the increasing focus on human resources, traditional human resource management has evolved into strategic human resource management, which originates from the broader concept of strategic management. Strategic HRM seeks to develop exceptional competencies and build a qualified, effective workforce capable of achieving the organization's strategic goals. It operates through a long-term vision based on clear strategic thinking. Through its strategic practices, it enables organizations to gain a competitive advantage by promoting the diversity of skills, capabilities, knowledge, and perspectives among their human resources. This allows organizations to make meaningful and distinctive advancements in a highly competitive environment, strengthen a positive workplace through engaged employees, and manage programs, policies, and procedures that support organizational success.

In this context, sports institutions today, facing numerous challenges and striving for results, stability, growth, and development, recognize the value of human resource management as a vital strategic function. HRM plays a significant role in boosting productivity and increasing employee motivation while curbing negligence and disengagement. It also promotes responsiveness to future requirements and the surrounding environment **(Siyar, 2014, p. 220)**.

Furthermore, marketing is regarded as a vital function in modern business organizations in general and in sports institutions in particular. It has become a central component of all organizational departments and management activities. Marketing links the organization with markets and consumers and is a discipline with its own theories, concepts, foundations, strategies, systems, and specialized skills. Recently, marketing has drawn inspiration from strategic management by adopting the concept of marketing capabilities, a relatively new theoretical notion in marketing literature. Increasing and developing these capabilities has become a central focus for both researchers and practitioners, as their application significantly



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supports organizational responsiveness to market information with the speed and effectiveness needed to satisfy customer needs, preferences, and desires. Consequently, sports institutions today strive to adopt policies and implement programs sought at developing marketing capabilities in order to enhance marketing practices. The goal is to allow these institutions to adapt to multiple changes, address competitive pressures, and acquire a competitive advantage that enables them to expand their market share in the face of shifting conditions. Notably, the development and enhancing of these capabilities are closely associated with the extent to which sports institutions have access to qualified, specialized, and well-trained human resources capable of performing marketing functions. The ability to improve marketing performance also relies on how effectively these institutions manage to leverage available marketing opportunities and enhance overall performance.

In light of these dynamics, the current study seeks to identify the implementation of strategic human resource management practices and their role in enhancing the marketing capabilities of sports institutions. Thus, the research problem statement can be formulated as follows:

Is There a Role for Strategic Human Resource Management Practices in Enhancing the Marketing Capabilities of Sports Institutions?

To address this problematic, it is essential to answer the following sub-questions:

1. Do strategic human resource planning practices play a role in enhancing the marketing capabilities of sports institutions?
2. Do strategic human resource training practices contribute to enhancing the marketing capabilities of sports institutions?

1.2 Study Hypotheses

General Hypothesis

Strategic human resource management practices play an effective role in enhancing the marketing capabilities of sports institutions.

Sub-Hypotheses

1. Various strategic practices associated with human resource planning contribute to the development of marketing capabilities in sports institutions.
2. Strategic practices related to human resource training play a crucial role in enhancing the marketing capabilities of sports institutions.

1.3 Study Significance

The significance of this study stems from importance of its two main variables. The independent variable, strategic human resource management (SHRM), has garnered significant attention from scholars and researchers in business and organizational management due to its strategic relevance and sensitivity. In this context, SHRM highlights the need for sports institutions to focus on their human capital and to integrate a strategic dimension into all related practices. Human capital is considered the driving force behind the fulfillment of institutional goals and the achievement of the organization's mission. The dependent variable is marketing capabilities, which reflect the critical role of marketing as one of the key factors enabling institutions, especially in the sports sector to understand and adapt to dynamic changes and respond effectively to competitive pressures. Fostering these capabilities helps institutions gain a competitive advantage and increase their market value.

The importance of this study can be summarized in the following points:

1. Highlighting the contribution of strategic human resource management to the improvement of marketing capabilities within the sports sector.
2. Emphasizing the modern perspective of human resources as a strategic partner through their active and positive roles in sports institutions.
3. Drawing the attention of decision-makers in the sports field to the significance of fostering marketing capabilities to develop and ensure the success of sports institutions. Human resources are among the most significant determinants of productivity across all activities and operations.

1.4 Study Objectives:

- Identifying the role of strategic human resource management in promoting the marketing capabilities of sports institutions.
- Examining the multiple strategic practices associated with human resource planning and highlight their role in fostering the marketing capabilities of sports institutions.
- Exploring strategic practices related to human resource training and their contribution to enhancing the marketing capabilities of sports institutions.

1.5 Definition of Concepts and Terminology:

1.5.1 Strategy

Linguistic definition: The art of coordinating all forces during wartime, and



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the skill of organizing armies and devising military plans for battle.

Terminological definition: Strategy refers to the future vision of an organization regarding its expected interaction with the external environment. Based on this, the organization identifies the types of activities it should pursue in the long term and defines the extent to which it seeks to fulfill its future goals and objectives (Al-Qaisi & Al-Tai, 2014, p. 45).

Operational definition: Strategy envisions the position the organization aspires to occupy in the future within its operating environment. This is fulfilled by studying, analyzing, and assessing external opportunities and threats, as well as internal strengths and weaknesses. The aim is to determine and leverage competitive advantages and prepare with appropriate tools to fulfill the organization's intended goals.

1.5.2 Strategic Management

Terminological definition: Bellout defines strategic management as a modern, long-term plan that includes policies and procedures for managing human resources in the workplace. These align with the organization's overall strategy and contribute to fulfilling its mission and objectives. This process also requires adaptation to both internal and external environmental changes, particularly in the face of intense competition at the global, regional, and local levels. (Bellout 2011, p. 69)

Operational definition: Strategic management is a system that adopts long-term strategic policies to fulfill targeted objectives and achieve the organization's overall strategic goals.

1.5.3 Human Resources

Conceptual definition: Human resources are regarded as the real asset of any organization. The human element, with a willingness to work, is the key factor in fulfilling productivity and efficiency (Fathi, 2003, p. 233).

Operational definition: The fundamental wealth of any institution lies in its qualified individuals who possess the necessary skills and competencies to perform specific tasks, and who are motivated by a strong passion and desire to carry out their responsibilities .

1.5.4 Marketing Capabilities

These refer to the organization's skills and competencies in collecting,

sharing, and spreading market information across all departments, launching successful new products, and building strong relationships with customers and suppliers (**Ripollés & Blesa, 2012**).

1.5.5 Sports Institutions

They are established by society to serve the sports sector in all its aspects. They work within a structured organizational framework aligned with their size and goals, seeking to positively contribute to society in line with its objectives.

According to Law No. 04-10 (2004), sports institutions are public facilities established to serve the public good by satisfying general needs and offering specific services, encompassing developmental goods such as education and health. The government has the authority to establish, manage, or dissolve these institutions. (**Law No. 04/10, 2004**).

1.6 Literature Review

First Study: Conducted by the researcher Tabrourt Allal (2016), entitled "The Foundations for Activating Strategic Human Resource Management and Its Role in Developing Competitive Advantage." The study aimed to identify the current state of applying strategic human resource management practices, encompassing strategies associated with human resource planning, job analysis and description, recruitment, selection and appointment, investment in human resources, training, learning, performance evaluation, and motivation within the Mobilis company. The researcher employed a descriptive methodology and the study sample consisted of all executives from the Human Resources Directorate and the Training Directorate at Mobilis, totaling 95 executives with various job titles. The tools utilized for data collection included a questionnaire, observation, and interviews.

Ultimately, the researcher concluded that strategic human resource management, through its multiple strategies (human resource planning, job analysis and description, recruitment, selection and appointment, investment in human resources, training, learning, performance evaluation, and motivation), has a crucial effect on fulfilling competitive advantage across several dimensions: providing services at competitive prices, service quality, speed of response, operational efficiency, superior customer responsiveness, and increased market share within the Mobilis company.

Second Study: Conducted by the researcher Mahmoud Bousabaa (2022), entitled: "Marketing Capabilities and Their Impact on Organizational



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Performance." The study aimed to examine the relationship between marketing capabilities and organizational performance at the Massinissa Health Institution in Constantine. The researcher employed a descriptive-analytical approach and utilized a questionnaire as the main data collection tool. The sample consisted of 38 individuals from the health institution.

The study reached the following findings:

- There is a positive correlation between marketing capabilities and organizational performance.
- There is a positive relationship between marketing research capabilities, promotional capabilities, distribution capabilities, service development capabilities, and organizational performance at the Massinissa Health Institution.
- There is no significant impact of marketing research, planning, promotional, pricing, and service development capabilities on the overall organizational performance of the institution.

Third Study: Conducted by researchers Mohamed Ben Arous and Haddab Slim (2019), titled: "The Role of Human Resource Training in Marketing Quality within Sports Institutions." This study aimed to assess the state of human resource training in sports institutions and its role in improving marketing quality. The researchers employed a descriptive-analytical approach, with a sample of 40 marketing specialists from 14 sports institutions. Data were gathered utilizing a questionnaire.

The study concluded that:

- Human resources must be recognized as the key driver of the marketing process.
- Specialized training programs should be conducted for marketing professionals within sports institutions.
- It is necessary to establish a dedicated marketing department led by experts in sports marketing.
- Training in sports marketing should be given significant importance to promote institutional performance in this area.

2. Field Procedures of the Study

2.1 Pilot Study:

Field visits were carried out to various Directorates of Youth and Sports in the provinces of Msila, Djelfa, and Laghouat. During these visits, interviews were conducted and a preliminary questionnaire was distributed to a sample of multiple administrative staff working in these directorates. The aim was to understand the work environment, collect data relevant to the study topic, estimate the sample size, determine potential gaps in the questionnaire, and evaluate the suitability of its items for the study. The pilot study also is used assess the psychometric properties of the study tool. Through this stage, it was possible to become familiar with the administrative and organizational procedures required for administering the questionnaire and to evaluate the participants' comprehension of its items. Consequently, the study sample and population were defined, and relevant information and data were collected to support the research.

2.2 Research Methodology: Given the nature of the topic, the study employed the descriptive-analytical method.

2.3 Fields of Study:

- **Temporal scope:** The study was conducted from January 2025 to April 2025.
- **Geographical scope:** The study was limited to the Directorates of Youth and Sports.
- **Human scope:** The questionnaires were distributed to administrative staff working in the Directorates of Youth and Sports.

2.4 Study Population and Sample:

The population of the study included administrative staff working in the Directorates of Youth and Sports in the provinces of Msila, Djelfa, and Laghouat. Due to the small size of the population, the study adopted a comprehensive enumeration approach in selecting the sample. Thus, the study sample consisted of 64 administrators, randomly chosen and distributed across the Directorates of Youth and Sports in the aforementioned provinces, as indicated in the following table:

Table 1. Distribution of Study Sample Participants

N°	Directorate	Administrators N°
01	Directorate of Youth and Sports of Msila	22
02	Directorate of Youth and Sports of Djelfa	24
03	Directorate of Youth and Sports of Laghouat	18



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2.5 Study Variables:

- **Independent Variable:** In this study, the independent variable is defined as Strategic Human Resource Management Practices.
- **Dependent Variable:** The dependent variable in this study is referred to as Marketing Capabilities.

2.6 Data Collection Tool:

To conduct this study, two questionnaires were used:

- The first questionnaire pertains to the independent variable (Strategic Human Resource Management Practices) and consists of 20 items.
- The second questionnaire pertains to the dependent variable (Marketing Capabilities) and includes 21 items.

Questionnaires Scale Selection:

The researcher used a closed-ended format in which each question provides predefined response options. A five-point Likert scale was employed, as follows:

Table 2. Likert Scale Levels Utilized in the Questionnaire

Response	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Score	5 points	4 points	3 points	2 points	1 point

Scientific Foundations of the Questionnaire Tool

There are standard criteria that must be observed when designing tests in accordance with proper scientific foundations, which include the following:

Face Validity:

The two preliminary versions of the questionnaires were introduced to a panel of seven expert academic reviewers specialized in the study's field. The purpose was to obtain their opinions on the clarity of the items, their relevance to each axis, whether any items required rephrasing, and the degree of alignment between each item and its corresponding axis.

Based on the reviewers' feedback, the necessary modifications were made. Most adjustments focused on refining the wording of certain items and removing those that were not aligned with the defined axes.

Reliability and Validity of the Study Tool:

First: Reliability and Validity of the Questionnaire on Strategic Human

Resource Management Practices:

A preliminary assessment was conducted to verify the reliability and validity of this questionnaire, reaching the following results:

a. Reliability: Internal Consistency (Cronbach's Alpha):

The reliability of this questionnaire was measured utilizing Cronbach's Alpha, which estimates the average inter-item correlation within each dimension. The findings are presented in the following table:

Table 3. Reliability of the Strategic Human Resource Management Practices Questionnaire using Cronbach's Alpha.

Dimensions of Strategic Human Resource Management	Cronbach's Alpha Coefficient	Items N°
Strategic Practices for Human Resource Planning	0.958	10
Strategic Practices for Human Resource Training	0.968	10
Total	0.959	20

Based on the table above, and in light of the Cronbach's Alpha coefficient values, the estimate for Strategic Human Resource Planning Practices was 0.95, while for Strategic Human Resource Training Practices, it yielded 0.96. The overall questionnaire reached a coefficient of 0.95. These values demonstrate a high level of reliability, as all the coefficients are positive and indicate consistency and coherence among the items in this section. The correlations exceed 0.50 and approach a perfect correlation (1).

B. Validity: Internal Consistency Method

Estimating the correlation between the dimensions and the total questionnaire score:

The validity of the questionnaire was evaluated by calculating the Pearson correlation coefficients between the score of each dimension and the overall questionnaire score, as illustrated in the following table:

Table 4. Illustrates the correlation matrix between the dimensions of strategic human resource management practices and the total score.

Dimensions	Total Score	Dimensions	Total Score
Human Resource Planning Strategy	0.852**	Human Resource Training Strategy	0.888**
(0.01) (0.01) The correlation is significant at alpha **			



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Based on the table above and considering the Pearson correlation coefficient values, it is clear that all correlations are statistically significant. The Pearson correlation coefficient between the total score of the first dimension (Strategic Human Resource Planning Practices) and the overall questionnaire score was estimated at 0.85. For the second dimension (Strategic Human Resource Training Practices), the correlation with the overall questionnaire score was 0.88. Overall, it can be concluded that this section indicates validity, as all of its dimensions are internally consistent and aligned with the questionnaire as a whole.

Second: Reliability and Validity of the Marketing Capabilities Questionnaire

A preliminary assessment of the reliability and validity of this questionnaire was conducted, reaching the following results:

A. Reliability: Utilizing the Internal Consistency Method (Cronbach's Alpha):

The reliability of this questionnaire was assessed using the internal consistency method, specifically Cronbach's Alpha coefficient, which estimates the average inter-item correlation. The findings are illustrated in the following table:

Table 5. Shows the reliability of the Marketing Capabilities Questionnaire as measured by Cronbach's Alpha.

Sports Marketing Items	Cronbach's Alpha Coefficient	Items N°
Total	0.941	21

Based on the table above and the Cronbach's Alpha coefficient value of 0.94 for the overall questionnaire, it can be concluded that the questionnaire shows high reliability. All values are positive, and there is clear consistency and coherence among the items in this section, with correlation coefficients exceeding 0.50 and approaching a perfect correlation (1).

B. Validity: Internal Consistency Method

Estimating the correlation between the items and the overall questionnaire score:

The validity of this questionnaire was assessed by calculating the correlations between individual item scores and the total questionnaire score utilizing Pearson's correlation coefficient, as presented in the following table:

Table 6. Presents the correlation matrix of the Marketing Capabilities items

with the total score.

Items	Overall Section
	0.942**
The correlation is significant at (0.05)	

Based on the table above and considering the Pearson correlation coefficient values, it is observed that all values are statistically significant. In general, this section is valid, as all its dimensions are consistent with each other and with the questionnaire as a whole.

2.7. Statistical Methods:

The Statistical Package for the Social Sciences (SPSS v25) was utilized to analyze the data collected through the two questionnaires in this study. The following statistical methods were used:

- Frequencies, percentages, and graphical representations were employed to describe the study sample.
- Means, standard deviations, and bar charts were used to describe the questionnaire items.
- Pearson correlation coefficient and Cronbach's Alpha coefficient.
- Simple linear regression.
- Statistical significance test "F" (One-way ANOVA), utilized to detect differences.
- Statistical significance test (T-test) for two independent samples.
- Levene's Test of Homogeneity (F)

3. Presentation, Interpretation, and Discussion of the Findings in Light of the Hypotheses:

3.1 Presentation, Interpretation, and Discussion of the Results in Light of the First Hypothesis:

To test the validity of this hypothesis, simple linear regression was utilized between the total score of the first axis of the independent variable and the dependent variable. The effect size was then estimated through the correlation square and the coefficient of determination. The findings were as follows:

Study Variables	Deviation			R ²	Interpretation
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			Variance F	Correlation Square		
Human Resource Planning	Pearson's r	0.639**	42.854	0.409	0.399	Very large effect size
	Significance Level	0.000	0.000			
	Sample Size	64				
** The correlation is statistically significant at the alpha level ($\alpha = 0.01$).						

Table 7. Illustrates the interactional relationship between the study variables.

From the table above, it is observed that the Pearson correlation coefficient between the scores of the study sample on the dimension of Strategic Human Resource Planning Practices and their scores on the Marketing Capabilities questionnaire was 0.63. This is a strong and positive value, demonstrating a direct (positive) correlation. Furthermore, the variance value (F) was 42.85, which is statistically significant. This suggests a meaningful overlap between the values of the two variables. Supporting this, the coefficient of determination was found to be 0.39, which is considered substantial as it exceeds the threshold of 0.14. Moreover, the squared correlation, commonly referred to as the effect size, was 0.40, also showing a very large effect, as it surpasses the 0.20 benchmark. This means that 40 percent of the variance in the dependent variable (Marketing Capabilities) is explained by the variance in the independent variable (Strategic Human Resource Planning Practices), indicating a strong level of influence. The statistical significance of this interaction was confirmed at the alpha level of 0.01 ($\alpha = 0.01$). Thus, the null hypothesis, which denies the existence of a significant relationship (effect and influence), is rejected. As a result, this finding supports the first research hypothesis, which posits that various strategic human resource planning practices contribute to the development of marketing capabilities in sports institutions. The

confidence level in this result is 99 percent, with only a 1 percent probability of error.

This result can be explained by the fact that strategic human resource planning practices seek to ensure the availability and suitability of a qualified and specialized workforce under optimal conditions, utilizing effective methods tailored to the needs of sports institutions. This is especially important in light of the emergence of new professions and specializations in the sports sector, as well as the evolving demands and policies, such as sports marketing, which has become a top priority for sports institutions aiming to improve their marketing capabilities. This is due to its significant positive effect on multiple institutional factors, encompassing the ability to create value for customers and stakeholders, fulfill success, maintain competitive advantage, ensure strong financial performance, enhance return on investment, and foster overall institutional management. These findings highlights the significance of adopting effective measures and strategies to attract qualified individuals and competencies aligned with the needs of sports institution management. This conclusion is supported by the study of Tabourat Allal (2015), which underscored the importance of strategic human resource planning and the continuous integration of administrative and organizational developments. The study identified HR planning as one of the most vital management functions directly contributing to the fulfillment of institutional goals and competitive advantage. These results are in line with those of Ben Arous Mohamed (2019), who highlighted the necessity of establishing a dedicated marketing department led by qualified professionals in sports marketing within sports organizations. In addition, the study by Dredi and Brahini (2020) confirmed that strategic planning for human capital contributes significantly to the development of administrative thinking among the management committees of sports clubs.

3.2 Presentation, Interpretation, and Discussion of the Results in Light of the Second Hypothesis

To test the validity of this hypothesis, a simple linear regression analysis was conducted between the total score of the second dimension of the independent variable and the dependent variable. The effect size was then estimated utilizing the squared correlation coefficient and the coefficient of determination. The findings were as follows:

Table 8. Demonstrates the interaction between the two variables.



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Study Variables		Deviation	Variance F	Correlation Square	R ²	Interpretation
Human Resource Training	Pearson's r	0.499**	20.520	0.249	0.237	Very large effect size
	Significance Level	0.000	0.000			
	Sample Size	64				
**The correlation is statistically significant at the alpha level of 0.01 (α = 0.01).						

Based on the table above, the Pearson correlation coefficient between the study sample's scores on the dimension of Strategic Human Resource Training Practices and their scores on the Marketing Capabilities questionnaire reached 0.49. This is a moderate, positive value revealing a direct correlation between the two variables. The F value, which reached 20.52, is statistically significant, suggesting a meaningful overlap between the two variables. This is further supported by the coefficient of determination, which was 0.23, a relatively high value that exceeds the 0.14 threshold. Additionally, the squared correlation coefficient, also referred to as the effect size, was 0.24, demonstrating a very large effect, as it exceeds the 0.20 benchmark. This means that 24% of the variance in the dependent variable (Marketing Capabilities) can be interpreted by the variance in the second dimension of the independent variable (Strategic Human Resource Training Practices). This is considered a strong effect, surpassing the 20% overlap threshold. Moreover, this effect was statistically significant at the $\alpha = 0.01$ level. Therefore, the null hypothesis stating there is no interaction or cause-effect relationship is rejected. Consequently, this result supports the second research hypothesis, which posits that strategic training practices for human resources significantly contribute to enhancing the marketing capabilities of sports institutions. The confidence level for this result is 99%, with a 1% margin of error.

This result can be explained by the fact that strategic training practices are among the key elements for refining, empowering, and sustaining the capabilities

and skills of managers and administrators in sports institutions. These practices directly support the institution's goal of fostering its marketing capabilities, which necessitates a deeper understanding by leadership of the various success factors in marketing, encompassing legal, administrative, media, investment, organizational, and human dimensions. Such training practices also help develop the knowledge, skills, and experience of these individuals in the marketing domain. The strategic nature of training, through its programs and procedures, contributes to enriching knowledge and enhancing the marketing competencies of institutional leaders. This finding also aligns with the results of Mohamed Ben Arous (2019), who highlighted the need for specialized training for marketing personnel in sports institutions and underscored the significance of prioritizing training, particularly in sports marketing. Furthermore, it is consistent with the results of Mahmoud Boulsabaa (2022), who stressed the importance of adopting a marketing-focused approach by activating marketing management and organizing specialized training sessions in this area for institutional human resources.

3.3 Presentation, Interpretation, and Discussion of the Results in Light of the Main Hypothesis:

To verify the validity of this main hypothesis, simple linear regression was conducted employing the total scores of both variables. The effect size was then estimated utilizing the squared correlation and the coefficient of determination. The results were as follows:

Table 9. Illustrates Illustrates the relationship between strategic human resource management and marketing capabilities.

Study Variables		Deviation	Variance F	Correlation Square	R ²	Interpretation
Human Resource Strategy	Pearson's r	0.778**	94.807	0.605	0.598	Very large effect size
	Significance Level	0.000	0.000			
	Sample Size	64				

**** The correlation is statistically significant at the alpha level of 0.01 ($\alpha = 0.01$).**



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Based on the table above, the Pearson correlation coefficient between the study sample's scores on the Strategic Human Resource Management Practices questionnaire and their scores on the Marketing Capabilities questionnaire was 0.77. This is a strong and positive value, demonstrating a direct correlation between the two variables. The F value, which reached 94.80, is statistically significant, suggesting a meaningful overlap between the variables. Furthermore, the finding of this interaction or effect was statistically significant at the alpha level of 0.01. Thus, the null hypothesis, which posits the absence of an interactive or cause-and-effect relationship, is rejected. Consequently, this result supports the main research hypothesis, which affirms that strategic human resource management practices play an effective role in enhancing the marketing capabilities of sports institutions. The confidence level for this result is 99 percent, with only a 1 percent margin of error.

This result, along with the results of the study's sub-hypotheses, all of which align with the overall objective of the research, confirms that strategic human resource management practices play a significant role in enhancing the marketing capabilities of sports institutions. The researcher believes that the more these institutions implement HRM strategies and practices that enhance human resource quality, by ensuring the availability of skilled, competent, and high-performing staff, the more effectively they can foster their marketing capabilities. This interpretation is supported by researchers Laghrour, Nekkaz, and Chennouf, who asserted that the management of sports clubs should be assigned to individuals with both theoretical knowledge and practical expertise in sports administration. They also highlighted the need for regular training sessions to keep club managers informed of modern practices and regulatory developments in sports management. As institutional management evolves with more efficient administrative practices and task execution across multiple functional areas, the organization becomes more likely to fulfill its strategic objectives. On a deeper level, when a sports institution aims to succeed financially, administratively, in the media, and in market competition, it must depend on its internal resources, especially the expertise and skills of its personnel. These competencies are necessary in developing marketing strategies that respond to client needs and market conditions. Collectively, they shape the marketing capabilities that enable organizations to achieve their objectives and build sustainable competitive advantages.

Therefore, human resource strategies represent a key pillar and distinguishing

feature in fostering marketing capabilities, considering that marketing personnel are those who carry out marketing operations regularly. This conclusion is in agreement with a number of studies that investigated similar variables and reached the same results. Similarly, Al-Ajmi (2011) concluded that enhancing marketing capabilities in organizations necessitates a commitment to employing well-trained personnel and offering continuous training in professional marketing practices. Allal (2015) also found that organizations that effectively implement human resource management strategies tend to increase their marketing capabilities and fulfill higher levels of profitability and market performance. As a result, they are better able to realize the needs of their owners, clients, employees, and the broader community in which they operate.

4. Conclusion

This study was conducted to identify the role of Strategic Human Resource Management (SHRM) practices in enhancing the marketing capabilities of sports institutions. The research targeted employees from the Directorates of Youth and Sports in the provinces of Msila, Djelfa, and Laghouat. The results confirm that SHRM practices play a crucial role in fostering the marketing capabilities of sports institutions. They also emphasized the significance of strategic practices related to human resource planning and training, and their contribution to the development of marketing capabilities. The data clearly indicated the vital role of qualified and well-trained personnel in various marketing techniques within sports institutions. These findings highlight the urgent need to place greater emphasis on the implementation of SHRM strategies in sports organizations, given their positive effect on marketing capabilities, which in turn significantly enhance the overall performance of these institutions in administrative, economic, and investment fields.

Based on the results, the following recommendations are proposed:

- Adopting SHRM practices as effective and goal-oriented policies that have proven successful over the long term and contribute positively to institutional performance.
- Acknowledging and reinforcing the role of SHRM within the organizational structure of sports institutions.
- Prioritizing the recruitment of highly competent professionals specialized in sports marketing.



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- Continuously developing employee competencies and improving training programs, with a particular focus on enhancing marketing and investment skills aligned with modern sports management practices.

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