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The Level of Human Resources Investment in Sports Clubs and Academies

A Field Study of Clubs and Academies in Chlef

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^{1,2}Laboratory of cognitive dimensions and applied perceptions in sports training sciences through multiple approaches

Abstract:

The study aims to identify the level of investment in human resources among sports clubs and academies in Chlef community, as well as to determine whether the factor of experience among the study sample has an effect on the level of investment in human resources. The researchers adopted the descriptive method due to its suitability to the nature of the study. For data collection purposes, a questionnaire consisting of 26 items distributed across five dimensions was designed. After data collection, the information was statistically processed using SPSS version 27. Finally, the researchers concluded that the level of investment in human resources among the study sample was rated as high. The results also revealed the existence of statistically significant differences among the study sample attributable to the experience variable, in favor of the group with greater experience.

Keywords: Investment; Human Resources; Sports Clubs; Sports Academies.

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1. INTRODUCTION

Investment in human resources is one of the most important pillars for achieving institutional excellence and competitive sustainability across various domains, especially in sports, which witnesses a rapid development on both professional and economic levels. Human resources ; including players, coaches, administrators, and experts have become a strategic element no less important than infrastructure or financial resources, due to their central role in improving sports performance, achieving accomplishments, and enhancing the market value of sports organizations (Becker, 1993).

Sports clubs and academies is dynamic environments for building and developing sports human capital, as academies represent the primary foundation for discovering and refining talents based on integrated scientific, educational, and training principles. In this context, investing in human resources includes recruitment and selection, continuous training, physical and psychological preparation, development of training and administrative competencies, and providing an organizational environment that enhances individual and collective performance (Tracy, Alison, & Peter, 2015).

Studies also emphasize that strategic management of these resources forms a solid foundation for organizational effectiveness, especially in professional sports clubs and academies that aim to produce and develop talents and strengthen competitive capacities in the sports arena. Investment in education, training, and professional development is not a luxury but a necessity to accomplish institutional sustainability and sports excellence (Bousalah, 2018).

Despite the growing importance of human resources investment within sports organizations, the level of this investment differs from club to another and academy another, depending on several factors, including financial capacity, strategic vision, governance style, and awareness of the importance of human capital in achieving long-term sports success. Hence, studying the level of human resources investment in sports clubs and academies is crucial to diagnose the existing reality, identify strengths and weaknesses, and propose development strategies that contribute to enhancing both sports and institutional performance.

2 .Study Questions

- ✓ What is the level of human resources investment among sports clubs and academies?
- ✓ Are there statistically significant differences in the level of investment in human resources attributable to the experience variable (less than 5 years,



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from 5 to 10 years, more than 10 years)?

3 .Study Hypotheses

- ✓ The level of human resources investment in sports clubs and academies is high.
- ✓ There are statistically significant differences in the level of investment in human resources attributable to the experience variable (less than 5 years, from 5 to 10 years, more than 10 years).

4.Study Objectives

- ✓ To determine the level of human resources investment in sports clubs and academies.
- ✓ To identify whether there are statistically significant differences in human resources investment attributable to the experience variable (less than 5 years, from 5 to 10 years, more than 10 years).

5.Theoretical Framework

5.1.The Concept of Human Resources

Abdel Rahman Al-Hiti defined it as: "The management responsible for enabling the organization to build, maintain, and develop its strategic advantages through realistic planning, appropriate recruitment, precise training of human resources, continuous follow-up, and the development of human resources management" (Al-Hiti, 2005, p. 24).

It is also defined as: th"The activity of planning, organizing, directing, and controlling human elements in the organization through policies related to selection, training, wages, incentives, performance improvement and evaluation, and providing health and social services, culminating in retirement, to achieve the objectives of the organization, its employees, and society." (Al-Hiti, 2005, p. 31).

5.2The Importance of Human Resources Management

1. Human resources are the foundation of independence and a global competitive tool through improving the quality of human resources and continuous development.
2. Proper selection and continuous training enhance innovative capacity, which in turn reduces costs of imported technology.
3. Competitive intensity to increase productivity and reduce costs requires attracting talent in the global competition.
4. Reducing potential conflicts between management requirements and

human resources obligations.

5. Evaluating and implementing individual programs and policies based on multiple roles of individuals beyond specific interests (Mabrouk, 2014, pp. 31-32).

5.3.The Sports Clubs

Sports clubs are associations primarily focused on organizing competitions and sports activities. They are subject to oversight by their respective sports federations and can be multi-sport or single-sport, classified into amateur and professional categories (Farid, 2015, p. 13).

5.4.The Sports Academy

A sports academy is an educational and training institution specialized in developing young athletic talent through organized and scientific programs. It focuses on integrating physical, skill, psychological, and tactical development with an environment that supports training and academic education.

6.The Previous Studies

6.1.Omar Damana 2023 conducted a study entitled "The Impact of Using Information Systems Technology on the Job Performance of Human Resources in Sports Facilities." The study aimed to clarify the extent of interest of sports facility administrations, like other facilities in other fields, in information systems technology, due to the facilitation it has contributed to all their work in general, and administrative ones in particular Especially since the level that these facilities have reached in terms of their development and effectiveness within society has become known at all scientific, social, economic and other levels. The researcher finally concluded that the information revolution, which is closely linked to all areas of human life, has made the management of sports facilities, by its nature and through its human resources in its job performance, need to invest and exploit modern technologies to facilitate its work in order to stabilize first and develop later, considering that it is one of the most important active institutions in society. (Damana, 2023)

6.2.Researchers “Habib Sadrati”, “Asmaa Boussaq” and “Fatiha Boussaq” (2021) conducted a study entitled "The Role of Human Resources Management in Developing Administrative Planning in Sports Institutions in Algeria." The study aimed to highlight the role of human resources management in developing administrative planning in sports institutions, considering it one of the most



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important topics that has captured the attention of specialists in the field of management, given the importance of the human element in achieving its goals by relying on planning its workflow. In this study, the researchers used the descriptive analytical approach, while the research sample consisted of 40 employees of the Youth and Sports Directorate in Bordj Bou Arreridj Province. In order to collect information, the questionnaire was relied upon as a tool. Finally, the researchers concluded that the human resources management in sports institutions seeks to identify the material and human elements and capabilities required to achieve its goals, by drawing up its policies according to the opinion of those responsible for planning administrative programs within a specific time. (Sidrati, Bousaq, & Bousaq, 2021)

7.Study methodology:

The descriptive approach was used to suit the study's nature.

8.Study sample:

The study sample consisted of administrators and managers in sports clubs and academies in the state of Chlef, where the sample number reached 58 administrators and managers.

9.Study tools:

The questionnaire was relied upon as a data collection tool, as we designed it and presented it to a group of judges in order to express their opinions about its suitability for study. The questionnaire consisted of 26 paragraphs, divided into five dimensions: (strategic planning, recruitment, selection and appointment, training and professional development, evaluation and performance, incentives and rewards). The Likert Scale (Likert Scale) was relied upon, which is a method for measuring behaviors and preferences, it is used in psychological tests. It was devised by psychologist Rensis Likert. It is used in questionnaires, especially in the field of statistics. The scale is based on responses that indicate the degree of approval or objection to a formula. The collected information will be analyzed in the field using the five-point Likert scale, which works on the criteria shown in

the table below, and from it the category expresses each answer according to the following relationship: (Category length = general range/number of categories), and thus the category length becomes as follows $(1-5)/5 = 0.8$, (Ben Qateb, 2016, p. 269) to determine the values of the arithmetic mean and the category to which it belongs Therefore, it is explained in the following table:

Table No. (1): Division of approval levels for questionnaire items

Mean Values	Likart pentatonic scale	Level
[1.00 - 1.80]	Strongly Disagree	Very Low
[1.81 - 2.60]	Disagree	Low
[2.61 - 3.40]	Neutral	Medium
[3.41 - 4.20]	Agree	High
[4.21 - 5.00]	Strongly Agree	Very High

10. Psychometric properties of study tools:

The stability of the study tool in this case is confirmed by calculating Cronbach's alpha coefficients for the questionnaire's dimensional scores and its total score, and the result of the scale is statistically acceptable if the value of AlphaCronbach)) is greater than (0.60), and the closer it is to one (1), this indicates a higher degree of stability for the tool.

In this part of the study, we will test the stability of the study tool for each axis, and the overall stability is as follows:

Table No. (2): Cronbach's alpha coefficient to measure the stability of each dimension of the study tool.

	Dimension	Items	Cronbach's Alpha
1	Strategic Planning	5	0.812
2	Recruitment and Selection	5	0.821
3	Training and Professional Dev.	6	0.725



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4	Evaluation and Performance	5	0.857
5	Incentives and Rewards	5	0.714
6	Overall Questionnaire	26	0.791

Source: Prepared by the researchers using SPSS v27.

From the results of the table above, we note that Cronbach's alpha coefficient for the questionnaire dimensions ranged between (0.714 and 0.857), which is close to (1), which is a high stability. As for the total score of the questionnaire, the value of Cronbach's alpha coefficient reached (0.791), which is valid for analysis and providing honest results that achieve the objectives of the study.

11.Statistical methods:

The data were statistically analyzed using SPSS version 27. These methods were as follow:

- Arithmetic mean.
- Standard deviation.
- ANOVA
- Alpha-Cronobach coefficient.

12.Results and Discussion

12.1.Presentation and discussion of results:

12.1.1.Presenting and discussing the results of the first hypothesis

✓ **The level of investment in human resources in sports clubs and academies is highly estimated.**

- Analyzing phrases of strategic planning dimension.

Table No. (03): Arithmetic averages, standard deviations, and the relative importance of study sample answers for the strategic planning dimension.

Item No.	Statement	Mean	STD	Importance	Rank
01	Clear written strategic plan for HR development (coaches/admin)	3.65	0.71	High	4
02	Regular assessment of HR	4.06	0.25	High	1

	needs (annual/semi-annual)				
03	Adequate budget allocated for HR development	3.68	0.46	High	3
04	Management sees HR development improves program quality	3.72	0.52	High	2
05	Top management supports HR investment as strategic priority	3.62	0.55	High	5
Arithmetic mean and standard deviation of the dimension as a whole		3.74	0.51	High	/

Source: Prepared by the researchers based on the outputs of the statistical program SPSS v 27

From the results of the table above, we note that the arithmetic mean of the study sample members regarding the dimension of **strategic planning** for all its expressions was generally high (3.74) with a standard deviation of (0.51), meaning that the study sample members see that **strategic planning** is high in their clubs and sports academies in which they work, in addition to The value of the arithmetic averages ranged between 3.62 and 4.06 for the answers of study sample members to the items of this dimension to a high degree.

- **Analyzing phrases of recruitment, selection and appointment dimension**

Table No. (04): Arithmetic averages, standard deviations, and the relative importance of study sample answers for the recruitment, selection and appointment dimension.

Item No.	Statement	Mean	STD	Importance	Rank
01	Clear written criteria for selecting coaches and administrators	4.10	0.30	High	4



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02	Job opportunities are publicly announced	3.86	0.34	High	5
03	Objective interviews are conducted	4.31	0.59	Very High	2
04	Best competencies sought even outside city	4.20	0.40	High	3
05	Verification of qualifications before hiring	4.44	0.50	Very High	1
Arithmetic mean and standard deviation of the dimension as a whole		4.14	0.58	High	/

Source: Prepared by the researchers based on the outputs of the statistical program SPSS v 27

From the results of the table above, we note that the arithmetic mean of the study sample members regarding the dimension of polarization, selection, and appointment for all its statements was generally high (4.14) and with a standard deviation (0.58), meaning that the study sample members believe that polarization, selection, and appointment are high, in addition to the fact that the value of the arithmetic means ranged between 3.86 and 4.44 for the answers of the study sample members to the items of this dimension to a very high and elevated degree.

Table No. (05): Arithmetic averages, standard deviations, and the relative importance of study sample answers for the training and professional development dimension.

Item No.	Statement	Mean	STD	Importance	Rank
01	Regular training programs provided	3.82	0.46	High	6

02	Support for professional certifications	3.89	0.40	High	5
03	Continuous learning opportunities	4.00	0.00	High	3
04	Funding for conferences	3.93	0.25	High	4
05	Knowledge transfer plan	4.03	0.32	High	1
06	Focus on long-term player development	4.00	0.00	High	2
Arithmetic mean and standard deviation of the dimension as a whole		3.94	0.41	High	/

Source: Prepared by the researchers based on the outputs of the statistical program SPSS v 27

From the results of the table above, we note that the arithmetic mean of the study sample members regarding **the training and professional development dimension** for all its expressions was generally high (3.94) with a standard deviation of (0.41), meaning that the study sample members believe that **training and professional development** are high, in addition to the fact that the value of the arithmetic means ranged between 3.82 and 4.03 for the answers of the study sample members regarding the items of this dimension to a high degree.

- Analyzing phrases of evaluation and performance dimension.

Table No. (06): Arithmetic averages, standard deviations, and the relative importance of study sample answers for the evaluation and performance dimension.

Item No.	Statement	Mean	STD	Importance	Rank
01	Periodic performance evaluation	4.00	0.00	High	1
02	Clear evaluation criteria	3.96	0.18	High	5



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03	Constructive feedback provided	4.00	0.00	High	2
04	High performers rewarded	4.00	0.00	High	3
05	Corrective actions taken	4.00	0.00	High	4
Arithmetic mean and standard deviation of the dimension as a whole		3.99	0.09	High	/

Source: Prepared by the researchers based on the outputs of the statistical program SPSS v 27

From the results of the table above, we note that the arithmetic mean of the study sample members regarding **the evaluation and performance** dimension for all its statements was generally high (3.99) with a standard deviation (0.09), meaning that the study sample members believe that **the evaluation and performance** are high, in addition to the fact that the value of the arithmetic means ranged between 3.96 and 4.00 for the study sample members' answers to the items of this dimension to a high degree.

- **Analyze phrases of incentive and reward dimension.**

Table No. (07): Arithmetic averages, standard deviations, and the relative importance of study sample answers to the incentive and reward dimension.

Item No.	Statement	Mean	STD	Importance	Rank
01	Competitive salaries	3.96	0.18	Very High	4
02	Clear incentive system	3.96	0.18	High	5
03	Public recognition of achievements	4.03	0.18	High	2
04	Additional benefits	4.00	0.00	High	3
05	Incentives motivate staff	4.55	0.50	Very High	1
Arithmetic mean and standard deviation of the dimension as a whole		4.10	0.61	High	/

Source: Prepared by the researchers based on the outputs of the statistical program SPSS v 27

From the results of the table above, we note that the arithmetic mean of the study sample members regarding **the incentives and rewards** dimension for all its statements was generally high (4.10) with a standard deviation of (0.61), meaning that the study sample members believe that **the incentives and rewards** are high, in addition to the fact that the value of the arithmetic means ranged between 3.96 and 4.55 for the study sample members' answers to the items of this dimension to a high degree.

Based on the results of Tables No. (07,06,05,04,03), it becomes clear to us that the level of investment in human resources among the study sample members is highly estimated in all dimensions and expressions. This result reflects the importance of the role played by investment in human resources development in the sports context, which is confirmed by previous studies that found a positive relationship between investment in human resources and improved performance and organizational indicators. For example, a study on human resources investment and its relationship to achieving organizational effectiveness in sports federations showed a positive correlation between human investment and achieving overall effectiveness for sports organizations under modern management trends. This confirms that high investment in this resources positively impacts the outcomes of sports institutions. (Samir Abdel Latif & Rami Sid, 2021)

Similarly, another study indicated that sports investment is associated with improved human resources performance within sports facilities. The results showed that the sample members responded to the study's hypotheses regarding the positive role of this investment in raising employee competence and organizing work. This is consistent with the current results, which showed high ratings across all dimensions under study. (Lafred, 2020)

Survey studies in the context of Algerian sports institutions have also confirmed that human resources management and investment is a strategic necessity in confronting modern environmental challenges, and enhances the ability to implement activities and achieve set goals (Khermach, 2020).

These findings are consistent with the theoretical literature that believes that investing in qualified and trained human resources helps organizations achieve a sustainable competitive advantage, especially in environments that require a high degree of efficiency and creativity, such as the sports sector. Numerous studies in advanced management have demonstrated that human resources investment



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includes training, coaching, motivation, and professional development, and that it is linked to improved performance and organizational benefit.

From this perspective, the contemporary findings do not contradict, but rather support, previous studies. The analysis shows that sports clubs and academies that invest effectively in their human resources typically achieve higher levels of organizational and technical performance, contributing to enhancing their competitiveness and achieving their long-term goals.

12.2.Presentation and discussion of the results of the second hypothesis:

- There are statistically significant differences in the level of investment in human resources due to the experience variable (less than 5 years, from 5 to 10 years, more than 10 years).

Table No. (08): Results of the analysis of variance (ANOVA) between average investments in human resources by the experience variable (less than 5 years, from 5 years to 10 years, more than 10 years).

Table (08): Results of One-Way ANOVA Analysis of Human Resources Investment Means According to the Experience Variable (*Less than 5 years, from 5 to 10 years, more than 10 years*)

Dimension	Source of Variance	Sum of Squares	df	Mean Square	Calculated F Value	Sig
First Dimension	Within Groups	6.93	2	3.46	2.18	0.12
	Between Groups	87.13	55	1.58		
	Total	94.06	57			
Second Dimension	Within Groups	0.13	2	0.06	0.07	0.92
	Between Groups	45.80	55	0.83		
	Total	45.93	57			
Third Dimension	Within Groups	3.07	2	1.53	3.83	0.02
	Between Groups	22.03	55	0.40		
	Total	25.10	57			
Fourth Dimension	Within Groups	3.27	2	1.63	2.73	0.07
	Between Groups	33.00	55	0.60		

	Total	36.27	57			
Fifth Dimension	Within Groups	3.33	2	1.66	6.10	0.00
	Between Groups	15.01	55	0.27		
	Total	18.34	57			
Overall Scale Score	Within Groups	0.49	2	0.24	3.56	0.03
	Between Groups	3.83	55	0.07		
	Total	4.33	57			

Significant when the value of sig is less than or equal to 0.05

The results of the table above, which represents the analysis of variance), indicate between the averages of investment in human resources by experience variable (less than 5 years, from 5 years to 10 years, more than 10 years), as we noticed that there are no statistically significant differences in the first dimension, which represents **strategic planning** The sig value was 0.12, which is greater than the significance level value of 0.05, which indicates that there were no statistically significant differences in the experience variable. As for the second dimension, which represents **polarization, selection, and appointment**, its results also indicated that there were no statistically significant differences in the experience variable, as the sig value was 0.92, which is greater than the significance level of 0.05 As for the third dimension, which represents **training and professional development**, its results indicated that there were statistically significant differences in the experience variable (less than 5 years, from 5 to 10 years, more than 10 years), where the sig value reached 0.02, which is less than the significance level of 0.05 When relying on the multiple comparisons method (LSD), it becomes clear to us that the differences were statistically significant in favor of the group with more than 10 years of experience. As for the fourth dimension, which represents **evaluation and performance**, its results indicated the absence of statistically significant differences in the experience variable, as the sig value reached 0.07, which is greater than the significance level of 0.05 While the results of the fifth dimension, represented by **incentives and rewards**, indicated that there were statistically significant differences in the experience variable (less than 5 years, from 5 to 10 years, more than 10 years), Where the value of sig reached 0.00, which is less than the significance level of 0.05, and when relying on the multiple comparisons method (LSD), it becomes clear to us that there are statistically significant differences between the group whose



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experience is less than 5 years and the groups between 5 and 10 years and more than 10 years, while we did not find There are statistically significant differences between the category from 5 to 10 years and the category more than 10 years As for **the overall score of the scale**, its results indicated that there were statistically significant differences, as the sig value reached 0.03, which is less than the significance level of 0.05. When relying on the multiple comparisons method (LSD), it becomes clear to us that there are statistically significant differences between the group with 5 to 10 years of experience and the group with more than 10 years of experience, in favor of the more experienced group.

From the above, it can be said that the experience factor affected some dimensions, such as the training and professional development dimension, the incentives and rewards dimension, and the overall score of the scale, as the differences were statistically significant in favor of the most experienced category, while there was no statistically significant effect of the experience factor with respect to either the strategic planning dimension, the training and professional development dimension, or the evaluation and performance dimension The researchers attribute these results to the fact that the experience factor enhances positive perception of personal dimensions of human investment such as training and incentives, while its impact remains limited in organizational aspects such as planning and evaluation due to structural weakness in Algerian sports clubs and academies. (Gary N & Min-Hsun, 2014) emphasized that experience as a cumulative investment increases personal return through training and incentives, but it requires organizational support for dimensions such as planning Critical studies in sports management have also indicated that. In the sports context, this is explained by the fact that experience improves individual performance but does not compensate for the absence of strategic policies.

13. Deductions:

- The level of strategic planning among the study sample members is high.
- The level of recruitment, selection and appointment among the study sample members is high.
- The level of training and professional development among the study sample members is high.

- The level of evaluation and professional performance of the study sample members is high.
- The level of incentives and rewards among the study sample members is high.
- There are statistically significant differences in the dimension of training and professional development, the dimension of incentives and rewards, and the total score of the questionnaire, in favor of the group with more experience (more than 10 years).
- There are no statistically significant differences in the strategic planning dimension, the recruitment, selection and appointment dimension, and the evaluation and performance dimension attributable to the experience variable.

14. Conclusion

In light of the study results, it was found that the level of investment in human resources among the study sample members was high across all dimensions, including strategic planning, recruitment, selection, and appointment, training and professional development, evaluation and professional performance, and incentives and rewards. This reflects a managerial awareness of the importance of human resources within sports clubs and academies. The results also showed that there were statistically significant differences in the dimensions of training, professional development, incentives and rewards, as well as in the overall score of the questionnaire, in favor of those with more than ten years of experience, while no statistically significant differences were recorded in the dimensions of strategic planning, recruitment, selection and appointment, evaluation and professional performance attributed to the experience variable. These results confirm that professional experience contributes significantly to enhancing some aspects of investment in human resources, especially with regard to development and motivation.



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