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The Reality of the Human Resource Management in the Sports Facilities in Algeria

Khineche ali*

ziane achour university of djelfa (algeria) . a.khineche@univ-djelfa.dz

Abstract :

The modern business environment requires that a sports organization constantly develops its human resources (personnel department), otherwise, it will introduce itself to aging, ending and not being able to compete in the world of business and finance. This happens if we do not give our working human resources the right of care, attention and development in comparison to other resources. Achieving the aims outlined by the Algerian sports facilities and the embodiment of their strategy depends on the characteristics available in the sample of individuals who can carry the strategic thinking of the establishment.

Therefore, the objective of this study is to highlight the reality of human resources management in our sports facilities and the extent of this reality in accordance with international standards, through which, we provide an analysis of this reality.

Key Words : Human Development -human resources- management-reality sports facilities

***Corresponding author**

Introduction :

In recent times, the interest in human resources at the level of sports facilities has increased significantly as it is considered as the most important resource among other resources; it is, indeed, a resource capable and effective of positive participation in the thought of human capital.

Therefore, the sports facilities management is keen to attract individuals with expertise and capabilities, those who have certain specifications that contribute to achieving the goals of the administration in the most optimal way: in other words, the need for integration and harmonization between the job requirements and the specifications of its occupants. Therefore, the management of sports facilities should make every effort to attract the best of these human competencies and apply a number of functions on them, including a former strategy for polarization, recruitment mechanisms, a training program and an incentive scheme such as providing opportunities for qualification and promotion in order to inject new blood. All these matters would enable us to face the challenges posed by competitive institutions, which derive their philosophy from globalization and market openness. In fact, competition is fierce, within this market, for the purpose of acquiring the best and this will only come through a human resource management that possesses strategic thinking, efficiency and competence.

The most important thing addressed, in this research paper, is to study the reality of human resource management in sports facilities and how it is run by a trained and professional administrative cadre that keeps pace with the transformation that Algeria is witnessing in the sports field, especially in the management of its sports facilities in light of sports professionalism. In addition to all this, we will discuss how to adopt a human resource management strategy at the level of our sports facilities and highlight the human map available in the sports field that sports managers should exploit and develop because we are in a comfortable economic situation that allows us to make optimal use of human resources in the sports field.

1-1- The problem:

What is the reality of human resource management in sports facilities in Algeria? Through this general question, we can ask the following sub-questions:

- 1- Is there a section for human resources management in sports facilities in Algeria?
- 2- What is the extent of application of human resources management functions in sports facilities in Algeria?
- 3- Do we sense the application of a strategy in the performance of human resources management in sports facilities in Algeria?

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1-2- Research Hypotheses:

The reality of human resource management in sports facilities in Algeria follows the traditional pattern and lacks strategy.

Partial Hypotheses:

- 1- There is no human resources management department in sports facilities in Algeria.
- 2- Human resource management functions can be applied in sports facilities in Algeria.
- 3- There is no strategic dimension to the performance of human resources management in the Algerian sports facilities.

1-3- The objective of the study:

- Finding out if there is a human resources management department in sports facilities in Algeria.
- Examination of the possibility of applying human resources management functions in sports facilities in Algeria.
- Working to understand the strategic dimension of human resource management performance in Algerian sports facilities.

1-4- The importance of the study:

This study derives its importance from the increasing amount of interest in human resources working in the sports field on the one hand, and improving effectiveness on the other hand. In general, the importance of our research appears in the following elements:

- The importance that this topic obtains, in view of the current situation experienced by the Algerian sports facility, which calls for attention to human resources as a basic determinant of the success or failure of sports facilities, especially in light of economic updates.
- Improving job performance in the sports facility can be possible by activating the role of human resources management and directing human performance towards better levels.

1-5- Defining the terms:

Like other researchers, we find difficulties represented in giving generalities of language and lack in defining the term; also, we find that defining terms and concepts is a key that facilitates access to the initial research steps in order to understand the subject under study.

1-5-1- Human Resources:

Procedural definition:

Human resources are all individuals who pledge to work within the sports facility and seek to achieve the established goals of the individual and the institution by applying a group of functions related to human resource management, and that they have rights and duties under the legislation applicable in the Algerian sports sector.

1-5-2- Sports Facility:

Procedural definition:

It is the structures and fields in which all kinds of physical activity are practiced, including the necessary materials and equipments.

Where, the sports facility must be based on international foundations and standards and be in line with the developments taking place in the world; moreover, these structures also contain a group with a continuous organization consisting of several normal or credited persons, the purpose of which is to achieve care for young people and provide the appropriate conditions for the advancement of their skills and properties by providing sportive, national, social, spiritual, sanitary and recreational services within the framework of the state's general policy (Muhammad Said Anwar Sultan: 2003)

1-6- Previous studies:

The previous study is a tool for guidance and it is considered as a new path in order to enrich the previous topics and expand the field of study in them. After browsing the previous studies that are concerned with the issue of human resources management in sports institutions in Algeria, we noticed the lack of these studies in this field in our country, but there are studies with courageous treatments, including:

1-6-1- Study of Muhammad Hanafi Muhammad Nour Tabidi: The Impact of Strategic Management on the Efficiency and Effectiveness of Performance, PhD thesis at Al-Neelain University, Sudan 2010.

Wherein, the researcher dealt with the problem of the extent of application and practice of strategic management in the Sudanese telecommunications sector and its impact on the efficiency and effectiveness of performance in this vital sector. This study further tests several hypotheses, including: that the senior management of the telecommunications company is familiar with the concepts and methods of strategic management and it has been divided into:

- There is a statistically significant relationship between the knowledge of the senior management of the concepts and methods of strategic management and their applications and practices in communication companies.
- There is a statistically significant relationship between the knowledge of the management of communication companies of the analysis process and the application and practice of strategic management.
- The internal environment, human resources, organizational culture, and organizational structures help to implement strategic management.

This researcher used the descriptive approach, and the study proved the validity of all the hypotheses, the most important of which is that the application of strategic management increases the efficiency and improvement in performance

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for telecommunications companies. The study recommends the necessity to address all the obstacles that affect the application of strategic management and the need to pay attention to and focus on training in the field of strategic management, especially in the field of plans.

1-6-2- Study of Amrasi Zahya: Strategies of Human Resources Management at the Level of Sports Structures in Light of the Challenges of Globalization, Master's thesis, Institute of Sports, University of Algiers, 2009.

Sectioned into several chapters, in her study the researcher demonstrated the former and latter strategies for human resource management and highlighted the challenges of globalization with regard to sports management. She conducted her field study at the level of the Algerian Football Federation. After analyzing the results of the questionnaire, the researcher reached the following results:

- The need to develop before and after strategies in the field of human resource management.
- The necessity of taking into account the objectives of the employees inside the establishment in line with the objectives of the establishment as a whole.
- The necessity of using modern technology.

2-1- Approach:

In this study, we use the descriptive analytical approach, being considered as one of the most appropriate scientific and research approaches to best conduct this type of research. This approach expresses the phenomenon intended to be studied quantitatively and qualitatively, and it describes the various aspects of the phenomenon by providing the necessary and accurate information to better understand it.

Furthermore, it is also one of the best approaches that are characterized by objectivity, as it is known that it is every investigation that focuses on an educational or psychological phenomenon or as it exists in the present, with the aim of diagnosing it, revealing its aspects, and analyzing the relationships existing between its elements or between educational or psychological phenomena **(Mohamed Awad Bassiouni, Faisal Yassin Al-Shati : 1226, p. 602)**

Hauti defined it in his classification of curricula: "It depends on collecting facts and information and then comparing or analyzing and interpreting them to reach acceptable generalizations." **(Ahmad Badr: 1979, p. 224)**

That is, the descriptive approach does not stop at describing the phenomenon, but also it extends to analyzing it and revealing the relationships between its various dimensions in order to explain them and reach conclusions that contribute to improving and developing reality. In the field method, we used a statistical tool, which is the application of the questionnaire to the original community of the sports facility.

2-2- The exploratory study:

Usually any field study is preceded by an exploratory study that is a prelude to unloading the appropriate statistical tools for this study. As the title of the study is an extension of previous and similar studies in this topic that is related to sports management and modern management methods in sports facilities, and because the topic is modern and has not been discussed by much, the result is it does not have the sufficient data or statistics to make us familiar with the dimensions and aspects of the subject; for this reason, the researcher followed a sound methodology to treat it seriously and professionally. Among the tools that he used the exploratory study tool that we discussed to know the mysteries and secrets of this ambiguous study and consider it a priority to remove the ambiguity surrounding the subject, especially in its methodological aspect. The exploratory study is a preparatory study for the main tools used in this study, as we made a field visit to the Sports Complex Administration the **First of November** in Djelfa with the intention of observing it. Within the same framework, we also conducted individual interviews that contributed to modifying some of the formulations of the questionnaire that will be distributed to them later, which is divided into three axes and the response of the research sample to the desired goal of this field work.

2-3- Areas of research:

Spatial domain: We conducted a field study at the level of: The Sports Complex, **the First of November 1954** in Djelfa, and since it is still subject to central management, according to our opinion, it does not matter where it is located as much as the opinion of the human resources working in it with all their different levels of employment.

Time scope: The field study was conducted during the second trimester of 2018, starting from the exploratory study until the questionnaire's distribution and retrieval.

2-4 - Study community

It is the group on which we want to establish an applied study and provide them with the questionnaires in order to obtain answers, of course, depending on the descriptive approach as we mentioned previously as it is the appropriate method for this study. In our research, the research community was the group of head-employers working in sports complexes, starting from the highest-powered manager, all the way to the agents deployed in the departments of these sports facilities' administrations. That is, the study population accommodates a good number of workers who are under the authority of the sports institution management and whose number is estimated by 150 employees.

2-5- Sample selection:

The aim of selecting the sample is to obtain information from the original research community, so the sample is to select the number of individuals for a particular study that makes their results representatives of the study community. The appropriate choice of the sample makes the results generalizable to the

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community, where its results are true for it (**Khalis Muhammad Abdul Hafeez, Mustafa Hussein Bahi: 2000, p. 129**). The sample selection stage is one of the important methodological stages that lead us to the accuracy and credibility of the obtained results so that they can be generalized, (a subset of the elements of a particular research community). Besides, regarding the large size of our original statistical community and the nature of the questions we asked, which is about an investigation and a diagnosis of some type of reality, we took 20% of the workers of the research community and the sample was chosen at random.

-2-6-Search Tools:

Before talking about the tools used in the research process, we should talk about survey research in which two main methods of data collection are used, namely interviews and questionnaires, and each method has two options, which provides four different methods of data collection:

1- The personal interview

2- Direct questionnaire

Since all of them use the way of asking questions, each of them has unique characteristics, advantages and disadvantages that one needs to take into account before making a decision about the type of tool to be used considering that the descriptive approach uses many tools that aim to determine the characteristics of the problem, study the differences surrounding it, and reveal their connection.

Actually, in this research we used:

A- Direct Questionnaire:

It is a questionnaire that is delivered to a group of individuals who gather in a specific place and for a specific purpose. The main advantage of direct delivery of the questionnaire lies in the high response rate that reaches **100%** of the answers. There are other advantages such as the low cost and the researcher's contribution to providing assistance. As for the disadvantages, it is that the researcher is usually restricted to a temporal and spatial framework.

Returning to the subject of our research, the number of questions was **21**, including three axes: each axis studies a certain hypothesis that is either negated or proved. The questions were closed.

B- The interview:

The interview tool, especially the direct one, is considered as an important survey method that is defined as a guided conversation in which the interviewer reads the questions to the respondent face to face with recording the answers; one of its most important advantages is its flexibility. By using this tool, the researcher can catch the opportunity to make his interviewee in the situation in which he sees that he might respond best to his questions. On the other hand, the interviewer can modify or add additional information when the answer seems insufficient and it usually has high rates. Moreover, the interview helps us in weighing some of the questionnaire statements that validate the hypothesis or not.

2-7- Study procedures:

When the data collection tool is prepared, it should be subject to a field test that includes training the users of the tool, interviewing the individuals, and distributing questionnaires on them. Therefore, we distributed the forms to employees, with some explanations for the questions and how to answer them. Then, we re-delivered the same forms to the same sample after two weeks in order to make sure of the sincerity and constancy of their choice.

2-8- Statistical operations:

The subject of the study, which compelled us to use statistical methods that would provide us with accurate description in which we used the following statistical techniques:

- Percentage Technique
- Use of the (k^2) test

For, the researcher depends on statistics which would lead him to the correct method and sound results.

1/ Percentage Technique:

To convert the frequency obtained from the results of the questionnaire into numbers that can be analyzed and interpreted, we calculate the latter in the following way:

$$\text{Percentages} = \frac{(100 \times \text{number of recurrences})}{(\text{the general sum of the sample})}$$

2/ The use of the K^2 test:

To indicate the differences in the search for the effectiveness of human resources management in bringing sports investment according to the requirements of the market economy.

$$K^2 = \frac{(\text{observed values} - \text{expected values})^2}{\text{expected values}}$$

2-9- Test stability:

We mean by the stability of choice the repetition of the same results constantly: "The test is considered stable if it gives the same results continuously if it was repeated on the same examinees under the same conditions (**Deopoldeb van Dalen: 1979, p. 449**).

In order to ensure the validity and genuineness of the results, we applied the test twice so that it is possible to repeat the questionnaire or the interview with the same people after a period of time, or to apply two different forms of the questionnaire to the same people. Such procedures are often expensive and take a lot of time, and they are somewhat impractical since it is not easy to find individuals who want to repeat the questionnaire or the interview. The stability in the subject of our research was conducted on the sample surveyed by re-submission of the form again after 15 days to the respondents and it gave almost identical results.

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3-1- Presentation and analysis of the results of the questionnaire statements

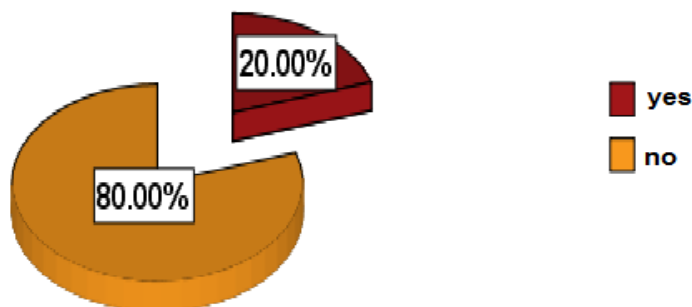
3-1-1- Presentation and analysis of the results of a statement from the first axis:

Statement No. 01: Is there a human resources management section in the Complex's organizational structure?

The objective of statement No. (01): To know whether the sports facility has a human resources management section.

Answers statement s	yes		no		total		calculat ed K ²	significa nt value sig	indicatio n level	df	Statistical decision
	t	%	t	%	t	%					
Statement Number1	6	20	24	80	30	100	10.800	0.001	0.05	1	Statistically significant

Table 01: represents frequencies, percentages, and K² values for the first statement of the first axis.



Analysis:

- From the results shown on Table No. (01), it is clear that there are statistically significant differences at the significance level (0.05) and the degree of freedom (01), where the value of K² (10.800) and the significance value (0.001), where the significance level is (0.05): it is greater than the significance value; this indicates that there are differences in favor of the most frequent answer, and this is through the majority's answer with (no) which reached (80%) with a number of repetitions of (24), while the percentage of their answer with (yes) was (20%) with a number of repetitions of (06).

Conclusion:

The sports facility does not have a separate human resources management section.

3-1-2- Presentation and analysis of the results of a statement from the second axis:

Statement No. (1): What are the obstacles and problems that you see hindering the work of the human resources department in the sports facility?

The objective of phrase No. (1): To know the obstacles and problems that hinder the work of the Human Resources Department.

Answers statements	Administrative		financial		total		calculated K^2	significant value sig	indication level	df	Statistical decision
	t	%	t	%	t	%					
Statement Number1	15	50	15	50	30	100	0.000	1	0,05	1	not statistically significant

Table No. (2) represents frequencies, percentages and K^2 values for the first statement for the second axis

**Analysis:**

- Obviously, through the results shown on Table No. (1), there are no statistically significant differences at the significance level (0.05) and the degree of freedom (01), where the value of K^2 (0.00) and the significance value (1), as the significance level is (0.05) less than the significance value, and this is through the respondents' answer with (financial) which reached a rate of (50%) with a number of repetitions of (15), while the percentage of their answer with (administrative) reached (50%) and with a number of repetitions of (15); and this indicates that there are no significant differences in favor of the two groups;

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meaning, there are no differences in the type of obstacles because both are effective.

Conclusion: we conclude that administrative and financial obstacles have the same effect, and both of them affect the performance of human resources management.

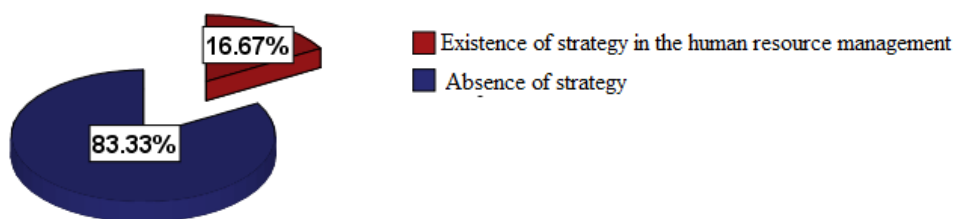
3-1-3 - Presentation and analysis of the results of a statement from the third axis:

Statement No. (1): Does the current human resources management work method indicate the presence or absence of a strategy?

The objective of phrase No. (1): To know the indicators of strategy adoption by the Human Resources Department.

Answers statements	Existence of a strategy		Absence of strategy		total		calculated K^2	significant value sig	indication level	df	Statistical decision
	t	%	t	%	t	%					
Statement Number1	5	16.67	25	83.3	30	100	.133	0.715	0.05	1	Statistically significant

Table No. (3) represents frequencies, percentages, and values K^2 for the first phrase of the third axis.



Analysis:

- It is clear to us through the results shown on **Table No. (1)** that there are no statistically significant differences at the significance level (**0.05**) and the degree of freedom (**01**), where the value of K^2 (**0.133**) and the significance value (**0.715**), as the significance level (**0.05**) is less than the significance value, and this is through the respondents' answer with (there is no strategy) that reached (**83.3%**) with a number of repetitions of (**25**); while the percentage of their answer with (the existence of a strategy) was (**16.7%**) and with a number of repetitions

amounted to **(05)**; this indicates that there are no significant differences in favor of the more frequent category which says that the work of human resources management indicates the absence of an existing strategy.

Conclusion: There is no strategy applied in the management of human resources in sports facilities.

3-2-1- Analysis of the results of the first hypothesis:

Apparently, through the obtained percentages, which are related to the terms of the first axis, we find that the human resources management has no effect when considering the modern concept, but there is an office for users only that performs routine work for those traditional jobs, such as recruitment procedures, and this is what was expressed by the first statement of the first axis, in which the percentage was **(80%)** of the employees who responded that there is no human resources management department in the organizational structure of the facility. In this axis, we have put forward understandable statements, including the respondents' answer in the second statement of the same axis, where we find that the requirement for the presence of (Human Resources Management Department) which was amounted to **(60%)** with a number of recurrences amounted to **(18)**; on the other hand, the percentage of the answer the lasting of the (employees' office) only was **(40%)** and the number of iterations reached **(12)**, that indicates the importance of having a specialized department for individuals: this is explained by the writer **Mustafa Naguib Shawish**, 'Human Resources Management (Personnel Management)', showing the need for the existence of a specialized human resources department which would take care of personnel affairs in the facility, prepare human resources policies based on scientific foundations, in addition to motivating workers and raising their morale in order to achieve their satisfaction with work and increase their productivity.

There are many reasons that explain the growing interest in human resources management as a specialized administrative function. In fact, the presence of the human resources management section in the facility would contribute to achieving outstanding performance by obtaining competent individuals and this would contribute to achieving the goals of the organization, according to what the writer **Sinan Al-Masawi** said (human resources management ... and the impact of globalization, and unable to keep pace with developments in this field.)

This is through the respondents' answer in statement **No. 6** with (yes), which reached a rate of **(60%)** with a number of repetitions of **(18)**, showing the extent to which workers are aware of the importance of having a department that takes care of their interests and achieves their aspirations according to the modern view of human resources management.

Hence, what is required in light of these updates is the necessity of an effective presence of the human resources management in the facility in order to pay more attention to the employees' affairs and work to improve their efficiency, and this is confirmed by the study of the percentages obtained through translating the

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answers of the research sample regarding the statements of the first axis, which reinforce the validity of the first hypothesis, i.e. the human resources department does not exist in the facility.

3-2-2- Analysis of the results of the second hypothesis:

It is evident from the percentages obtained from the statements of the second axis of the questionnaire, especially the statements **9-10-11**, that the functions of human resources management in the sports facility are not applied, even those regular jobs which proceed in a traditional way that needs renewal; in addition, by returning to phrase **No. 9**, we find that the ratio of **(70 %)** answered that the Human Resources Department does not accompany and follow up on new employees, but rather only appoints them, and this what contradicts with the opinion of many researcher we mention, for example, **Souhila Muhammad Abbas - Ali Hussein Ali**, *Human Resources Department*: Wherein, they talk about the latest modifications of the appointment process, as they say that * the last process of selection and recruitment, and it is intended to direct the new individual to his job in the organization and this matter requires introducing the individual to the job, the direct manager, his responsibilities, the goals of the organization, the philosophy of senior management, policies, habits, procedures, and work systems.

In general, the human resources department should seek to implement its functions according to the transformations that the institutions are witnessing, including the motivating function, which a large percentage of the respondents admitted that it is (not possible), that reached **(66.7%)**, while the percentage of (possible) reached **(33.3%)**; this shows that motivation is not possible under centralized management, because the nature of the work of these facilities and the decrees that govern them did not provide them with that economic and commercial character, and this was shown by the percentage of respondents' answers about the first statement of the second axis about 'what are the most important factors': **83%** said that the administrative and financial obstacles help in the practical application of the functions of the human resource management, and perhaps what **Adel Mohamed Zayed** went about in his 'Human Resource Management: a Future Vision' when he talks about incentives of all kinds: internal, external, financial and moral. For instance, the internal motives are the degree of satisfaction that the individual achieves from the job itself, and this satisfaction is achieved for the individual internally; the feeling of belonging to a distinct establishment that is having its place in the labor market is one of the tasks of personnel management. In addition to that some absent jobs such as training which was expressed by statement **No. 11**, that says that **(93.3%)** did not receive any kind of training. Totally, we say that the second hypothesis has been achieved, which says that the functions of human resource management can be applied in the sports facility.

3-2-3- Analysis of the results of the third hypothesis:

Proceeding from the stages of implementing the administrative strategy within the sports field, it is inferred that the strategy of human resources management, working in this field, is an integral part of the strategy of the sports facility as a whole, but what was deduced from the ratios of respondents' answers about the third axis that the strategy of human resources management in the facility is only 'ink on paper' and this what was shown by the percentage of the first phrase **(83.3%)** with a number of repetitions of **(25)** saying that strategic thinking is lacking in the establishment and this is what **Ahmed Sayed Mustafa** focuses on in 'Challenges of Globalization and Strategic Planning' when he talks about the level of functional strategy: where each job has its own strategy and each strategy has its axes or sub-strategies, for example, the human resources management strategy includes each of the strategies of polarization, recruitment, motivation, training... . These strategies are formulated by the heads of functional services or heads of the main functional departments.

The participation of human resources in delivering the strategy to the safety shore is inevitable, as most of the goals and policies of sports facilities have focused, in the last era, on studying the change and complexity that affected most of the work and activities of the institutions, including sports institutions, as a result of globalization and economic openness, accordingly the entire cadre and its administrative bodies. From here, the art of moving from the strategies of the past era appeared which proved to be completely different from the strategies of the current era. The strategies of this era imposed new challenges on the management of human resources working in the sports institution, most notably with regard to methods of recruitment, training and motivation. Through these points, we can discuss the relationship of the administrative strategy with the functions of human resource management in the sports field.

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General conclusion:

Any sports facility whatever it is, in the absence of a strategy for managing its human resources, is nothing more than just a group of buildings, equipment and furniture, and perhaps some accounts in banks; because, the strategy in managing its human resources is what makes the institution and paves the way for it towards growth, success and continuity.

Within this study, we were able to reach a set of results that confirm the incorrectness of the hypotheses proposed at the beginning of the study, on the basis of which, we can make some suggestions that we believe can be useful in developing the reality and location of human resources in the sports facility and ensure a qualitative framework for it to serve the goals of the research represented in changing the lived reality. Finally, we present the study horizons with suggestions for some topics related to the topic of research or have an indirect relationship, which may be a ground for future research and studies.

Despite this diligence in studying the reality of human resources management and its role in improving the performance of the sports facility and establishing its legal value and taking it to level of competitiveness, we find that its management is still of a traditional nature, and the human resources function is still just an auxiliary function limited to administrative aspects and the implementation of regulations and laws, and even it is still separate from strategic management.

Through our field study, we concluded that there is a painful reality in the management of human resources in our sports facilities which made individuals complain about their bad conditions and the weak relationship with their managers due to their lack of participation in decision-making and in setting work goals; especially, as the individuals, whether they are heads or subordinates, still have their view of the management process of human resources as only an administrative one; even their supposed tasks are still unknown to many, i.e. what does he do? What is he supposed to do? And what are the expected results from him? Here, we cannot ignore the impact of all the activities and functions of the facility by the prevailing economic situation, which made everyone perform his duties in an atmosphere of boring routine and not fear of bankruptcy of the institution or laying off workers or privatizing it, which will lead many to lose their jobs. Although it is assumed that the opposite would happen, the individuals should prove themselves by developing their capabilities and improving their performances even with the presence of risks.

Also, the prevailing method of managing human resources in sports facilities in our country still needs to be developed and changed in order to be able to develop the skills of individuals, spread their knowledge, develop their abilities and capabilities, and push them to innovation and renewal, and to bring out all their latent energies to achieve the goals of their organization.

Suggestions:

From the previous conclusions, we present the following suggestions, which we consider to be very important:

- 1- The necessity of expanding the work of the users' office and moving it to the human resources management department in the facility.
- 2- Managers of sports facilities must rethink the position and location of human resources management.
- 3- Restructuring and reintegrating of the human element, so that the human resources management strategy becomes a tangible reality in all sports facilities in our country.
- 4- The success of sports facilities administration depends on the degree of understanding and awareness of the strategic management of human resources to the same extent that the facility attaches to financial and material resources.
- 5- The necessity of applying total quality management in activating the strategic management of human resources in sports facilities.
- 6- The need to update information and communication technology in sports facilities, especially among its departments and to rely on information systems.

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